
President's Report, 1984

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**Oakland University
Rochester, Michigan**

Key Indicators and New Educational Directions

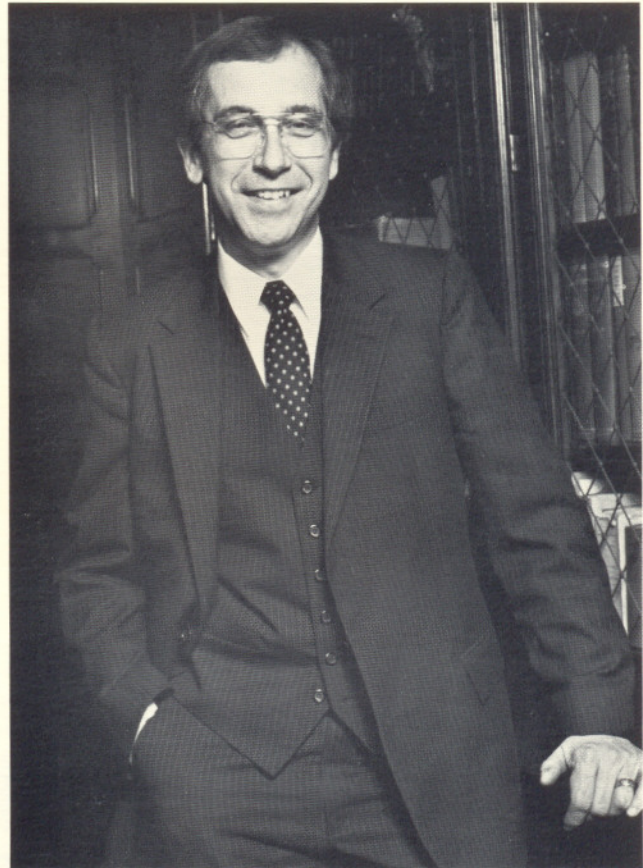
The use of "key indicators" in the pages that follow portray selected Oakland University development over the past five to ten years. Figures and charts reveal a university that is demonstrably vital, progressive and tuned to its basic mission.

These indicators show that Oakland University educates a growing percentage of students enrolled in Michigan's public universities. The graphs and numbers portray an increasing financial burden for students and their parents as they assume a larger share of educational costs. There are indications of more recruiting of Oakland students by Michigan and other corporations.

The graphs and numbers do not display some basic trends. Oakland University shares Michigan's emergence from financial trauma. It does its basic job of teaching, scholarship and research, and public service very well. For this we can thank a superb faculty, a dedicated staff and a responsive community.

Beneath the figures are other long-term trends that gained new visibility in 1984. One is the explosive development of the Oakland Technology Park. Conceived within the university, we proudly share a leadership role in this joint venture of public and private education, business and government interests. As important as the economic impact of the technology park is, even more dramatic is its signal of new relationships between education and the external community that supports it.

Universities long have delivered their services to the individual. Students enroll for studies directed toward degrees or more restricted goals — special series of courses for personal enrichment, professional advancement or



Joseph E. Champagne, Ph.D., President

Key Indicators and New Educational Directions

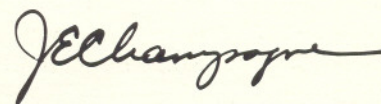
retooling basic skills. While the university continues its commitment to this fundamental mode of operation, our changing world clearly needs a second interface directed at the institutions and organizations of society.

Whether schools or hospitals, governmental units or businesses, these organizations face massive educational needs. There is an awesome requirement for the skills of university scientists, mathematicians and engineers. Equally demanding is the need for the learning of social scientists and those in the humanities and arts. They bring human scale and perspective to the powerful changes people face as individuals and as members of institutions.

The Oakland Technology Park mirrors this changing relationship. It presents the opportunity for a viable, effective relationship among institutions. If we administer these complex interests wisely, many organizations will benefit. There is rich potential for noneducational organizations to perform educational services. Educational institutions have the opportunity to be a part of today's sophisticated, world-wide business organizations and their zest for creative human relationships, often on an international scale.

While the university continues in its unwavering commitment to a liberal education (through its newly emphasized general education core requirement) amidst its exciting growth in science and technology, it has not failed to strengthen its belief in a strong community/cultural orientation. The various Meadow Brooks have taken on new direction and the Center for the Arts consolidates student and faculty creative expression in timely and creative productions.

This is an exciting time to be involved with Oakland University, as it broadens its services to the region. We have completed our first 25 years of service by defining those things we do best. As a major institution in this dynamic area, we can take pride in our contributions. Unbound by embedded modes of delivering educational services, we can embark on today's new relationships with a history of innovation, quality and deep commitment. We welcome the opportunity.



Joseph E. Champagne
President



Growth in Degrees Conferred

Oakland University has experienced considerable growth in the number of degrees it has awarded during the past decade.

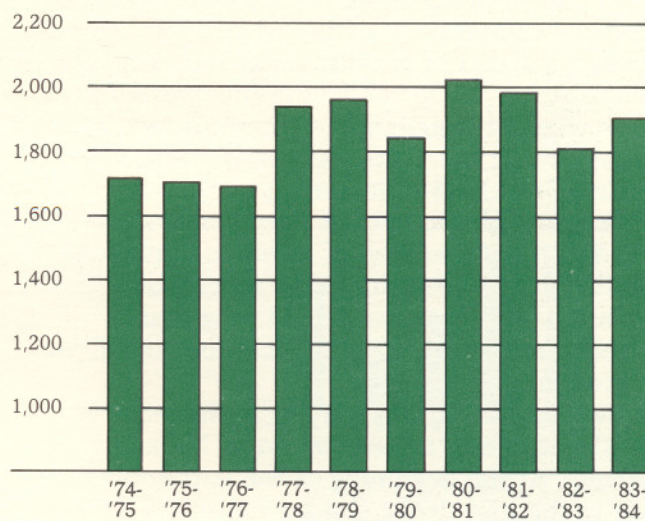
The number of bachelor's degrees conferred increased 22 percent. Declines in the number of education and social sciences degrees were more than offset by the addition of new degree programs in nursing, the health sciences, computer science, communication arts and journalism, and general studies. Simultaneously, substantial growth occurred in engineering, management and human resources development.

New programs also contributed to growth in the number of doctoral degrees conferred — 9 Ph.D.s were awarded in 1984 versus none in 1974. The introduction of programs in engineering, reading and biomedical science provided the basis for much of this growth.

Engineering and management reorganized their master's degree program offerings — and both experienced strong growth — while a decline in master's degrees in education was matched by growth in the guidance and counseling program. Master's programs were added in computer science, music, public administration, applied mathematics and applied statistics.

In addition to academically sound bachelor's, master's and doctoral degrees, Oakland University provides extensive continuing education opportunities (approximately 6,600 student enrollments occur per year). Realizing that education should be a lifelong process — and that individuals with, or unable to work toward, graduate degrees have continuing education needs — Oakland is committed to fostering ongoing professional development.

Degrees Conferred Academic Year



An Expanding Market Share

Oakland University grew steadily from 1974-75 to 1983-84.

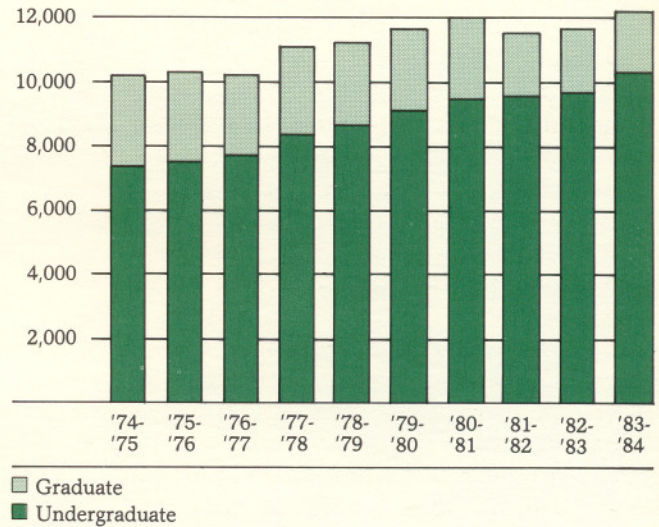
The end of the post-war enrollment bulge and Michigan's fiscal crisis of the early 1980s signaled the end of enrollment growth among the state's 15 public colleges and universities. Registration at nearly half of these universities shrank during the 1970s. At several others — including Oakland — it peaked in 1980-81.

Oakland's enrollment has been stable since 1980-81, in part because of resource limitations. Enrollment has been limited in several of Oakland's more popular degree programs because the state's fiscal situation does not allow for growth.

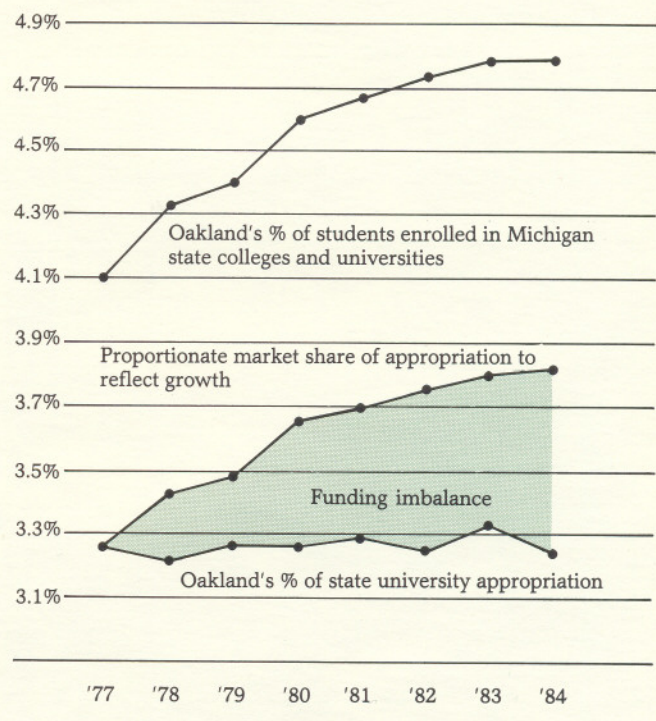
However, Oakland is playing an increasingly significant role in the education of Michigan students. At the beginning of the enrollment slide in the mid-1970s, Oakland enrolled 3.7 percent of the students in the state's public university system. Today, Oakland's share of the market is almost 5 percent.

This shifting enrollment pattern has created severe financial problems for the university. Because state funding patterns have not reflected the shift in enrollment, Oakland currently receives the same share of state funding that it did in 1977 — reflecting underfunding of an estimated \$3.6 million annually.

Enrollment, 1975-84
(fall headcount)



Enrollment and State Funding

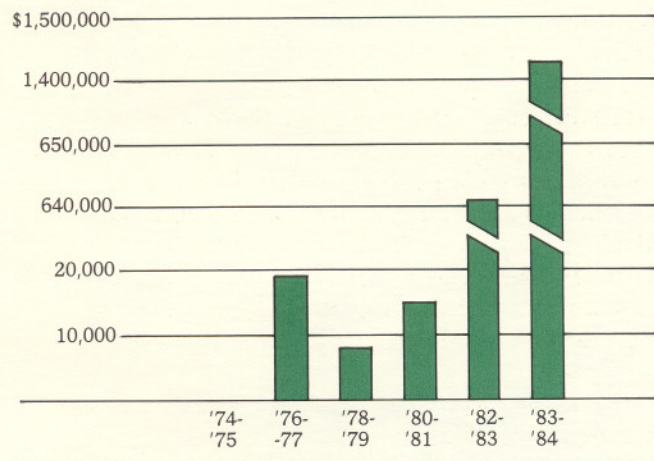


Increasing Student Need

Unmet student financial need (the total shortfall of all financial aid sources except guaranteed student loans) at Oakland University has increased alarmingly — from \$0 in 1974-75 to \$1,429,500 in 1983-84.

Colleges and universities meet student financial need through federal and state grant and loan programs, institutional grants and scholarships, and student employment. Two primary issues arise from the rapid increase in unmet student financial need at Oakland: 1) The university cannot tell prospective or current students that it meets the full financial need of qualified financial aid applicants; and 2) Since financial aid is covering a shrinking percentage of college costs, students and their families have to carry a larger burden of these costs. As a result, students with unmet financial need are faced with unpleasant choices, such as dropping out, working more hours off campus, or taking five or six years to complete undergraduate degrees.

**Unmet Financial Need of
Oakland Students**





Tuition vs. State Appropriation

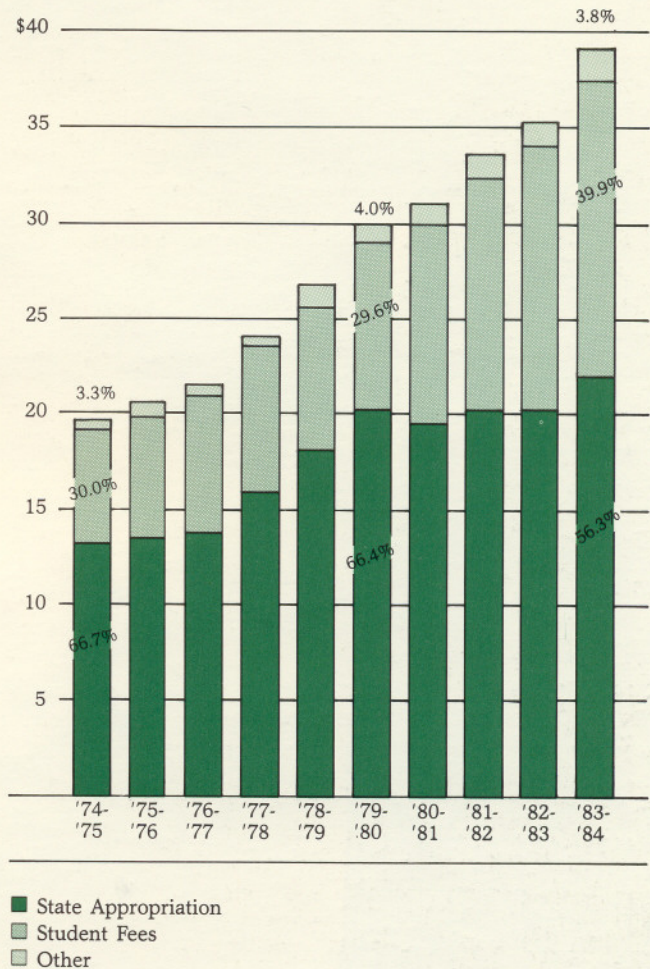
Students and their families bear an increasing share of the cost of higher education at Oakland University. Almost 40 percent of Oakland's cost per student was financed by tuition and student fees in 1983-84, compared to 30 percent in 1974-75. This shift seriously threatens the idea of public higher education — providing opportunity without regard for personal wealth.

As Michigan's fiscal condition tightened in the 1970s and then worsened in the early 1980s, students were called on to finance an increasing share of higher education's cost. A move toward change occurred in 1983-84, when state colleges and universities cooperated with Governor James Blanchard's proposed tuition freeze as part of an effort to reduce the economic burden of students. This concept cannot be long sustained without increasing state aid, for Oakland is already seriously underfunded — as demonstrated earlier in this report.

Michigan's ability to fund Oakland University is directly proportional to the health of its economic engine — the automotive industry — a good deal of which surrounds Oakland's campus. Oakland has the professional expertise to assist both this industry and the state. The development of the Oakland Technology Park, a project in which the university is deeply involved, is one example of Oakland's role in the economic development of southeastern Michigan. Indeed, one rationale among many for the development of the park was to establish a private-based support linkage to help dampen the serious economic cyclical effects on state support to higher education.

Opposite: Occupancy of several Oakland Technology Park buildings is scheduled for 1985.

General Fund Revenue, 1974-84
(dollars in millions)





A Diverse Student Body

Oakland University has a diverse, nontraditional student body. While 60 percent of Oakland's students are between 18 and 24 years of age, 32 percent are in the 25-39 age bracket.

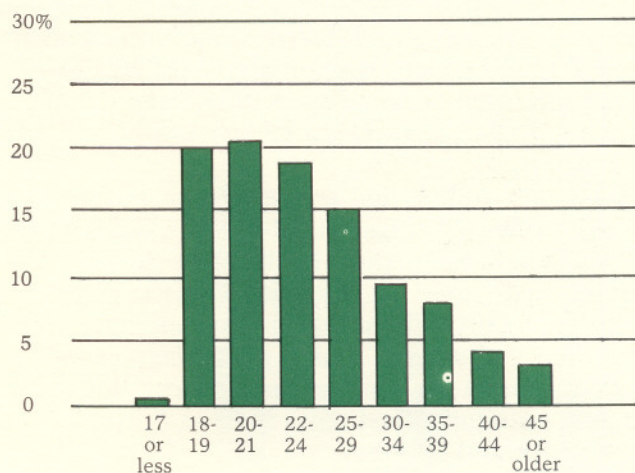
America's "traditional student" is 18-23 years old, attends college full time and lives in a residence hall. In contrast, a high percentage of Oakland's undergraduates commute and hold part-time jobs. Many are older than the "traditional student."

Oakland's graduate students defy the traditional mold: They are primarily working adults (half are 33 or older) pursuing degrees on a part-time basis.

Although its student body has been getting younger in recent years — as graduate enrollment declines and fewer older and more younger undergraduates sign on — this undergraduate/graduate mix gives Oakland one of the highest nontraditional enrollments in the state.

Opposite: Oakland's soccer squad, one of 11 Oakland sports teams, made it to the national final four in NCAA Division II competition in 1984.

Age Distribution



Age (fall of 1983 data)

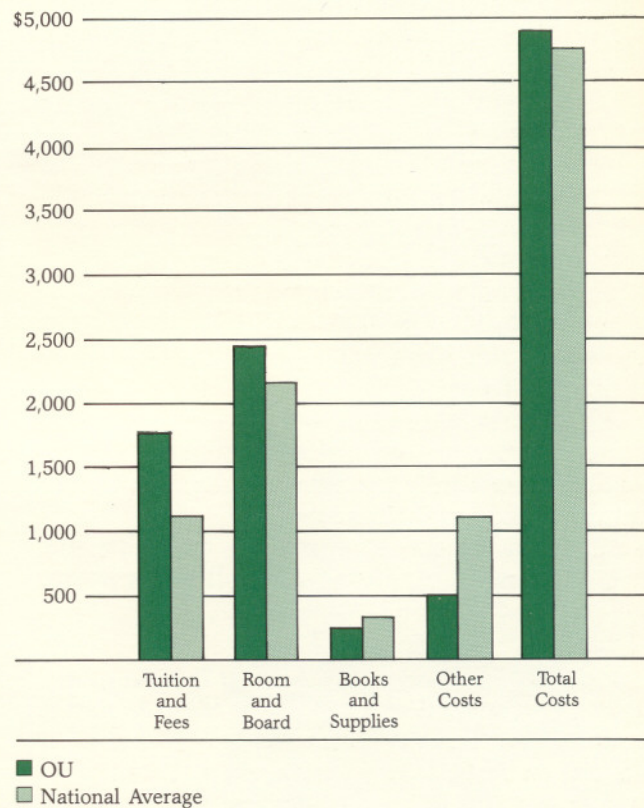
College Costs — A Comparison

Based on undergraduate, in-state, lower division (freshmen and sophomores, where applicable) tuition and fees for 31 credit hours — and room and board — the overall cost of attending Oakland University ranks slightly higher than the national state university average, \$4,846 at Oakland versus \$4,721 nationally.

Oakland's tuition and fees are quite similar to those of other Michigan institutions. Oakland's tuition is seventh highest in the state (of 15 institutions), based on Michigan statistics for fiscal year 1984. Given that most students commute to Oakland, a high percentage of its students spend the bulk of their college dollars directly on educational costs such as tuition, fees, books and supplies.

Since Oakland University is a young school, its progress and growth in such areas as endowments should bring some economies of scale in the future — and have an impact on holding down or lowering some student costs.

Cost per In-State Undergraduate Student
(fiscal year 1983-84)



Increasing Placement Activity

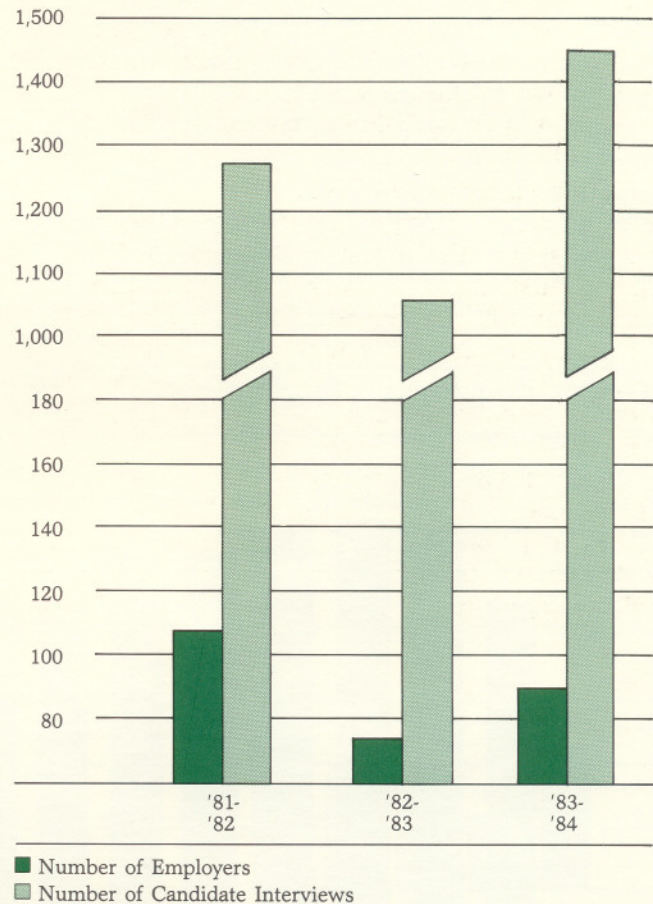
A growing number of employers are visiting Oakland's Placement and Career Services office.

A severely lagging economy in the early 1980s adversely affected Placement and Career Services. A number of employers cancelled or reduced their schedules; long lines of anxious students waited to see recruiters. By late 1984, however, an improving economy resulted in increased on-campus recruitment activities.

Oakland's Placement and Career Services office is designed to facilitate job placement through a variety of employer contact opportunities. In addition to on-campus recruiting, it provides job vacancy listings (2,427 in 1983-84 compared to 1,083 in 1981-82); an Active Candidate Card File for employers' usage; a referral service for employers; co-op and internship placements; career-related summer jobs placement; and on-campus "career days" (to date in nursing, physical therapy, arts and sciences, and economics and management).

In an effort to assist adults in career planning or change, a phenomenon especially acute in Michigan in recent years, the university in 1983 set up a computerized Adult Career Counseling and Guidance Center. It utilizes state-of-the-art microcomputers with the most modern adult counseling programs available. Opened in January 1983, the facility provided assistance to 538 community adults its first fiscal year (January through June of 1983). This effort, in combination with the university's Continuum Center, provides a needed form of public service to adults facing the dilemmas of a rapidly changing work environment and high technology society.

On-Campus Recruitment



A Productive Faculty

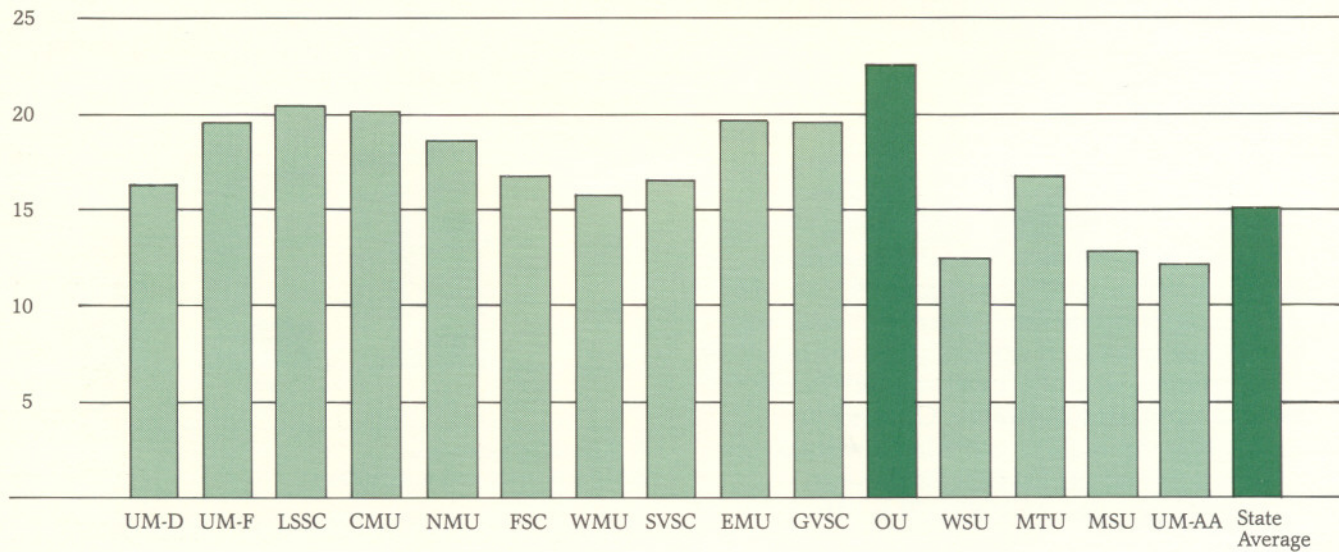
Oakland University's student/faculty ratio is 22.6:1 (22.6 students to 1 faculty member).^{*} Oakland's faculty is unusually productive. While maintaining a research record that places Oakland among the top five institutions in the state, its faculty also maintains the heaviest teaching load (the state four-year public university average is 15 students to 1 faculty member).

Within the overall student/faculty ratio, there is substantial variation in teaching loads (for

example, clinically based programs such as nursing and health sciences traditionally have low student/faculty ratios). Even within schools, the student/faculty ratio varies substantially. Individual faculty loads are different based on a number of factors, such as research activities, levels of courses taught and course enrollment. Similarly, there is variation between departments within the same school, e.g., engineering courses have a much lower student/faculty ratio than do computer science courses.

^{*}according to state methods of calculating ratios

Number of Students per Faculty Member (for state colleges and universities)



Cost-Efficient Staffing

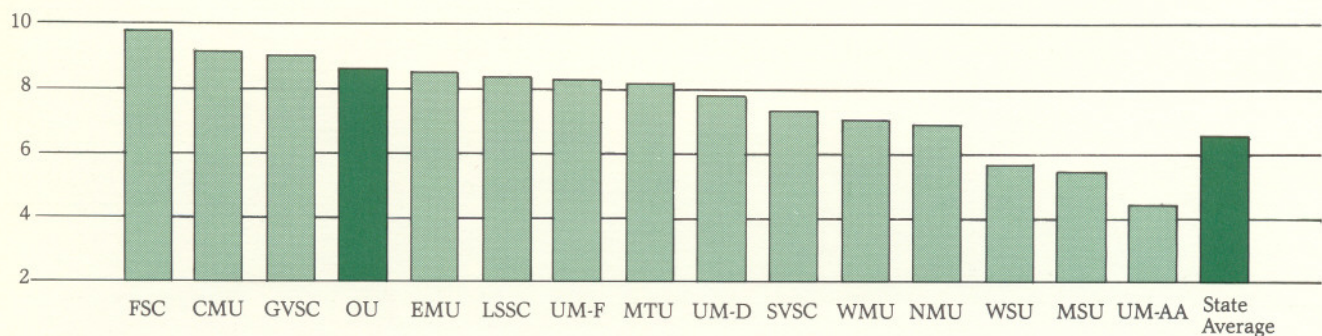
Oakland University's employee/student ratio, 8.74:1 (8.74 students to each employee), is fourth highest in the state of Michigan's 15 public colleges and universities, with the average being 6.5:1. In terms of employee cost per student, Oakland ranks eighth at \$3,269, more than \$1,000 below the \$4,372 average. Both measures speak to careful stewarding of precious resources.

Oakland employs faculty who can both teach well and contribute meaningful research. (Members of its faculty have won most of the prestigious awards made by government agencies and private foundations.) Eighty-four percent of its more than 360 faculty members hold Ph.D.s. Many of Oakland's administrative and service staff members also hold advanced degrees.

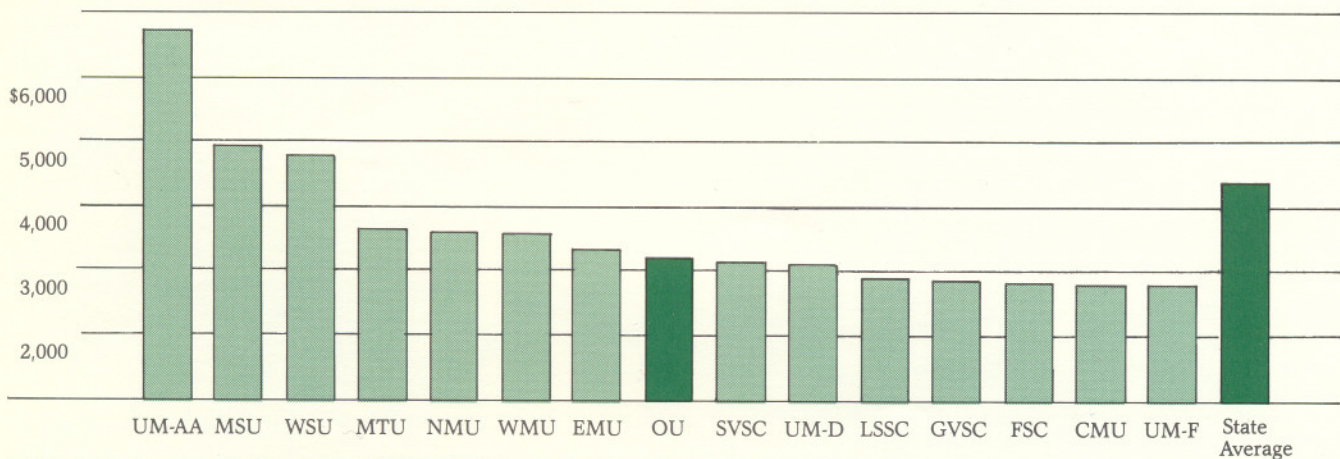
Oakland's diverse employee groups work closely together to provide a meaningful educational experience for students and community residents. The university has union employees in the following groups: American Association of University Professors; United Auto Workers/Clerical Technical Local 1925; Local 1418 of the American Federation of State, County and Municipal Employees; Police Officers Association of Michigan; and Fraternal Order of Police. Five nonunion groups also exist: administrative professional; exempt clerical workers; academic administrators; deans; and the executive group.

Oakland University serves the communities surrounding it in many ways. Likewise, its employees are often involved in community service activities in addition to their university responsibilities and affiliations.

Number of Students per Employee (all employees, 1983-84, for state colleges and universities)



Employee Cost per Student (all employees, 1983-84, for state colleges and universities)





Growth in Research Activity

Total external support to Oakland University for research and development has more than doubled over the past ten years, from \$2,111,125 in 1974 to \$4,256,909 in 1984.

Oakland has historically received external support for projects in many different fields. The response to proposals from its faculty and staff has been excellent.

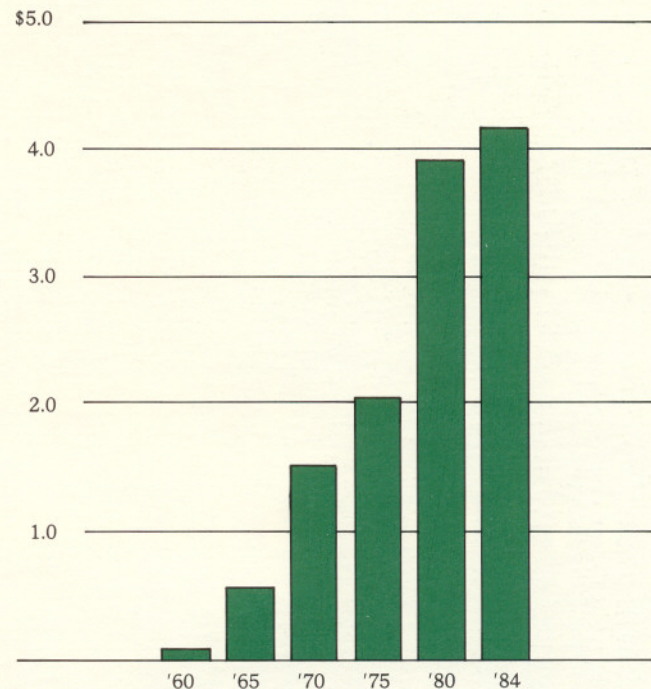
Oakland's overall base for external support grew significantly in the late 1960s for several key reasons: 1) The establishment of the Institute of Biological Sciences; 2) An increase in the number of science and engineering faculty who began to develop relationships with sources of support; and 3) A major upsurge in the federal government's support of educational programs coincidental with the growth of the School of Human and Educational Services.

The growth continues. In the past two years, Oakland has made a concerted effort to broaden its base of external funding to include more local funding from business/industry, foundations, councils and state programs. This effort has met with much success. Last year's funding from such sources exceeded \$900,000. Funding of this type recognized not only the university's educational and research excellence, but also its role as an integral part of the community; the town/gown relationship is not mere rhetoric at Oakland, it is central to institutional philosophy.

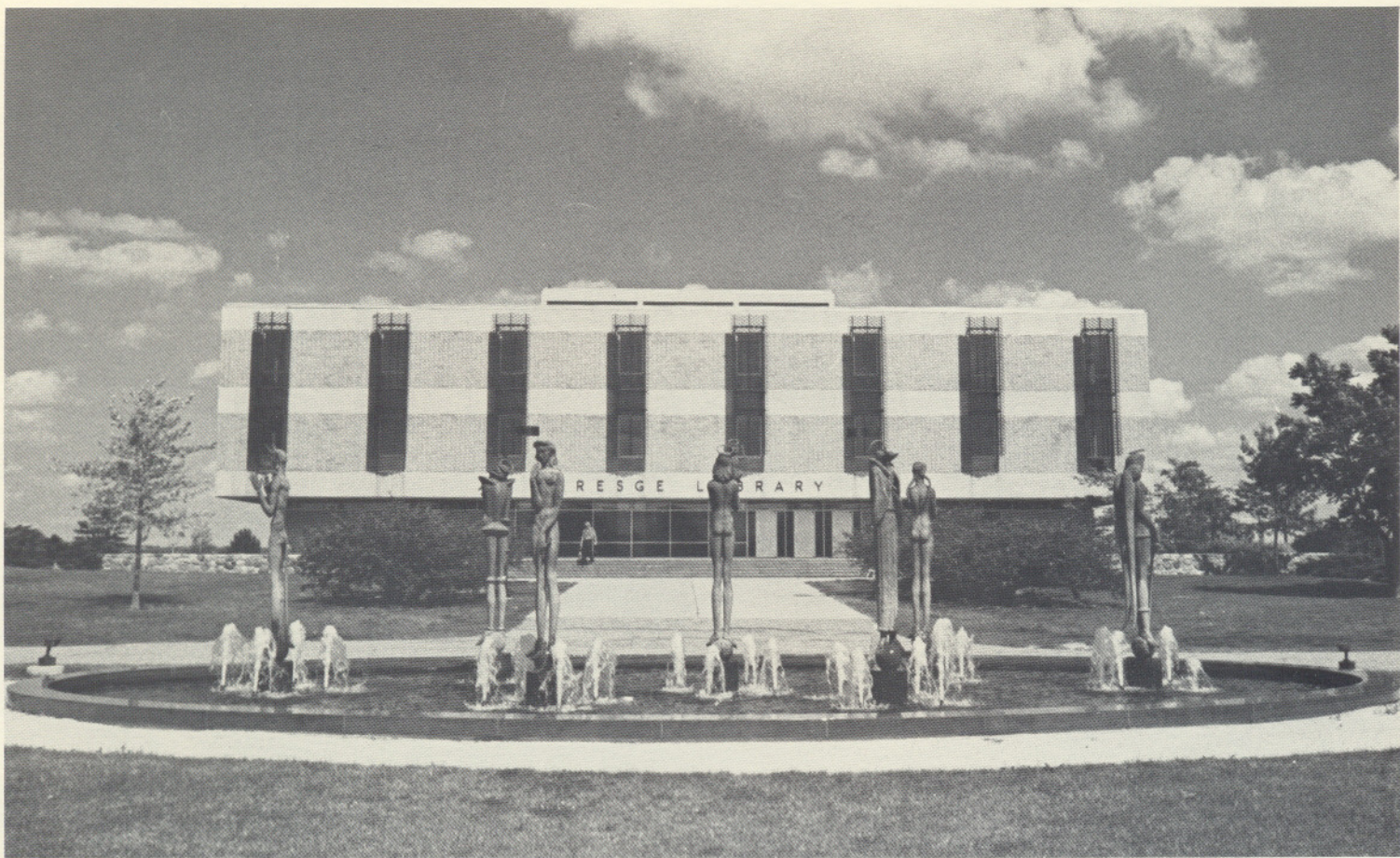
Opposite: Construction is under way on the Meadow Brook Health Enhancement Center, scheduled for completion in the fall of 1985.

External Support for Projects

(fiscal years 1960-84, dollars in millions)



Includes educational, developmental, instructional and research projects.



Library Resource Needs

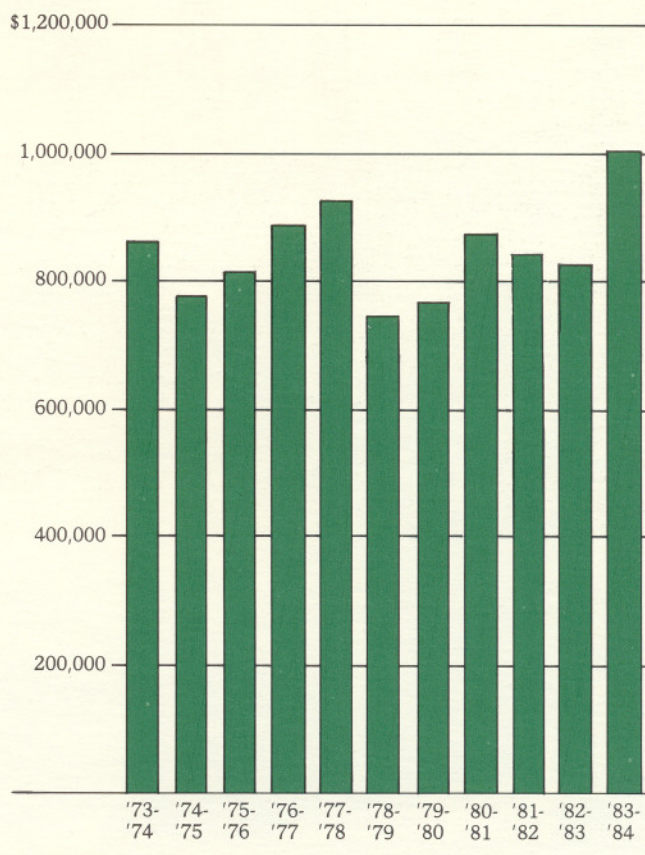
Expenditures by Oakland University's Kresge Library have remained fairly constant over the past ten years. No real gain in monies expended by the library is visible until 1983-84.

Underfunding and uneven funding over many years has resulted in serious inadequacies in Kresge Library's collections of books and journals. The recommended level of collection growth for academic libraries is at least 5 percent annually; since 1979, the growth rate of Kresge Library's collection has declined 11.6 percent.

Kresge Library, completed in 1961, was designed to provide space for approximately 200,000 volumes, 50,000 units of microform and 1,200 study stations — all to serve a population of 4,000 students. As of 1984, its collection included more than 480,000 volumes and 666,000 units of microform. In order to house this expanded collection, the number of student stations has been reduced to 580. Enrollment in fall 1984 was 11,971.

The proposed expansion of Kresge Library reaffirms its central role in Oakland University's academic programs. Current plans provide for 58,000 additional square feet through new wings on the north and south sides. The new space will allow 1,780 study stations, special seminar and group study rooms, an expanded library classroom facility, areas for students' microcomputer use, a Rare Book Room, a Current Periodicals Area and expanded facilities for microforms and government documents, the University Archives and a barrier-free environment for our growing number of handicapped students.

Library Expenditures
(in 1973 dollars)



Opposite: Kresge Library (top) and its proposed expansion (bottom).



A Spirit of Enrichment

Oakland University's cultural attractions — Meadow Brook Hall, Meadow Brook Music Festival, Meadow Brook Theatre and Meadow Brook Art Gallery — each offer something special. Meadow Brook Hall, a 100-room Tudor mansion built in 1926, provides a historic setting for tours, conferences and special events. Meadow Brook Music Festival offers a breathtaking outdoor amphitheatre setting for musical fare ranging from pop vocalists to the Detroit Symphony Orchestra. Meadow Brook Theatre presents a diverse schedule of comedy and tragedy featuring professional performers. Meadow Brook Art Gallery houses the university's African art collections and presents a variety of special exhibits throughout the year.

Visitation has increased steadily at Meadow Brook Hall with the exception of the 1978-79 and 1983-84 seasons (poor weather conditions during the December Christmas walks resulted in attendance losses).

Meadow Brook Music Festival achieved a record paid attendance of more than 210,000 patrons in 1984. This same year, visiting orchestras were reinstated. The festival also presented its first staged musical, "Oklahoma."

Although paid attendance at Meadow Brook Theatre decreased from prior years in 1982-83 and 1983-84, in conjunction with Detroit's automotive depression, a well-coordinated 1984 sales campaign and attractive schedule of plays helped register 1,000 new season ticket holders for the 1984-85 season.

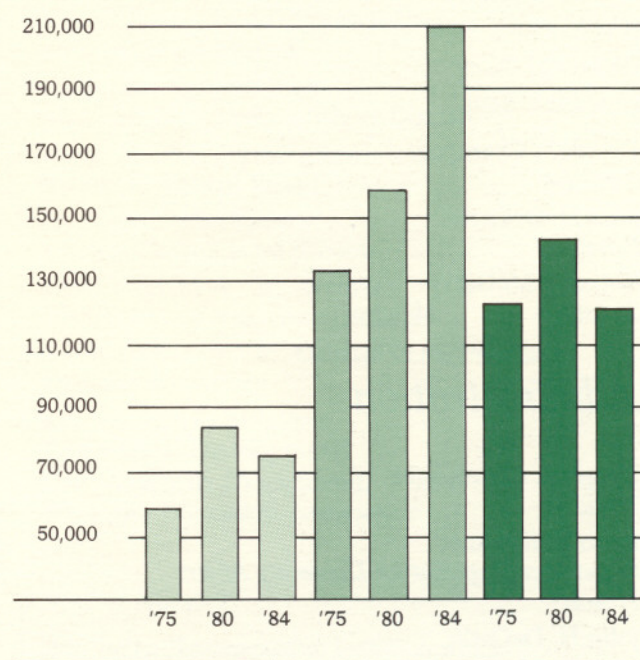
Meadow Brook Art Gallery is available to community members and students without charge. Approximately 34,000 people visited the gallery in 1983-84.

Oakland University's mission as an educational institution includes a commitment to culture, and to sharing the unique Meadow Brook enterprises with the people of Michigan and beyond. This responsibility demands attention to two ever-present challenges — frugal stewardship and rigorous innovation.

In addition, culture is promoted through Oakland's Center for the Arts, which is charged with developing, coordinating and promoting

the university's undergraduate public performances and presentations in art, dance, film, mime, music and theatre.

■ Meadow Brook Hall Attendance
■ Meadow Brook Music Festival Attendance
■ Meadow Brook Theatre Attendance



Spectators also come to Oakland University to watch Oakland Pioneer athletic events. During the past few years, the Oakland Pioneers have won a national NCAA Division II championship in men's swimming; finished second in men's swimming four times; and placed third in men's swimming (three times), women's swimming and soccer (twice).

And, many people trying to prevent health problems or recover from heart disease participate in Oakland's health maintenance and cardiac rehabilitation program. Participation in these programs has increased dramatically over the past five years — in excess of 500 percent. A new facility, the Meadow Brook Health Enhancement Center — located on the east side of Oakland's campus — will soon make these programs available to even greater numbers.

Opposite: Meadow Brook Hall.

Administration and University Friends

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Oakland University Foundation

The Oakland University Foundation has its origin in the Oakland-Macomb Advisory Committee, formed in 1957 to guide Oakland University (then MSU-Oakland). The foundation provides advice and financial support to the university and coordinates fund-raising activities through the President's Club (which now has more than 650 members), the University Associates and the Century Club.

Executive Trustees

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Harold G. Warner, *Vice President and Secretary*
Robert J. McGarry, *Vice President and Treasurer*
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Joseph E. Champagne, *ex officio*
James L. Howlett, *ex officio*
Robert W. Swanson, *Executive Vice President*
*alumnus

Boards of Visitors

Oakland University strongly believes in the value of effective advice and self-assessment. The university carefully utilizes boards of visitors for the following academic units:

College of Arts and Sciences

Joseph Assenzo, *Group Manager*, Biostatistics and Clinical Information Systems, Upjohn Company

Carmen Harlan, *News Anchor*, WDIV

Ernest Jones, *Retired Chairman*
D'Arcy MacManus Masius

Lenora Ledwon, *Attorney*, Clark, Kline & Beaumont

Edward Revis, *Executive Director*, Oakland-Livingston Human Services Agency

Julius Rutzky, *Corporate Medical Director*, William Beaumont Hospital

School of Economics and Management

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First Federal of Michigan

Bernard M. Fauber, *Chairman of the Board and Chief Executive Officer*
Kmart Corporation

William R. James, *President*
Cable Television Division,
Capital Cities Communication

Paul L. John, *Chairman of the Board and Chief Executive Officer*
Campbell-Ewald Company
(Chairman, SEM Board of Visitors)

J. Michael Losh, *General Manager*
Pontiac Motor Division, General Motors

Eugene A. Miller, *President*
Comerica, Inc.

Kenneth E. Myers, *President*
William Beaumont Hospital

Harold A. Poling, *President*
Ford Motor Company

Thatcher Root, *President and Chief Operating Officer*, Manley, Bennett, McDonald & Company

Alan E. Schwartz, *Senior Partner*, Honigman, Miller, Schwartz and Cohn

Paul G. Stern, *President and Chief Operating Officer*, Burroughs Corporation

Albert A. Theiss, Jr., *Managing Partner*
Coopers & Lybrand

School of Engineering and Computer Science

Board being reorganized at this time.

School of Human and Educational Services

Lillian Bauder, *Executive Vice President*
Cranbrook Educational Community

Donald L. Bemis, *Superintendent*
Utica Community Schools

Edwin Crandall, *Consultant*
Rochester Community Schools

Beverly Geltner, *Associate Superintendent*
Southfield Public Schools

William G. Keane, *Superintendent*
Oakland Intermediate School District

Byron K. Love, *Deputy Superintendent*
Pontiac School District

Robert Lutz, *Superintendent*
Macomb Intermediate School District

Eleanor Monks, *Former Chair*
Rochester School Board

John Pagen, *Superintendent*
Warren Consolidated Schools

Donald P. Sheldon, *Superintendent*
Walled Lake Consolidated Schools

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Oakland University

Charles T. King, *Consultant*
Professional Development/
Human Rights Department,
Michigan Education Association

School of Nursing

Glenn Betts, *Representative*, UAW Local 22,
Cadillac Auto Plant

Donald J. Bortz, Jr., *Owner*
Bortz Health Care Facilities, Inc.

Dennis J. Hertell, *U.S. Congressman*, 14th District

Ruth Huebner, *Member*
Oakland University President's Club

Robert Hutton, *Former Chairman of the Board*
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Mary Anne Keyes, *R.N.*, *Associate Hospital Director*, William Beaumont Hospital

Mercedes Lichtwardt, *Former Chairperson*
Board of Children's Hospital

Dr. Richard Prior, *M.D.*, *Corporate Medical Director*
General Motors

Robert Shapiro, *Vice President of Health Services*
Perry Drug Stores, Inc.

Dr. Charles Wolfe, *M.D.*, *Administrator*
Jewish Home of the Aged

Sharon Woodcock, *R.N.*

Statement of Current Funds Revenues, Expenditures and Transfers

	Year Ended June 30, 1984					
	General Fund	Designated Fund	Auxiliary Activities Fund	Subtotal	Expendable Restricted Fund	Total Current Funds
REVENUES						
Student fees	\$15,473,000			\$15,473,000		\$15,473,000
State appropriations	21,833,000			21,833,000		21,833,000
Federal contracts and grants	17,000			17,000	\$4,563,000	4,580,000
Gifts and other grants	14,000	\$ 177,000		191,000	2,220,000	2,411,000
Income from investments:						
Endowment Fund					161,000	161,000
Other	380,000	667,000		1,047,000	65,000	1,112,000
Departmental activities	191,000	1,326,000		1,517,000	38,000	1,555,000
Auxiliary activities			\$13,127,000	13,127,000		13,127,000
Application fees	206,000			206,000		206,000
Recovery of indirect cost of sponsored programs (deduction)	697,000			697,000	(697,000)	
Increase in restricted revenue held for future expenditures					(210,000)	(210,000)
TOTAL REVENUES	38,811,000	2,170,000	13,127,000	54,108,000	6,140,000	60,248,000
EXPENDITURES AND TRANSFERS						
Instruction	18,882,000	692,000		19,574,000	379,000	19,953,000
Research	236,000	36,000		272,000	1,941,000	2,213,000
Public service	299,000	258,000		557,000	320,000	877,000
Academic support	4,001,000	204,000		4,205,000	53,000	4,258,000
Student services	3,026,000	214,000		3,240,000	343,000	3,583,000
Institutional support	5,737,000	146,000		5,883,000	411,000	6,294,000
Scholarships and fellowships	1,100,000			1,100,000	1,989,000	3,089,000
Operation and maintenance of plant, after deduction of \$934,000 (1983—\$832,000) for utility charges to Auxiliary Activities Fund	4,327,000	15,000		4,342,000	36,000	4,378,000
Auxiliary activities:						
Operations, less rent from General Fund of \$123,000 (1983—\$123,000)			12,998,000	12,998,000		12,998,000
Internal service operations, less rebilling of \$2,043,000 (1983—\$1,970,000)			139,000	139,000		139,000
TOTAL EXPENDITURES	37,608,000	1,565,000	13,137,000	52,310,000	5,472,000	57,782,000

Copies of this report — and of Oakland University's 1983-84 Financial Report — can be obtained from the Publications Department, 119 North Foundation Hall, Oakland University, Rochester, Michigan 48063 (313) 370-3184.