Compact for the Office of the Dean of the Graduate School

2004-2005

A. Introduction
Graduate study at the University of Minnesota was initiated in the 1880s. The first Ph.D. degree, awarded in 1888, was among the earliest in the nation. The Regents authorized formation of a Graduate School in 1905. Under the leadership of Guy Stanton Ford, Dean from 1913 to 1941, the Graduate School was instrumental in shaping the role of the University of Minnesota as one of the country’s great land-grant research and graduate institutions. In 2005 the Graduate School will celebrate 100 years of service.

The mission of the Graduate School is to make the advanced teaching and research of the University as effective as possible by providing efficient and innovative central services, promulgating best practices in graduate education, and providing competitive support to the best faculty and students as well as the most promising interdisciplinary research. Although it is now formally separated from the Office of the Vice President for Research (OVPR), the Graduate School works closely with that office and with the Senior Vice President for Academic Affairs and Provost through a direct reporting line, providing a prime voice for graduate education and research within Central Administration.

The Graduate School processes more than 13,000 applications each year from domestic candidates and international students from virtually every nation in the world as well as maintaining the academic program records of more than 9,000 students who are enrolled in 165 different graduate programs in all colleges on both the Twin Cities and Duluth campuses. The services of the Graduate School are provided by the offices of the Dean, Admissions, Graduate Student Services, Systems and Data Management, Graduate Program Oversight and Review, Fellowships & Faculty Development, Graduate School Outreach, and the Budget/Personnel Office. For additional details about the organization see http: www/grad.umn.edu.

The compact between the Senior Vice President for Academic Affairs and Provost and the Dean of the Graduate School for 2004-05 includes the following:

B. Update – Major Long-Term Goals/Priorities from Previous Compacts

1. IMPROVING GRADUATE STUDENT RECRUITMENT, SUPPORT, AND TRAINING
Graduate Student Fellowships – Providing a pool of University-wide funds for competitive graduate student recruitment and retention has been the highest priority of the Graduate School for many years. Research 1 institutions of the size and scope of the University of Minnesota are in an extremely competitive international market place for the best and brightest student minds. These individuals are heavily recruited across the country and they will not attend the University of Minnesota without adequate financial support. Although the central resources that this office administers are a relatively small fraction of the total dollars used to support graduate students at the University of Minnesota, this pool of dollars is extremely important in allowing the University to strategically allocate and reallocate support to emerging areas and areas of institutional excellence.

Over the past decade the rising costs of tuition, health insurance, and competitive stipends have resulted in dramatically reduced purchasing power of the resources that support this critical need. In FY95 the Graduate School had $4.7M dollars of central funds to provide for these needs and the average cost of a graduate school fellowship, including a stipend, tuition costs, and health insurance, was $15,675. In the current fiscal year the organization has $5.7M, an increase of 21% over the 10 year period. However, the cost of a fellowship is now $25,500, an increase of 63% over the same time frame.

To restore the University’s competitive position in this marketplace, bold action is required. Two of our CIC peers, the University of Iowa and Michigan State University, each have about $6M annually in competitive graduate fellowships, compared with our $3.3M. Towards this end, the Graduate School is requesting a 50% increase in funding for fellowship support: a recurring allocation of $2.8M that will create a total pool of $8.5M.
The success of increased investment in graduate student fellowship support will be judged by better GPA and GRE scores of matriculating students as well as the ability of graduate programs to attract a higher proportion of their top choices. This, in turn, will have a positive impact on research and scholarship accomplishments across the University.

**Graduate Student Salaries & Fringe Benefits** – Recruiting and retaining excellent graduate students contributes directly to the research, teaching, and public service missions of the University. In order to remain competitive it is critical to offer competitive salaries and fringe benefits for those graduate students who are employed as Research Assistants, Teaching Assistants, and Administrative Fellows. This office is committed to working with the Office of Human Resources and the Provost to examine the market and improve our competitive position in these arenas. Much progress has been made recently in the fringe benefit program, but current salaries ($13.51 to $22.51 hourly) need to be continually monitored by graduate programs against their peer institutions. Balancing this issue in an environment that puts student appointments at an economic disadvantage to other employment options remains a daunting challenge to be addressed. Fringe benefit costs for graduate student appointments of this nature are escalating rapidly as tuition and health insurance costs rise.

Graduate student support and funding is extremely important and will be aggressively addressed. The Senior Vice President for Academic Affairs and Provost has established a task force to study this issue and provide recommendations before the start of the 2004-05 academic year.

**Affordable Housing** – The scarcity of affordable housing in the Twin Cities has emerged as an important issue for graduate, professional, and post-doctoral students. The Graduate School collaborates with Housing, the Council of Graduate Students, Graduate and Professional Student Association, International Student and Scholar Services, and the Post-doctoral Association to address this concern. Accomplishments and goals include:

- The housing section in the Graduate School Welcome CD-ROM has been greatly enhanced and will now be available to post-docs as well as admitted graduate students.
- A presentation to area landlords and developers profiling graduate and professional students and their housing needs was completed in November.
- A brochure providing advice to landlords on how to market to graduate, professional, and post-doctoral students will be produced.
- A housing website with extensive information and advice for graduate, professional, and post-doctoral students will be developed.

The first semester of the FY04 academic year was spent enhancing the housing section of the Grad School Welcome Kit CD-ROM and creating a presentation for a meeting of landlords in the area about the needs of graduate and professional students. Both were successfully completed. Development of a grad student housing web site was started in the spring semester and is ongoing. Contacts were made with the Office of the General Counsel about legal issues and with Penn State (has an exemplary site), and formatting of the site began. The goal is to complete this initiative fall semester FY05.

**Graduate Program Clusters** – The graduate programs of Biochemistry, Molecular Biology and Biophysics (BMBB) and Molecular, Cell, Developmental Biology & Genetics (MCDB&G) began in FY02 to implement plans for an “Umbrella” Graduate Cluster; aligning themselves with shared mechanisms for advertising, recruiting, first year curriculum, and student placement in research labs. The increased level of support, coupled with a new administrative structure and recruiting tools, was intended to significantly increase the quality of graduate programs, our ability to recruit the best new faculty, and the national awareness and ranking of units conducting research in biology at the molecular and cellular level at Minnesota. A financing plan was developed that includes a $80,000 non-recurring commitment from the OVPRDGS and the EVPP office in FY04 and $75,000 from each office in FY05 to cover recruiting expenses, while the participating departments and colleges cover the first year stipends until students are placed in labs. Whether funding will continue depends on a report that demonstrates significant improved results, a compact request for continued funding, and the placement of this program in overall priorities given impending budget stringencies.

**NRC Survey** - The next NRC survey of research doctoral programs is expected to begin in the fall of 2005, and the Graduate School will be at the center of that survey. We will receive the requests for information, forward them to the graduate programs and departments, receive
responses, work with Institutional Research and Reporting and with our own databases to check responses, and send the completed survey to the NRC. This will be a heavy load on the Systems and Data Management and Graduate Program offices, but it is one that should be manageable with existing resources. If the NRC survey begins in fall of 2005, we will begin to organize and think about gathering data earlier, probably in this fiscal year.

Coordination with other central service-providing units - The Graduate School will work actively with other units that provide non-academic services to graduate students and post-docs. These units are the Center for Teaching and Learning Services, and the college and department Career Service Offices.

The Center for Teaching and Learning Services (CTLS) provides many useful services for graduate students and post-docs, and for graduate faculty who work with those students. Continued coordination between CTLS and the Graduate School will help both units serve their clientele better. Attention will be given to tuition or fee based funding sources to expand access to Preparing Future Faculty (PFF) courses and writing support services.

Career Services: We are working with the Office of the Associate Vice Provost for Student Affairs and the Graduate Student Services Committee of the Career Development Network (TC campus), a group of college and departmental career service offices, to more effectively extend their job placement services to grad students and post-docs as well as undergrads. The members of the Network also hope to enhance communication with each other about opportunities that cross collegiate lines. Activities to be considered include

- listing of open positions
- listing of TC/regional companies, regardless of job availability
- setting up interviews
- advising on interviewing, writing CVs, resumes, cover letters
- maintaining resume repository
- seminars/panels on nontraditional employment
- job search mechanisms and strategies

If issues of security and appropriately restricted access can be addressed, it would be desirable to have the listings in the first two bullets on a web database. This would serve a broader range of both students and employers. We will explore possibilities of close cooperation between smaller offices (e.g. on the St Paul campus), and of making the services of larger college offices available to students from other colleges for an appropriate fee.

We believe that these activities can be carried out with modest investments in web development, and are requesting no new funding.

Postdoctoral Affairs Office – The Office of Postdoctoral Affairs was inaugurated in January of 2003 with “soft funds” provided by the Academic Health Center, the Institute of Technology, the College of Biological Sciences, and the Graduate School. These initial investments were seen as two-year commitments to establish the service.

Since its inception this office has held 8 workshops attended by nearly 800 participants. A postdoc association has been established and monthly meetings are being held to address issues that pertain to postdoctoral appointments across the University. A website for the PAO office and the association has been launched. Collaborative agreements with a variety of University service providers have been structured to assist postdocs as well as existing employment groups.

Plans for the future are to enhance the content of workshops and increase their number, produce a “roles and responsibilities” document for advisors and postdocs, continue to expand services across the University that can be made available to postdocs, and improve overall communication.

The University of Minnesota ranked 11 among 929 institutions in a recent national survey by “The Scientist” of best places for postdocs to work. The survey identified career preparation as the second most important criterion for postdocs to value their training at a given institution (with comprehensive collections of journals and books in first place). Surveys of postdocs about usefulness of each workshop to their career planning have consistently been positive. Assessment of the long-term impacts of the Postdoc Office and Postdoc Association are being contemplated (e.g., exit interviews of postdocs by the Office Director, and tracking of job placement over time).
2. ENHANCING RESEARCH OPPORTUNITIES

Grant-in-Aid of Research, Artistry, and Scholarship – This program is a system-wide competition that provides funding for faculty research at critical stages of their programs including new appointments, senior faculty taking new directions in their research and scholarship, matching funds for the purchase of essential pieces of new equipment, support for faculty in fields where external funding is scarce, and short research visits between University faculty and other scholars. A recent study of Grant-in-Aid awards indicates that these investments play a key role in facilitating the acquisition of extramural funding thereby providing a significant return on investment for the entire University.

Recurring resources available for these investments are $2.5 million per year. As the majority of funds provided by these grants are used to hire graduate students across the University the purchasing power of these funds has been severely diminished over the past several years. An increase of $1 million in new funding is needed to restore the purchasing power of existing resources.

Interdisciplinary Centers – Anticipating retrenchment, the Initiatives in Interdisciplinary Research, Scholarly and Creative Activities (IRSCA) program will likely be a major target for reduction or internal reallocation to graduate student fellowship support in FY05.

Undergraduate Research Opportunity Program– UROP represents an opportunity to expose undergraduate students of the University to the research mission of the campus in a “hands on” fashion. Beginning Fall 2004 we will use some of the UROP funds to attract promising, research-minded freshman or transfer students to the University of Minnesota. The intended outcomes are more students in this program with a consequent greater satisfaction level with the undergraduate experience at Minnesota.

The UROP office received 492 proposals for funding during fiscal year 2003-2004. This number represents an increase of 65 proposals over fiscal year 2002-2003. As the caliber of undergraduate students enrolling at the University improves, the request to participate in intellectually stimulating programs increases. For the fall 2003 competition we received 298 research proposals. Of the 254 that were approved by collegiate UROP committees, we were only able to fund 214 with our existing budget. With supplementary one-time investments from UMD and the Graduate School, we funded an additional 30 students. A number of well qualified and deserving students were denied the opportunity because of the lack of funds. We request $100,000 of recurring resources to support approximately 60 additional students.

3. IMPROVING INTERNAL PROCESSES

Graduate School Services - Admissions services are a major function of this organization. Our goal is to communicate excellent and timely information to candidates and departments. Integration of PeopleSoft with a web-based admissions system from an external vendor, ApplyYourself, has been a successful new tool that enhances productivity and service levels to applicants as well as departments. Applicants apply online through the ApplyYourself system. Each night the Admissions Office exports basic demographic data into PeopleSoft. At the same time the student’s PeopleSoft EmplID, and GRE scores and TOEFL scores that have been sent electronically by the Educational Testing Service to the data warehouse are exported to ApplyYourself from PeopleSoft. The entire application processing is then completed in ApplyYourself. Once an admission decision has been made it is manually entered into PeopleSoft.

In order to address graduate programs’ desire to have the ability to use online recommendation forms and program applications as part of the Graduate School application process, the admissions office proposes to add the ability for most programs to use a generic letter of recommendation form, and a generic program application through the ApplyYourself application system. In addition, a few, select programs (about 10) will have the ability to add their specific recommendation and program application forms to the system. The estimated cost of this entire package requires a recurring investment of $75,000. This proposal will provide the convenience of online letters of recommendation for applicants, and eliminate any duplication in graduate program and Graduate School applications. These funds are being requested here within the compact as well as from the President’s Service Initiative.
The University is experiencing changes in the overall applicant pool in recent years with the number of international candidates declining while domestic applications are on the rise. Additional details can be reviewed at www.grad.umn.edu. These changes are likely the result of changes in international GRE testing procedures, difficulties in US immigration policies that have developed in recent years, and the impact of economic conditions within the United States. The peak months for receiving Graduate School applications are November through February each year. Overall, FY05 activity shows a slight decline in graduate school applications.

We anticipate an ongoing expansion of student services web based forms, graduate student milestone progress reports, and a web interface for graduate faculty membership. We also hope to begin piloting a scanning application for records retention purposes in the near future. This tool will ultimately result in better service to faculty and students and enhanced productivity of graduate school staff.

After investigating different options for hosting a web-based system for submission of electronic theses and dissertations (ETDs), the Graduate School is now in the process of testing a system developed by BEPress for UMI/Proquest. This system is already in use by several schools of our size, and has the advantage of streamlining the delivery of ETDs to UMI/Proquest for archiving and the U of M Libraries, all at no cost to the Graduate School.

Graduate Program Review. Part of the Graduate School’s mission is to administer graduate program reviews across the University to define and enhance their quality. Program reviews with external reviewers were suspended from 1998 - 2001 to allow units to convert to semesters and to allow the Graduate School to reconsider its policies and procedures for program review; they recommenced in the 2002 fiscal year. Reviews are now conducted in much closer coordination with the colleges and the Senior Vice President and Provost’s Office. In 2002 – 2003 we conducted five external reviews; in 2003 – 2004, we will conduct five more. These reviews involve the College of Agricultural, Food, and Environmental Sciences, the College of Biological Sciences, the College of Education and Human Development, the College of Human Ecology, the College of Liberal Arts, the College of Natural Resources, the Institute of Technology, the Medical School, and the School of Public Health. (Three of these were done in partnership with the colleges involved.) We are still in the process of scheduling reviews for 2004 – 2005. In 2004, we expect to revise the Graduate School’s “Protocol for Program Reviews Under the Aegis of the Graduate School,” which is now somewhat out of date.

In our last compact, we wrote that in 2004 we hoped to begin internal reviews of graduate programs that have not been reviewed since their inception. We still expect to conduct them according to the plan we submitted in 2003 – 2004.

C. New Long-Term Goals & Priorities

1. Presidential Initiative on the Consortium on Law and Values in Health, Environment, and the Life Sciences

The Consortium leverages the University’s strengths in the life sciences, humanities, law, bioethics, and public policy to do cutting-edge work on the societal implications of the life sciences. This broad scope fits perfectly with the Graduate School’s mission to support interdisciplinary research and scholarship, and the Graduate School has made an annual contribution of $30,000 since the Consortium’s founding in 2000. Barring unforeseen financial exigency, we intend to highlight this initiative and continue this contribution in FY05.

2. Presidential Biocatalysis Initiative

The University of Minnesota has a long tradition and world-class expertise in the science of biocatalysis, the use of biological catalysts and processes to transform biological material into useful products. Biocatalysis enables renewable resources, such as forests, grasslands, and the wheat and corn raised by farmers, to become the new raw materials for our production and energy needs. Some biocatalytic processes – such as brewing have been employed on an industrial scale for millennia, and others of great importance – such as penicillin production – have been devised within the last century. However, it is only now that modern collaborative approaches to the biological, chemical, engineering, and information sciences are making possible a broad-ranging understanding and utilization of biocatalysis. Given Minnesota’s scientific strengths,
agricultural resources, and companies already active in exploiting biocatalytic processes, the University is poised to establish itself as a hub of biocatalysis-based industry. **Industrial Biocatalysis** includes areas such as: Transformation of biomass such as corn, soybeans, and forest biomass into commercially useful chemicals, polymers, plastics, and other materials; and large-scale bioremediation of polluted soils and waters by microbial processes. **Chemical Biotechnology** includes two areas: Chemical Genetics—bioprobe/drug design and discovery using the tools of molecular modeling; synthetic chemistry; nucleic acid chemistry; and bioorganic and bioinorganic chemistry; and Biomaterials Engineering—biomicroelectronics, tissue engineering, cellular engineering, and nanobiotechnology.

The Graduate School, acting on behalf of the participating colleges as the lead unit for the President’s Initiative in Biocatalysis, submits a request for $1,000,000 of non-recurring funding for FY05. The participants plan to use these funds to establish research collaborations among groups with differing expertise, basing these collaborations on the new scientific platforms (e.g., combinatorial libraries, proteomics, bioinformatics) that are revolutionizing biological science and providing the opportunity for the translation of biological discoveries into economically promising products and processes. Thus we are requesting funding for personnel (mainly postdocs and grad students) to bridge between faculty research groups to carry out the collaborations, and for maintenance and utilization of the platforms (technical help, supplies, equipment upgrades). We are also requesting a modest amount for training, conferences, and curriculum development (faculty time for course development).

- **$500,000** Collaborative personnel (postdocs and grad students)
  - Salary and fringe for approx 10 collaborations

- Platforms (e.g. chemical and mutant libraries, robotics, proteomics, genomics, bioinformatics)
  - **$150,000** Support staff salary and fringe
  - **$50,000** Supplies
  - **$250,000** Equipment maintenance, upgrading, service
  - **$50,000** Training, conferences, curriculum development

We assume that, although the student and postdoc salary/fringe are non-recurring, these personnel will ideally be involved in the projects for several years. Therefore, we will be expecting continuation of these items in subsequent budget years through the biennial request.

3. New Master’s Programs, Certificates, and Online/Lifelong Learning

The Deans of the College of Continuing Education and the Graduate School will co-chair a task force appointed by the Provost to recommend new policies for post-baccalaureate certificates. The Graduate School also requests that all new masters program proposals continue to be routed through this office in order to clarify lines of responsibility and maintain the quality of UM degree programs.

4. Identifying and Supporting the Cost of Graduate Education

With the help of various University offices the Graduate School will undertake a study of the true cost of graduate education. We will also attempt to identify private sources to help support some of these costs, especially those related to non-disciplinary enrichment activities (PFF, writing workshops, and career preparation are examples).

5. Graduate School Centennial

The Graduate School centennial will be celebrated in the 2005-06 academic year. We are arranging a series of lectures and seminars in collaboration with a number of departments. We will also have a special Guy Stanton Ford Lecture, prepare a written history of the organization and the impact of graduate education accomplishments over the last 100 years, as well as commission a new commencement musical presentation from the School of Music.

D. Diversity Assessment and Planning

The Graduate School continues to assist graduate programs to promote diversity of views, experiences, and ideas in the pursuit of research, scholarship, and creative excellence. Diversity will be promoted through
the recruitment and support of academically excellent students with
diverse backgrounds and experiences. Recruiting and retaining a more
diverse population of graduate students is essential if we are to engage
and profit from the talent of our increasingly diverse national population
in all the areas served by higher education. The Graduate School
Outreach Office (OGSO) intends to work toward this goal by

• Continuing to work collaboratively with other University of
Minnesota offices concerned with outreach and diversity
• Using a portion of UROP funds to award research scholarships to
outstanding undergraduates who are particularly interested in
research
• Development of effective coordination of summer programs that
involve minority students and faculty, and using these programs
more strategically for the recruitment of graduate students
• Hosting "Lunch with the Dean" sessions with cohorts of graduate
students, to develop community and share perspectives
• Continuing to work with leaders from the external community to
enhance our diversity recruiting

The OGSO has been successful in recruiting academically strong
students who represent diverse views and experiences and, as a result, the
need for Diversity of Views and Experiences (DOVE) fellowship support
has increased. Academic programs nominate over 60 prospective
graduate students each year. This year twelve new programs nominated
students for the DOVE. The increase in the value of the fellowship
(stipend, tuition, and health insurance) has reduced the number of
fellowships funded from 18 in past years to a projected nine in academic
year 2004-2005. We request an increase in the allocation of funds to
support the Diversity of Views and Experiences Fellowship from
$270,000 to $540,000. By doubling the allocation for this fellowship a
minimum of 18 academically excellent graduate students can be
supported.

The compact instructions ask for comment on three specific questions
related to diversity. The following responses address these questions:

1. The Graduate School’s Office of Graduate School Outreach
will take advantage of opportunities to represent the University
of Minnesota to prospective students at Graduate Education
Fairs, at undergraduate research symposia, at undergraduate
institutions and as the result of individual inquiry. Our goal is
to increase the proportion of students with diverse views and
experiences who are seeking graduate degrees at the University
of Minnesota. As more students from previously
underrepresented communities earn advanced degrees the pool
of prospective faculty and academic staff increases. The
recruitment activities of the 2003-2004 academic year at the
end of January 2004 show a 4.8% increase in applications over
the total number of applications received during the entire
2002-2003 recruitment year.

2. The goal of our Community of Scholars Program is to improve
the climate for diversity in graduate programs and the
University at large. We have instituted a mentor program for
program participants with members of the University and with
academic professionals in the Twin Cities area. We offer
workshops and symposia to address issues which students and
research say make students feel isolated. We collect
information from participants after each activity to assess the
degree to which the information and activities improve the
climate for these participants. We are preparing a proposal to
renew the COS program with external funding.

3. The proposals in this compact will positively impact diversity
because successful recruitment and retention of students with
diverse views and experiences will enhance diversity on
campus. Universities train the next generation of leaders of
academia and society in general, and such opportunities for
leadership should be accessible to all members of society. Our
proposals will improve the likelihood that the University of
Minnesota will train a larger proportion of leaders.

E. Outreach and Civic Engagement: "Civic engagement" as
appropriate to the Graduate School means support by the Graduate
School of students, faculty, and programs working with relevant public
constituencies in research, conferences, planning of initiatives, etc.
("Outreach" in the Graduate School context means recruitment and
support of a diverse graduate student population, and is dealt with in the
previous section of this compact.)
The Graduate School, through its Interdisciplinary Research, Scholarship, and Creative Activity (IRSCA) program, has supported several planning grants that involve periodic, continuing discussion (typically over a two-year period) among faculty, students, and community partners about collaborations between University and community. Some IRSCA grants have also provided support for conferences that involve community members as participants and audience. The Graduate School has provided some direct support for faculty research on projects in communities, and has in several cases provided research assistant support for Committee on Public Engagement (COPE) projects. Evaluation of these efforts is based on intellectual cogency of the projects and breadth of participation.

The Dean of the Graduate School/Vice Provost for Research is a member of the COPE steering committee, and is the University of Minnesota representative to the CIC Committee on Civic Engagement. In that capacity he has brought U of M civic engagement initiatives and a grant proposal to the CIC for broader support, and has worked to formulate a CIC-wide definition of civic engagement that enables CIC institutions to compare their efforts and to promulgate a profession-wide awareness of the significance of civic engagement.

**F. Enrollment Management:** The Graduate School does not determine individual admissions decisions nor does the organization retain any graduate tuition revenues from students enrolled in graduate programs. This section is not applicable to the Graduate School.

**G. Facilities Issues:** There are no immediate plans for significant facilities issues within the Graduate School or units reporting to it. There is an interest in remodeling the 3rd floor of Johnston Hall in order to provide better services to students but a funding plan has not been identified for this investment.

The Hormel Institute is pursuing external funding to refurbish and expand their research facilities in Austin but the likelihood of receiving these funds is unclear.

**H. Other Financial Issues:** The agreed upon tuition estimate for the Graduate School (funds generated by the PFF program and passed through to the office of Human Resources to support this endeavor) is $xxx,xxx for FY05.

**I. Compact Development:** This document has been developed by the Interim Dean of the Graduate School with input and review from the Associate Deans and Graduate School Directors as well as units reporting to the Dean’s office.

**J. Data Profile:**
For a display of planning data related to the Graduate School, refer to a link off the University website managed by the Office of Institutional Research and Reporting at [http://www.irr.umn.edu](http://www.irr.umn.edu). This site contains standard financial, staffing and student information.

**K. Report Summary:**
### Historical Allocation Summary

**FY1999 through 2004 Compact Investments**

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### FY2004-05 Compact Investments

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<td>G. Other</td>
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<td>3.4</td>
<td>6.5</td>
</tr>
<tr>
<td>% of Total</td>
<td>15%</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>H. TOTALS</td>
<td>43.07</td>
<td>42.47</td>
<td>47.28</td>
</tr>
</tbody>
</table>

*assumes transfer of a number of units to other administrative areas.