

Through the efforts of countless members of the Michigan family, today, by any measure, the University of Michigan is better, stronger, more diverse, and more exciting than at any time in its history.

- National rankings of the quality of the University's academic programs are the highest since these evaluations began several decades ago. A close examination reveals that the academic reputations of our programs have increased more than any other university in America over the past decade. Further, when rankings across all academic programs and professional schools are considered, four institutions stand apart: Harvard, Stanford, the University of California, and the University of Michigan.
- Detailed surveys throughout the university indicate that Michigan has been able to hold its own in competing with the best universities throughout the world for top faculty. In support of this effort to attract and retain the best, the University has increased average faculty salaries over the past decade to the point where today they rank #1 among public universities and #5 to #8 among all universities, public and private.
- Through the remarkable efforts of our faculty, the University now ranks as the nation's leading research university, attracting more federal, state, and corporate support for our research efforts than any other university in America (last year exceeding \$400 million).
- Despite the precipitous drop in state support over the past two decades, the University has emerged financially as one of the strongest universities in America. It is the first public and only university in history to receive an Aa1 credit rating by Wall Street. Our endowment has increased five-fold to over \$1.6 billion. And thanks to the generosity of our alumni and friends, with almost two years left in the Campaign for Michigan, we have already surpassed our \$1 billion goal with over a year remaining in the campaign.
- We are making substantial progress in our efforts to restructure the financial and administrative operations of the University, including award-winning efforts in total quality management, cost containment, and decentralized financial operations.
- A walk around the University reveals the remarkable transformation in our environment as we approach the completion of our massive program to rebuild, renovate, and update all of the buildings on our campuses--a \$1 billion effort funded primarily from non-state sources.
- The University Medical Center has undergone a profound transformation, placing it in a clear leadership position in health care, research, and teaching.
- We have launched some exceptional initiatives destined to have great impact on the future of the University and higher education more generally, such as the Institute of Humanities, the Media Union, the Institute of Molecular Medicine, the Davidson Institute for Emerging Economies, and the Tauber Manufacturing Institute, and the Institute for Research on Women and Gender.
- And perhaps most important of all, through efforts such as the Michigan Mandate and the Michigan Agenda for Women, we now have the highest representation of people of color and women among our students, faculty, staff, and leadership in our history. Michigan has become known as a national leader in building the kind of diverse learning community necessary to serve an increasingly diverse society.
- Although the decline in state support has left us no choice but to increase tuition levels, we have managed to keep resident tuition levels far below the costs of institutions of comparable quality. Further, since the University has long committed itself to meeting the financial need of all residents students, the average net tuition (tuition minus financial aid) has remained relatively stable throughout the decade.

As we approach the twenty-first century, it becomes clear that the University of Michigan has become not only the leading public university in America, but that it is challenged by only a handful of distinguished private and public universities in the quality, breadth, capacity, and impact of its many programs and activities.