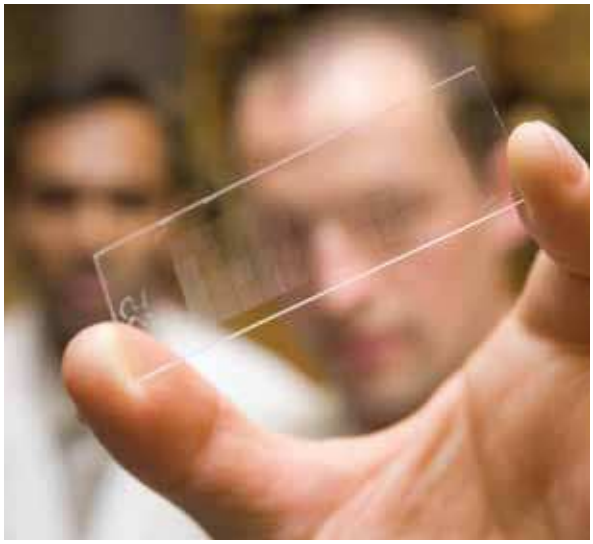
ANNUAL REPORT ON RESEARCH AND SCHOLARSHIP

FY2012 FINANCIAL SUMMARY











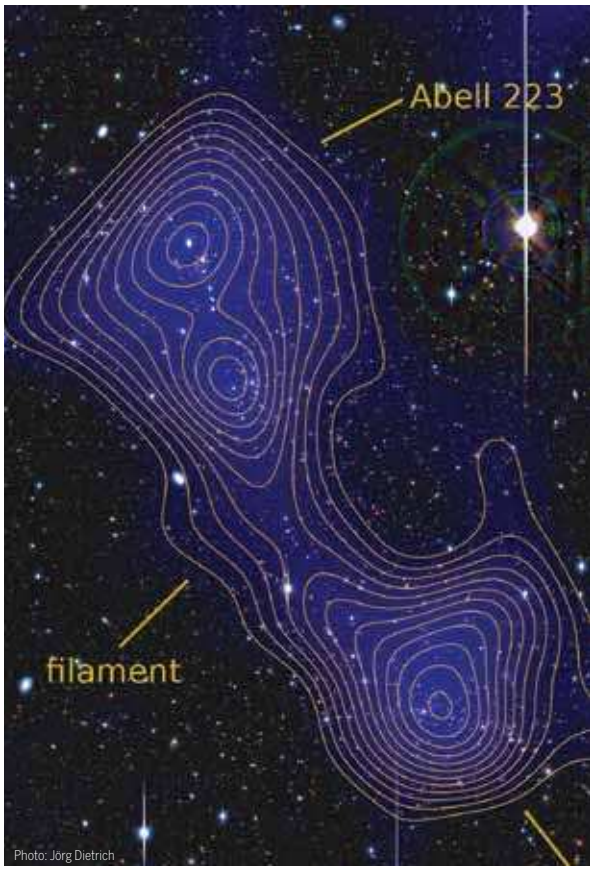
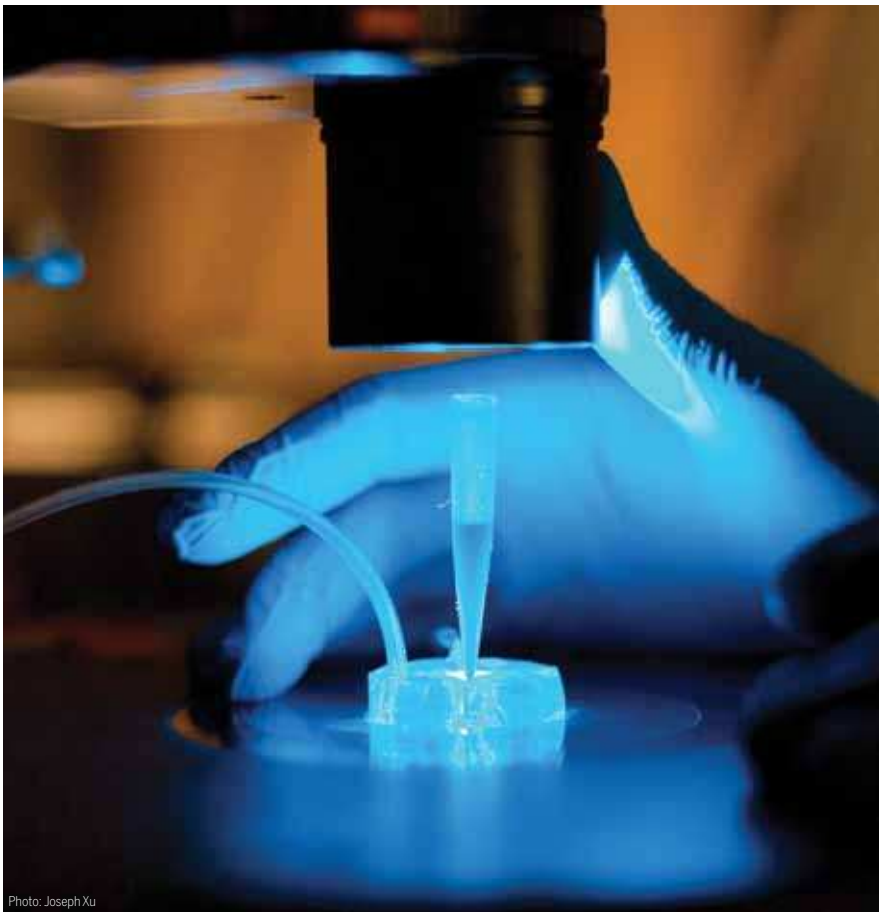


Photo: Jörg Dietrich


Photo: Joseph Xu

OFFICE OF THE VICE PRESIDENT FOR RESEARCH

UNIVERSITY OF MICHIGAN

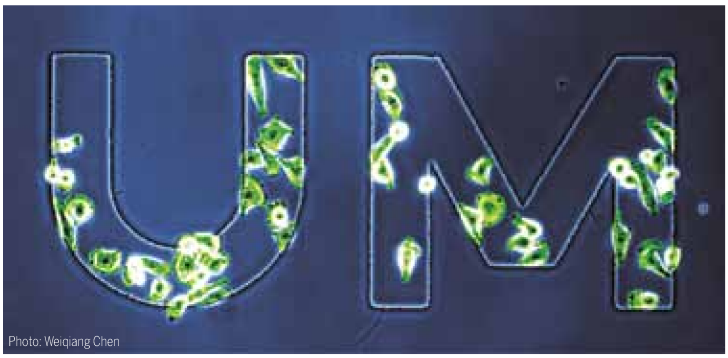


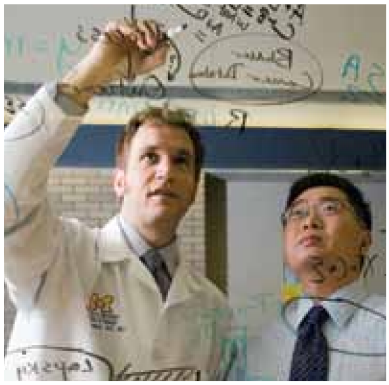
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ANNUAL REPORT ON RESEARCH AND SCHOLARSHIP

FY2012 FINANCIAL SUMMARY

OVERVIEW

As the U.S. begins to emerge from the financial crisis that began in 2007, its research establishment is facing uncertain times. At this writing, Congress (and the U.S.) is confronting the specter of a large-scale across-the-board reduction in discretionary funding called the "sequester." This blunt tool has the purpose of attempting to balance our national budget. Yet, its impact on the innovation engine that has fueled our economy since the Second World War is uncertain, although it is widely agreed that the outcome will be a deceleration in our ability to compete on a global scale. Whether or not the sequester comes to pass, however, of this we can be certain: the growth in federal research spending that lies at the foundation of our nation's innovation economy will continue to slow, or even reverse itself over the next 5 to 10 years.

In this context, we must recall that our own research enterprise is comparable in scale to resources that come into the University of Michigan from tuition and the general fund, and is second only to revenues provided by the health system. Hence, the University of Michigan continues to be defined by its robust and world-class research enterprise. Indeed, conducting research as an integral part of the learning process — at both the graduate and undergraduate levels — has been critical to the success of our institution, and is an essential element to the success of our students as they go on to pursue careers in industry, government, and academia.

More broadly, this approach to higher education is the foundation of the processes of innovation and entrepreneurship that drive our economy. The ideas and people emerging from academia have been the source of a broad range of new products, processes, companies, and entirely new industries.

This year, as never before, we must anticipate and pursue new opportunities that diversify our sources of research revenue, while maintaining the quality of our faculty, students, infrastructure, and our significant contribution to the economic wellbeing of the State of Michigan and the U.S. In FY2012, the Office of the Vice President for Research (OVPR) has been actively working with our schools and colleges to ensure that we are prepared for possible significant cuts to our research budget. But beyond just taking a defensive posture, we are looking ahead to the many significant opportunities that are presenting themselves to go beyond our current position, and to continue to thrive on a global scale. These opportunities include making significant strategic investments in new opportunities such as in the Michigan Mobility Transformation Center, Social Sciences Annual Institutes, and in the globalization of our research enterprise. These are only examples of the many strategic investments that we are making that go far beyond just rearranging our portfolio. But rather, these initiatives promise to fundamentally change the manner in which we confront the inevitable changes that are now at hand. Below is a brief description of these example initiatives:



Michigan Mobility Transformation Center (MTC)

Michigan Mobility Transformation Center (MTC) will have a transformational impact on how we develop and use transportation for people, as well as freight. Essentially interdisciplinary in nature, it initially includes involvement from the College of Engineering, the University of Michigan Transportation Research Institute, the Taubman School of Architecture and Urban Planning, the U-M Energy Institute, and OVPR, all of whom are contributing substantial funding and faculty resources toward this opportunity. A primary early objective is to construct a unique, state-of-the-art test track for automated vehicles, and to provide seed funding for interdisciplinary research projects. The effort will eventually include participation from the Graham Environmental Sustainability Institute, the School of Natural Resources and Environment, the Institute for Social Research, the U-M Medical School, and others. The state government



Society 2030



(through the Michigan Economic Development Corporation) has already expressed strong interest in this initiative as a driver of our regional economic development strategy. With strong connections to federal and state agencies, corporations, and the leading global innovators in transportation, we expect that MTC will become a significant hallmark of University of Michigan research, will nucleate a "Silicon Valley" type of industry-university-government technology hub in advanced connected vehicle development and advanced manufacturing industries, as well as providing an opportunity for interdisciplinary training and education for students at every level.

Social Sciences Annual Institutes are a collection of projects directed at understanding our changing world. Many projects fit under the heading of the **Society 2030** initiative that addresses how the U.S. will adapt to an aging, and increasingly diverse population in this first half of the 21st Century. Projects have ranged from "Neuroscience and Socioeconomic Status: The Merging of Social and Brain Science" to "Analyzing, Understanding and Participating in Congressional Decision-Making on Issues of Science, Health and Sustainability." This initiative leverages the University of Michigan's widely acknowledged depth in the social sciences, as well as our deep and historic connections with our regional communities.

International/Global Research continues to receive support and attention from OVPR. As the foreign investment in research continues to grow, we have a significant opportunity to increase our global research impact while at the same time diversifying our funding sources. Along these lines, we are entering our fourth year of a successful collaboration with **Shanghai Jiao Tong University** (SJTU) in alternative energy research and biomedical devices. Successes include nearly 20 UM-SJTU collaborative research projects. This collaboration also led to winning a $25 MM Federal Clean Energy Research Center and other external follow-on funding from both government and industry. The program is an important element of maintaining the comprehensive relationship we have forged with SJTU, and will be continued in a three year Phase II program that builds on the success of the first program. The Phase II program will address joint research opportunities in nanotechnology for energy and biomedical applications. Also, OVPR, in collaboration with the U-M Energy Institute, has initiated a partnership with **Ben Gurion University of the Negev** in Israel to explore renewable energy sources, thermoelectric energy conversion devices, and new net zero carbon liquid fuels: particular strengths of both institutions.

ANNUAL RESEARCH PERFORMANCE

As a strong indicator of our continued strength and reputation as a research and educational institution, the University of Michigan expenditures in support of research, scholarship, and creative activity continued to grow at a steady pace in Fiscal Year 2012 — total expenditures for the third year in a row surpassed $1 billion, reaching $1,274,024,899. The total is an increase of 3.0 percent over FY2010. Overall, the University's research portfolio is the largest in the country for a public university. In the most recent National Science Foundation report, based on FY2010 research expenditures, the University of Michigan was listed first among public universities and second overall. The university's research expenditures growth trend for the last decade is summarized in Figure 1.

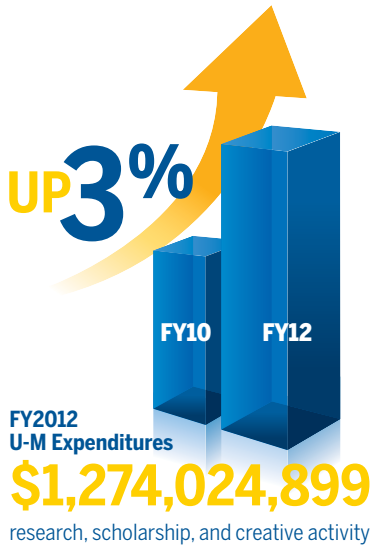


Figure 1 shows how total federal expenditures are dominated by funds from the Department of Health and Human Services (HHS). It also highlights the key role of our own internal investments in sustaining our world-class research enterprise that has been a key element in advancing the U-M's competitiveness among our peers.

Figure 2 underscores the growing role of other federal agencies in U-M's overall research portfolio. Investments in the U-M Energy Institute beginning in 2007 have helped the university benefit from a growth in funding from the Department of Energy in recent years. This is an indication that "taking risks," and investing in potential (but not necessarily yet realized) growth areas, plays a major role in our ability to compete over the long term in emerging fields. OVPR believes that its mission of "looking over the horizon," and helping our faculty to initiate new directions in the near term will always provide significant benefits in future years.

Total research expenditures have doubled over the last decade, and maintained a healthy level of growth in the last three years after several years of relatively small increases. This growth is occurring in spite of a no-growth federal funding trend for research, indicating our exceptionally strong competitive standing.

FIGURE 1: GROWTH OF U-M RESEARCH, 1998-2012

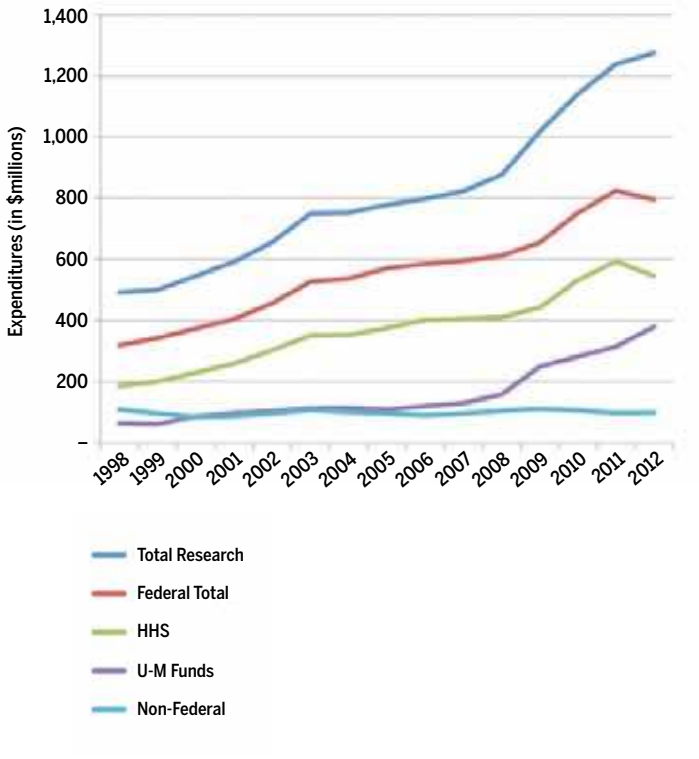


FIGURE 2: FEDERAL FUNDING BY AGENCY (EXCLUDING HHS)

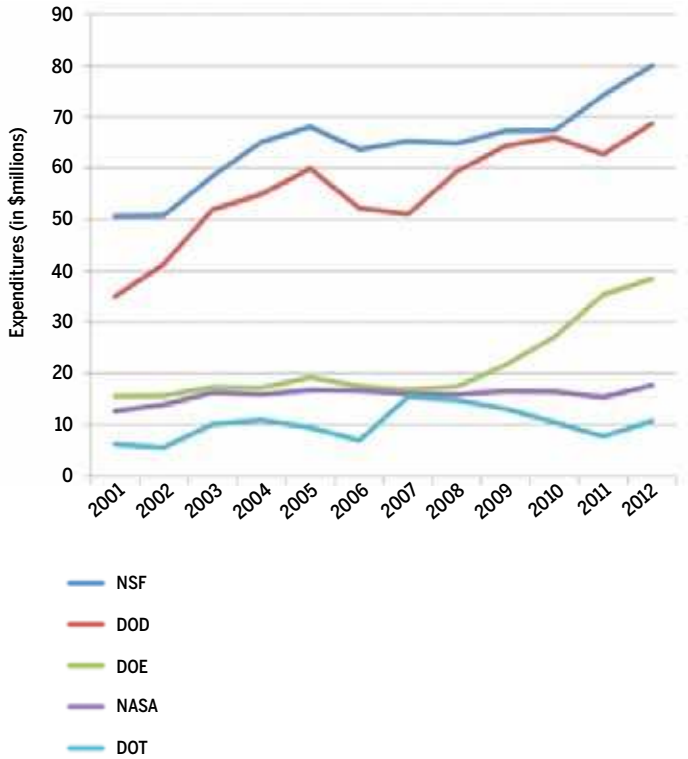
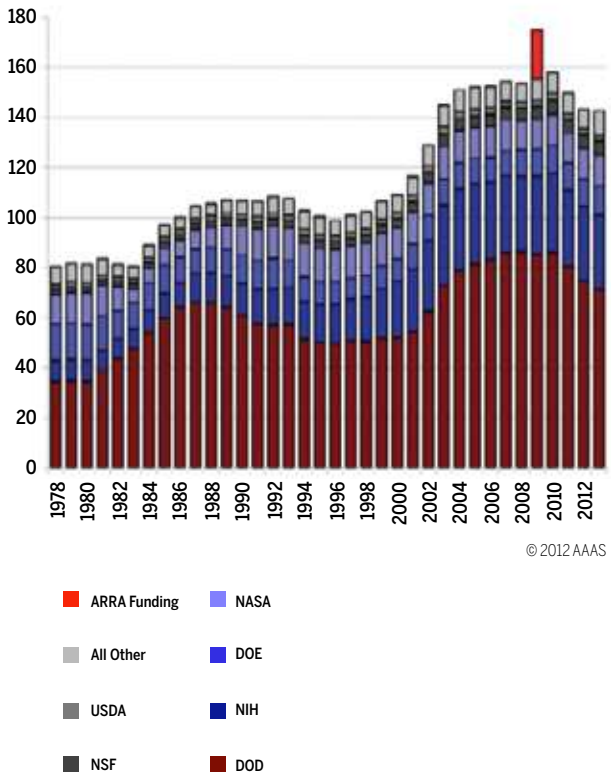


FIGURE 3: TRENDS IN FEDERAL R&D BY AGENCY, FY1978-2013

In billions of constant FY2012 dollars



The trend projected through 2013 is shown in Figure 3. Due to the addition of "stimulus" spending on research, federal research and development showed a recent increase. The longer-term prospects for federal research and development support are less certain.

Just under one-third of the university's total non-hospital budget comes from research funding, including the federal government, industry, and foundations. Table 1 shows the total research expenditures divided into the three major sponsor groups of federal, non-federal, and university spending. Within the non-federal group, the industry, foundation and State of Michigan components are broken out. Indirect industry funding — the result of an industry subcontract where the original source of funds is the federal government — is counted as federal funding. Table 2 breaks out the volume of these subcontracts.

Additional details can be found in Appendix I.

Federal funding, which comprises 62 percent of the U-M's current research total, has long been the largest source of research support at the university. Internal funds allocated by schools and colleges, departments, and OVPR — a vital factor contributing to the university's success in obtaining external funding — accounted for one-quarter of our spending in FY2012. We note that the sponsored research funding was obtained only through competitive proposals submitted by our faculty, indicating that U-M's long-term investment in faculty recruitment and infrastructure development is paying off at this critical time.

Table 3 provides a picture of U-M's industry research volume broken out by separate sources of private sector support. Direct contracts with industry rose slightly from 2011 to 2012, but the U-M has seen a drop-off in subcontracts from industry and from grants with companies, foundations and professional organizations. Overall, the trend from year to year is nearly flat.

TABLE 1: U-M RESEARCH EXPENDITURES BY MAJOR SPONSOR GROUP, FY2012

SPONSOR GROUP	EXPENDITURES	% OF TOTAL
Total Federal Government	$795,050,477	62.4%
Total Non-Federal Sponsors	$98,930,072	7.8%
*Industry (direct)***	*$42,823,532*	*3.4%*
Foundations	*$22,547,465*	*1.8%*
State of Michigan/Counties/Cities	*$556,750*	*0.0%*
Total U-M Funds	$380,044,349	29.8%
Total Research Expenditures	**$1,274,024,899**	

**Subcontracts from industry under federal government as the prime sponsor are not included in this number. SeeTable 3.

TABLE 2: U-M RESEARCH EXPENDITURES PERCENT CHANGE BY MAJOR SPONSOR GROUP, FY2011-2012

SPONSOR GROUP	FY11	% OF TOTAL	FY12	% OF TOTAL	$ CHANGE	% CHANGE
Total Federal	$824,752,621	66.7%	$795,050,477	62.4%	-$29,702,144	-3.6%
NIH	*$571,188,536*	*46.2%*	*$519,253,755*	*40.8%*	*-$51,934,781*	*-9.1%*
NSF	*$74,246,980*	*6.0%*	*$80,079,854*	*6.3%*	*$5,832,874*	*7.9%*
DOD	*$62,738,099*	*5.1%*	*$68,728,687*	*5.4%*	*$5,990,588*	*9.5%*
Energy	*$35,409,948*	*2.9%*	*$38,467,858*	*3.0%*	*$3,057,910*	*8.6%*
NASA	*$15,339,972*	*1.2%*	*$17,684,488*	*1.4%*	*$2,344,516*	*15.3%*
Transportation	*$7,782,251*	*0.6%*	*$10,766,820*	*0.8%*	*$2,984,569*	*38.4%*
Educations	*$9,331,514*	*0.8%*	*$9,289,301*	*0.7%*	*-$42,213*	*-0.5%*
Total Non-Federal	$97,242,748	7.9%	$98,930,072	7.8%	$1,687,324	1.7%
Industry	*$40,839,950*	*3.3%*	*$42,823,532*	*3.4%*	*$1,983,582*	*4.9%*
Foundations	*$21,487,269*	*1.7%*	*$22,547,465*	*1.8%*	*$1,060,196*	*4.9%*
State of MI/Local Gov.	*$1,838,644*	*0.1%*	*$556,750*	*0.0%*	*-$1,281,894*	*-69.7%*
Total U-M Funds	$314,515,254	25.4%	$380,044,349	29.8%	$65,529,095	20.8%
Total Expenditures	**$1,236,510,624**		**$1,274,024,899**		**$37,514,275**	

TABLE 3: U-M INDUSTRY RESEARCH SUPPORT, FY2011-2012

	FY11	FY12	% CHANGE
Industry Research (total)	$61,601,746	$63,362,875	2.9%
Direct Contact	*$40,839,950*	*$42,159,523*	*3.2%*
Subcontract (on Federal Prime)	*$16,547,962*	*$16,188,129*	*-2.2%*
Corp. Foundations, Prof. Org., etc.	*$1,340,566*	*$2,847,708*	*112.4%*
Other Industry Research	*$2,873,268*	*$2,167,515*	*-24.6%*

TABLE 4: RESEARCH EXPENDITURES BY UNIT, FY2012

UNIT	FY12	CHANGE	UNIT	FY12	CHANGE
Medical School	$557.0M	2.2%	Nursing	$5.6M	15.7%
Engineering	$190.5M	6.5%	Social Work	$5.1M	-9.1%
LSA	$157.9M	13.8%	Kinesiology	$4.4M	-2.3%
ISR	$115.9M	1.6%	Information	$3.9M	-10.5%
Public Health	$73.2M	-11.7%	Law	$3.9M	6.2%
OVPR Units	$34.8M	16.6%	Public Policy	$3.8M	6.7%
Dentistry	$18.6M	-6.7%	Rackham	$2.5M	-59.2%
SNRE	$15.9M	4.3%	Arch. & Urban Pl.	$1.4M	34.1%
Education	$12.8M	6.8%	U-M Flint	$801K	19.2%
Business	$11.3M	53.5%	Music	$244K	-5.8%
Pharmacy	$8.4M	0.1%	Art and Design	$98K	-2.8%
UM-Dearborn	$5.7M	-21.5%	Other Units	$34.5M	-8.2%

FIGURE 4: OVPR FACULTY GRANTS AND AWARDS BY DIVISION, FY2012

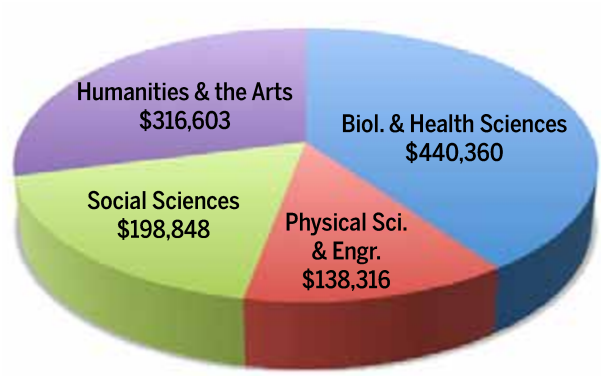
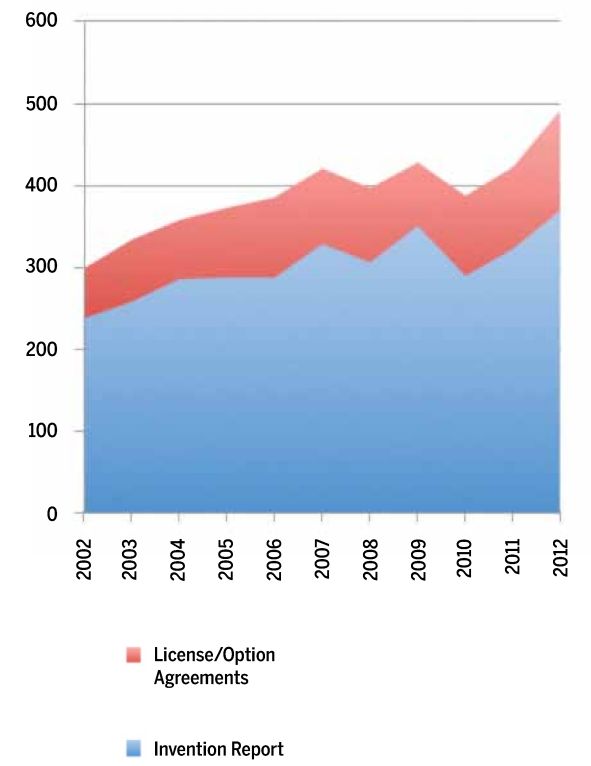


FIGURE 5: U-M TECH TRANSFER RESULTS, FY2002-2012



Another useful snapshot of the research enterprise is the breakdown of expenditures by university unit. In Table 4 (see previous page), the expenditures for FY2012 are allocated to each school and college and the percent change from FY2011 for each is noted. As has been the case for many years, the U-M Medical School's portfolio is the largest on campus, at just over 44% of the university total. Engineering, the College of Literature, Science & the Arts, the Institute for Social Research, and the School of Public Health round out the top five. The OVPR Units item represents the sum of expenditures by the independent research units that report directly to OVPR rather than a school or college. Additional details of school and college research expenditures are found in Appendix II.

One significant way that OVPR contributes to research and scholarship in the schools and colleges is through its Faculty Grants and Awards Program. Figure 4 shows the breakdown of OVPR awards for FY2012 by broad disciplinary area. The program provides bridging funds for projects, seed funding for young faculty, as well as for senior faculty who are changing research direction, and support in areas where sponsored funding is unusually constrained. Thus, almost one-fourth of the total funding from this program supports the arts and humanities, although the total external funding brought in by these fields is less than 1% of our total research volume.

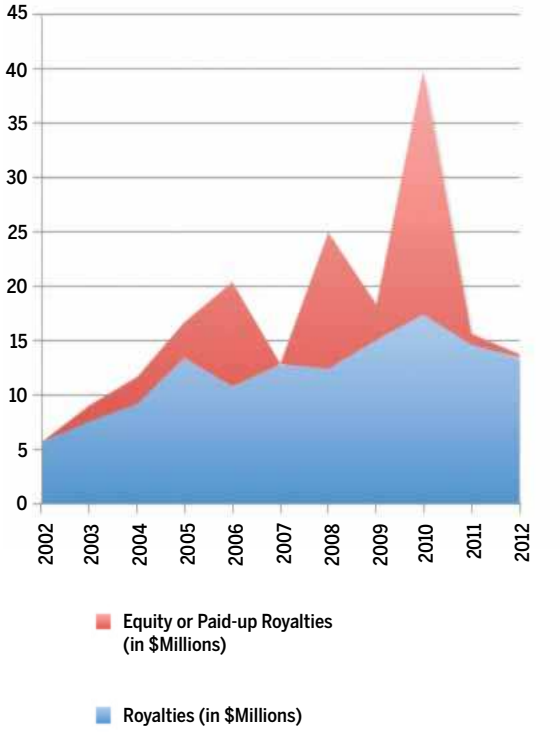
It is worth noting that while the federal government is our largest supporter of the research and graduate educational mission, it is not the sole supporter. Substantial support (24.8%) for these core activities is provided directly from university funds, and a smaller proportion (3.3%) comes via the industrial sector. However, all of these components fulfill essential roles in our ability to develop new ideas while creating a highly educated workforce prepared to work in today's world.

The economic and social importance of ideas emerging from university research was explicitly acknowledged with the passage of the Bayh-Dole Act in 1980. This law provided incentives for universities to license the results of federally funded research to help ensure that the pubic would benefit from its deep investment in this area. Through the work of the Office of Technology Transfer (OTT), the university has been a leader in encouraging the commercialization of research results. Figures 5 and 6 capture the key performance trends for OTT.

Figure 5 shows that there is a significant volume of invention reports and licensing agreements each year, with a significant upward trend occurring over the last three years. We assert that this growing trend has resulted from many policies established over the last several years that make it easier for our faculty and students to interact with the private sector, and numerous incentives that have been put in place that combined, make U-M a much more faculty/student-entrepreneur friendly environment. Tech transfer revenues (Figure 6) can fluctuate considerably. In any given year, these revenues can rise due to the presence of one or two large payments or an equity sale, while a drop may indicate that a large deal simply did not occur in that year.

The technology transfer revenues are used to provide incentives to faculty inventors, to support additional high-impact research on campus, and to fund OVPR efforts at increasing industry research impact through direct project funding and support of the Business Engagement Center, and the U-M Venture Accelerator at the North Campus Research Complex (NCRC). U-M is possibly unique in that 100% of the administration's "share" of the royalty/equity distributions are returned to OVPR, which in turn deploys those revenues to incentivize further interactions with industry. The impacts of this "virtuous" cycle

FIGURE 6: OFFICE OF TECHNOLOGY TRANSFER REVENUES, FY2002-2012



of return and investment over the last several years is now being felt across U-M campuses. Our growth in research with industry and in developing our own start-ups, many of which locate here in Michigan, is the beginning of a long term cultural change that will help to buffer our research enterprise against rapid fluctuations in federal support.

The Business Engagement Center (BEC), now five years old, is one of many innovations that encourages industrial interactions by providing a gateway for members of the private sector wishing to utilize U-M resources or to partner with our faculty. The operation reports to both OVPR and the U-M Office of Development. The BEC maintains relationships with more than 1,000 companies and is contacted by more than 200 new companies each year.

The BEC plays a key role as a partner in local economic development and works closely with other organizations such as Ann Arbor SPARK, Michigan Economic Development Corporation, and Chambers of Commerce around the state. Through these partnerships, facilitated by the BEC, the university can expand its footprint in the business community by helping to attract, retain, and nurture high-growth companies. One recent success was the BEC's role in helping to attract the U.S. Patent and Trademark Office satellite operation to Detroit.

It is significant to note that the university has been launching an average of one company every five weeks based on U-M technologies for the last 10 years. This record of healthy startup activity, supported through the University of Michigan Venture Center at NCRC, ranks us among the very best universities in entrepreneurial activities in the U.S.

CONCLUSION

In FY2012, U-M exceeded $1.27 billion in research spending; a remarkable achievement given that the investment by our largest supporter, the U.S. government, has been flat or declining over the last decade. A significant contributor to this success has been our continued investment in hiring the best faculty worldwide, and in supporting the growth and improving sophistication of our research infrastructure. The use of U-M funds to support research continues to pay huge dividends. It attracts the best students and faculty who can compete on a global scale using the best tools available. In addition to continuing its tradition of broad and deep support for faculty scholarship, the university is committed to increasing industry engagement. Our ability to capitalize on our culture of cooperation with industry, to build on our inherent strengths in interdisciplinary research, and to utilize the facilities at the North Campus Research Complex and beyond for new research programs, will be key to continuing the institution's research growth and success in the future.

We are indeed well prepared to weather declines in federal spending as long as we continue to invest in our future, as has been our practice over the last several decades.

Although the scientific, technological, and economic challenges that our nation and the world faces are in constant flux, we remain committed to the integration of our missions of research, education, and health care. This trio of strengths, along with our close engagement with the community, has been at the heart of our effectiveness as a public institution in the past, and it will remain so in the future.

APPENDIX I:
VOLUME OF RESEARCH EXPENDITURES BY SPONSOR

	FY 2011	% OF TOTAL	FY 2012	% OF TOTAL	% CHANGE
FEDERAL SOURCES					
Health and Human Services					
National Institutes of Health	571,188,536	46.2%	519,253,755	40.8%	-9.1%
Centers for Disease Control	11,044,603	0.9%	12,400,911	1.0%	12.3%
Centers for Medicare & Medicaid Administration	3,785,734	0.3%	4,582,114	0.4%	21.0%
Health Resources & Services Administration	1,148,470	0.1%	220,559	0.0%	-80.8%
Food and Drug Administration	1,145,137	0.1%	1,149,673	0.1%	0.4%
Substance Abuse and Mental Health Services	41,006	0.0%	1,445,190	0.1%	3424.3%
Other HHS	5,725,241	0.5%	7,004,250	0.5%	22.3%
Total Health and Human Services	594,078,727	48.0%	546,056,452	42.9%	-8.1%
National Science Foundation	74,246,980	6.0%	80,079,854	6.3%	7.9%
Department of Defense					
Army	26,904,994	2.2%	27,399,316	2.2%	1.8%
Air Force	13,480,893	1.1%	11,903,952	0.9%	-11.7%
Navy	10,637,004	0.9%	14,227,639	1.1%	33.8%
Other	11,715,208	0.9%	15,197,780	1.2%	29.7%
Total Department of Defense	62,738,099	5.1%	68,728,687	5.4%	9.5%
Energy	35,409,948	2.9%	38,467,858	3.0%	8.6%
N.A.S.A.	15,339,972	1.2%	17,684,488	1.4%	15.3%
Transportation	7,782,251	0.6%	10,766,820	0.8%	38.4%
Education	9,331,514	0.8%	9,289,301	0.7%	-0.5%
Commerce	10,788,559	0.9%	8,162,708	0.6%	-24.3%
Environmental Protection Agency	3,571,278	0.3%	4,195,456	0.3%	17.5%
Social Security Administration	2,355,789	0.2%	1,983,638	0.2%	-15.8%
Homeland Security	2,407,570	0.2%	1,914,152	0.2%	-20.5%
Justice	1,897,779	0.2%	1,485,218	0.1%	-21.7%
Agriculture	735,592	0.1%	1,443,306	0.1%	96.2%
Museum and Library Services, Institute of	671,399	0.1%	934,880	0.1%	39.2%
Nuclear Regulatory Commission	772,439	0.1%	841,129	0.1%	8.9%
Agency for International Development	432,385	0.0%	825,895	0.1%	91.0%
State	415,406	0.0%	554,721	0.0%	33.5%
Smithsonian Institution	443,736	0.0%	394,276	0.0%	-11.1%
Housing and Urban Development	276,592	0.0%	278,310	0.0%	0.6%
Interior	396,526	0.0%	204,636	0.0%	-48.4%
National Endowment for the Humanities	-25,579	0.0%	88,032	0.0%	-444.2%
Veterans Affairs	167,761	0.0%	22,416	0.0%	-86.6%
National Archives and Records Administration	62,274	0.0%	3,268	0.0%	-94.8%
Central Intelligence Agency	23,781	0.0%	2,241	0.0%	N/A
Labor	0	0.0%	0	0.0%	0
Library of Congress	80,508	0.0%	-11,699	0.0%	-114.5%
Other Federal	351,335	0.0%	654,434	0.1%	86.3%
Total Federal Government	824,752,621	66.7%	795,050,477	62.4%	-3.6%
NON-FEDERAL SPONSORS					
Industry	40,839,950	3.3%	42,823,532	3.4%	4.9%
Foundations	21,487,269	1.7%	22,547,465	1.8%	4.9%
Public Charities	15,885,246	1.3%	16,341,347	1.3%	2.9%
Other (includes Universities & Gifts)	10,077,758	0.8%	8,562,565	0.7%	-15.0%
Endowment	0	0.0%	0	0.0%	0
Trade and Professional Associations	6,303,146	0.5%	7,136,048	0.6%	13.2%
State of Michigan & Local Michigan Authorities	1,838,644	0.1%	556,750	0.0%	-69.7%
International Organizations	615,788	0.0%	744,241	0.1%	20.9%
Foreign National Governments	194,947	0.0%	218,124	0.0%	11.9%
Total Non-Federal Sponsors	97,242,748	7.9%	98,930,072	7.8%	1.7%
Total Sponsored Research	921,995,369	74.6%	893,980,549	70.2%	-3.0%
UNIVERSITY OF MICHIGAN SOURCES					
Michigan Funds	314,515,254	25.4%	380,044,349	29.8%	20.8%
TOTAL RESEARCH EXPENDITURES	1,236,510,624	100.0%	1,274,024,899	100.0%	3.0%

APPENDIX II:
VOLUME OF RESEARCH EXPENDITURES BY MAJOR UNIVERSITY UNITS

UNIT	FY 2010	FY 2011	FY 2012	AVERAGE % CHANGE	2010-2011 CHANGE	2011-2012 CHANGE
Architecture & Urban Planning, Taubman	833,342	1,059,760	1,420,748	30.6%	27.2%	34.1%
Art and Design	137,759	101,187	98,331	-14.7%	-26.5%	-2.8%
Business, Ross School of	7,767,901	7,386,928	11,338,880	24.3%	-4.9%	53.5%
Dentistry	19,710,470	19,928,275	18,595,638	-2.8%	1.1%	-6.7%
Education	10,418,751	12,000,661	12,816,451	11.0%	15.2%	6.8%
Engineering	180,098,936	178,835,243.94	190,457,291.27	2.9%	-.7%	6.5%
Graduate School, Rackham	5,967,005	6,050,911	2,470,693	-28.9%	1.4%	-59.2%
Information	3,845,026	4,338,032	3,884,498	1.2%	12.8%	-10.5%
Kinesiology	4,304,343	4,489,032	4,384,641	1.0%	4.3%	-2.3%
Law	3,429,652	3,716,568	3,946,113	7.3%	8.4%	6.2%
Literature Science, and the Arts	111,307,842	138,744,879	157,898,889	19.2%	24.6%	13.8%
Medical School	498,423,751	544,851,959	557,001,734	5.8%	9.3%	2.2%
Music	322,199	258,795	243,865	-12.7%	-19.7%	-5.8%
Natural Resources and the Environment	13,422,397	15,253,078	15,911,362	9.0%	13.6%	4.3%
Nursing	4,877,672	4,874,672	5,640,236	7.8%	-.1%	15.7%
Pharmacy	8,141,865	8,436,679	8,443,617	1.9%	3.6%	0.1%
Public Health	61,197,153	82,963,054	73,225,851	11.9%	35.6%	-11.7%
Public Policy, G Ford School of	2,743,505	3,562,054	3,801,122	18.3%	29.8%	6.7%
Social Work	5,356,536	5,568,391	5,062,691	-2.6%	4.0%	-9.1%
Institute of Social Research	100,371,693	114,107,739	115,914,869	7.6%	13.7%	1.6%
OVPR Units	31,450,963	29,856,262	34,821,728	5.8%	-5.1%	16.6%
Other Units	36,030,471	37,604,359	34,521,635	-1.9%	4.4%	-8.2%
UM Dearborn	6,212,081	7,209,890	5,662,540	-2.7%	16.1%	-21.5%
UM Flint	579,255	672,045	800,932	17.6%	16.0%	19.2%
University Administration	745,543	624,884	491,554	-18.8%	-16.2%	-21.3%
Unassignable Services	21,797,875	4,015,283	5,168,989	N/A	N/A	N/A
GRAND TOTAL	**1,139,493,986**	**1,236,510,624**	**1,274,024,899**	**5.8%**	**8.5%**	**3.0%**



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