

# CENTRAL MICHIGAN UNIVERSITY

Mt. Pleasant 48859



## BOARD OF TRUSTEES

	<i>Term expires</i>
JERRY D. CAMPBELL, Jackson . . . . .	Dec. 31, 2006
JEFFREY R. CAPONIGRO, Bloomfield Hills . . . . .	Dec. 31, 2008
STEPHANIE COMAI, Ann Arbor . . . . .	Dec. 31, 2010
MARILYN FRENCH HUBBARD, Bloomfield Township . . . . .	Dec. 31, 2012
ROGER L. KESSELER, Midland . . . . .	Dec. 31, 2006
SAM R. KOTTAMASU, Saginaw . . . . .	Dec. 31, 2012
JOHN G. KULHAVI, White Lake . . . . .	Dec. 31, 2008
GAIL F. TORREANO, Mt. Pleasant . . . . .	Dec. 31, 2010

## EXECUTIVE OFFICERS

MICHAEL RAO, President  
THOMAS STORCH, Executive Vice President/Provost  
MICHAEL A. LETO, Vice President of Development and Alumni Relations  
GEORGE E. ROSS, Vice President for Finance and Administrative Services  
KATHLEEN M. WILBUR, Vice President for Government Relations and Public Affairs

**Central Michigan University** was established in 1892 as Central Michigan Normal School, Michigan's second teacher's 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 Intensive University.

Central Michigan 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, Central Michigan University offers classes at more than 60 Off-Campus Program Centers 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; Bachelor of Science in Mechanical Engineering; 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.

<b><i>Fall Enrollment (fall head count)</i></b>	<b><i>2002</i></b>	<b><i>2003</i></b>	<b><i>2004</i></b>
On-campus .....	19,380	19,402	19,792
Off-campus (In Michigan) .....	5,350	5,273	5,083

**STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b><i>Operating Revenues (all funds)</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>
State Appropriations .....	\$ 86,853,527	\$ 78,979,908
Student Fees .....	125,337,989	135,519,681
Gifts, Grants and Federal Contracts .....	28,697,094	29,315,880
Other Income .....	62,086,999	69,579,193
TOTAL REVENUES .....	\$303,175,609	\$313,394,662
 <b><i>Operating Expenditures (all funds)</i></b>		
Instruction and Departmental Research .....	\$108,459,028	\$111,016,397
Organized Research .....	3,147,687	5,971,842
Public Service .....	16,123,651	14,859,521
Student Services and Student Aid .....	43,445,180	42,560,342
Other Expenditures .....	105,767,884	106,479,425
TOTAL EXPENDITURES .....	\$276,943,430	\$280,887,527

Source: Central Michigan University, Office of Institutional Research.

# EASTERN MICHIGAN UNIVERSITY

Ypsilanti 48197



## BOARD OF REGENTS

	<i>Term expires</i>
JOSEPH E. ANTONINI, Troy . . . . .	Dec. 31, 2006
JAN A. BRANDON, Ann Arbor . . . . .	Dec. 31, 2008
PHILIP A. INCARNATI, Fenton (Chair) . . . . .	Dec. 31, 2010
SHARON J. ROTHWELL, Ann Arbor . . . . .	Dec. 31, 2010
THOMAS W. SIDLIK, Ann Arbor . . . . .	Dec. 31, 2012
KAREN Q. VALVO, Ypsilanti (Vice Chair) . . . . .	Dec. 31, 2012
ROY E. WILBANKS, Ypsilanti . . . . .	Dec. 31, 2012

## EXECUTIVE OFFICERS

JOHN A. FALLON III, President  
DONALD LOPPNOW, Interim Provost and Vice President for Academic Affairs  
COURTNEY A. MCANUFF, Vice President for Enrollment Services  
JUANITA M. REID, Vice President for University Relations  
JAMES F. VICK, Vice President for Student Affairs  
THOMAS STEVICK, Interim Vice President for University Advancement

**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 comprises colleges of Arts and Sciences, Business, Education, Health and Human Service, and Technology, and also includes a Graduate School, a World College, an Office of Continuing Education, an Institute for Corporate Learning, 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 science; 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; business services, technology education; chemistry; chemistry — teaching; children's literature/drama/theatre for the young; clinical lab sciences (clinic); clinical lab sciences (professional); 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; computer-aided manufacturing; construction management; criminology and criminal justice; dance; dietetics; document, content, records management; 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; facilities management; finance; French; French — teaching; French for business; general biochemistry; general business; general science; general science — teaching; geography; geography — teaching; geology; geophysics; German for business; German language literature — teaching; German language and literature; health administration; history; history — teaching; hotel and restaurant management; individualized studies program; industrial distribution; integrated science — teaching; integrated science secondary teaching; interior design; international business; Japanese language, culture — teaching; Japanese language and culture; journalism; labor studies; language and international trade; language arts group; language, literature and writing; language, literature, writing — teachers; language, world business; legal assistant; literature; management; manufacturing; manufacturing cost analysis; 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; nursing; nursing — BSN completion; occupational therapy; philosophy; physical education; physical education — teaching; physics; physics — teaching; plastics; 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; recreation and park management; 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; Spanish for business; speech/language impairment — clinical; sports medicine; technology education; technology management; technology, design education; telecommunication and film; theatre arts; therapeutic recreation; three minors — elementary education; urban and regional planning; visual arts education; vocational education; women's 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 — taxation; accounting/accounting 150 hours; accounting — financial operations; adapted physical education; accounting information systems/accounting 150 hours; apparel, textile merchandising; applied economics; applied statistics; art education; bioinformatics; biology general; business administration; computer aided design/cam; career, technology, workforce education; chemistry; children's literature; choral music; clinical behavioral psychology; clinical psychology; clinical research administration; cognitive impairment; college counseling; college student personnel; combined occupational therapy (BS/MOT); community college biology teaching; communication; community counseling; computer science; construction; creative writing; criminology and criminal justice; dietetics — coordinated; drama/theatre for the young — MFA; early childhood education; e-business; ecology and organismal biology; economics; ecosystems (aquatic/terrestrial); education psychology — development/personality; education psychology — research/evaluation; educational leadership; educational media and technology; elementary education; emotionally impaired; engineering management; English linguistics; entrepreneurship; family and children's services; finance; French; general science; geographic information systems; geography; German; geographic information systems — planning; geographic information systems and remote sensing; 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 administration; historic preservation planning; history; hotel and restaurant management; human resource/organizational development; human resources; individualized studies program; information security; information systems; interdisciplinary cultural studies; 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; literature; marketing; mathematics; mathematics computer science; mathematics education; mental health and chemical dependency; mentally impaired; middle school education; molecular/cellular biology; music education; music performance; music theory — literature; nonprofit management; nursing; nutrition; occupational therapy; organizational development; physical, otherwise health impaired; physical education pedagogy; physics; physics/physics education; physiology; piano pedagogy; polymer technology; professional certification elementary education; professional certification secondary education; psychology; public administration; quality; reading; school counseling; schools, 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; sports medicine — biomechanics; sports medicine — corporate adult; sports medicine — exercise physiology; sports management; strategic quality management; studio art — MA; studio art — MFA; supply chain management; teaching for diversity; teaching English to speakers of other languages; 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; adult nurse practitioner; business administration; community building; community college leadership; e-business; educational assessment; educational media and technology; entrepreneurship; German for business practice; geographic information systems educator; geographic information systems professional; general public management; health administration; helping intervention; Hispanic language and culture; information security; Japanese business practices; Japanese language teaching; legal administration; local government management; clinical research administration; management public health-care; nonprofit management; orthotics; public budget management; public land planning; public policy analysis; public personnel management; prosthetics; quality; school counselor licensure; supply chain management; technical communication; teaching health care systems; teaching of writing; water resources; artificial intelligence; bioinformatics; gerontology; state and local history; historic preservation; teaching English to speakers of other languages; advanced state and local history.

## **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. The university is in the midst of a \$45 million project to construct a new student center and renovate McKenny Union.

## **Housing**

On-campus housing for approximately 4,800 students is provided in residence halls as well as apartments for single students and student families. Much of this space can be made available during the summer months for conference guests, students taking short-term courses, and teachers.

## **Continuing Education**

Eastern Michigan University Continuing Education offers degrees, programs, and credit and noncredit courses at more than 25 sites in counties 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.

<b>Credit Enrollment (fall head count)</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
On-campus .....	24,532	24,419	23,862

### **STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b>Operating Revenues (all funds)</b>	<b>2002-2003</b>	<b>2003-2004</b>
State Appropriations .....	\$ 84,993,686	\$ 74,929,604
Student Fees .....	105,709,841	117,848,221
Gifts, Grants, and Federal Contracts .....	32,690,138	31,893,534
Other Income .....	46,651,115	44,085,507
<b>TOTAL REVENUES .....</b>	<b>\$270,044,780</b>	<b>\$268,756,866</b>
<b>Operating Expenditures (all funds)</b>		
Instruction and Departmental Research .....	\$ 88,161,082	\$ 91,445,321
Organized Research .....	5,077,858	4,948,175
Public Service .....	12,039,435	11,612,772
Student Services and Student Aid .....	38,263,409	39,153,646
Other Expenditures .....	120,481,170	114,281,481
<b>TOTAL EXPENDITURES .....</b>	<b>\$264,022,954</b>	<b>\$261,441,395</b>

Source: Eastern Michigan University.

# FERRIS STATE UNIVERSITY

Big Rapids 49307



## BOARD OF TRUSTEES

	<i>Term expires</i>
R. THOMAS COOK, Fife Lake . . . . .	Dec. 31, 2010
OLGA DAZZO, Lansing . . . . .	Dec. 31, 2006
GARY L. GRANGER, Grand Rapids . . . . .	Dec. 31, 2008
JAMES K. HAVEMAN, JR., Grand Rapids . . . . .	Dec. 31, 2010
GEORGE J. MENOUTES, Flint . . . . .	Dec. 31, 2012
GREGORY PATERA, Ionia . . . . .	Dec. 31, 2006
RONALD E. SNEAD, Greenville . . . . .	Dec. 31, 2012
ARTHUR L. TEBO, Walloon Lake . . . . .	Dec. 31, 2008

DAVID L. EISLER, President

**Ferris State University** provides practical applied education to produce 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 computer information systems management, career and technical education, criminal justice, business administration, nursing, curriculum, and instruction. Baccalaureate degrees are offered in allied health, business, teacher education, and a variety of specialized technical fields. Technical 2-year programs produce well-trained graduates in health care, science, industrial specialties, and engineering-related technician posts. In addition, 2-year general education and preprofessional courses qualify students for continued study at Ferris or elsewhere.

**University College** offers programs including Honors, Career Exploration, and Collegiate Skills and Directed Studies. Services are provided through Educational and Career Counseling, an Academic Support Center, a Special-Needs Counselor, Structured Learning Assistance and Freshmen Seminars.

The **campus** is located on the southern edge of Big Rapids, a city of approximately 12,000. The physical plant of more than 90 buildings includes only one structure that predates a 1950 fire that destroyed the former buildings. Approximately 8,900 students attend classes on the university's 880-acre campus; another 2,100 attend classes at off-campus sites. The new **Ferris State University Library for Information, Technology and Education (FLITE)** provides students with state-of-the-art information technology, as well as all the resources of a more traditional library. In 1998, Ferris opened the National Elastomer Center for Plastics and Rubber Technology. Other recently completed construction includes a new sports stadium, an extensively renovated Student Recreation Center, and a new Professional Golf Management Learning Center.

The **Applied Technology Center** in Grand Rapids, a decade-old joint venture with Grand Rapids Community College, houses undergraduate programs and extensive business and community-based training. The ATC is part of FSU-Grand Rapids, a "3-in-1" downtown campus with classes at the ATC, University Center and Kendall College of Art and Design, which merged with the University January 1, 2001.

Ferris is named for 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. Started 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. Ferris Institute became a state institution on July 1, 1950.

<i><b>Credit Enrollment (fall head count)</b></i>	<i><b>2002</b></i>	<i><b>2003</b></i>	<i><b>2004</b></i>
On-campus .....	8,908	10,280	10,211
Off-campus .....	2,166	11,822	11,803

**STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<i><b>Operating Revenues (all funds)</b></i>	<i><b>2002-2003</b></i>	<i><b>2003-2004</b></i>
State Appropriations — Operating .....	\$ 53,577,031	\$ 47,829,980
State Appropriations — Capital Projects .....	9,461,406	4,596,370
Student Fees .....	56,720,120	67,053,103
Gifts, Grants, and Federal Contracts .....	20,527,052	20,858,402
Other Income .....	34,427,149	42,358,091
<b>TOTAL REVENUES .....</b>	<b>\$174,712,758</b>	<b>\$182,695,946</b>

<i><b>Operating Expenditures (all funds)</b></i>	<i><b>2002-2003</b></i>	<i><b>2003-2004</b></i>
Instruction and Departmental Research .....	\$ 62,117,233	\$ 62,655,556
Organized Research/Grant Research .....	345,895	386,674
Public Service .....	570,395	333,363
Student Services and Student Aid .....	20,921,901	21,591,381
Other Expenditures .....	87,249,416	83,772,711
<b>TOTAL EXPENDITURES .....</b>	<b>\$171,204,840</b>	<b>\$168,739,685</b>

Source: Ferris State University, Governmental Relations and General Counsel.



# GRAND VALLEY STATE UNIVERSITY

Grand Rapids/Allendale 49401



## BOARD OF TRUSTEES

	<i>Term expires</i>
DANIEL J. ARONOFF, Bloomfield Hills (Vice Chair) . . . . .	Dec. 31, 2008
DONNA K. BROOKS, Holland . . . . .	Dec. 31, 2008
JESSIE F. DALMAN, Holland (Chair) . . . . .	Dec. 31, 2006
JOSÉ A. INFANTE, Muskegon . . . . .	Dec. 31, 2006
DOROTHY A. JOHNSON, Grand Haven . . . . .	Dec. 31, 2010
NOREEN K. MYERS, Lowell . . . . .	Dec. 31, 2012
LUCILLE S. TAYLOR, Laingsburg . . . . .	Dec. 31, 2010
KATE PEW WOLTERS, Grand Rapids . . . . .	Dec. 31, 2012

MARK A. MURRAY, GVSU President, non-expiring term

**Grand Valley State University** was chartered 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. It serves the region from a main campus in Allendale, a downtown Grand Rapids campus, a campus in Holland, and centers in Muskegon and Traverse City. Today, 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.

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 693 full-time faculty members, 14.7% are minorities. Grand Valley is proud to have campus chapters of 15 national honor societies.

Enrollment at Grand Valley has more than doubled since 1988, with applications for admission at record highs. The academic profile of entering students puts Grand Valley State among the top universities in the state.

Academic programs are built around a core of liberal arts and sciences to strengthen student skills in articulate communication, critical thinking, and independent learning, and to convey an understanding of the problems and perspectives of society. These programs — from anthropology to dance to foreign language, chemistry to art to psychology, biology to history to mathematics — are respected gateways to top graduate schools leading to successful careers in law, medicine, finance, business, and teaching. Our instructional offerings encompass more than 100 academic and career preparation programs leading to degrees in more than 75 majors.

**Graduate programs** include Master's degrees in accounting, biology, business administration, communication, computer information systems, criminal justice, education, engineering, English, health sciences, 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. 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, therapeutic recreation, natural resource management, legal studies, criminal justice, nursing, social work, geology, and education — including special education.

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 its Seidman College of Business and its 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.

The university's Clinical Doctorate in **Physical Therapy program** is one of only five 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.

Grand Valley's state-of-the-art Center for Health Sciences building, adjacent to Spectrum Health Butterworth Campus in Grand Rapids, houses the university's programs in nursing, physician assistant, occupational therapy, physical therapy, and medical imaging. Equipment used by the programs includes Meti-Man, a lifelike fully reactive medical simulator. The Kirkhof College of Nursing (KCON) has responded to the nursing shortage crisis by increasing the number of students in the BSN program. Students have clinical experiences in diverse settings throughout the west Michigan region including the KCON Academic Nurse Managed Center in downtown Grand Rapids. Nurse practitioners provide primary care in this community-based outpatient health center located in a supportive housing environment. 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.

A focus on **international education** is also reflected in foreign exchange and foreign study programs. Grand Valley State University sponsors a variety of programs in China, Ghana, Sweden,

Poland, Bosnia, England, Taiwan, Japan, France, Germany, the West Indies, Costa Rica, Spain, Mexico, and Russia. New exchange initiatives are under way in Australia and New Zealand. Grand Valley is a member of COUNCIL:CIEE, a worldwide consortium sponsoring overseas study opportunities, student identity cards, travel reservations, work abroad, and volunteer opportunities worldwide. As a result, GVSU students may also participate in COUNCIL's overseas study centers in Argentina, Australia, Belgium, Brazil, Chile, China, Costa Rica, Czech Republic, Dominican Republic, France, Hungary, Indonesia, Japan, Mexico, The Netherlands, Poland, Russia, Spain, Taiwan, Thailand, Tunisia, and Vietnam.

### ***Special Services***

The Office of Multicultural Affairs coordinates special programs in business, science, and education for students of color. Minority students constituted 10.2% of the Fall 2004 enrollment, keeping pace with the rapid total enrollment growth.

The **Minority Business Education Cohort** (MBEC) program mentors Grand Valley students who are interested in business careers. It acquaints these students with career opportunities by exposing them to business professionals and arranging internships. The program with more than 100 students enrolled in Fall 2004 encourages scholastic achievement and requires community and campus involvement. The success of MBEC at Grand Valley led to comparable programs in Science and Education.

The **Minority Science Education Cohort** (MSEC) program advances the development of students of color in the fields of pre-engineering and pre-health. The **Minority Teacher Education Cohort** (MTEC) program provides similar mentoring. This program has been designed to encourage students of color to enter the field of education through a program coordinated among the state's school districts, Grand Valley's College of Education, and the Office of Multicultural Affairs.

Other special services at Grand Valley State University include the Seidman Business Services office housed at the **Seidman College of Business** on the Pew Campus in downtown Grand Rapids. The office is dedicated to building a strong link between academic programs and economic development and job creation in the region. Established in 1984 after a comprehensive analysis of the economic and business needs of west Michigan, the office serves as a vehicle for providing management-level education, training, economic research and consultation resources, market analysis, and planning services for existing and potential area businesses.

In 2000, Grand Valley's Seidman College of Business became home to the **U.S. Small Business Administration's state headquarters** and is charged with management and oversight of the Michigan Small Business and Technology Development Center network, which is composed of twelve regional offices and more than 35 satellite centers throughout Michigan. This Center is only the second in the country to be designated a "technology" development center. Among its services are no-cost counseling, low-cost training, market research, and advocacy for small businesses.

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 **Division of Continuing Education** provides degree-completion programs to meet the specific needs of the region. A schedule of several hundred undergraduate and graduate courses and on-site student services are provided at the Stevenson Center for Higher Education at Muskegon Community College, at the University Center in Traverse City, and at the GVSU Meijer Campus in Holland. The Division also offers non-credit professional development throughout Michigan.

Continuing Education also offers a variety of **distance education** opportunities designed to help students overcome barriers of location and/or time constraints. The delivery systems include various combinations of two-way interactive television and online instruction.

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 **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. It brings applied research together with business, industry, agriculture, and government to develop proactive approaches to water quality and related environmental issues. The AWRI operates two research vessels, the *D. J. Angus* and the *W. G. Jackson*. It offers an education aquatic science outreach program for a variety of audiences, including K-12 students and teachers, service clubs, and other interested groups.

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, heating and air conditioning utilize "waste heat" from the fuel cell and "peak" power available from a nickel metal hydride battery storage system. In addition, the building is the first newly constructed facility in Michigan that will receive "gold certification" as a LEED (Leadership in Energy and Environmental Design) building. It is the tenth in the country.

MAREC supports multidisciplinary research and education concerning energy innovations. It offers a variety of educational outreach programs with a special emphasis for K-12 schools and community groups. It also serves as a demonstration site for new energy technologies in partnership with corporations.

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 WGKV-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. The stations also broadcast courses for college credit and supply educational programming for thousands of elementary and secondary school children in west Michigan. 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.

### ***Other Grand Valley State University Priority Programs***

*On-the-Job Internships and Co-op Education* — About 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.

*Partnerships with Other Colleges* — GVSU's "2 + 2" relationships with community colleges help both the community colleges and their students by integrating many of their academic programs with those of GVSU. This enables students to earn bachelor's degrees by completing two years at Grand Valley after two community college years.

### ***Accreditations***

Grand Valley State University is accredited by The Higher Learning Commission; Member — North Central Association and is an associate member of both the National Association of Schools of Art and Design and the National Association of Schools of Music. 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; Bachelor of Science in Engineering program by the Accreditation Board for Engineering and Technology; Nursing program by the Commission on Collegiate Nursing Education; Occupational Therapy program by the Accreditation Council of Occupational Therapy Education;

the Clinical Laboratory Sciences/Medical Technologist Program by the National Accrediting Agency for Clinical Laboratory Sciences; Physical Therapy Program by the Commission on Accreditation in Physical Therapy Education; Athletic Training by the Joint Review Committee on Educational Programs in Athletic Training; Athletic Training Program in the Department of Movement Science by the Commission on Accreditation of Allied Health Education Programs; the Physician Assistant Studies program by the Accreditation Review Commission on Education for the Physician Assistant; the School of Public and Nonprofit Administration by the National Association of Schools of Public Affairs and Administration; the School of Social Work by the Council on Social Work Education; the Michigan Small Business and Technology Development Center by the Association of Small Business Development Centers; and Seidman College of Business and the Accounting and Taxation programs by the AACSB International — the Association to Advance Collegiate Schools of Business.

<b>Credit Enrollment (fall head count)</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
On-campus .....	20,407	21,429	22,063

**STATEMENT OF REVENUES AND EXPENDITURES<sup>1</sup>**

<b>Operating Revenues</b>	<b>2002-2003</b>	<b>2003-2004</b>
Net Student Fees .....	\$ 90,780,281	\$103,198,358
Grants and Contracts .....	23,423,047	24,698,402
Other .....	38,955,038	42,421,032
TOTAL OPERATING REVENUES .....	\$153,158,366	\$170,317,792
<b>Operating Expenses</b>		
Instruction .....	\$ 85,579,151	\$ 89,191,020
Research .....	2,607,244	4,063,785
Public Service .....	11,540,465	11,435,035
Student Services and Student Aid .....	43,750,312	50,378,643
Other Expenses .....	64,783,462	70,115,533
TOTAL OPERATING EXPENSES .....	\$208,260,634	\$225,184,016
<b>Nonoperating Revenue/Expense</b>		
State Appropriation .....	\$ 57,992,024	\$ 56,131,500
Gifts .....	3,714,498	3,432,970
Other .....	29,376,671	20,562,224
TOTAL NONOPERATING REVENUE/EXPENSE ..	\$ 91,083,193	\$ 80,126,694

<sup>1</sup> 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
LINDA MARGARET HYATT BROWN, Mackinac Island . . . . .	Jan. 27, 2006
BARBARA CLIFF, Cheboygan . . . . .	Jan. 27, 2010
CINDY N. DINGELL, Trenton . . . . .	Jan. 27, 2012
W. W. "FRENCHIE" LAJOIE, Sault Ste. Marie . . . . .	Jan. 27, 2012
CHARLES J. SCHMIDT, Rochester Hills . . . . .	Jan. 27, 2010
DEVEREAUX TREPP, Traverse City . . . . .	Jan. 27, 2006
GARY L. WOLFRAM, Hillsdale . . . . .	Jan. 27, 2008

BETTY J. YOUNGBLOOD, President

BRUCE T. HARGER, Vice President for Academic Affairs and Provost

VACANT, Vice President, Business and Finance

MARK A. JASTORFF, Vice President for Student Life and Alumni Relations

**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.

<b>Credit Enrollment (fall head count)</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
On-campus .....	3,322	3,255	2,890

**STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b>Operating Revenues</b>	<b>2002-2003</b>	<b>2003-2004</b>
Tuition and Fees (net of scholarship allowances of \$4,275,159 and \$4,058,122 in 2004 and 2003, respectively) .....	\$10,024,816	\$11,921,362
Federal Grants and Contracts .....	4,337,442	4,220,458
State Grants and Contracts .....	274,331	227,644
Nongovernmental Grants and Contracts .....	1,704,241	2,064,045
Auxiliary Activities .....	9,156,371	9,630,194
Other Income .....	634,848	734,933
<b>TOTAL REVENUES</b> .....	<b>\$26,132,049</b>	<b>\$28,798,636</b>
 <b>Operating Expenditures</b>		
Instruction .....	\$12,595,988	\$12,464,749
Research .....	334,478	354,357
Public Service .....	698,184	753,535
Academic Support .....	2,746,967	2,346,677
Student Services .....	1,891,756	1,742,467
Student Aid .....	1,579,858	1,533,085
Institutional Support .....	4,834,093	4,663,413
Operation and Maintenance of Plant .....	3,851,777	3,540,722
Auxiliary Activities .....	8,946,024	9,265,597
Depreciation .....	4,975,664	4,877,101
Other Expenditures .....	1,044,219	396,894
<b>TOTAL EXPENDITURES</b> .....	<b>\$43,499,008</b>	<b>\$41,938,597</b>
<b>OPERATING LOSS</b> .....	<b>(\$17,366,959)</b>	<b>(\$13,139,961)</b>
 <b>Nonoperating Revenues (expenses)</b>		
State Appropriations .....	\$13,707,126	\$12,429,555
Interest on Capital Debt and Leases .....	(1,630,705)	(1,596,223)
Investment Income Net of Investment Expenses ..	362,093	819,186
Loss on Assets Sold or Retired .....	(40,721)	(46,969)
<b>NET NONOPERATING REVENUES</b> .....	<b>12,397,793</b>	<b>11,605,549</b>
<b>LOSS BEFORE OTHER REVENUES</b> .....	<b>(4,969,166)</b>	<b>(1,534,412)</b>
 <b>Other Revenues</b>		
Capital Grants and Gifts .....	\$ 525,478	\$ 432,273
Additions to Expendable Endowments .....	33,030	16,425
Capital Appropriations .....	—	10,272,409
<b>TOTAL OTHER REVENUES</b> .....	<b>558,508</b>	<b>10,721,107</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b> .....	<b>(4,410,658)</b>	<b>9,186,695</b>
<b>NET ASSETS, BEGINNING OF YEAR</b> .....	<b>56,421,815</b>	<b>52,011,157</b>
<b>NET ASSETS, END OF YEAR</b> .....	<b>\$52,011,157</b>	<b>\$61,197,852</b>

# MICHIGAN STATE UNIVERSITY

East Lansing 48824



## BOARD OF TRUSTEES

	<i>Term expires</i>
DOLORES COOK, Greenville .....	Jan. 1, 2007
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
DAVID L. PORTEOUS, Reed City .....	Jan. 1, 2007
SCOTT ROMNEY, Birmingham .....	Jan. 1, 2009

## EXECUTIVE OFFICERS

- LOU ANNA K. SIMON, President
- KIM 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
- ROBERT A. NOTO, General Counsel and Vice President for Legal Affairs
- PAULETTE GRANBERRY RUSSELL, Senior Advisor to the President for Diversity and  
Director of Affirmative Action, Compliance and Monitoring
- TERRY DENBOW, Vice President for University Relations
- KEITH WILLIAMS, 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.

The curriculum during the first years emphasized agricultural science and rural leadership. Gradually the program of study was expanded to include engineering, home economics, veterinary medicine, and forestry; then education, journalism, history, chemistry, music, human medicine, and osteopathic medicine. Other academic changes in response to contemporary needs have been expansion of agriculture to include natural resources, the extension of home economics to human ecology, and in recent decades, the commitment to globally focused curricula in biomedical, biological, and health sciences. Today, 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 approximately 4,500 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 200 programs in 60 countries on all continents and is the third largest undergraduate study abroad program 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; the School of Journalism; and the School of Music.

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. 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 2004 was 44,836. Nearly 76,000 people each year attend more than 2,400 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 Michigan’s largest public museum of natural history and the state’s only land-grant university museum; 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 250,000 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 \$303 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 **Assistant 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.

MSU is increasing emphasis on policies and programs that enable the discoveries and the expertise of its faculty to contribute more readily to the economic development of the state. It has assumed a leadership role in fostering the development of biotechnology firms, and is a key

player in the statewide **Life Sciences Corridor** initiative which brings research universities and research institutes together to improve the health and well-being of Michigan residents. It has also assumed a leadership role in making advanced materials research more easily available to metal and plastics fabricating firms that have traditionally composed a major segment of the Michigan economy. 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, as well as other campus units that support economic development needs.

MSU research teams contribute to the **Michigan Technology Corridor** to advance basic and applied research in Michigan's growing life sciences industry and to support commercialization in the life sciences industry, homeland security, and the advanced automotive technology sectors that give the corridor its name.

**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 four MSU colleges. Close linkages with the statewide MSU Extension (MSUE) network ensure that MAES research is disseminated broadly to Michigan residents. Currently, the MAES receives more than \$5 million annually in federal appropriations and more than \$33 million annually in state appropriations. In the most recent fiscal year, the MAES also received more than \$40 million in federal, state, and private grants.

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 and nutritional immunology; *environmental stewardship and natural resources policy management*, including land use, air quality and soil conservation; *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, 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, tourism, and aging.

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 15 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.

Six **regional outreach offices** help bridge the needs of the state with the resources of the campus. Located in metropolitan Detroit, Kalamazoo, Grand Rapids, Midland, Traverse City, and Marquette, these offices work closely with Michigan's 29 community colleges, the 83-county Extension network, and other educational providers. MSU also has an Admissions office in Detroit.

<b><i>Credit Enrollment (fall head count)</i></b>	<b><i>2002</i></b>	<b><i>2003</i></b>	<b><i>2004</i></b>
On-campus .....	44,937	44,542	44,836

**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS**

<b><i>Operating Revenues</i></b>	<b><i>2003</i></b>	<b><i>2004</i></b>
Student Tuition and Fees .....	\$ 317,842,043	\$ 351,365,838
Less: Scholarship Allowances .....	37,446,679	47,115,892
Net Student Tuition and Fees .....	280,395,364	304,249,946
State of Michigan Grants and Contracts .....	34,240,493	30,937,782
Federal Grants and Contracts .....	199,097,607	211,727,368
Local and Private Sponsored Programs .....	50,556,490	50,566,439
Interest and Fees on Student Loans .....	795,291	1,372,112
Departmental Activities (Net of Scholarship Allowances of \$2,687,000 in 2004 and \$2,352,000 in 2003) .....	98,160,162	117,145,501
Auxiliary Activities (Net of Room and Board Allowances of \$7,624,000 in 2004 and \$6,590,000 in 2003) .....	208,940,004	219,922,507
<b>TOTAL OPERATING REVENUES .....</b>	<b>\$ 872,185,411</b>	<b>\$ 935,921,655</b>
<b><i>Operating Expenses</i></b>		
Instruction and Departmental Research .....	\$ 406,523,993	\$ 409,983,638
Research .....	213,737,149	214,527,625
Public Services .....	157,929,129	158,218,848
Academic Support .....	57,751,054	59,490,089
Student Services .....	24,793,786	24,212,055
Scholarships and Fellowships .....	23,702,517	23,248,991
Institutional Support .....	59,059,640	55,941,264
Operation and Maintenance of Plant .....	86,595,745	83,188,776
Auxiliary Enterprises .....	185,646,346	190,147,142
Depreciation .....	69,501,144	67,375,536
Other Expenses .....	8,137,658	4,840,436
<b>TOTAL OPERATING EXPENSES .....</b>	<b>\$1,293,378,161</b>	<b>\$1,291,174,400</b>
Operating Loss .....	(421,192,750)	(355,252,745)
<b><i>Nonoperating Revenues (Expenses)</i></b>		
State of Michigan Appropriations .....	\$ 380,802,125	\$ 341,379,588
Gifts .....	38,665,666	48,562,320
Net Investment Income .....	61,612,679	135,031,446
Interest Expense on Capital Asset Related Debt .....	(5,937,247)	(11,901,234)
Other Revenues (Expenses) .....	1,959,862	(1,268,788)
Net Nonoperating Revenues .....	477,103,085	511,803,332
<b>INCOME BEFORE OTHER REVENUES .....</b>	<b>55,910,335</b>	<b>156,550,587</b>
Capital Grants and Gifts .....	6,780,338	6,779,982
Additions to Permanent Endowments .....	14,244,290	12,076,973
Increase in net assets .....	76,934,963	175,407,542
Net assets, beginning of year .....	1,640,937,094	1,717,872,057
<b>NET ASSETS, END OF YEAR .....</b>	<b>\$1,717,872,057</b>	<b>\$1,893,279,599</b>

# 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 . . . . .	Dec. 31, 2012
RUSSELL A. GRONEVELT, Livonia . . . . .	Dec. 31, 2010
MICHAEL C. HENRICKSEN, AuTrain (Vice Chair) . . . . .	Dec. 31, 2006
RODGER A. KERSHNER, Grosse Pointe (Chair) . . . . .	Dec. 31, 2008
NORMAN A. RAUTIOLA, Reed City . . . . .	Dec. 31, 2006
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

DAVID REED, Provost and Senior 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 applied ecology and environmental sciences, applied geophysics, applied physics, bioinformatics, biological sciences, biomedical engineering, business administration, chemical engineering, chemistry, civil engineering, clinical laboratory science, computer engineering, computer network and system administration, computer science, computer systems science, economics, electrical engineering, engineering, engineering technology, environmental engineering, forestry, geological engineering, geology, mathematics, mechanical engineering, materials science and engineering, 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 and scientific and technical communication.

## ***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 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 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 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.

<b>Credit Enrollment (fall head count)</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
Non-Distance Learning .....	5,944	6,081	6,144
Distance Learning .....	681	484	396
Total .....	6,625	6,565	6,540

**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS**

<b>Operating Revenues</b>	<b>2003</b>	<b>2004</b>
Student Tuition and Fees (Net of Scholarship Allowances of \$16,387 and \$16,954) .....	\$ 34,498,000	\$ 39,293,000
Federal Grants and Contracts .....	15,880,000	18,202,000
State and Local Grants and Contracts .....	2,288,000	1,498,000
Nongovernmental Grants and Contracts .....	10,476,000	10,756,000
Educational Activities .....	5,113,000	5,257,000
Sales and Services of Departmental Activities .....	6,962,000	7,665,000
Student Resident Fees .....	12,703,000	13,359,000
TOTAL OPERATING REVENUES .....	\$ 87,920,000	\$ 96,030,000
<b>Operating Expenses</b>		
Instruction .....	\$ 52,986,000	\$ 50,157,000
Research .....	21,533,000	27,701,000
Public Service .....	5,055,000	4,510,000
Academic Support .....	10,377,000	10,611,000
Student Services .....	5,970,000	5,894,000
Institutional Support .....	15,934,000	16,520,000
Student Financial Support .....	1,399,000	1,877,000
Operation and Maintenance of Plant .....	8,033,000	4,037,000
Depreciation .....	10,812,000	10,519,000
Sales and Service of Departmental Activities .....	11,017,000	11,821,000
Student Residents .....	8,442,000	8,665,000
Total Operating Expenses .....	\$151,558,000	\$152,312,000
OPERATING LOSS .....	(63,638,000)	(56,282,000)
<b>Nonoperating Revenues (Expenses)</b>		
State Appropriations .....	\$ 53,308,000	\$ 47,591,000
Gifts .....	6,459,000	5,949,000
Investment Loss (Net of Investment Expense) .....	(121,000)	339,000
Interest on Capital Asset-Related Debt .....	(290,000)	(506,000)
Other Nonoperating Revenues .....	(881,000)	(406,000)
Net Nonoperating Revenues		
Before Capital Gifts .....	58,475,000	52,967,000
Capital Appropriations .....	541,000	8,033,000
Capital Grants and Gifts .....	3,193,000	4,689,000
Total Nonoperating Revenues .....	\$ 62,209,000	\$ 65,689,000
Net (Decrease) Increase in Net Assets .....	(1,429,000)	9,407,000
<b>Net Assets</b>		
Beginning of Year .....	183,012,000	181,583,000
End of Year .....	\$181,583,000	\$190,990,000

# NORTHERN MICHIGAN UNIVERSITY

Marquette 49855



## BOARD OF TRUSTEES

	<i>Term expires</i>
ALAN T. ACKERMAN, Bloomfield Hills . . . . .	Dec. 31, 2010
SAMUEL S. BENEDICT, Rapid River . . . . .	Dec. 31, 2008
BRIAN D. CLOYD, Grand Rapids . . . . .	Dec. 31, 2012
LARRY C. INMAN, Williamsburg . . . . .	Dec. 31, 2006
JON G. LASALLE, Marquette . . . . .	Dec. 31, 2012
MARY C. LUKENS, Ann Arbor . . . . .	Dec. 31, 2008
DOUGLAS B. ROBERTS, East Lansing . . . . .	Dec. 31, 2010
KARL A. WEBER, Marquette . . . . .	Dec. 31, 2006

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 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 4 colleges: College of Arts and Sciences; The Walker L. Cisler College of Business; College of Professional Studies; and College of Graduate Studies.

### ***Diploma Programs***

Associate Degrees, Certificate programs, and Diploma 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, office services, paraprofessional instructional aide, 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, applied math, art and design, athletic training, biochemistry, biology, botany, business, chemistry, clinical and administrative dietetics, clinical laboratory science, clinical systems analyst, communication disorders, computer information systems, computer science, construction management, criminal justice, cytotechnology, diagnostic genetics, early childhood, earth science, ecology, economics, education, electronics engineering technology, electronic journalism, English, entertainment and sports promotion, entrepreneurship, environmental conservation, environmental science, finance, French, geographic information services, health education, history, histotechnologist, hospitality management, human geography, individualized studies, industrial technology, international studies, liberal studies, management, management of health and fitness, 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, pre-architecture, pre-dental, pre-engineering, pre-law, pre-medical, pre-optometry, pre-pharmacy, pre-veterinary medicine, public administration, public relations, psychology, science technologist, ski area business management, social science, social work, sociology, sociology in liberal arts, Spanish, speech communications, 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, mathematics and science education, reading and reading specialist (BR), secondary education, education specialist, and education certifications. The Master's degree is also offered in the following areas: administrative service, biology, chemistry, communication disorders, criminal justice, English, exercise science, individualized studies, mathematics education, nursing (MSN), 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.

<b><i>Credit Enrollment (fall head count)</i></b>	<b><i>2002</i></b>	<b><i>2003</i></b>	<b><i>2004</i></b>
On-campus .....	8,499	8,917	9,017
Off-campus .....	517	409	314

**STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b><i>Operating Revenues (all funds)</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>
State Appropriations .....	\$ 50,192,382	\$ 44,824,131
Student Fees .....	31,963,965	37,028,944
Gifts, Grants and Federal Contracts .....	20,571,248	19,567,731
Other Income .....	25,287,189	42,980,629
<b>TOTAL REVENUES .....</b>	<b>\$128,014,784</b>	<b>\$144,401,435</b>
<b><i>Operating Expenditures (all funds)</i></b>		
Instruction and Departmental Research .....	\$ 45,951,569	\$ 45,114,363
Organized Research .....	1,109,048	1,186,490
Public Service .....	10,338,377	9,837,958
Student Services and Student Aid .....	18,718,982	19,360,845
Other Expenditures .....	50,764,051	51,351,296
<b>TOTAL EXPENDITURES .....</b>	<b>\$126,882,027</b>	<b>\$126,850,952</b>

NMU Financial Reports were prepared in accordance with GASB Statement No. 35. Amounts shown for Student Fees are less allowance of \$9,966,545 for FY 2003 and \$11,068,706 for FY 2004. Other Revenue is less Residence Life allowance of \$3,257,043 for FY 2003 and \$3,240,633 for FY 2004.

# OAKLAND UNIVERSITY

Rochester 48309-4401



## BOARD OF TRUSTEES

	<i>Term expires</i>
HENRY BASKIN, Bloomfield Hills .....	Aug. 11, 2012
PENNY M. CRISSMAN, Rochester (Chair) .....	Aug. 11, 2008
DAVID J. DOYLE, Okemos .....	Aug. 11, 2006
DAVID T. FISCHER, Orchard Lake .....	Aug. 11, 2008
JACQUELINE LONG, Waterford .....	Aug. 11, 2012
ANN V. NICHOLSON, Grosse Pointe Farms .....	Aug. 11, 2010
DENNIS K. PAWLEY, Waterford (Vice Chair) .....	Aug. 11, 2010
REX E. SCHLAYBAUGH, JR., Birmingham .....	Aug. 11, 2006

GARY D. RUSSI, President

**Oakland University** was created in 1957 when the late Alfred G. and Matilda R. Wilson donated \$2 million and their 1,500-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 will lead to professional success.

Now a comprehensive state-supported institution of higher education, classified by the Carnegie Foundation as a Doctoral/Research University — Intensive, Oakland University offers 114 undergraduate majors and 84 graduate degree and certificate programs, including master's and doctoral degrees. More than 40 academic programs have been added since 1995.

Oakland is breaking enrollment records every fall and today enrolls more than 16,900 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, and Nursing. The university also offers high-achieving students a more intimate and challenging educational environment through the Honors College.

Of the university's more than 400 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. And, 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.

Oakland University continues to move forward with its goal to create 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.

<b><i>Credit Enrollment (fall head count)</i></b>	<b><i>2000</i></b>	<b><i>2001</i></b>	<b><i>2002</i></b>
On-campus .....	15,235	15,875	16,059

**STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b><i>Operating Revenues (all funds)</i></b>	<b><i>2000-2001</i></b>	<b><i>2001-2002</i></b>
State Appropriations .....	\$ 52,951,000	\$ 52,385,000
Student Fees .....	58,514,000	66,310,000
Gifts, Grants and Federal Contracts .....	35,847,000	19,288,000
Other Income .....	28,560,000	26,121,000
<b>TOTAL REVENUES .....</b>	<b>\$175,872,000</b>	<b>\$164,104,000</b>
 <b><i>Operating Expenditures (all funds)</i></b>		
Instruction and Departmental Research .....	\$ 56,773,000	\$ 60,526,000
Organized Research .....	7,419,000	7,825,000
Public Service .....	830,000	583,000
Student Services and Student Aid .....	39,579,000	22,526,000
Other Expenditures .....	67,020,000	68,504,000
<b>TOTAL EXPENDITURES .....</b>	<b>\$171,621,000</b>	<b>\$159,964,000</b>

Source: Oakland University, Office of the President.

# 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, dormitories and apartments, and an athletic complex.

The **undergraduate curriculum** is comprehensive. Majors are offered in accounting, art, biochemistry, biology, business-chemistry, chemistry, chemical physics, communications, computer information systems, computational mathematics, computer physics, computer science, criminal justice, economics, electrical engineering, elementary education, environmental chemistry, English, finance, French, general business, general science, graphic design, history, industrial management, industrial technology and supervision, international studies, management, marketing, mathematics, mechanical engineering, medical technology, music, nursing, occupational therapy, optical physics, physical education, physics, political science and public administration, psychology, social work, sociology, Spanish, special education, and theater. Minors are offered in most of these disciplines, and also in applied writing, coaching, creative writing, German, gerontology, legal studies, natural science, philosophy, Polish, social science, and youth services.

Fourteen of the majors and 19 of the minors are available to students preparing for **certification as secondary teachers**. A supplementary minor in coaching may be elected. The university also provides a certification program in bilingual-bicultural education.

At the **Master's degree level**, the College of Education offers concentrations in classroom teaching (elementary and secondary), early childhood education, educational administration and supervision (elementary, middle school and secondary), natural science, reading, and secondary education in biology, chemistry, English, history, mathematics, natural science, and physics. 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 Leadership and Public Administration and a Master of Arts degree in Communications and Multimedia. The Crystal M. Lange College of Nursing and Health Sciences offers a Master of Science degree in Nursing.

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.

<b><i>Credit Enrollment (fall head count)</i></b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
On-campus .....	8,214	8,276	8,588
Off-campus .....	975	892	860

#### **STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b><i>Operating Revenues (all funds)</i></b>	<b>2002-2003</b>	<b>2003-2004</b>
State Appropriations .....	\$26,434,503	\$26,140,200
Student Fees .....	34,913,843	39,731,351
Gifts, Grants and Federal Contracts .....	11,291,682	11,187,955
Other Income .....	12,877,639	14,598,098
<b>TOTAL REVENUES .....</b>	<b>\$85,517,667</b>	<b>\$91,657,604</b>
<b><i>Operating Expenditures (all funds)</i></b>		
Instruction and Departmental Research .....	\$25,456,131	\$27,485,790
Organized Research .....	1,080,454	1,021,058
Public Service .....	1,403,415	1,196,359
Student Services and Student Aid .....	15,763,476	16,525,889
Other Expenditures .....	41,722,078	44,704,691
<b>TOTAL EXPENDITURES .....</b>	<b>\$85,425,554</b>	<b>\$90,933,787</b>

Source: Saginaw Valley State University, Office of the President.

# UNIVERSITY OF MICHIGAN

Ann Arbor 48109



## BOARD OF REGENTS

	<i>Term expires</i>
DAVID A. BRANDON, Ann Arbor . . . . .	Dec. 31, 2006
LAURENCE B. DEITCH, Bingham Farms . . . . .	Dec. 31, 2008
OLIVIA P. MAYNARD, Goodrich . . . . .	Dec. 31, 2012
REBECCA MCGOWAN, Ann Arbor . . . . .	Dec. 31, 2008
ANDREA FISCHER NEWMAN, Ann Arbor . . . . .	Dec. 31, 2010
ANDREW C. RICHNER, Grosse Pointe Park . . . . .	Dec. 31, 2010
S. MARTIN TAYLOR, Grosse Pointe Farms . . . . .	Dec. 31, 2012
KATHERINE E. WHITE, Ann Arbor . . . . .	Dec. 31, 2006

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

PAUL N. COURANT, 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

VACANT, Vice President and Secretary of the University

MARVIN KRISLOV, Vice President and General Counsel

LISA M. RUDGERS, Vice President for Communications

FAWWAZ T. ULABY, 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 8-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 3,177 acres with 538 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 19 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; 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 three schools and colleges: the College of Arts and Sciences; the School of Management; and the School of Health Professions and Studies.

University of Michigan students, who hail from all 50 states and more than 110 countries, participate in approximately 1,075 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 420,000 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 7.9 million volumes and 67,500 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 Paleontology, Museum of Zoology, University Herbarium, Stearns Collection of musical instruments, and the Eva Jessy 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; Mental Health Research Institute; Substance Abuse Research Center; Tauber Manufacturing Institute; Transportation Research Institute; Unit for Laboratory Animal Medicine; William Davidson Institute.

Research expenditures in 2003-2004 were \$752,527,056, one of the largest by any U.S. university. Federal agencies provided the largest portion of funds at 71.3%, with the remaining coming from UM funds (15.3%), industry (4.4%), foundations (3.0%) 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 M-CARE managed care organization. The Health System consistently ranks among the best health care institutions in the nation. In 2004 it was named to the honor roll of the “best hospitals” in the United States by *U.S. News & World Report*, ranking 11th overall and at or near the top in many specialties. C. S. Mott Children’s Hospital was listed twelfth among 92 children’s hospitals in the nation by *Child* magazine. In addition, the quality of pediatric heart care at Mott earned a national rank of 5th in the specialty of pediatric cardiology, the best in the Midwest. The Health System also was listed in a recent issue of *The Best Hospitals in America*.

**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, the U-M employs approximately 30,000 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 \$6-8 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. Each year, more than 107,000 alumni and friends, corporations, foundations and associations demonstrate their commitment to the future of the University by making gifts.

<b>Credit Enrollment (fall head count)</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
On-campus Ann Arbor Campus only . . . . .	38,972	39,031	39,533
Ann Arbor, Flint, and Dearborn . . . . .	54,131	54,205	54,352

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

<b>Operating Revenues</b>	<b>2002-2003</b>	<b>2003-2004</b>
Student Tuition and Fees .....	\$ 687,475,000	\$ 731,179,000
Less: Scholarship Allowances .....	129,544,000	131,826,000
Net Student Tuition and Fees .....	557,931,000	599,353,000
Federal Grants and Contracts .....	623,996,000	652,472,000
State and Local Grants and Contracts .....	24,931,000	19,309,000
Nongovernmental Sponsored Programs .....	113,973,000	120,941,000
Sales and Services of Educational Departments ...	94,240,000	102,227,000
Patient Care Revenues and Managed Care Premiums .....	1,569,300,000	1,712,285,000
Student Residence Fees, Net of Scholarship Allowances .....	57,078,000	59,925,000
Other Auxiliary Enterprise Revenues .....	107,832,000	115,912,000
Student Loan Interest Income and Fees .....	1,869,000	1,377,000
Indirect Cost Recoveries .....	0	0
<b>TOTAL OPERATING REVENUES</b> .....	<b>\$3,151,150,000</b>	<b>\$3,383,801,000</b>
<b>Operating Expenses</b>		
Compensation and Benefits .....	\$2,356,437,000	\$2,484,681,000
Supplies and Services .....	1,041,668,000	1,070,899,000
Depreciation .....	229,003,000	245,806,000
Scholarships and Fellowships .....	78,407,000	81,284,000
<b>TOTAL OPERATING EXPENSES</b> .....	<b>\$3,705,515,000</b>	<b>\$3,882,670,000</b>
Operating (Loss) Income .....	(554,365,000)	(498,869,000)
<b>Nonoperating Revenues (Expenses)</b>		
State Educational Appropriations .....	\$ 401,077,000	\$ 356,933,000
Private Gifts .....	62,355,000	71,798,000
Net Investment Income .....	234,414,000	714,562,000
Distributions of Endowment Ordinary Income and Gains .....	0	0
Equipment .....	0	0
Books .....	0	0
Interest Expense .....	(22,320,000)	(19,444,000)
Other .....	(4,789,000)	(3,147,000)
Net Nonoperating Revenues Before Capital and Endowment .....	670,737,000	1,120,702,000
State Capital Appropriations .....	33,652,000	31,945,000
Capital Gifts and Grants .....	40,163,000	50,127,000
Loss on Disposal of Capital Assets .....	(4,306,000)	(5,761,000)
Private Gifts for Endowment Purposes .....	65,154,000	71,522,000
<b>TOTAL NONOPERATING REVENUES, NET</b> ...	<b>\$ 805,400,000</b>	<b>\$1,268,535,000</b>
Net Revenues (Expenses) Before Transfers .....	251,035,000	769,666,000
<b>Transfers (Out) In</b>		
Mandatory:		
Debt Service .....	\$ 0	\$ 0
Plant Improvement .....	0	0
Non-Mandatory:		
Plant Improvement .....	0	0
Other .....	0	0
<b>TOTAL TRANSFERS (OUT) IN</b> .....	<b>\$ 0</b>	<b>\$ 0</b>
(Decrease) Increase in Net Assets .....	251,035,000	769,666,000
Net Assets, Beginning of Year .....	6,709,242,000	6,960,277,000
<b>NET ASSETS, END OF YEAR</b> .....	<b>\$6,960,277,000</b>	<b>\$7,729,943,000</b>

Source: University of Michigan, Office of Budget and Planning.

# 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
EUGENE DRIKER, Detroit . . . . .	Dec. 31, 2006
DIANE DUNASKISS, Lake Orion . . . . .	Dec. 31, 2010
ELIZABETH HARDY, Birmingham . . . . .	Dec. 31, 2006
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, SR., Vice President for Finance and Facilities Administration
- NANCY S. BARRETT, Senior Vice President for Academic Affairs
- JULIE MILLER, Secretary to the Board of Governors and Secretary of the University
- HARVEY HOLLINS III, Vice President for Governmental and Community Affairs
- MEREDITH GIBBS, Executive Vice President and Chief of Staff
- MEREDITH GIBBS, Interim Vice President for Development and Alumni Affairs
- JOHN P. OLIVER, 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 University is one of only 261 of the nation's more than 2,100 four-year universities and colleges that have been designated by the Carnegie Commission as research universities. Of these 261 institutions only 151, including Wayne State University, are classified as **"Doctoral/Research Universities — Extensive."** To be included, a university must annually award 50 or more doctoral degrees across at least 15 disciplines.

As a state institution of higher education, Wayne State University is less than 50 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 **12 schools and colleges**, including the School of Business Administration; College of Education; College of Engineering; College of Fine, Performing and Communication Arts; Graduate School; Law School; College of Liberal Arts and Sciences; Eugene Applebaum College of Pharmacy and Health Sciences; School of Social Work; College of Urban, Labor and Metropolitan Affairs; College of Nursing; and School of Medicine.

Wayne State's **campus** areas have grown to 205 acres and 96 major buildings. The main campus is located at the junction of the Ford and the Lodge expressways in the University Cultural Center area of Detroit. Five extension centers are located throughout the tri-county area. The university offers four-year degree programs at University Center in Macomb County.

The university's **Medical Campus** is located less than a mile from the Main Campus in the Detroit Medical Center, which consists of 5 private and public hospitals. The School of Medicine was recently awarded a ten-year, multi-million dollar contract by the National Institutes of Health (NIH) to study the causes of infant mortality in the United States, making Wayne State the only such center outside of NIH headquarters. Researchers at the School of Medicine annually attract research grants and contracts totalling 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.

A planned 75-acre **WSU Research and Technology Park**, adjacent to the main campus, will expand technology transfer and commercialization activity while giving entrepreneurs access to Wayne State's scientists, research facilities, and other campus services. The 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's students are Michigan residents, 2 percent are from other states, and 9 percent are from foreign countries. To insure proper coordination and course scheduling, Wayne State 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.

<i><b>Credit Enrollment (fall head count)</b></i>	<i><b>2002</b></i>	<i><b>2003</b></i>	<i><b>2004</b></i>
On-campus and at extension centers . . . . .	31,167	33,091	33,314

**STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<i><b>Operating Revenues (all funds)</b></i>	<i><b>2002-2003</b></i>	<i><b>2003-2004</b></i>
State Appropriations . . . . .	\$245,520,223	\$216,865,900
Student Fees . . . . .	147,743,350	167,720,877
Gifts, Grants and Contracts . . . . .	267,267,482	283,574,137
Other Income . . . . .	55,243,183	52,219,328
<b>TOTAL REVENUES . . . . .</b>	<b>\$715,774,238</b>	<b>\$720,380,242</b>

<i><b>Operating Expenditures (all funds)</b></i>	<i><b>2002-2003</b></i>	<i><b>2003-2004</b></i>
Instruction and Departmental Research . . . . .	\$227,668,787	\$235,202,452
Organized Research . . . . .	148,101,861	156,311,728
Public Service . . . . .	37,322,668	43,454,845
Student Services and Student Aid . . . . .	74,974,319	77,406,718
Other Expenditures . . . . .	184,838,270	183,716,060
Transfers (mandatory and other) . . . . .	35,949,710	39,682,285
<b>TOTAL EXPENDITURES . . . . .</b>	<b>\$708,855,615</b>	<b>\$735,774,088</b>

Source: Wayne State University Consolidated Financial Statements and Supplemental Information.

# WESTERN MICHIGAN UNIVERSITY

Kalamazoo 49008



## BOARD OF TRUSTEES

	<i>Term expires</i>
DENNIS ARCHER, Detroit . . . . .	Dec. 31, 2012
PETER L. ASERITIS, Williamsburg . . . . .	Dec. 31, 2006
SARAH L. DENOOYER, Kalamazoo . . . . .	Dec. 31, 2008
JAMES P. HOLDEN, Bloomfield Hills . . . . .	Dec. 31, 2006
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

## OFFICERS

JUDITH I. BAILEY, President  
LINDA M. DELENE, Provost and Vice President for Academic Affairs  
DIANE K. ANDERSON, Vice President for Student Affairs and Dean of Students  
ROBERT M. BEAM, Vice President for Business and Finance  
BUD BENDER, Vice President for Development  
CAROL HUSTOLES, Vice President for Legal Affairs and General Counsel  
JACK R. LUDERER, Vice President for Research  
VIJ MURALI, Vice President for Information Technology and Chief Information Officer  
GREGORY J. ROSINE, Vice President for Legislative Affairs

**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 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 support to undergraduate and graduate students alike.

**Recognition:** WMU is nationally recognized and internationally engaged.

- The Carnegie Classification of Institutions of Higher Education names WMU among the 102 public institutions in its highest classification: "Doctoral/Research Universities — Extensive."
- *U.S. News & World Report* lists WMU among the nation's top 100 public institutions.
- With 28,000 students, WMU ranks among the nation's top 50 public schools in terms of total enrollment and the top 70 in terms of international enrollment.
- Phi Beta Kappa includes WMU among the 97 public institutions to which it has granted chapters.
- Intel has recognized WMU as a national leader in wireless computing and ranked the University eighth on its 2004 list of the 100 "Most Unwired College Campuses."

**Size and scope:** WMU's main campus is located in Kalamazoo and encompasses more than 1,200 acres and 136 buildings. The University's Engineering College and Business Technology and Research Park are based at the recently developed Parkview Campus in Kalamazoo, while its aviation college is based at the W. K. Kellogg Airport in Battle Creek.

Both the aviation complex and BTR Park are Michigan SmartZones. The park's strong community partnerships and other unique elements have made it a rapid success and are drawing the attention of organizations such as the U.S. Small Business Alliance and 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 more than 6,000 state residents through its Office of Kalamazoo and Statewide Programs and its campuses in Battle Creek, Benton Harbor/St. Joseph, Grand Rapids, Holland, Lansing, Muskegon, South Haven, and Traverse City.

**Research:** The University's researchers are advancing knowledge across the state and around the globe. Faculty and staff conduct an average of 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 this research is the product of partnerships with business, industry, and government. Ongoing collaborations involve such corporate leaders as DaimlerChrysler, Ford, Kimberly-Clark, Phizer, Procter & Gamble, and Xerox. An increasing number of additional projects involve contracts with federal entities, including the U.S. 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 prepared to immediately add value to their work places and communities. 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.

Despite WMU's large size, two-thirds of all undergraduate classes have fewer than 30 students. Students may choose from 254 programs, 152 at the undergraduate level and more than 100 at the graduate level, including 71 master's programs and 29 doctoral programs. Many of these academic offerings are nationally or internationally recognized.

WMU enjoys 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. *U.S. News & World Report* identifies five graduate programs in the College of Health and Human Services alone as ranking among the top such programs in the nation.

**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. The Haworth College of Business, one of the nation's largest business schools, is among only 300 such schools to have earned accreditation for both its undergraduate and graduate programs.

**Faculty:** WMU's faculty is comprised of 975 regular members, 513 part-time members, and 953 graduate assistants. The faculty is dedicated to quality teaching at the undergraduate as well as the graduate level, advancing the University's public service mission, and creating knowledge and putting it to work in daily life.

**Student support:** WMU creates an environment for its students that is at once challenging and supportive. In 2003-04, nearly 22,000 students received almost \$188 million in financial aid and in 2004-05, the average aid package was \$7,300. The University's Medallion Scholarship Program, one of the largest merit-based scholarship programs of its kind in the nation, has awarded more than \$80 million in privately raised funds to more than 13,000 students since its inception in 1984.

All students are permitted to live in housing of their choice, either off campus or in one of the University's 22 residence halls. These living and learning centers have a capacity of more than 6,000 students and offer a variety of dining options and living arrangements.

Social and recreational opportunities abound. There are nearly 300 registered student organizations, including a wide range of Greek, academic honorary, and professional and intramural sports groups. 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 1,500 international students from more than 100 other countries. Minority students also are well represented, making up 9 percent of the student body, and graduate students account for about 20 percent. The faculty includes more than 200 scholars with academic or research experience outside the United States.

WMU infuses the campus learning environment with a global perspective and serves as a regional resource and information center on internationalization. It provides a wide range of study abroad options and is home to international study centers and an intensive English language training program as well as numerous international journals and conferences.

Curricular offerings include majors in Africana studies, global and international studies, international and comparative politics, international business, and development administration—with or without a Peace Corps option. The University also offers a complete master of business administration program in Singapore and is the American leader in twinning programs, annually bringing hundreds of students to Kalamazoo through 10 twinning agreements with institutions in Malaysia, Hong Kong, India, Pakistan, Bolivia, and Poland.

**Impact:** 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.
- Locally, the Biosciences Research and Commercialization Center is harnessing Southwest Michigan's historical pharmaceutical expertise and resources. The center, founded in 2003 with a \$10 million initiation grant from the state, is commercializing promising life sciences discoveries and expanding the state's life sciences business sector.
- Training and research centered at WMU's 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.
- Small- and medium-size companies across the state are gaining expertise in environmentally friendly drilling methods with the help of WMU's geosciences researchers and its Michigan Basin Core Research Laboratory, which is the state's preeminent facility for research on the hydrocarbon-rich Michigan Basin and houses the state's largest collection of subsurface samples and data from the basin.

WMU's annual local economic impact (based on 2001-02 data) was conservatively estimated at \$614.5 million, with the University credited in 2001 for creating 7,200 jobs in Kalamazoo County alone. Plus, some 109,000 WMU alumni reside in Michigan, contributing to the state's quality of life every day.

**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 2004-05, for instance, WMU ranked ninth in tuition and fees.

<b><i>Credit Enrollment (fall head count)</i></b>	<b><i>2002</i></b>	<b><i>2003</i></b>	<b><i>2004</i></b>
On-campus .....	27,092	26,725	25,653
Off-campus .....	3,295	3,228	3,007

### **STATEMENT OF OPERATING REVENUES AND EXPENDITURES**

<b><i>Operating Revenues (all funds)</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>
State Appropriations .....	\$121,278,312	\$107,953,230
Student Fees .....	149,473,708	168,095,529
Gifts, Grants and Federal Contracts .....	47,011,953	60,628,150
Other Income .....	118,868,885	114,392,697
TOTAL REVENUES .....	\$436,632,858	\$451,069,606
<b><i>Operating Expenditures (all funds)</i></b>		
Instruction and Departmental Research .....	\$125,517,482	\$123,290,834
Organized Research .....	21,473,973	20,950,536
Public Service .....	11,123,837	9,854,615
Student Services and Student Aid .....	68,912,117	68,626,322
Other Expenditures .....	202,643,547	200,949,504
TOTAL EXPENDITURES .....	\$429,670,956	\$423,671,811