

CENTRAL MICHIGAN UNIVERSITY

Mt. Pleasant 48859

www.cmich.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|---|---------------------|
| TODD J. ANSON, Charlevoix | Dec. 31, 2026 |
| REGINE C. BEAUBOEUF, Bloomfield Hills | Dec. 31, 2028 |
| SHARON L. HEATH, Novi | Dec. 31, 2028 |
| ISAIAH M. OLIVER, Flint | Dec. 31, 2024 |
| EDWARD J. PLAWECKI JR., Farmington Hills. | Dec. 31, 2026 |
| DR. MICHAEL A. SANDLER, West Bloomfield | Dec. 31, 2024 |
| RICHARD K. STUDLEY, Grand Ledge. | Dec. 31, 2022 |
| ROBERT F. WARDROP II, Grand Rapids. | Dec. 31, 2022 |

ROBERT O. DAVIES, President

Central Michigan University is a nationally ranked institution that fosters the transformative power of real-world learning while embracing a sense of community among its students, faculty, staff and more than nearly 240,000 alumni around the world.

Established in 1892, CMU is a major university with a strong sense of community, enrolling more than 17,300 students on its Mount Pleasant campus, online and at satellite locations across North America.

CMU is among just 5% of U.S. universities in the highest two Carnegie research classifications, offering many nationally recognized programs within the university's seven academic colleges. With accomplished professors, opportunities for students to engage in applied research, and world-class facilities, CMU is committed to providing students with a superior learning environment and global perspective to compete in an increasingly complex world.

CMU offers approximately 300 academic programs at the undergraduate, master's, specialist and doctoral levels, in entrepreneurship, journalism, music, audiology, teacher education, psychology, physician assistant and health sciences, among others. In addition, CMU established the nation's 137th College of Medicine to address a growing shortage of primary care physicians in Michigan. The inaugural class of students graduated in May 2017.

The \$95 million Biosciences Building opened for classes in January 2017, addressing growing student demand in the sciences and increasing opportunities for undergraduate research using the latest technologies. In January 2020, classes began in CMU's new 50,000-square-foot Center for Integrated Health Studies, which expands the university's health care programs, particularly physician assistant and physical therapy.

CMU is accredited by the North Central Association of Colleges and Schools. CMU's impact and influence extend far beyond its main campus into the state, nation, and world.

- CMU has been nationally recognized for its Sarah R. Opperman Leadership Institute and academic minor in leadership.
- The award-winning Honors Program administers the prestigious Centralis Scholar Program and oversees approximately 200 faculty-mentored honors undergraduate capstone projects annually.
- Thousands of students work through the Mary Ellen Brandell Volunteer Center to help others locally, nationally and around the world with nearly 70% of students volunteering each year.
- Leadership Safari, a leadership experience for new students, celebrated its 25th year in 2020. More than 2,000 students participate each year, led by nearly 300 student staff volunteers.
- CMU's economic impact on Michigan was \$1.2 billion in fiscal year 2016, and CMU accounted for the creation of nearly 12,000 jobs throughout the state, according to an Anderson Economic Group study.
- CMU is a state and national leader in the charter school movement, with 26 years of experience launching, supporting and overseeing charter public schools. CMU authorizes 56 schools educating more than 28,000 students in grades K-12.
- CMU's academic residential halls enhance learning and community in business, education and human services, health professions, science and engineering, music, honors, leadership, and public service.
- Fourteen new academic, athletic and residential buildings have been built on CMU's campus in the past 17 years, including the Biosciences Building, which opened September 2016, and the Center for Integrated Health Studies, which opened in January 2020.

Cutting-edge Student Research

Undergraduate students conduct cutting-edge research in Parkinson's and Alzheimer's diseases, help in the creation of biofuels and longer-lasting batteries, and develop improved methods of water purification. In addition, with the university's third \$10 million Environmental Protection Agency grant since 2010, CMU researchers lead the way in efforts to protect and restore coastal wetlands vital to the overall health of the Great Lakes through CMU's Institute for Great Lakes Research. CMU also was the first public university in the Midwest to have a Makerbot Innovation Center, a large-scale 3D printing installation that focuses on arts and human services. CMU's Biosciences Building is home to an electron microscope facility used for research in a variety of areas throughout the university.

Culture, Community, Resources

CMU is located in Mount Pleasant, Michigan, a classic college town at the heart of central lower Michigan. Mount Pleasant serves as the county seat for Isabella County and is home to 25,000 of the county's more than 70,000 people. Mount Pleasant offers a blend of natural features, family attractions and small-town life complemented by university culture. Friends, family members, siblings and visitors are always welcome to explore CMU's park-like campus or attend plays, concerts, speeches, athletic events, library exhibits, summer camps and much more. Features include:

Culture and Entertainment - University Theatre, University Events, the School of Music and the student-run Program Board offer year-round world-class plays, entertainment and other exciting activities. With more than 94,000 square feet of available space, the John G. Kulhavi Events Center serves the cultural and entertainment needs of the campus and community, hosting a wide variety of events, from commencement to concerts and speaking engagements to business expos.

Athletics - CMU has won almost 100 Mid-American Conference championships in 15 different sports, and the football program has participated in a postseason bowl game in 10 of the past 15 years. CMU won the league's top award, the Cartwright Award for overall excellence, in 2009 and 2015, and the department also earned three consecutive MAC Institutional Sportsmanship awards from 2015-17. CMU's student-athletes have averaged a GPA of 3.0 or higher for 44 straight semesters.

| <i>Fall Enrollment (fall head count)</i> | <i>2018</i> | <i>2019</i> | <i>2020</i> |
|---|--------------------|--------------------|--------------------|
| On-campus | 16,975 | 15,141 | 13,609 |
| Global Campus | 4,730 | 4,290 | 3,735 |
| TOTAL | 21,705 | 19,431 | 17,244 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| <i>Total Revenues (all funds)</i> | <i>2018-2019</i> | <i>2019-2020</i> |
|--|-------------------------|-------------------------|
| State Appropriations | \$96,576,884 | \$91,855,518 |
| Student Tuition and Fees | \$206,411,155 | \$190,226,622 |
| Gifts, Grants, and Federal Contracts | \$52,087,463 | \$67,859,418 |
| Other Income | \$113,005,268 | \$95,954,184 |
| TOTAL REVENUES | \$468,080,770 | \$445,895,742 |
| <i>Total Expenditures (all funds)</i> | <i>2018-2019</i> | <i>2019-2020</i> |
| Instruction and Research | \$161,168,909 | \$155,702,333 |
| Public Service | \$16,870,078 | \$17,422,713 |
| Student Services and Aid | \$37,044,976 | \$42,621,343 |
| Other Expenses | \$250,651,534 | \$237,099,251 |
| TOTAL EXPENDITURES | \$465,735,497 | \$452,845,640 |

EASTERN MICHIGAN UNIVERSITY

Ypsilanti 48197
www.emich.edu



BOARD OF REGENTS

| | <i>Term expires</i> |
|--|---------------------|
| EUNICE JEFFRIES, Farmington Hills (Chair) | DEC. 31, 2024 |
| MICHAEL HAWKS, Okemos (Vice Chair) | DEC. 31, 2026 |
| DENNIS BEAGEN, Northville | DEC. 31, 2022 |
| MICHELLE CRUMM, Ann Arbor | DEC. 31, 2022 |
| NATHAN FORD, Detroit | DEC. 31, 2028 |
| DR. JESSIE KIMBROUGH MARSHALL, Grosse Pointe Farms | DEC. 31, 2028 |
| CHAD NEWTON, Plymouth | DEC. 31, 2026 |
| ALEXANDER SIMPSON, Southfield | DEC. 31, 2024 |

JAMES M. SMITH, President

Eastern Michigan University is a doctoral-granting state university located in Ypsilanti. *The Princeton Review* has called Eastern “one of the best colleges in the Midwest, especially for being a great value.” This is Eastern’s 18th consecutive year receiving the honor. Founded in 1849 as Michigan State Normal School, the school was renamed Michigan State Normal College in 1899, Eastern Michigan College in 1956, and Eastern Michigan University in 1959. A constitutionally authorized, governor-appointed Board of Regents has governed Eastern Michigan University since January 1, 1963.

Mission

EMU enriches lives in a distinctly supportive, intellectually dynamic, and diverse community. EMU’s dedicated faculty balance teaching and research to prepare students with relevant skills and real-world awareness. We are an institution of opportunity, where students learn in and beyond the classroom to benefit the local and global communities. The University emphasizes student-centered learning, high quality academic programs, and community impact.

EMU’s commitment extends to the wider community through numerous service initiatives and partnerships, such as VISION (Volunteers Incorporating Service Into Our Neighborhoods) and the Center for Entrepreneurship, which addresses local, national, and international opportunities and challenges; the LiveYpsi home loan program; the Hamilton Crossing Family Empowerment Program and 21 Century Bright Futures Programs, which provide after school programming for more than 1,500 young people in some of southeast Michigan’s low income communities. Based on such efforts, the Carnegie Foundation has cited Eastern for its exceptional community engagement.

Each spring, the University holds the Undergraduate Symposium, a crown jewel of the academic year, which showcases student research and creative work from a wide variety of disciplines, in which presenters work with faculty mentors on various projects and presentations. Eastern was recently reclassified as an R2 research university by Carnegie, placing it among the nation’s top 6% in terms of funded research.

Colleges

The University is comprised of the following colleges: Arts and Sciences, Business, Education, Health and Human Services, and Engineering and Technology.

Eastern Michigan also offers a Graduate School, the Honors College, the Jean Noble Parsons Center for Art and Science, and the Eagle Crest Resort and Conference Center.

Undergraduate Programs

Eastern Michigan offers a wide variety of undergraduate programs through its colleges of Arts and Sciences, Business, Education, Health and Human Services, and Engineering and Technology.

The **College of Arts and Sciences** include the schools of Art and Design; Communication, Media, and Theatre Arts; and Music and Dance. It includes the departments of Africology and African-American Studies; Computer Science; Economics; English Language and Literature; Geography and Geology; History and Philosophy; Mathematics; Physics and Astronomy; Political Science; Psychology; Sociology, Anthropology and Criminology; Women’s and Gender Studies; and, World Languages. Recently added degree programs include actuarial science and economics, data science and analytics, fermentation science, neuroscience, religious studies, and geospatial information science and technology.

The **College of Business** was named one of the nation’s outstanding business schools by *The Princeton Review* for the 15th consecutive year. The college offers an innovative, cutting-edge curriculum that equips today’s students for tomorrow’s business environment. Many of the programs have an international component, reflective of the global economy.

Undergraduate programs include accounting, accounting information systems, computer information systems, economics, entrepreneurship, finance, general business, international business, management, marketing, supply chain management; and three combined bachelor’s and master’s degree programs that can be completed in 150 credit hours: a bachelor’s in business administration (accounting) with a master of science (accounting), a bachelor’s in business administration (accounting information systems) with a master of science (accounting), a bachelor’s degree in business administration (accounting) with a master of science (taxation).

The **College of Education** is known for its long history of preparing educators and its exceptional public service. The college prepares educators in elementary education, special education, and in many diverse subject areas at the secondary and K-12 levels. The educator preparation programs have a long history and ongoing commitment to excellence in education. EMU’s educator preparation programs have been continuously accredited by the National Council for the Accreditation of Teacher Education (NCATE) since the organization’s inception in 1954.

Teaching programs include elementary education (reading, mathematics, science, social studies, language arts, and early childhood), secondary education (including mathematics, sciences, English language arts, social studies/history/geography/economics, communication and theaters arts, health and world languages), K-12 endorsements (music, visual arts, and physical education), and special education (cognitive impairment, emotional impairment, physical and other health impairments, speech and language impairment, learning disabilities, and autism).

The college also prepares educational leaders, counselors, and other school professionals to serve the needs of K-12 students, their families, and their communities.

The **College of Health and Human Services** seeks to partner with communities to prepare caring and competent professionals, generate knowledge, and advocate for social justice in order to enhance quality of life, health, and well-being. The college is noted for its comprehensive undergraduate programs, ranging from nursing, occupational therapy, and dietetics to exercise science. Faculty members are involved in such innovative programs as researching the latest in orthotics and prosthetics, improving services for mental health, the Healthy Asian American Project for breast cancer awareness among immigrants, and effective ways of helping children and youth cope with trauma and loss.

Majors include athletic training, dietetics, exercise science, health administration, medical laboratory science, occupational therapy, public health, physical education, sports management, therapeutic recreation, nursing (Bachelor of Science (BSN) and RN-BSN completion program), and social work. The Physician Assistant program is housed in renovated facilities of the Rackham Building, and has a strong collaborative relationship with nearby St. Joseph Mercy Ann Arbor Hospital. The college's Clinical Research Administration program is annually ranked among the top 10 in the nation.

The **GameAbove College of Engineering and Technology** prepares students for today's hottest careers, offering degrees that put students at the forefront of today's technological advances. Programs offer the combination of science, engineering, business, design, and other knowledge, along with technical hands-on skills. Programs include engineering technology; product design and development; mechanical engineering; computer and electrical engineering; information assurance/cybersecurity; aviation/flight management; construction management; military science; interior design; apparel, textiles and merchandising; hotel and restaurant management; and the paralegal program. This college houses the Center for Regional and National Security; the Coatings and Research Institute; and the Textile Research Training Institute.

Location

Eastern Michigan University is located in the lively and culturally active city of Ypsilanti, in southeastern Michigan. The campus comprises more than 800 scenic acres, which includes the College of Business (in downtown Ypsilanti), the Eagle Crest Resort and Conference Center (with an 18-hole championship golf course), the Kresge Environmental Education Center near Lapeer, and the Jean Noble Parsons Center for the Study of Art and Science near Traverse City and Interlochen.

Eastern opened an 181,000-square-foot student center in 2006 and the facility has been rated one of the nation's best. The University also completed a \$42-million renovation of its Pray-Harrold classroom building, the largest classroom building on campus, in 2011. The new Science Complex addition and renovations, which were completed in 2011 and 2012 respectively, help meet the critical need for teachers in science, technology, engineering, and math. The \$90-million renovation and expansion project was the largest single construction project in the university's history. Among its additions is a planetarium that is open to faculty, students, and the community. The final step in the Science Complex project is the \$40 million renovation of Strong Hall, which houses numerous labs and various science programs. Strong Hall opened in January 2019, and capped the completion of the Science Complex. The University recently completed the renovation of Sill Hall, home of the GameAbove College of Engineering and Technology.

Housing

More than 3,400 students live in Eastern's residence halls and apartments. Residence halls also are used in the summer months to host conference guests and youth camps as well as students enrolled in the summer semester.

Extended Programs

Eastern Michigan University offers credit and noncredit courses at several sites throughout Michigan. The sites include Dearborn (Henry Ford College), the Kresge Environmental Center near Lapeer, and the Jean Noble Parsons Center for the Study of Art and Science near Traverse City.

| | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|
| <i>Credit Enrollment (fall head count)</i> | 18,838 | 17,814 | 16,324 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| <i>Operating Revenues (all funds)</i> | 2018-2019 | 2019-2020 |
|--|----------------------|----------------------|
| State Appropriations | \$77,541,090 | \$69,697,392 |
| Net Student Fees | \$165,013,368 | \$162,280,143 |
| Gifts, Grants, and Federal Contracts | \$51,566,133 | \$52,787,738 |
| Other Income | \$41,243,907 | \$32,892,657 |
| TOTAL REVENUES | \$335,364,498 | \$317,657,930 |
| <i>Operating Expenditures (all funds)</i> | 2018-2019 | 2019-2020 |
| Instruction and Research | \$128,126,070 | \$115,831,558 |
| Public Service | \$13,546,729 | \$13,003,683 |
| Student Services and Aid | \$51,234,035 | \$55,755,506 |
| Other Expenses | \$162,364,526 | \$148,938,581 |
| TOTAL EXPENDITURES | \$355,271,360 | \$333,529,328 |

FERRIS STATE UNIVERSITY

Big Rapids 49307

www.ferris.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|--|---------------------|
| AMNA P. SEIBOLD, East Grand Rapids (Chair) | Dec. 31, 2024 |
| GEORGE K. HEARTWELL, Newaygo | Dec. 31, 2028 |
| KURT A. HOFMAN, Grand Rapids | Dec. 31, 2026 |
| ANA L. RAMIREZ-SAENZ, Caledonia | Dec. 31, 2022 |
| KARI L. SEDERBURG, E. Lansing | Dec. 31, 2026 |
| RONALD E. SNEAD, Stanwood | Dec. 31, 2028 |
| RUPESH K. SRIVASTAVA, Wixom | Dec. 31, 2022 |
| LASHANDA R. THOMAS, Grosse Pointe | Dec. 31, 2024 |

DAVID L. EISLER, President

Ferris State University is a public university with a 941-acre main campus in Big Rapids. Ferris also has a vibrant statewide presence with 22 regional campuses throughout Michigan, concurrent classes offered at Michigan high schools, and online programs. Enrollment at Ferris State University for the Fall 2020 semester was 11,165 students. Ferris attracts students from every county in Michigan, the majority of whom remain in the state after graduating.

Founded in 1884, Ferris is distinguished by its strong heritage of opportunity, commitment to diversity and inclusion, and focus on providing a professional education that links theory to practice. Ferris offers more than 190 programs, ranging from associate to doctoral degrees, through seven degree-granting academic colleges: Arts, Sciences and Education, Business, Engineering Technology, Health Professions, Kendall College of Art and Design, Michigan College of Optometry, and Pharmacy.

Many of Ferris' offerings are tailored to prepare students for careers aligned with occupations experiencing a shortage of skilled professionals. A large number of these require expertise in Science, Technology, Engineering and Mathematics areas, for example, information security and intelligence, digital animation and game design, and heating, ventilation and air conditioning. Examples of strong programs at Ferris include construction management, criminal justice, finance, hospitality management, nursing, optometry, pharmacy, professional golf management, risk management, social work and welding.

Ferris has the fewest number of classes with 50 or more students among Michigan's 15 public universities. This gives students more direct contact with faculty, more opportunity for hands-on learning and greater engagement. More than 50% of Ferris classes have fewer than 25 students, and the student-to-faculty ratio is 16-to-1. Full-time tenure-track faculty members with experience in their respective fields teach the majority of classes, providing real-world relevance. Ferris is committed to creating an environment in which learning and collaboration take place both inside and outside of the classroom.

Ferris partners with Michigan community colleges to create a regional campus network where students can earn their bachelor's degree on the community college campus near where they live. The University's online programs also offer students flexibility in completing their degrees, which can be especially helpful to adult learners who are currently employed and professionals looking to upgrade their skills. Ferris is a transfer school of choice for these students, facilitating expansion of their first two years of study at regional sites into 4-year university degrees. Ferris' largest regional campus is at the Grand Rapids Community College Applied Technology Center.

Ferris State University is home to the state-of-the-art Michigan College of Optometry, the completely renovated University Center, the nationally renowned Jim Crow Museum, in Big Rapids, as well as a facility on Grand Rapids' Medical Mile for third- and fourth-year Pharmacy students. In Grand Rapids, the University also has transformed the historically important Federal Building into the Woodbridge N. Ferris Building, serving students in its Kendall College of Art and Design, and the new home to the Urban Institute for Contemporary Arts. A new 402-bed residence hall on the Big Rapids campus was completed in Fall 2017, an expansion to the Swan Annex serving Welding Engineering Technology, Advanced Manufacturing, and Mechanical Engineering Technology programs was completed in August 2018, a major renovation to the University Recreation Center was also completed in August 2018, and the Ken Janke Sr. Golf Learning Center was completed in Spring 2019. Other recently upgraded facilities include Ferris' popular Rock Café, the Ferris Library for Information, Technology and Education, additions to the West Campus Apartments, and the East Campus Suites.

Ferris is the only university in Michigan named after its founders, Woodbridge Nathan Ferris (2-term Michigan governor and United States senator) and Helen Gillespie Ferris. Founded as the privately owned Big Rapids Industrial School, Ferris became a state institution in 1950, undergoing several name changes before becoming Ferris State University in 1987. The Ferris' founding philosophy of a practical, hands-on approach to education, where theory meets practice, enables students to learn practical skills for new jobs in a changing world still resonates today.

| | | | |
|---|-------------|-------------|-------------|
| <i>Credit Enrollment (fall head count)</i> | 2018 | 2019 | 2020 |
| On-campus | 9,553 | 9,175 | 8,193 |
| Regional campuses | 1,742 | 1,561 | 1,445 |
| Online | 944 | 861 | 806 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| | | |
|--|------------------|------------------|
| <i>Operating Revenues (all funds)</i> | 2018-2019 | 2019-2020 |
| State Appropriations | \$55,853,973 | \$50,743,091 |
| Net Student Fees | \$115,760,500 | \$115,970,351 |
| Gifts, Grants, and Federal Contracts | \$32,357,895 | \$31,313,377 |
| Other Income | \$44,739,188 | \$43,725,224 |
| TOTAL REVENUES | \$248,711,556 | \$241,752,043 |
| <i>Operating Expenditures (all funds)</i> | 2018-2019 | 2019-2020 |
| Instruction and Research | \$100,278,663 | \$99,312,386 |
| Public Service | \$4,946,805 | \$4,441,487 |
| Student Services and Aid | \$38,896,708 | \$40,642,847 |
| Other Expenses | \$107,832,373 | \$103,685,679 |
| TOTAL EXPENDITURES | \$251,954,549 | \$248,082,399 |

GRAND VALLEY STATE UNIVERSITY

Grand Rapids/Allendale 49401

www.gvsu.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|--|---------------------|
| MIKYIA S. AARON, Taylor | Dec. 31, 2028 |
| VICTOR M. CARDENAS, Novi | Dec. 31, 2022 |
| RANDALL S. DAMSTRA, Ada | Dec. 31, 2024 |
| ELIZABETH C. EMMITT, Byron Center | Dec. 31, 2026 |
| SUSAN M. JANDERNOA, West Olive | Dec. 31, 2026 |
| NOREEN K. MYERS, East Grand Rapids | Dec. 31, 2028 |
| MEGAN S. RYDECKI, Grand Rapids | Dec. 31, 2022 |
| KATE PEW WOLTERS, Grand Rapids | Dec. 31, 2024 |

PHILOMENA MANTELLA, President

Grand Valley State University was founded in 1960 to bring higher education to the state's second-largest metropolitan area—the diversified business and industrial region that includes Kent, Muskegon, and Ottawa counties. Fully accredited, it serves the region from its 1,322-acre main campus in Allendale, its comprehensive operations in downtown Grand Rapids and Holland, and its centers in Muskegon, Traverse City, and Detroit. Students come to Grand Valley from all of Michigan's 83 counties. While 91% of students come from Michigan, they also come to Grand Valley from 47 states and 74 foreign countries, including Africa, Asia, Australia, Central and South America, the Middle East, and Europe. Of recent graduates, 95% are employed or pursuing advanced degrees. Of the recent graduates who are employed, more than 86% are working in Michigan communities.

Grand Valley grew slowly until about 1988, when it saw the beginning of very rapid growth, both in its popularity and stature. Enrollment has doubled since 1988 and is now 23,350.

To be transparent to the public, the university produced, in 2007, the first of its annual accountability reports, which can be viewed at www.gvsu.edu/accountability. The accountability report provides a public review of the university's academic and economic performances, including the proper use of resources, and demonstrates the university's ability to educate successful students in the state of Michigan. A version of the accountability report is now used by the Michigan Legislature to measure performance of all 15 state-supported universities.

A **liberal arts emphasis** teaches students critical thinking and problem resolution; an emphasis on diversity, sustainability, and community teaches students a range of thoughtful perspectives necessary for open inquiry. As an institution committed to teaching excellence, Grand Valley emphasizes personalized instruction, bolstered by relatively small classes taught by faculty members rather than graduate teaching assistants. Grand Valley has 1,558 full- and part-time faculty members. GVSU students, faculty, and staff have easy access through University Libraries campus locations and website to Grand Valley's collections: nearly 527,588 physical books, 943,719 e-books, and 1,563,660 total library resources.

A focus on **international education** is reflected in foreign exchange and foreign study programs. More than 780 students took part in study abroad programs in 2017-18.

Approximately 5,300 GVSU students annually participate in experiential education programs (internships, practicums, clinicals, student teaching, and co-ops) in business, industry, government, schools, hospitals, and public agencies, blending theoretical knowledge with practical applications. The undergraduate Bachelor of Science in Engineering program includes a cooperative education component that provides for at least 12 months of on-the-job experience before the degree is granted, and the College of Education requires 18 credit hours of in-class experience combined with a degree in a subject matter content area.

Forty-one graduate programs include master's degrees in accounting, applied linguistics, audiology, athletic training, adult and higher education, biology, biomedical sciences, biomedical engineering, business administration, biostatistics, cell and molecular biology, clinical dietetics, communications, computer information systems, criminal justice, college student affairs leadership, data science and analytics, education, education specialist in leadership, educational leadership, educational technology, engineering, English, executive MBA, health administration, health informatics and bioinformatics, instruction and curriculum, literacy studies, medical dosimetry, nursing, occupational therapy (D.O.T. and M.S.), philanthropy and nonprofit leadership, physical therapy, physician assistant studies, professional science Master's, public administration, public health, school counseling, school psychology, social innovation, social work, special education, speech-language pathology, student-initiated combined degree, and taxation. Grand Valley also offers the Clinical Doctorate in Physical Therapy program, a Doctor of Nursing Practice degree, and an Educational Specialist degree. Other career and professional programs include accounting, advertising and public relations, engineering, communications, computer sciences, business, hospitality and tourism management, international business, international relations, medical imaging, athletic training, therapeutic recreation, natural resource management, legal studies, criminal justice, nursing, social work, geology, and education, including special education.

Grand Valley is a leading provider of health care professionals in West Michigan. The **College of Health Professions** and the **Kirkhof College of Nursing** have nationally recognized and accredited programs. There are currently 25 programs in health sciences.

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.

Through its outreach centers and curricular engagement, the **Seidman College of Business**, in downtown Grand Rapids, is dedicated to building strong links between academic programs and economic development and job creation in the region. Seidman provides management and leadership education, and training, economic research and consultation resources, market analysis, and planning services for existing and potential area businesses. The Seidman College of Business is also home to the **Small Business Development Center's** state headquarters which offers no-cost counseling, low-cost training, market research, and advocacy for small businesses.

The **Muskegon Innovation Hub** is a 25,000-square-foot business innovation center located on the shores of Muskegon Lake. The Hub provides coaching, funding, networking, and a synergistic work environment to help businesses and entrepreneurs maximize their growth potential. To accomplish this, the Hub utilizes four key components: a business incubator, coworking space, access to funding, and training and event space.

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

The **Hauenstein Center for Presidential Studies** has advanced discussion of the American presidency among scholars, government leaders, student leaders, and the public. Its Cook Leadership Academy has become a center of leadership excellence. Its Common Ground Initiative is unique in higher education today. The center's Wheelhouse Talks inspire leaders, and its American Conversations engage citizens.

The **Van Andel Global Trade Center's** mission is to strengthen the community through increased global business by providing international consulting, training, and resources. The center has impacted over 29,860 business professionals through its research, educational training, and consulting, supporting the expansion of more than 10,360 Michigan businesses in the global marketplace. The center works closely with the MEDC to help Michigan businesses throughout the state grow internationally.

The **Dorothy A. Johnson Center for Philanthropy** was established in 1992 and is an academic center within the College of Community and Public Service. The Johnson Center is a university-based center leading a systems-based, comprehensive approach to serving nonprofits, foundations, and others seeking to transform their communities for the public good. Through professional development services, courses and trainings, philanthropic tools, and more, the Center supports nonprofit capacity building, provides education to grantmaking organizations, conducts research design and analysis, and creates information and insights for the field of philanthropy. The Frey Chair for Family Philanthropy and the W.K. Kellogg Community Philanthropy Chair support original research in the field, such as the NextGen report on new donors. *The Foundation Review* is the first peer-reviewed journal of philanthropy and is published by the Johnson Center. The Johnson Center's Community Research Institute is a valued community resource, providing innovative applied research and data to assist communities in assessing needs and measuring the social impact of programs and services.

Grand Valley has a long-standing tradition and commitment to providing quality education for students. As part of this mission, the Grand Valley Board of Trustees seeks to impact public K-12 education through its leadership in Michigan's charter schools. Grand Valley chartered its first three schools in 1995, serving a total of 350 students. As it enters the 26th year, the GVSU Charter Schools Office now serves more than 34,000 students in 78 charter public schools. GVSU is the nation's second largest university authorizer of charter public schools.

The **Regional Math and Science Center** housed in the College of Liberal Arts and Sciences, serves students, teachers, parents, school districts, business and industry, and other organizations interested and involved in mathematics and science education in West Michigan. Some of the center's signature programs include Michigan Science Olympiad, Super Science Saturdays, Fall Science Update, summer student activities such as Energizing Our World and sHaPe health professions camp, Discovering STEM kits, and the *InterChange* newsletter. The center's staff is available for consultation in support of the Michigan standards for science and mathematics including curriculum development, professional learning tailored to district needs, and resources for classroom instruction.

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

The **Autism Education Center** provides training, resources, and coordination to ensure that individuals diagnosed with Autism Spectrum Disorder are able to fully participate in their local community. An emphasis is placed on working with school-based teams to provide students with evidence-based educational programming that increases independence, social opportunities, and academic growth.

The **Meijer Broadcast Center** is the home of Grand Valley's public television and radio stations. WGUV-TV 35 and WGVK-TV 52, affiliated with the Public Broadcasting Service, present a variety of informative and entertaining programs including children's shows, public affairs, cultural offerings, and sports. WGUV 88.5 FM and AM 1480 (Grand Rapids) and WGV5 95.3 FM and 850 AM (Muskegon) are National Public Radio member stations that broadcast news and information programs.

Accreditations

Grand Valley State University has continued accreditation by the Higher Learning Commission, www.hlcommission.org. All other college and program accreditations will be found in the link to the university website, www.gvsu.edu.

| | |
|--|-------------|
| Credit Enrollment (fall head count) | 2020 |
| On-campus | 23,350 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| | | |
|--|---------------|---------------|
| Operating Revenues (all funds) | 2019 | 2020 |
| State appropriations | \$72,086,000 | \$65,284,000 |
| Net Student Fees | \$288,042,000 | \$284,113,000 |
| Gifts, Grants, and Federal Contracts | \$76,535,000 | \$87,063,000 |
| Other Income (auxiliary) | \$76,261,000 | \$59,919,000 |
| TOTAL REVENUES | \$512,924,000 | \$496,379,000 |
| Operating Expenditures (all funds) | 2019 | 2020 |
| Instruction and Research | \$182,803,000 | \$180,768,000 |
| Public Service | \$27,745,000 | \$30,873,000 |
| Student Services and Aid | \$31,741,000 | \$31,076,000 |
| Other Expenses | \$226,000 | \$118,000 |
| TOTAL EXPENDITURES | \$461,730,000 | \$464,360,000 |

LAKE SUPERIOR STATE UNIVERSITY

Sault Ste. Marie 49783

www.lssu.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|---|---------------------|
| THOMAS BAILEY, Petoskey | Jan. 27, 2024 |
| RICHARD BARCH, Tecumseh | Jan. 27, 2026 |
| PATRICIA CARUSO, Sault Ste. Marie. | Jan. 27, 2028 |
| TIMOTHY LUKENDA, Brimley | Jan. 27, 2026 |
| MARK W. MERCER, Harbor Springs | Jan. 27, 2022 |
| RANDY PINGATORE, Sault Ste. Marie. | Jan. 27, 2024 |
| SANDI FROST STEENSMA, Grand Rapids. | Jan. 27, 2022 |
| CYNTHIA WILLIAMS, East Lansing. | Jan. 27, 2028 |

RODNEY S. HANLEY, Ph.D., President

Lake Superior State University, on the Canadian border in Michigan's Eastern Upper Peninsula, is the smallest of the state's 15 public universities. With a 5-year average academic year enrollment of just more than 2,450 students, LSSU is considered under the Carnegie Classification to be a small 4-year undergraduate institution with a focus on professions and a single graduate program. LSSU's admission process is moderately selective with an undergraduate mix for entering students of approximately 67% new freshman and 33% transfers. For new freshmen, the average high school GPA is 3.3 and the average ACT composite is 22. The university grants 111 baccalaureate degrees in such diverse fields as fire science, criminal justice, engineering, business, health sciences, environmental chemistry, fisheries and wildlife management, conservation leadership, exercise science, applied geographic information science, English literature, communication, psychology, and sociology. Additionally, the university offers a master's degree in curriculum and instruction. LSSU has branch regional centers in Petoskey and Escanaba.

LSSU's main campus overlooks the sister cities of Sault Ste. Marie, Michigan (population 14,000) and Ontario, Canada (population 75,000). Three counties comprise the Eastern U.P. with a total population of 56,254 spread over 3,486 square miles. The region offers year-round recreation with access to three Great Lakes within 50 miles, thousands of acres of public lands, and hundreds of miles of streams, rivers, and inland lakes. Students enjoy the opportunity to study in a unique international setting abundant in natural resources and historical significance.

The Sault Ste. Marie area has been inhabited for more than 2,000 years, and the city was founded as a European settlement in 1668 by Father Jacques Marquette, a French Jesuit missionary. It was the first permanent European settlement west of the Appalachian Mountains and is believed to be the oldest continually inhabited European settlement in the Midwest. It is home to the famous Soo Locks that enable ships to traverse an 18-foot drop between Lake Superior and the lower Great Lakes. These federal locks, dating back to 1855, and other attractions have turned the twin Saults into a busy tourist destination that draws tens of thousands of visitors each year.

| <i>Credit Enrollment (fall head count)</i> | 2019 | 2020 |
|---|-------------|-------------|
| On-campus. | 729 | 728 |
| Off-campus. | 1,235 | 1,173 |
| TOTAL | 1,964 | 1,901 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| <i>Operating Revenues (all funds)</i> | 2018-2019 | 2019-2020 |
|--|----------------------|----------------------|
| State Appropriations | \$14,149,703 | \$12,884,253 |
| Net Student Fees | \$13,804,334 | \$13,182,309 |
| Gifts, Grants, and Federal Contracts | \$8,459,956 | \$8,591,072 |
| Other Income | \$13,659,671 | \$14,055,617 |
| TOTAL REVENUES. | \$50,073,664 | \$48,713,251 |
| <i>Operating Expenditures (all funds)</i> | 2018-2019 | 2019-2020 |
| Instruction and Research | \$13,458,991 | \$13,035,333 |
| Public Service | \$1,600,118 | \$1,551,310 |
| Student Services and Aid | \$4,163,007 | \$4,186,047 |
| Other Expenses | \$30,116,015 | \$29,312,190 |
| TOTAL EXPENDITURES | \$49,338,131 | \$48,084,880 |

MICHIGAN STATE UNIVERSITY

East Lansing 48824

www.msu.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|---|---------------------|
| DIANNE BYRUM, Onondaga Township (Chair) | Jan. 1, 2025 |
| DAN KELLY, Clarkston (Vice Chair) | Jan. 1, 2025 |
| MELANIE FOSTER, East Lansing | Jan. 1, 2023 |
| RENEE KNAKE JEFFERSON, East Lansing | Jan. 1, 2023 |
| PAT O'KEEFE, Troy | Jan. 1, 2029 |
| BRIANNA T. SCOTT, Muskegon | Jan. 1, 2027 |
| KELLY TEBAY, Pittsfield Township | Jan. 1, 2027 |
| REMA VASSER, Detroit | Jan. 1, 2029 |

SAMUEL L. STANLEY JR., M.D., President and Ex Officio

Michigan State University has been working to advance the common good with uncommon will for more than 160 years. Founded in 1855, MSU was a bold experiment that democratized higher education, offering an innovative curriculum with elements of traditional studies but focused on discovering cutting-edge knowledge and practical instruction. MSU became the prototype for the 69 land-grant institutions established under the federal Morrill Act of 1862 and was the nation's first institution of higher learning to teach scientific agriculture.

The original 677-acre campus in what became East Lansing has grown to nearly 5,200 acres today, with approximately 2,100 acres in existing or planned development and 566 buildings, including 110 with academic or instructional space. MSU also operates 19,600 acres throughout Michigan for agricultural, animal and forestry research.

MSU operates one of the largest single-campus residential systems in the country, its 27 residence halls grouped into five neighborhoods offering an abundance of dining and living options and delivering on-site academic support and other services.

Michigan State ranks among the top 100 global universities, according to *U.S. News & World Report* 2021 rankings as well as the 2021 *Times Higher Education* Impact Rankings. The university claims 38 academic programs ranked in the nation's top 25 and nine ranked No. 1 in the nation by *U.S. News*. Graduate programs in elementary and secondary education have been top-ranked for 27 years. MSU's graduate programs in nuclear physics, rehabilitation counseling, organizational psychology, educational administration, curriculum and instruction, and its supply chain graduate and undergraduate programs also ranked No. 1 for 2021.

Academics

MSU is a diverse and inclusive academic community that enrolls more than 49,000 students from all 50 states and more than 140 countries. The university employs 5,703 faculty members and academic staff and offers more than 200 programs of undergraduate, graduate, and pre-professional study in 17 degree-granting colleges.

MSU graduates more Michigan students than any other institution in the state. It is the only university in the country with three on-campus medical schools, graduating allopathic (MD) and osteopathic (DO) physicians, as well as veterinarians (DVM). Community campuses across the state help train MSU medical students, and new physicians train in partnership with hospitals across Michigan.

The College of Human Medicine is based on the Grand Rapids "Medical Mile," and the new MSU Grand Rapids Research Center nearby when fully occupied will house approximately 44 medical research teams. The four buildings comprising the Medical Mile will have a net economic impact for Kent County of \$339 million, 2,017 jobs, and an increase in yearly earnings of \$142 million.

The MSU College of Nursing provides leadership for the education of nurses at the undergraduate, master's, and doctoral levels. The college's Bott Building for Nursing Education and Research supports the college's growth as a research leader and helps the state address a nursing shortage. The college opened access to working registered nurses with an online RN-to-BSN program, and partners with community colleges to offer a BSN program to their associate degree students.

MSU is a leader in providing the means to economic and social mobility and committed to continually improving the value of an MSU degree. MSU's student success initiative is linked to its nationally recognized neighborhoods program for residential undergraduate support services, as well as to the Hub for Innovation in Learning and Technology, which supports the development and application of new methods of teaching and learning across campus.

An entrepreneurial mindset is encouraged across the curriculum, regardless of major, through an entrepreneurship minor option, dedicated spaces for business idea development and support, and entrepreneurship organizations and events.

Reflecting its focus on connection with the community and the world to promote knowledge discovery, service to society, and student success, the university's nationally recognized service-learning program recorded 36,933 registrations for community service in 2019-20.

MSU registers more than 900 student organizations offering recreational, social, and educational experiences related to academics, business, the environment, international relations, politics, racial and ethnic issues, religious groups, women's interests, sports and leisure, and more. A member of the Big Ten athletic conference, the university offers 23 varsity sports, plus adaptive sports and dozens of club and intramural teams.

Research

As one of the top research universities in the world, MSU pushes the boundaries of knowledge and discovery in communities from East Lansing to East Africa. MSU forges enduring partnerships to confront the biggest challenges of our time—food and water security, health care and education, energy, advanced physical sciences, and engineering—and works at the forefront of emerging opportunities in areas such as bioengineering, precision medicine and genomics, advanced mobility, and computation.

Research expenditures for the university totaled \$725 million in 2019. MSU's research excellence and impact were endorsed by the U.S. Department of Energy in 2009 when it selected MSU to establish the Facility for Rare Isotope Beams. This \$730 million facility slated for completion in 2022 will advance understanding of rare nuclear isotopes to yield a new understanding of matter and spur breakthrough applications to benefit society, as it provides research opportunities for top scientists and students from around the nation and the globe.

MSU—particularly through AgBioResearch (formerly the Michigan Agricultural Experiment Station, founded in 1888) and MSU Extension—plays a key role in the state's annual \$100 billion-plus food and agriculture system through partnerships, research, and educational programs in all 83 counties.

MSU's AgBioResearch performs research in laboratories and farm research plots, encompassing the work of more than 300 scientists in seven colleges at MSU: Agriculture and Natural Resources, Arts and Letters, Communication Arts and Sciences, Engineering, Natural Science, Social Science, and Veterinary Medicine. These researchers, in on-campus laboratories and at 15 outlying research centers across the state, investigate pressing issues including agricultural production and environmental impact, food safety, biofuels, antibiotic resistance, animal health, invasive species, beneficial insects and pest management, food safety, water quality and biotechnology. MSU's Kellogg Biological Station in Hickory Corners has served as a site for integrated and long-term research in agriculture, natural resource conservation, and ecology since the 1920s.

Collectively, AgBioResearch and MSU Extension have more than a billion-dollar impact on the state each year. Every dollar the state spends is leveraged with additional dollars in federal funds and external contracts, grants and other revenues to serve the state's residents.

MSU Extension

MSU Extension has reached out across the state for more than a century to people in their homes, farms, businesses and communities. Michigan State hired its first livestock field agent in 1907, five years before the Legislature authorized counties to raise revenue to support extension work. In 1914, the U.S. Congress passed the Smith-Lever Act, which created the nationwide Cooperative Extension System and directed the nation's land grant universities, including MSU, to oversee its work.

Today, MSU Extension agents still deliver practical advice and cutting-edge knowledge one-on-one, supported by a wide variety of information systems including websites and webinars, social media and electronic newsletters. MSU Extension also helps prepare more than 200,000 youth annually for life and careers through activities including 4-H.

Being long embedded in Michigan communities gives MSU Extension the capacity to quickly ramp up targeted services, such as the health, nutrition, and educational services it is delivering to Flint children to help them deal with the long-term health effects of lead-contaminated municipal water. Community economic health is another area of focus. MSU's Center for Local Government Finance and Policy offers outreach, advises cities during fiscal hardship, and helps them develop fiscal tools. In addition, the center is committed to connecting legislators with experts in public policy and forging partnerships in the public and private sectors.

The MSU Product Center helps entrepreneurs and companies develop and commercialize high-value, consumer-responsive products and businesses in the agriculture and natural resource sectors. The MSU Product Center has served 772 clients who have created 447 new jobs and saw an increase of \$1.5 million in sales in 2019.

Engagement and Economic Impact

All told, Michigan State's economic impact on the state exceeds \$5.8 billion annually, with \$655 million alone spent with local businesses. MSU is a key player in the University Research Corridor (URC), a collaboration with the state's other two top-tier research universities, the University of Michigan and Wayne State University. Annual benchmarking studies confirm that the URC is competitive with the nation's top research and development clusters in generating patents, businesses, and graduates with high-demand, tech-related degrees.

Michigan State's Office of the Associate Provost for University Outreach and Engagement connects faculty to the community to address priority issues, with the most extensive academic support structure designed to advance engagement scholarship in the nation. In all of its work, MSU emphasizes university-community partnerships that are collaborative, participatory, empowering, systemic, transformative and anchored in scholarship. MSU was an inaugural Carnegie Foundation Community Engagement institution, and a founding member of the Engagement Scholarship Consortium, an international organization dedicated to building strong university-community partnerships and designed to help build community capacity in the 21st century. MSU is a recipient of the U.S. President's Award for Higher Education Community Service and the Michigan Campus Compact's Engaged Campus of the Year.

Entrepreneurship extends beyond the university's curriculum to promote technology transfer to the private sector and nourish Michigan's knowledge economy. The MSU Innovation Center is built on a strong partnership with the MSU Foundation, faculty, students, and local and statewide economic development organizations. It supports innovation, technology commercialization, new company startup, and a portfolio of dedicated business and community partnerships to bring cutting-edge ideas to the marketplace. Composed of Business CONNECT, MSU Technologies, and Spartan Innovations, the Innovation Center advances faculty, student, and commercial partner ideas, bringing more than 130 discoveries annually into a pipeline of patents, products, and startup businesses. Together, these solutions help build a diversified economy and jobs for Michigan.

The MSU Foundation also fuels economic development initiatives through the commercialization of cutting-edge technologies invented by MSU faculty, staff and students. At its core is an extensive program that focuses on the support of research, invention and entrepreneurship.

Culture, arts and athletics are popular MSU contributions to the region. The Wharton Center for Performing Arts claims the nation's largest programming schedule of any independent performing arts center affiliated with a university, with more than 200 stage events and an estimated 200,000 people attending Wharton presentations annually. The MSU Federal Credit Union Institute for Arts and Creativity presents educational programs to more than 30,000 K-12 students at Wharton each year. However, in response to the COVID-19 pandemic and restrictions on indoor gatherings, the Wharton Center canceled its 2020-21 season and offered many performances virtually.

The stunning Eli and Edythe Broad Art Museum, designed by world-renowned architect Zaha Hadid and opened in 2012, supports the university's arts programs and welcomes more than 62,000 visitors a year with exhibitions and community programs. Spartan Stadium seats 75,000 and hosts concerts and other special events in addition to home football games. The Breslin Student Events Center, home of Spartan basketball, seats 15,000 and hosts more than 260 campus and community events a year.

Other campus/community assets include the MSU Libraries system, which houses more than 4.5 million volumes; public broadcasting affiliated WKAR-TV and the WKAR-AM and WKAR-FM public broadcasting radio stations; six public gardens, including the W.J. Beal Botanical Garden, the oldest continuously operated teaching garden on a college campus in the nation; the MSU Museum, one of the state's largest public museums of natural and cultural history; and Abrams Planetarium.

| | 2019 | 2020 |
|--|-------------|-------------|
| <i>Enrollment (fall head count)</i> | 49,809 | 49,695 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| <i>Operating Revenues</i> | 2019 | 2020 |
|--|------------------------|------------------------|
| Net Student Tuition and Fees. | \$867,905,000 | \$895,252,000 |
| Grants and Contracts. | \$483,220,000 | \$474,648,000 |
| Other Revenue | \$695,566,000 | \$666,099,000 |
| <i>Nonoperating Revenues</i> | | |
| State Appropriations | \$350,703,000 | \$321,670,000 |
| Gifts, Capital Grants, Additions | \$179,889,000 | \$122,475,000 |
| Other Income | \$231,020,000 | \$239,537,000 |
| TOTAL REVENUES. | \$2,808,303,000 | \$2,719,681,000 |
| <i>Operating Expenses</i> | 2019 | 2020 |
| Instruction | \$783,859,000 | \$775,782,000 |
| Research. | \$410,887,000 | \$399,507,000 |
| Public Service. | \$344,030,000 | \$380,269,000 |
| Student Services and Aid. | \$131,066,000 | \$157,470,000 |
| Other Expenses | \$991,988,000 | \$1,023,826,000 |
| TOTAL EXPENDITURES. | \$2,661,830,000 | \$2,736,854,000 |

MICHIGAN TECHNOLOGICAL UNIVERSITY

Houghton 49931

www.mtu.edu



BOARD OF TRUSTEES

Term expires

| | |
|---|---------------|
| BRENDA RYAN, Commerce Township (Chair) | Dec. 31, 2022 |
| JEFFREY C. LITTMANN, Grosse Pointe (Vice Chair) | Dec. 31, 2026 |
| JOHN U. BACON, Ann Arbor | Dec. 31, 2026 |
| ANDREA DICKSON, Grosse Pointe Farms | Dec. 31, 2028 |
| JON E. JIPPING, Ada | Dec. 31, 2028 |
| MATTHEW D. JOHNSON, Marquette | Dec. 31, 2022 |
| DERHUN D. SANDERS, Redford | Dec. 31, 2024 |
| STEVEN M. TOMASZEWSKI, Howell | Dec. 31, 2024 |

RICHARD J. KOUBEK, President

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, biological, and social sciences; engineering; forestry; business; the liberal arts; and computing.

Undergraduate Programs

The Bachelor of Science degree is conferred in accounting; anthropology; applied ecology and environmental sciences; applied geophysics; applied physics; audio production and technology; biochemistry and molecular biology; bioinformatics; biological sciences; biomedical engineering; chemical engineering; cheminformatics; chemistry; civil engineering; computer engineering; computer network and system administration; computer science; construction management; cybersecurity; ecology and evolutionary biology; economics; electrical engineering; electrical engineering technology; engineering; engineering management; environmental engineering; environmental science and sustainability; exercise science; finance; forestry; geological engineering; geology; geospatial engineering; human biology; human factor; management; management information systems; marketing; materials science and engineering; mathematics; mathematics and computer science; mechanical engineering; mechanical engineering technology; mechatronics; medical laboratory science; mining engineering; natural resources management; pharmaceutical chemistry; physics; psychology; robotics engineering; scientific and technical communication; social sciences; software engineering; sports and fitness management; statistics; sustainability science and society; sustainable bioproducts; theatre and entertainment technology; and wildlife ecology and conservation.

A Bachelor of Arts degree is conferred in communication, culture and media; chemistry; English; history; liberal arts; physics; scientific and technical communication; sound design; and theatre and electronic media performance.

An undergraduate post-degree certificate is offered in actuarial science, business analytics, coaching endorsement, and electric power engineering.

Graduate Programs

A graduate certificate is offered in accounting analytics; advanced computational physics; advanced electric power engineering; advanced photogrammetry and mapping with UAS; aerodynamics; applied statistics; artificial intelligence in healthcare; automotive systems and controls; big data statistics in astrophysics; computational fluid dynamics; computational materials science; control systems; data science foundation; dynamic systems; electronics materials and processing; engineering sustainability and resilience; forensic accounting; frontiers—optics & photonics; frontiers in materials physics; fundamentals of materials engineering; geoinformatics; geospatial data science and technology; hybrid electric drive vehicle engineering; manufacturing engineering; medical devices and technologies; medical imaging; natural hazards and disaster risk reduction; natural resource and environmental economics; network and communication systems; profit-increasing strategies in chemical processing; quality engineering; resilient water infrastructure; safety and security of autonomous cyber-physical systems, security and privacy in healthcare; signal and image processing; structural engineering; advanced analysis; structural engineering; bridge analysis and design; structural engineering; building design; structure engineering; hazard analysis; structural engineering; timber building design; sustainable pavement design and construction; sustainable water resources systems; vehicle dynamics; water resources modeling; water, sanitation, and hygiene engineering.

A Master of Science degree is offered in accounting; applied cognitive science and human factors; applied ecology; applied natural resources economics; applied physics; applied science education; applied statistics; biological sciences; biomedical engineering; chemical engineering; chemistry; civil engineering; computer engineering; computer science; cybersecurity; data science; electrical and computer engineering; electrical engineering; engineering mechanics; environmental engineering; environmental engineering science; environmental and energy policy; forest ecology and management; forest molecular genetics and biotechnology; forestry; geological engineering; geology; geophysics; health informatics; industrial heritage and archaeology; integrated geospatial technology; kinesiology; materials science and engineering; mathematical sciences; mechanical engineering; mechatronics; mining engineering; physics; rhetoric, theory and culture; and statistics.

A Master of Engineering, a Master of Engineering Management, a Master of Business Administration, a Master of Geographic Information Science, and a Master of Forestry also are offered.

A doctoral degree is offered in applied cognitive science and human factors; applied physics; atmospheric sciences; biochemistry and molecular biology; biological sciences; biomedical engineering; chemical engineering; chemistry; civil engineering; computational science and engineering; computer engineering; computer science; electrical engineering; environmental and energy policy; environmental engineering; forest molecular genetics and biotechnology; forest science; geological engineering; geology; geophysics; industrial heritage and archaeology; integrative physiology; materials science and engineering; mathematical sciences; mechanical engineering—engineering mechanics; mining engineering; physics; rhetoric, theory and culture; and statistics.

Research Agencies

Specialized research units include the Advanced Power Systems Research Center; Center for Agile and Interconnected Microgrids; Center for Technology & Training; Earth, Planetary and Space Sciences Institute; Ecosystem Science Center; Great Lakes Research Center; Health Research Institute; Institute for Policy, Ethics, and Culture; Institute of Computing and Cybersystems; Institute of Materials Processing; Keweenaw Research Center; Michigan Tech Aerospace Engineering Research Center; Michigan Tech Research Institute; Michigan Tech Transportation Institute; Multi-Scale Technologies Institute; Research and Innovation in STEM Education Institute; Sustainable Futures Institute; and The Elizabeth and Richard Henes Center for Quantum Phenomena.

Accreditations

The university is accredited by the Higher Learning Commission (HLC). Its curricula in the following fields of engineering are accredited by the Engineering Accreditation Commission (EAC) of ABET, www.abet.org: biomedical engineering, chemical engineering, civil engineering, computer engineering, electrical engineering, engineering (interdisciplinary or special focus), environmental engineering, geological engineering, materials science and engineering, mechanical engineering, and surveying engineering. The following programs in engineering technology are accredited by the Engineering Technology Accreditation Commission (ETAC) of ABET, www.abet.org: electrical engineering technology and mechanical engineering technology.

The Bachelor of Science degrees in Computer Science, and Computer Network and System Administration are accredited by the Computing Accreditation Commission (CAC) of ABET, www.abet.org; and the Software Engineering is accredited by the Engineering Accreditation Commission of ABET, www.abet.org.

The Bachelor of Science degrees in Chemistry, Pharmaceutical Chemistry, and Cheminformatics are certified by the American Chemical Society (ACS). In Biological Sciences, the Medical Laboratory Science 4+1 Program is accredited by and National Accrediting Agency for the Clinical Laboratory Sciences (NAACLS), and the fourth-year instruction in the Medical Laboratory Science 3+1 option is carried out in hospitals accredited by the National Accrediting Agency for the Clinical Laboratory Sciences (NAACLS).

All College of Business undergraduate degrees (accounting, engineering management, finance, marketing, management, and management information systems), as well as the Tech MBA, Master of Science in Accounting, and Master of Engineering Management are 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.

The Bachelor of Science in Forestry and Master of Forestry programs are accredited by the Society of American Foresters. The interdisciplinary Construction Management program is accredited by the American Council of Construction Education (ACCE).

| Credit Enrollment (fall head count) | 2019 | 2020 |
|--|-------------|-------------|
| Undergraduate enrollment | 5,764 | 5,642 |
| Graduate enrollment | 1,277 | 1,233 |
| TOTAL | 7,041 | 6,875 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| Operating Revenues (all funds) | 2018-2019 | 2019-2020 |
|--|------------------|------------------|
| State Appropriations | \$49,949,600 | \$44,953,000 |
| Net Tuition and Student Fees | \$102,821,248 | \$101,082,940 |
| Gifts, Grants, and Federal Contracts | \$70,698,684 | \$62,285,581 |
| Other Income | \$40,164,194 | \$40,454,927 |
| TOTAL REVENUES | \$263,633,726 | \$248,776,448 |
| Operating Expenditures (all funds) | 2018-2019 | 2019-2020 |
| Compensation and Benefits | \$178,836,147 | \$174,337,667 |
| Student Financial Support | \$13,567,107 | \$11,240,114 |
| Other Expenses | \$76,759,769 | \$70,144,765 |
| TOTAL EXPENDITURES | \$269,163,023 | \$255,722,546 |

NORTHERN MICHIGAN UNIVERSITY

Marquette 49855

www.nmu.edu



BOARD OF TRUSTEES

Term expires

| | |
|--|---------------|
| TAMI M. SEAVOY, Marquette (Chair) | Dec. 31, 2022 |
| STEPHEN E. YOUNG, Lansing (Vice Chair) | Dec. 31, 2026 |
| LISA FITTANTE, Kingsford | Dec. 31, 2024 |
| ALEXIS M. HART, Royal Oak | Dec. 31, 2024 |
| ROBERT E. MAHANEY, Marquette | Dec. 31, 2022 |
| JASON T. MORGAN, Ann Arbor | Dec. 31, 2028 |
| DONNA L. MURRAY-BROWN, Detroit | Dec. 31, 2026 |
| GREGORY J. SEPPANEN, Marquette | Dec. 31, 2028 |

FRITZ J. ERICKSON, 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 177 academic programs, ranging from the certificate to associate, bachelor's, master's, and doctorate degrees.

The academic program is organized into 28 departments that fall under four colleges: the College of Arts and Sciences; the College of Business; the College of Health Sciences and Professional Studies; and the College of Technology and Occupational Sciences. There is also an Office of Graduate Education and Research.

Less than Bachelor's Programs

Certification programs are offered in the subject areas of: Chinese, French, German, Native American Education, Russian, Spanish, and Teaching English to Speakers of Other Languages (TESOL). Certificate programs are offered in: advanced law enforcement, applied workplace leadership, automotive maintenance, automotive service, cosmetology, cosmetology instructor, cyber defense, deaf studies, electrical line technician, esthetics, geographic information systems, heating/ventilation/air conditioning and refrigeration (HVACR), industrial maintenance, local corrections, manicure, manufacturing production technician, medical laboratory assistant, welding, and post-baccalaureate paralegal. Associate degree programs are available in: art and design associate of arts—general studies, associate of science—general studies, automotive service technology, building technology, climate control technology, clinical laboratory technology, computer numerical control technology, criminal justice, dance, electrical technology, engineering design, general business, indoor agriculture, industrial maintenance technology, information assurance and cyber defense, insurance, law enforcement, Native American community services, paralegal, radiography, restaurant operations, surgical technology, theatre performance, theatre technology, and welding technology.

Bachelor's Degree Programs

Four-year programs leading to a bachelor's degree are offered in: accounting, anthropology, applied exercise science and health, applied workplace leadership, art and design education, art and design—bachelor of arts or bachelor of science, art and design—bachelor of fine arts, athletic coaching education, biochemistry, biology, biology with concentrations in: botany, ecology, general biology, microbiology, physiology or zoology, business analytics, chemistry (ACS certified), clinical health science (radiography, surgical technology and respiratory therapy), clinical laboratory science with concentrations in: anatomic pathology, clinical systems analyst, diagnostic genetics, medical laboratory science, microbiology or science technologist communication studies, computer science, construction management, criminal justice, dance, earth science, economics, electrical engineering technology, elementary education—two minors elementary education integrated science, elementary education language arts, elementary education mathematics, elementary education social studies, elementary education special education, embedded systems, english with concentrations in: literature or writing, entrepreneurship, environmental science, environmental studies and sustainability, financial management, fisheries and wildlife management, forensic biochemistry, French, geographic information science and technology (GIST), German studies, history, hospitality management, human resource management, insurance and risk management, individually created programs/individualized studies, industrial technologies, information assurance/cyber defense, insurance and risk management, integrated science with: biology minor, with chemistry minor, with earth science minor, or with physics minor international studies, loss prevention management, management—bachelor of applied science, management—bachelor of science, marketing, mathematics, mechanical engineering technology, medicinal plant chemistry, mobile and web app development, multimedia journalism, multimedia production, music, music with elective studies in an outside field, musical theatre, Native American studies, neuroscience, nursing, outdoor recreation leadership and management, paralegal, philosophy, physics, political science, psychology, public relations, RN to baccalaureate nursing, secondary education: biology, chemistry, English, French, health and physical, history, industrial technology, integrated science, mathematics, music, physics, social studies, Spanish or special education, ski area business management, social media design management, social work, sociology, Spanish, speech, language and hearing sciences, sports science, sustainable business and enterprise creation, theatre and entertainment arts, theatre technology and design. NMU also offers the following pre-professional programs: pre-athletic training, pre-chiropractic, pre-clinical psychology, pre-dental, pre-engineering, pre-law, pre-medical, pre-occupational therapy, pre-optometry, pre-pharmacy, pre-physical therapy, pre-physician assistant, and pre-veterinary medicine.

Master's Degree Programs

The university offers the master of arts degree in arts and sciences and English. A master of arts in education is offered for early childhood education, educational administration in administration and supervision or American Indian education administration and supervision, educational instruction, learning disabilities, reading K-8, or reading specialist K-12. An education specialist degree is also available in administration and supervision. The master of science degree is available in applied behavior analysis, arts

and sciences, athletic training, biology, clinical molecular genetics, exercise science, integrated biosciences, mathematics, postsecondary biology education and psychological science. The master of fine arts is offered in creative writing. Master's degrees in business administration and in public administration are also offered. The master of social work is offered. A variety of approvals, endorsements, certifications, certificates, and licenses at the graduate level also exist.

Doctorate Degree Programs

The university offers a doctor of nursing practice (DNP) consisting of two tracks: a post-baccalaureate or post-master's.

Off-Campus Programs

Numerous online programs are offered through NMU's Global Campus to off- and on-campus students: a certificate in applied workplace leadership; associate degree in criminal justice, associate of arts—general studies, associate of science—general studies; bachelor's degrees in applied science in management, applied workplace leadership, clinical lab sciences/laboratory medicine (MLT-MLS), construction management, criminal justice, electrical engineering technology, loss prevention management, Native American studies, psychology, RN to BSN, ski area business management and undeclared. A variety of minors are offered online as well. Master's degrees are offered in business administration, early childhood education, educational administration: administration and supervision, educational administration: administration and supervision (American Indian education emphasis), instruction, learning disabilities, reading for K-8, reading specialist for K-12, public administration and clinical molecular diagnostics. An education specialist (Ed.S) is also offered. Educational endorsements are available in early childhood, learning disabilities and reading. A family nurse practitioner masters and doctorate is also offered.

Accreditations

Northern Michigan University is accredited by the Commission on Institutions of Higher Education, the Higher Learning Commission, and Northern Central Association. All education programs are accredited by the Council for the Accreditation of Educator Preparation. Other accreditations include the Accreditation Board for Engineering and Technology; American Chemical Society; Automotive Service Excellence Education Foundation; Commission on Accreditation of Allied Health Education Professionals (Surgical Technology); Commission on Accreditation of Allied Health Education Programs; Commission on Accreditation of Athletic Training Education; Council on Social Work Education; Department of Transportation Federal Aviation Administration Certification; Joint Review Committee on Education in Radiologic Technology; Michigan Department of Consumer Industry Services Office Board of Cosmetology; Michigan Department of Licensing and Regulation, State Board of Nursing; National Accrediting Agency for Clinical Laboratory Sciences; and the National Association of Schools of Music. In addition, the nursing programs (practical nursing, baccalaureate, and master's degrees) are fully approved by the Michigan Department of Licensing and Regulation, State Board of Nursing and the baccalaureate and master's degrees are fully accredited by the Commission on Collegiate Nursing Education. The baccalaureate degree programs of the College of Business are accredited by the Association to Advance Collegiate Schools of Business.

| Credit Enrollment (fall head count) | 2018 | 2019 | 2020 |
|--|-------------|-------------|-------------|
| Enrollment | 7,595 | 7,732 | 7,368 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| Operating Revenues (all funds) | 2018-2019 | 2019-2020 |
|--|------------------|------------------|
| State Appropriations | \$48,270,045 | \$44,079,546 |
| Net Student Fees | \$65,611,246 | \$71,259,616 |
| Gifts, Grants, and Federal Contracts | \$19,411,451 | \$23,492,689 |
| Other Income | \$39,563,954 | \$39,025,143 |
| TOTAL REVENUES | \$172,856,696 | \$177,856,994 |
| Operating Expenditures (all funds) | 2018-2019 | 2019-2020 |
| Instruction and Research | \$51,714,985 | \$51,035,878 |
| Public Service | \$10,142,872 | \$8,743,981 |
| Student Services and Aid | \$28,614,244 | \$30,058,554 |
| Other Expenses | \$77,845,471 | \$78,939,252 |
| TOTAL EXPENDITURES | \$168,317,572 | \$168,777,665 |

OAKLAND UNIVERSITY

Rochester 48309

www.oakland.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|---|---------------------|
| TONYA ALLEN, Troy (Chair) | Aug. 11, 2024 |
| ROBERT I. SCHOSTAK, Bloomfield Hills (Vice Chair) | Aug. 11, 2024 |
| BRIAN N. CALLEY, Portland | Aug. 11, 2026 |
| JOE JONES, Grand Rapids | Aug. 11, 2028 |
| DENNIS MUCHMORE, Laingsburg | Aug. 11, 2026 |
| TRINA SCOTT, Southfield | Aug. 11, 2028 |
| MELISSA STOLICKER, Haslett | Aug. 11, 2022 |
| W. DAVID TULL, Birmingham | Aug. 11, 2022 |

ORA HIRSCH PESCOVITZ, M.D., President

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

Oakland University is a doctoral university with high research activity. It offers 146 undergraduate majors and 134 graduate degree and certificate programs, including master's and doctoral degrees. Oakland has seen remarkable student enrollment growth over the last two decades and today is home to more than 18,000 students. The university offers a unique, hands-on education for undergraduate and graduate students through the College of Arts and Sciences, the Schools of Business Administration, Engineering and Computer Science, Health Sciences, Education and Human Services, Nursing, the Honors College, and the Oakland University William Beaumont School of Medicine. According to the Anderson Economic Group, its regional economic footprint in 2019 was estimated at more than \$1 billion annually.

Of the university's 629 full-time faculty members, approximately 86% hold doctoral degrees in specialized fields of study from many of the nation's finest research institutions. This ratio rises to 92% when accounting for full-time faculty members with terminal degrees in their fields. These renowned faculty members teach in Oakland University's classrooms. In fact, graduate assistants teach less than 1% of all OU courses. Small classes mean students receive hands-on, high-quality attention from inspirational and innovative faculty members.

Oakland University continues to move toward its goal of creating an even more distinctive undergraduate education. 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.

| <i>Credit Enrollment (fall head count)</i> | <i>2019</i> | <i>2020</i> |
|---|--------------------|--------------------|
| On-campus. | 19,013 | 18,552 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| <i>Operating Revenues (all funds)</i> | <i>2018-2019</i> | <i>2019-2020</i> |
|--|-----------------------------|-----------------------------|
| State Appropriations | \$52,828,700 | \$47,476,000 |
| Net Student Fees | \$210,148,815 | \$215,415,174 |
| Gifts, Grants, and Federal Contracts | \$40,626,857 | \$44,948,179 |
| Other Income | \$71,867,564 | \$57,004,426 |
| TOTAL REVENUES | \$375,471,936 | \$364,843,779 |
| <i>Operating Expenditures (all funds)</i> | <i>2018-2019</i> | <i>2019-2020</i> |
| Instruction and Research | \$134,348,682 | \$134,773,988 |
| Public Service | \$4,450,406 | \$4,321,354 |
| Student Services and Aid | \$43,616,151 | \$48,920,678 |
| Other Expenses | \$174,460,721 | \$174,338,930 |
| TOTAL EXPENDITURES | \$356,875,960 | \$362,354,950 |

SAGINAW VALLEY STATE UNIVERSITY

University Center 48710

www.svsu.edu



BOARD OF CONTROL

| | <i>Term expires</i> |
|---|---------------------|
| JOHN D. CHERRY JR., Clio | July 21, 2027 |
| JOANN T. CRARY, Frankenmuth | July 21, 2025 |
| LINDSEY EGGERS, Linwood | July 21, 2025 |
| VANESSA GUERRA, Saginaw | July 21, 2029 |
| BHUSHAN KULKARNI, Saline. | July 21, 2023 |
| VICKI L. RUPP, Saginaw | July 21, 2023 |
| RAJKUMARI WIENER, Williamston | July 21, 2027 |
| CARL M. WILLIAMS, Saginaw | July 21, 2029 |

DONALD J. BACHAND, President

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

The undergraduate curriculum is comprehensive and constantly expanding to suit the needs of our students. Academic tracks are available for pre-health professions, pre-agriculture and pre-law. Programs requiring pre-admission status where students must complete pre-requisites before entering their program of study include: athletic training, occupational therapy and social work. The College of Science, Engineering and Technology offers a degree program in engineering technology management to individuals with associate's degrees. General majors offered include: Accounting, applied mathematics, art, biochemistry, biology, business chemistry, chemical physics, chemistry, communications, computer information systems, computer science, creative writing, criminal justice, early childhood education, economics, electrical engineering, elementary education, elementary teaching for international students, English, exercise science, family business management, finance, fine arts, French, general business, general studies, geography, graphic design, health sciences, history, international business, international studies, kinesiology, literature, management, marketing, mathematics, mechanical engineering, medical laboratory science, middle/secondary teaching for international students, modern foreign languages, music, neuroscience, nursing, optical physics, physical education, physics, political science, professional and technical writing, professional sales, psychology, public administration, public health, rehabilitation medicine, secondary education, sociology, Spanish, special education, supply chain management and theatre.

Minors in most of these disciplines are also offered as well as specific minors offered in agricultural studies, alternative energy, Asian studies, athletic coaching, Black studies, cybersecurity, emergency management, engineering and technology, entrepreneurship, gender studies, geospatial techniques, gerontology, Japanese, leadership and service, legal philosophy, legal studies, musical theatre, philosophy, public history, religious studies, Spanish for health professions, and youth services.

Many major and minor programs are available for teacher certification as well as an early childhood endorsement.

At the master's degree level, the College of Education offers Master of Arts degrees in teaching, instructional technology, and teaching Chinese as a Foreign Language (in collaboration with Ming Chuan University, Taiwan) and offers concentrations in early childhood, reading, special education, principalship, and instructional technology/e-learning. The College of Education also offers a post-baccalaureate accelerated teacher certification and residency. 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 Public Administration and a Master of Arts degree in Communication and Multimedia Administration. The Crystal M. Lange College of Nursing and Health Sciences offers a Master of Science in Nursing, a Master of Science in Social Work, a Master of Science in Public Health, a Master of Science in Occupational Therapy, and a Master of Science in health administration and leadership. The College of Science, Engineering and Technology offers a Master of Science in Energy and Materials.

At the doctoral degree level, The Crystal M. Lange College of Nursing and Health Sciences offers the Doctor of Nursing Practice.

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 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 National Association of Schools of Music, the Council of Social Work Education (Social Work), the National League for Nursing (Nursing), and the Accreditation Council for Occupational Therapy Education.

| | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|
| <i>Credit Enrollment (fall head count)</i> | 8,535 | 8,265 | 8,030 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| <i>Operating Revenues (all funds)</i> | 2018-2019 | 2019-2020 |
|--|----------------------|----------------------|
| State Appropriations | \$69,075,000 | \$68,854,000 |
| Net Student Fees | \$30,541,000 | \$27,380,000 |
| Gifts, Grants, and Federal Contracts | \$23,392,000 | \$25,861,000 |
| Other Income | \$30,454,000 | \$32,459,000 |
| TOTAL REVENUES | \$153,462,000 | \$154,554,000 |
| <i>Operating Expenditures (all funds)</i> | 2018-2019 | 2019-2020 |
| Instruction and Research | \$45,938,000 | \$45,427,000 |
| Public Service | \$4,740,000 | \$4,195,000 |
| Student Services and Aid | \$17,013,000 | \$18,766,000 |
| Other Expenses | \$73,075,000 | \$69,281,000 |
| TOTAL EXPENDITURES | \$140,766,000 | \$137,669,000 |

UNIVERSITY OF MICHIGAN

Ann Arbor 48109

www.umich.edu



BOARD OF REGENTS

| | <i>Term expires</i> |
|---|---------------------|
| JORDAN B. ACKER, Ann Arbor | Jan. 1, 2027 |
| MICHAEL J. BEHM, Grand Blanc | Jan. 1, 2023 |
| MARK J. BERNSTEIN, Ann Arbor | Jan. 1, 2029 |
| PAUL W. BROWN, Ann Arbor | Jan. 1, 2027 |
| SARAH HUBBARD, Okemos | Jan. 1, 2029 |
| DENISE ILTCH, Bingham Farms. | Jan. 1, 2025 |
| RON WEISER, Ann Arbor | Jan. 1, 2025 |
| KATHERINE E. WHITE, Ann Arbor | Jan. 1, 2023 |

MARK S. SCHLISSEL, President and Ex Officio

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

The University of Michigan was founded in Detroit by an act of the territorial legislature in 1817. The territorial legislature planned "a university of Michigania" as a territory wide public educational system. The largest single gift to the early University was a land grant of 1,920 acres from the Ojibwe, Odawa, and Bodewadami Nations, ceded through the Treaty at the Foot of the Rapids, so that their children could be educated.

The university 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 three tribes 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 Ann Arbor campus has expanded to more than 3,270 acres with 594 major buildings and 1,100 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 1959 on the land of the Henry Ford Estate, a gift from the Ford Motor Company.

Schools and Colleges, Students and Faculty

The schools and colleges located on the Ann Arbor campus are: A. Alfred Taubman College of Architecture and Urban Planning; Penny W. Stamps School of Art and Design; Stephen M. Ross School of Business; School of Dentistry; School of Education; College of Engineering; School for Environment and Sustainability; School of Information; School of Kinesiology; Law School; College of Literature, Science, and the Arts; Medical School; School of Music, Theatre and Dance; School of Nursing; College of Pharmacy; School of Public Health; Gerald R. Ford School of Public Policy; Horace H. Rackham School of Graduate Studies; and School of Social Work. The Dearborn campus has four schools and colleges: College of Arts, Sciences, and Letters; College of Business; College of Education, Health, and Human Services; and College of Engineering and Computer Science. The Flint campus has five schools and colleges: College of Arts and Sciences; School of Health Sciences; School of Education and Human Services; School of Management; and School of Nursing.

University of Michigan students, who hail from all 50 states and 122 countries, participate in more than 1,600+ 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 631,000 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, diverse, and collaborative atmosphere. Regardless of their career level, UM faculty have numerous opportunities to develop as researchers and teachers.

Libraries and Museums

The Library System has more than 20 libraries with over 15.7 million volumes and nearly 291,791 serial titles including both hard copy and online journals and magazines. The university's libraries are national leaders in the development of digital library resources. The University of Michigan has 12 museums and four galleries including the Detroit Observatory, Kelsey Museum of Archaeology, Matthaei Botanical Gardens, Museum of Art, Museum of Natural History, Nichols Arboretum, Herbarium, Museum of Anthropology, Museum of Paleontology, Museum of Zoology, Sindecuse Museum of Dentistry, and the Stearns Collection of Musical Instruments, as well as the Robbins Gallery, Slusser Gallery, Work: Ann Arbor, and Work: Detroit.

Research

Research expenditures have risen dramatically over the last decade to \$1.61 billion in fiscal year 2020, with about 55% of the total volume of research at UM being conducted under contract with the federal government. The growing investment in UM research is partly a measure of the confidence of university sponsors in the value faculty, staff, and students bring to society.

With 19 schools and colleges and more than 200 centers and institutes across campus, UM conducts research in virtually every major area of science, engineering, medicine, social sciences, management, education, and the humanities. Working together across disciplines is a hallmark of the UM research environment, as researchers join with colleagues in other fields to advance knowledge, solve challenging problems, and create marketable products. In recent years, the university has invested in several major research initiatives that address emerging challenges and opportunities in areas of broad potential impact, ranging in scope from data science, poverty and precision health to biosciences and the humanities.

In fiscal year 2020, UM researchers reported 522 new inventions, a 4% increase from the previous year. The number of startups launched at UM increased by 41% to 31 in fiscal year 2020, as UM inventors went to market with a broad array of discoveries.

The university further strengthens its research enterprise through relationships with industry. The Business Engagement Center has ongoing relationships with more than 1,200 companies in Michigan and beyond, helping connect industry broadly across UM at all schools, colleges, and campuses based on interest and opportunity.

Michigan Medicine: The University's Academic Medical Center

Michigan Medicine, the University of Michigan's academic medical center, comprises a broad range of clinical, research, and education activity. It includes the UM Medical School and its faculty group practice known as the UM Medical Group, and more than 3,400 clinical and research faculty. It also includes the three UM hospitals, a number of specialty centers, and more than 40 outpatient health centers, an extensive home care service, and affiliations and partnerships with other healthcare institutions including the Veterans Administration's Ann Arbor Healthcare System, Mid-Michigan Health and Metro Health in west Michigan.

The Health System serves patients from every county in Michigan as well as from other states and nations. Residency training at the UM Health System is highly regarded. The Health System's focus on high-quality care for even the most complex patients has earned numerous other awards and accreditations, and recognitions for patient safety.

Economic Impact of the University

The university, with campuses in Ann Arbor, Flint, and Dearborn, makes significant economic contributions to the state of Michigan. There are more than 256,148 UM alumni and 51,669 UM employees who live and work in Michigan. UM enrolls nearly 39,000 students from the state, and there are more than 2.8 million visits by state residents to UM hospitals and clinics. UM has nearly \$1.5 billion in purchases of goods and services from about 40,400 Michigan companies.

UM is metro Detroit's fourth largest employer. Student retail spending is estimated at more than \$300 million per year. Each home football game in Ann Arbor generates an estimated \$12 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, faculty research and teaching, facilities, and programs. Many buildings and facilities on campus owe their existence to the generosity of donors. In the fiscal year that ended on June 30, 2020, nearly 122,000 alumni and friends, corporations, foundations, and associations demonstrated their commitment to the future of the university by making gifts.

| <i>Credit Enrollment (fall head count)</i> | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|
| Ann Arbor campus only | 46,716 | 48,090 | 47,907 |
| Ann Arbor, Flint and Dearborn | 63,716 | 63,755 | 64,622 |

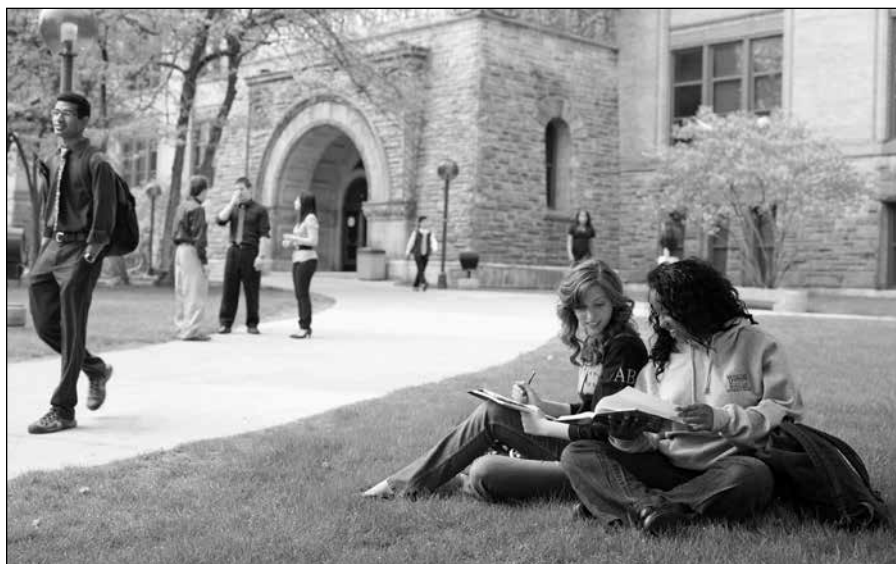
STATEMENT OF OPERATING REVENUES AND EXPENSES

| <i>Operating Revenues</i> | 2019 | 2020 |
|---|-----------------|-----------------|
| Net student tuition and fees | \$1,366,472,000 | \$1,455,593,000 |
| Federal grants and contracts | \$1,006,368,000 | \$1,455,593,000 |
| State and local grants and contracts | \$13,955,000 | \$11,129,000 |
| Nongovernmental sponsored programs | \$246,054,000 | \$243,326,000 |
| Sales and services of educational departments | \$145,070,000 | \$127,353,000 |
| Auxiliary enterprises: | | |
| Patient care revenues | \$4,845,198,000 | \$4,767,872,000 |
| Student residence fees | \$120,122,000 | \$114,648,000 |
| Other revenues | \$244,198,000 | \$228,034,000 |
| Student loan interest income and fees | \$2,532,000 | \$2,246,000 |
| TOTAL OPERATING REVENUES | \$7,989,869,000 | \$8,405,794,000 |
| <i>Operating Expenses</i> | 2019 | 2020 |
| Instruction | \$1,195,200,000 | \$1,204,800,000 |
| Research | \$857,600,000 | \$862,000,000 |
| Public service | \$208,700,000 | \$206,400,000 |
| Institutional and academic support | \$767,000,000 | \$779,900,000 |
| Auxiliary enterprises: | | |
| Patient care | \$4,661,500,000 | \$4,975,400,000 |
| Other | \$251,200,000 | \$271,100,000 |
| Operations and maintenance of plant | \$351,600,000 | \$324,100,000 |
| Depreciation | \$567,800,000 | \$566,700,000 |
| Scholarships and fellowships | \$164,400,000 | \$173,100,000 |
| TOTAL OPERATING EXPENSES | \$7,910,000,000 | \$9,363,500,000 |

WAYNE STATE UNIVERSITY

Detroit 48202

www.wayne.edu



BOARD OF GOVERNORS

| | <i>Term expires</i> |
|---|---------------------|
| BRYAN C. BARNHILL II, Detroit | Dec. 31, 2026 |
| MICHAEL J. BUSUITO, Troy | Dec. 31, 2024 |
| MARK GAFFNEY, Detroit | Dec. 31, 2024 |
| MARILYN JEAN KELLY, Bloomfield Hills. | Dec. 31, 2022 |
| ANIL KUMAR, Bloomfield Hills | Dec. 31, 2026 |
| TERRY LYNN LAND, Byron Center | Dec. 31, 2028 |
| SHIRLEY STANCATO, Detroit | Dec. 31, 2028 |
| DANA THOMPSON, Detroit. | Dec. 31, 2022 |

M. ROY WILSON, President

For more than 150 years, Wayne State University has been changing the world from the heart of Detroit. What started as a small medical college in 1868 is now one of the nation's premier research institutions.

Located in Detroit's Midtown neighborhood, Wayne State's 200-acre main campus comprises more than 100 buildings, including residence halls, laboratories and theatres. Students learn in the center of a vibrant city, rich with culture and countless opportunities to take part in Detroit's dramatic rebirth. Wayne State's reach expands throughout Michigan, with six satellite campuses in Wayne, Oakland, Macomb and Jackson counties.

Wayne State is home to more than 26,000 students from all walks of life, more than 90% of whom are Michigan residents. The university has a diverse student body, with students coming from around the globe. Its residence halls and apartments provide an opportunity for students who live on campus to experience living in one of the world's most exciting cities.

Academics

Wayne State offers approximately 350 academic programs, ranging from undergraduate to doctoral programs, with several certificate options. Its 13 schools and colleges prepare students to thrive in a variety of fields, including medicine, law, business, the arts, social work, education, nursing, library sciences and more. Faculty members are chosen for their expertise outside of the classroom and renowned for contributions they've made in their chosen fields. Wayne State is home to Michigan's most diverse campus, which provides students the opportunity to gain new perspectives and collaborate with individuals from all walks of life.

The university's proximity to renowned hospitals, businesses, theatres and sports arenas provides students with internship opportunities and firsthand experiences in their fields of study. This, coupled with the unparalleled teaching they receive in the classroom, prepares them to thrive and lead after graduation. Wayne State is accredited by the North Central Association of Colleges and Secondary Schools and its academic programs are accredited by the appropriate agencies.

Research

Wayne State combines high research activity, a comprehensive doctoral program, a medical campus, and a large graduate and undergraduate population. Faculty members mentor students and provide hands-on experiences throughout the Detroit area, where Wayne State researchers make vital contributions to the environmental, health and engineering fields, among others. Wayne State is home to Integrative Biosciences Center, a state-of-the-art research facility dedicated to addressing health disparities in Detroit and around the world.

The School of Medicine is affiliated with the hospitals of the Detroit Medical Center, which include Children's Hospital of Michigan, the Rehabilitation Institute of Michigan, Hutzel Women's Hospital, Detroit Receiving Hospital, Harper University Hospital, Sinai-Grace Hospital, Huron Valley-Sinai Hospital, and the Michigan Orthopedic Specialty Hospital. It maintains a research and education partnership with the Henry Ford Health System in Detroit and coordinates teaching experiences with 14 community hospitals through the Southeast Michigan Center for Medical Education. It is the home of the National Institutes of Health (NIH) Perinatology Research Branch, one of only a few branches located outside of the NIH's main campus in Maryland. The branch supports research related to pregnancy and maternal health, embryonic development, fetal growth, and infant well-being.

Economic impact

Wayne State is home to TechTown, a business incubator that accelerates economic growth in Detroit by growing strong businesses and driving regional collaboration. Since its inception, TechTown has served more than 4,500 companies, raised \$172 million in startup capital, and helped create more than 1,600 jobs. Wayne State is also part of Michigan's University Research Corridor (URC), along with Michigan State University and the University of Michigan. The URC's most recent economic impact report revealed that the three URC universities contribute \$18.7 billion to Michigan's economy.

Wayne State has played a vital role in Detroit's recent resurgence. The university's police department has helped create a safe college campus, and its efforts have been recognized for helping to spur Midtown's renaissance. Events such as the annual Baroudeur bring visitors from across the nation to campus to experience Detroit. Wayne State's students, faculty and staff are involved in numerous community service and charity efforts, giving back to the city the university calls home.

| | | |
|---|--------------------|--------------------|
| <i>Credit Enrollment (fall head count)</i> | <i>2019</i> | <i>2020</i> |
| On-campus and at extension centers | 26,844 | 26,251 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

| | | |
|--|-------------------------|-------------------------|
| <i>Operating Revenues (all funds)</i> | <i>2018-2019</i> | <i>2019-2020</i> |
| State Appropriations | \$202,363,000 | \$210,184,000 |
| Net Student Tuition & Fees | \$282,890,000 | \$291,123,000 |
| Gifts, Grants, and Federal Contracts | \$211,424,000 | \$213,332,000 |
| Other Income | \$181,307,000 | \$163,996,000 |
| TOTAL REVENUES | \$877,984,000 | \$878,635,000 |
| <i>Operating Expenditures (all funds)</i> | | |
| Instruction and Research | \$433,027,000 | \$437,522,000 |
| Public Service | \$65,567,000 | \$58,877,000 |
| Student Services and Aid | \$60,450,000 | \$66,128,000 |
| Other Expenses | \$316,226,000 | \$306,623,000 |
| TOTAL EXPENDITURES | \$875,270,000 | \$869,150,000 |

WESTERN MICHIGAN UNIVERSITY

Kalamazoo 49008

www.wmich.edu



BOARD OF TRUSTEES

| | <i>Term expires</i> |
|--|---------------------|
| LYNN L. CHEN-ZHANG, Portage | Dec. 31, 2026 |
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| WILLIAM D. JOHNSTON, Portage. | Dec. 31, 2022 |
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| VACANT | Dec. 31, 2024 |

EDWARD B. MONTGOMERY, President

Western Michigan University students pursue their purpose in an environment designed to help them thrive academically, emotionally and physically. Our focus on well-being supports student success, empowering them to craft a life of meaning and fulfillment. Students find the path for their purpose at WMU, which offers the second-largest choice of majors in Michigan, many ranking among the top programs of their kind in the country. A Western Michigan University education helps students develop a deeper understanding of who they're meant to be while preparing them for the career they'll love.

Recognition

Broncos prosper. Nine of ten graduates are employed quickly, working in their field, in jobs they like. And Broncos move up in the world. Based on 10-year post-enrollment outcomes, WMU is #1 in Michigan for graduate earnings and #2 in Michigan for graduation rates when considering all students from all backgrounds. At WMU, it's not where you start, it's what you make of it.

Size and scope

WMU enrolls approximately 20,000 students and is an NCAA Division I school in the Mid-American Conference (Football Bowl Subdivision) and National Collegiate Hockey Conference. Its campuses encompass more than 170 buildings as well as nearly 1,300 acres, and all University property—inside and out—is tobacco free. In addition, WMU has some of the finest instructional and performance spaces in the Midwest.

The WMU experience includes more than 30 fraternity and sorority chapters, over 300 diverse and friendly student organizations, and 16 Division I sports teams.

The main campus is located close to downtown Kalamazoo and includes a growing East Campus that features a mix of modern and historic buildings. This campus has become a hub for health and human services programs and direct-service clinics that play a critical role in the WMU Homer Stryker M.D. School of Medicine, a private medical school based in downtown Kalamazoo. The University's highly rated engineering college and thriving Business Technology and Research Park are based three miles away at the Parkview Campus, while its nationally known aviation college is based at the W.K. Kellogg Airport in Battle Creek, Michigan.

Kalamazoo is a classic college town, which offers several theatres, museums and galleries, live music venues, eateries, brewpubs and cafés. For outdoor fun, the local area has 83 public lakes and 40 miles of trails. Lake Michigan beaches are just 35 miles away.

WMU has long met the state's regional needs for higher education and career development programs. It continues to serve thousands of Michigan residents annually through its Online and Lifelong Learning offices, as well as its regional locations in Battle Creek, Metro Detroit, and Grand Rapids.

Academic programs

Students find the path for their purpose at WMU. Western offers the second-largest choice of majors in Michigan, many ranking among the top programs of their kind in the country.

Degrees are granted through seven colleges: Arts and Sciences, Aviation, Haworth College of Business, Education and Human Development, Engineering and Applied Sciences, Fine Arts, and Health and Human Services. In addition, the Lee Honors College serves as an intimate home for more than 1,700 of the exceptionally talented undergraduates the University attracts, while the Graduate College assists nearly 4,000 students pursuing advanced degrees.

Western students receive the skills they need to succeed today and in a fast-changing future. Through WMU Essential Studies, students focus on enhanced oral and written communications, critical thinking, as well as quantitative and scientific literacy.

Students may choose from 254 programs—141 at the bachelor's level, 77 at the master's level, one at the specialist level, and 35 at the doctoral level. WMU also supports lifelong learning with 40 graduate certificates, and 10 undergraduate certificates.

Many of these offerings are nationally or internationally recognized, such as those in aviation, clinical psychology, creative writing, education, evaluation, geosciences, graph theory, integrated supply management, jazz studies, medieval studies, occupational therapy, public affairs, rehabilitation counseling, and sales and business marketing. The University also offers a variety of certificate programs—40 graduate at the level and 10 for undergraduates.

WMU shapes its academic programs so its graduates are immediately ready to add value to their workplaces and communities. Within three months of graduation, 91% of alumni are employed, engaged in military service or full-time volunteer work, or continuing their education; 88% are satisfied with their jobs; and 91% have jobs related to their degree. While on campus, 93% of these graduates take advantage of an experiential learning offering to help them prepare for a lifetime of careers.

New program examples from recent years include cybersecurity training and certification, the Bachelor of Science in sustainable brewing, Bachelor of Fine Arts in product design, Cybersecurity, and Doctor of Physical Therapy.

Faculty

Western faculty help students ignite a passion for learning and accompany them in identifying strengths so that they can more easily succeed in their majors and careers.

The university's faculty is comprised of 803 full-time members, 351 part-time instructors, and 509 graduate assistants and associates. These scholars are dedicated to providing quality teaching at both the undergraduate and graduate levels, advancing the university's public service mission, and creating knowledge as well as putting it to work in daily life.

Despite its size and complexity, WMU has an 18-to-1 student-to-faculty ratio, and 86% of undergraduate classes have fewer than 30 students. In addition, full-time professors teach most undergraduate as well as graduate classes. Sixty-nine percent of WMU's faculty is tenured.

Student support

WMU creates an environment for its students that is both challenging and supportive and one that provides wide-ranging opportunities. A variety of resources and services focus on the academic and career success of students, such as every first-year student being matched with a mentor and underclassmen being given room to pursue a professional passion and receive an additional marketable designation on their diploma. Plus, several offices are dedicated to meeting the special needs of such select groups as former foster-care youth, military veterans, transfer students, and students who are undecided about their majors.

WMU has a variety of housing styles to choose from, including classic residence halls and a variety of apartment options. Dining Services provides sit-down dining, Grab 'n' Go dining, campus cafés, and meal plans for on and off-campus students. Living on campus is a great way to maximize the college experience.

WMU recognizes that college is a time for students to have fun as well as further their individual skills and interests. Educational, social, and recreational opportunities abound through hundreds of student organizations, fraternities and sororities, professional groups, intramural and club sports, and fitness and wellness programs. In addition, the university has nationally recognized arts programs, a lively cultural calendar, and in 2018 launched an esports club as well as opened a cutting-edge esports arena.

International perspective and diversity

Western is proud of our diversity. The University is home to a diverse student body that includes nearly 2,000 international students from 99 countries. Thirty percent of our students are from historically underrepresented groups. Eighteen percent of students are from out-of-state.

WMU infuses the campus learning environment with a global perspective in and out of the classroom. Along with scores of international-related events and student groups, the University is home to several international study centers along with a world-renowned intensive English language program for international students. It also offers some 100 study abroad programs in more than 40 countries and access to overseas study opportunities in almost every other country through linkages with universities and organizations around the world.

Research

WMU is a comprehensive research university where faculty work in the classroom and in the lab, studio and in private practice. Students learn from professors who have made the discoveries they're teaching—or even wrote the textbook. Two-thirds of all classes have fewer than 30 students.

Faculty members advance knowledge across Michigan and around the world, and undergraduate as well as graduate students have ample opportunities to work closely with these outstanding researchers. A growing amount of their funded research is the product of partnerships with business, industry, and government in areas such as advanced engineering and manufacturing, homeland security, information technology, the life sciences, and nanotechnology.

The University's basic and applied collaborations not only enhance classroom instruction and career opportunities for students, they also foster economic development in Michigan while building the state's 21st-century knowledge base. In addition, the University has placed greater emphasis in recent years on bringing entrepreneurship into its research, academic, and collaborative initiatives. These efforts include the Starting Gate student business accelerator, which gives students rich and valuable resources to develop their own startup companies, providing a fast-track to business launch.

Economic impact

WMU's regional impact in 2016-17 was \$1.6 billion. For every one of the \$104 million the state invested in WMU that year, the University returned \$15.40 in economic vitality to the Calhoun, Kalamazoo, and Van Buren county region. A 2018 study found that WMU annually supports nearly 17,000 direct, indirect, and induced jobs in the local area, while students individually spend \$11,500 and collectively contribute 235,000 hours to volunteer service and other off-campus community engagement activities.

Among the University's many economic success stories is the Business Technology and Research Park (BTR), which has expanded with the help of a grant from the U.S. Department of Commerce's Economic Development Administration. The park's first phase has attracted more than \$150 million in investment and generated more than 850 jobs as well as hundreds of internships for WMU students in 42 private companies located there. Now, with all BTR 1 property having been developed or under option for growth by companies in the park, the BTR 2 expansion is underway on a parcel located across the street.

Cost

WMU's relatively low cost makes it a great higher education value. WMU ranks tenth in tuition and fees among the state's 15 public universities.

WMU awards some \$266 million annually in financial aid, offers merit-based scholarships, and regularly introduces initiatives to keep its costs low and offer opportunity to underrepresented populations. One such initiative is the Seita Scholars Program, which supports up to 150 young people who have aged out of foster care. The nationally acclaimed program is the nation's largest and most comprehensive collegiate strategy for foster care youth, providing full-tuition scholarships, a year-round place to live, and a coaching network to support both personal growth and academic success.

Credit Enrollment

(fall head count, includes duplicates)

| | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|
| On-campus | 19,994 | 18,972 | 11,897 |
| Regional sites and online education | 7,120 | 7,244 | 19,156 |

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)

| | 2018-2019 | 2019-2020 |
|--|------------------|------------------|
| State Appropriations | \$112,516,599 | \$101,208,910 |
| Net Student Fees | \$243,936,805 | \$245,007,532 |
| Gifts, Grants, and Federal Contracts | \$96,717,452 | \$88,211,251 |
| Other Income | \$144,749,319 | \$115,909,797 |
| TOTAL REVENUES | \$597,920,175 | \$550,337,490 |

Operating Expenditures (all funds)

| | 2018-2019 | 2019-2020 |
|------------------------------------|------------------|------------------|
| Instruction and Research | \$242,616,345 | \$245,527,074 |
| Public Service | \$10,008,895 | \$9,274,707 |
| Student Services and Aid | \$43,822,890 | \$41,393,827 |
| Other Expenses | \$256,563,505 | \$235,644,399 |
| TOTAL EXPENDITURES | \$553,011,635 | \$531,840,007 |