

"Through powerful partnerships established in communities from Michigan to Malawi, MSU researchers are helping develop sustainable solutions that address the world's pressing problems."

—Lou Anna K. Simon, MSU President

Michigan State University ranks in the top 100 research universities in the world. It provides internationally competitive undergraduate and graduate education, research, and outreach for the benefit of Michigan with the goal of becoming known as the leading world-grant university by 2012.

Whether by assisting in the creation of jobs for thousands of people, attracting funding for research that can change and even save lives, or simply enhancing contributions to the State's coffers because its alumni earn high-end salaries, Michigan State University's economic impact on the State of Michigan (State) is enormous. According to a 2007 study, economic activity in the Michigan related to Michigan State University's activities was more than \$3 billion in 2005.

The three University Research Corridor (URC) universities, including Michigan State University (MSU), serve as engines for economic recovery in the State. In 2007, they created over 69,000 jobs, educated more students than any of the nation's best comparable R&D clusters, and produced \$13.3 billion in economic impact in 2007.

MSU provides world-class graduate and undergraduate education, while being uniquely positioned to foster the emerging bioeconomy and alternative energy research with the agricultural and manufacturing sectors of the economy. MSU is prepared to meet society's expectations for a global university, helping to build the local and national economy with breakthrough discoveries and new knowledge with worldwide impacts. In partnership with leaders in Michigan and the nation, MSU is working to find solutions for the critical problems facing society.

MSU calls upon the State to:

- Adopt a stable, predictable approach for allocating funding to MSU while recognizing the critical importance of research universities with medical programs, and emphasizing outcomes – graduations in addition to enrollments
- Increase public investment in higher education
- Fund initiatives that maintain and enhance MSU's preeminence in fields that position Michigan for leadership in the bioeconomy

"We need many more people, companies, and universities trying many more things and a market that will quickly scale the most promising new ideas."

—Thomas Friedman, Author

"Hot, Flat, and Crowded: Why We Need a Green Revolution – and How It Can Renew America"

- Fund the programs of the Michigan Agricultural Experiment Station (MAES) and MSU Extension (MSUE), which, among other outcomes, support Michigan's food and fiber industries, and equally important tourism industry. These industries are growing in size and importance in Michigan. The MAES and MSUE provide many services that assist Michigan's families, businesses, and communities
- Address capital outlay needs critical to keeping MSU research and instruction leading-edge and world-ranked.

A fair approach for allocating scarce resources across institutions

In order to arrive at a stable, predictable, "investment" approach to funding, it is essential to recognize the differential costs associated with world-ranked instruction and research missions. The State must provide full funding support for research-extensive universities with health care programs, because these universities will shape the future for Michigan.

State funding must consider the total number in the graduate/undergraduate mix of students served, and must emphasize graduation outcomes. The proposed funding model for 2009-10 includes higher base funding per Fiscal Year Equivalent Students (FYES) for MSU, UM, and WSU plus additional differential funding based on graduation rates in Science Technology Engineering Math (STEM) and plant and animal sciences disciplines provided by a given institution. State funding must also recognize all types of external funding that are part of the research mission of the university and consider the extraordinary cost associated with offering health care education including M.D., D.O., D.V.M., Nursing degrees, and Ph.D. graduates.

Appropriations for operating expenditures for higher education in Michigan have ranked last among all 50 States for the past ten and five-year periods and next to last for the two and one-year periods ending in 2008. Michigan appropriations lag comparison States, such as California, New York, and North Carolina, many by a considerable margin. Appropriations fall far short of both Consumer Pricing Index (CPI) and Higher Education Price Index (HEPI) measures over the last ten years – see the Appropriations History attachment.

MSU funding supports Michigan

More than ever, it is essential that every dollar work on behalf of the people of Michigan in ways that will bring the greatest value and return, strengthen our communities, fuel our economy, and provide all of our citizens with a better quality of life.

MSU faculty and academic programs benefit Michigan by importing over \$376 million in externally funded research. In addition, industry, foundations, and individuals from around the globe invest in MSU academic programs and the State, contributing over \$1 billion to the MSU Capital Campaign.

MSU has secured \$57 million in funding from the National Institutes of Health to expand its roles in the largest research project ever to study how environment affects the health and development of children. As part of an alliance with Michigan's top research universities, health care systems and state and local health agencies, MSU is leading the state's role in the study, which will monitor more than 100,000 children from before birth to age 21 in Genesee,

Grand Traverse, Lenawee and Macomb counties. The \$57 million is in addition to \$18.5 million announced last fall for study work in Wayne County.

The Great Lakes Bioenergy Research Center (GLBRC), a joint effort with the University of Wisconsin at Madison, is one of three new U.S. Department of Energy Bioenergy Research Centers established in 2007. MSU was awarded approximately \$50 million for basic science research aimed at solving some of the most complex problems in converting natural materials to energy.

The National Superconducting Cyclotron Laboratory is the leading rare isotope research facility in the United States and received over \$18 million last year from the National Science Foundation in continuing support for its research programs. MSU has the No. 2 ranking for nuclear physics graduate programs in the nation.

A Blue Ribbon Committee on Physician Workforce predicts Michigan will be short 900 physicians by 2010, 2,400 by 2015, and 4,500 by 2020. MSU Medical School expansions are addressing this shortage by the addition of a College of Human Medicine program in Grand Rapids and two new sites in Southeast Michigan for the College of Osteopathic Medicine -- Detroit and Macomb Counties.

MSU always has been consistently accountable to Michigan citizens and to the world. It has the highest number of in-State students among Michigan public universities, and 76 percent of those who receive a bachelor's degree from MSU stay and work in Michigan based on 2007 data. Michigan is always the first beneficiary of MSU's graduates as it delivers high-quality academic programs and global networks with Michigan applications.

Financial aid: preserving access

MSU is committed to preserving access to higher education for Michigan students. Nearly 87 percent of undergraduate students come from Michigan's 83 counties. The average resident student at MSU comes from counties with lower per capita personal income than either of the two other URC universities. In 2008-09, MSU continued to increase financial aid at a rate greater than increases to tuition with approximately \$69.5 million budgeted in financial aid programs, representing a total increase of more than 12 percent.

Currently, 50 percent of MSU students receive some form of financial aid and 25 percent of undergraduate students receive Pell Grants. The Spartan Advantage program provides grants and work study to MSU's neediest students relieving them of the cost of debt to finance their education. MSU has maintained its share of Pell Grant recipients, despite rising costs and increasing academic quality, and is committed to continuing its work with students in the economic tier just above Pell eligibility, who otherwise might not qualify for adequate aid.

U.S. News & World Report gives MSU a plus-16 rating in graduations – signifying that MSU's rate is 16 points better than the predicted graduation rate for similar institutions. MSU's plus-16 rate is the highest in the State and leads the Big Ten, exemplifying MSU's willingness to take risks on a student's potential. Moreover, it is a measure of quality that demonstrates how well MSU is using its educational resources to graduate students, even in difficult budgetary times.

Michigan's unique position in the post-petroleum bioeconomy

In the bioeconomy, biomass from trees and agricultural crops is transformed into a range of clean, safe, and renewable necessities, including fuels, chemicals, and building materials. Michigan has the natural resource base, industrial infrastructure, intellectual capabilities, and leadership commitment critical to a thriving bioeconomy. Building the bioeconomy will give Michigan a competitive advantage in meeting the growing demand for products made from renewable plant resources and can point the way to a more thoughtful relationship with the land and the environment. More specifically:

- Michigan has an abundance of raw materials – wood and crops – that provide biomass – the seminal ingredient in the production of plant-based energy, chemicals and materials;
- Michigan has the industrial infrastructure and the intellectual capacity to provide value to the entire bioeconomy production chain, from very basic genomic work to the delivery of biofuels and products;
- Michigan's automotive and furniture industries want to incorporate more biobased materials into their products;
- In addition to the State's network of community colleges and universities, MSU Extension is poised to provide initial and ongoing educational programs necessary for development of the workforce that will propel the bioeconomy;
- Michigan is strategically located near tens of millions of consumers; it has proximity to major markets, diverse manufacturing markets, and Canada;
- The governor and the Michigan Legislature have made alternative fuels an important focus of the \$2 billion 21st Century Jobs Fund program;
- MSU is committed to helping build the bioeconomy and created the Office of Biobased Technologies in 2006 to use MSU research and resources to help foster connections with public and private sector initiatives;
- The GLBRC at MSU is exploring scientifically diverse approaches to converting various plant feedstocks – agricultural residues, wood chips, and nonfood grasses – into liquid transportation fuels. In addition to its broad range of research projects, the GLBRC is also collaborating with agricultural researchers and producers to develop the most economically viable and environmentally sustainable practices for bioenergy production;
- MSU is working with State officials, Michigan Technological University, and several other universities on a group of innovative Michigan Centers of Energy Excellence to position Michigan as a national leader in alternative energy production and help reduce dependence on foreign oil;
- BioCollaborate, a partnership between MSU and the Biotechnology Institute, will place the university and partner bioeconomy company researchers side by side in cutting-edge lab space to solve problems, test new technology, and minimize the risks associated with commercializing new technology;

- MSU as a whole is supporting the bioeconomy through a number of efforts that increase the sustainability of MSU facilities. All diesel trucks, tractors, and other equipment use a blend of 20 percent biodiesel made from soy and 80 percent petroleum diesel. Manure, animal bedding, leftover animal feed, and leaves from south campus farms are composted to provide more than 12,000 cubic yards of mulch each year.

MSU calls upon the State to invest further in these emerging industries to position Michigan as a leader in the bioeconomy.

Michigan Agricultural Experiment Station and MSU Extension

As Michigan's only land-grant university, MSU has a presence in every county and community in the State in the form of MAES and MSUE. With agriculture among the fastest-growing and largest sectors in the State's economy, MSU, in partnership with MAES and MSUE, boosts Michigan's agricultural economy in numerous ways, moving beyond the traditional production agriculture model into alternative fuels and composite materials. Agricultural jobs are growing in areas hardest hit by the global economic restructuring, which include Michigan's urban settings and its most rural settings.

MAES and MSUE have broadened their traditional roles to address the challenges we face today and anticipate for tomorrow. Access to the cutting-edge knowledge necessary is provided to in every community around the State – even those without a research university nearby. That was the original, historic role of Extension and the Experiment Station and remains a powerful model MSU believes will continue to work for the future. The missions of these organizations are driven by “local” needs as identified by local leaders. Programs are constantly reviewed and enhanced to meet emerging needs.

New challenges

Michigan and Michigan's research-intensive universities face daunting challenges as society and the economy are transformed. The growing connections among local, State, national, and international economies provide additional challenges and competition as MSU seeks to bring the best students, faculty, and staff from around the world to Michigan. Competition for public and private funds and strategic partners also becomes international in scope.

Therefore, Michigan State has embraced a set of five strategic imperatives, called *Boldness by Design*, that will position us to meet those challenges for Michigan. We make these commitments to our constituents, our stakeholders, and the State. Included in the following list are examples of initiatives in progress:

Expand international reach, as we've been doing since MSU established its International Studies and Programs Office nearly half a century ago, and as we continue to expand with MSU offices in China and Brazil. MSU is the first North American university in the newly created Dubai International Academic City, with classes having recently started in fall 2008.

Enrich community, economic, and family life, whether through cutting-edge programs that reach around the globe like the Rwandan coffee project in Africa or the SmartZone and Prima Civitas initiatives designed to fuel economic development and talent centers in mid-Michigan. MSU will be the home of a new world-class art museum focusing on modern and contemporary art, thanks to a gift of \$26 million from MSU alumnus Eli Broad and his wife, Edythe.

Enhance the student experience by strengthening connections between traditional academic and co-curricular experiences, through expanded undergraduate research, internships, international programs, and innovations such as the Residential College in the Arts and Humanities that opened fall 2007, with common core courses emphasizing world history, visual and performing arts, ethics, and culture.

Increase research opportunities, particularly in key areas like development of biofuels and the bioeconomy, plant and animal sciences, health and biomedical sciences, and nuclear science, while looking to our colleagues in the arts, humanities, and social sciences for assistance in defining the nature of social problems facing the world and helping create solutions for those problems. The Facility for Rare Isotope Beams (FRIB) is a half-billion dollar federal science project for important nuclear science research and MSU is competing for it. FRIB would have an estimated positive economic benefit of about \$1 billion over the next two decades and create hundreds of construction jobs. It could generate spin-off ventures commercializing applications in materials science, medical diagnosis and treatment, national security, and other sectors for years to come. Having FRIB located in Michigan would keep the State at the forefront of nuclear science research, attracting leading scientists from around the world to Michigan. It would be a significant asset to the URC, and having MSU as a site for FRIB would keep education as a key component of this research area.

Strengthen stewardship, as we successfully meet our endowment goal, and continue to be among the top 10 percent of colleges and universities in return on our investments. We will maintain our commitment that a degree earned at MSU will continue to increase in value in the coming years.

MSU's research laboratories continue to deliver breakthrough discoveries. We engage with Michigan communities and are national leaders in defining outreach and engagement as a research-extensive university of international scope. We collaborate with our public and private partners to apply our research strengths toward economic development and entrepreneurship in addressing society's most complex and perplexing challenges while using our internationally competitive research to address problems and opportunities in Michigan.

To build on our momentum, the State must acknowledge the essential role that world-ranked, research-extensive universities play in building a State's economy. Further, it must assure that MSU is able to offer the kinds of cutting-edge educational programs that our students will need to compete in the global marketplace and help transform Michigan's economy.

We must also address the continued erosion of the university's budget, driven by growing health care and energy costs, as well as the increasing need for physical plant maintenance and renovation. The people of Michigan have made investments in this institution and its infrastructure, and we must build on these investments.

Capital outlay

This request to the State follows from both extensive planning efforts and the academic direction of the university. The request recognizes that capital funding has not been provided by the State for a major MSU capital outlay project in over a decade. The requests support programs that have strong national reputations, expanding research bases, and high enrollment demand. Additional capacity for research and teaching is consistent with the university's master plan as well as the State's interest in expanding access to higher education. Funding of these requests will provide economic development in the State, now and in the long term.

Renovations and Additions

Requests for renovations and/or additions address extensive programmatic and maintenance improvements required by buildings previously funded by the State. Renovations may be needed to the configuration of the space in order to support the work of the programs housed in those facilities, upgrades to building systems, and provisions for barrier-free access. In other cases, due to program requirements, condition, age, and long-term value, an entire renovation of a building is warranted.

Requests for major renovations and/or additions include the Plant Sciences/Engineering Bioeconomy, Nursing, and Music facilities.

New Construction

New construction is needed to support high-priority programs in both the sciences and the arts. Facilities are needed to support current and future programmatic initiatives and economic development of the State, now and in the long term.

Requests for new construction include an Interdisciplinary Science and Technology Building, College of Music Facility, and Biological Safety Level 3 Containment Laboratories.

Major Systems Replacement

Over the next five years, current forecasts anticipate general fund facility and infrastructure needs of approximately \$171.0 million. In view of the extensive facility needs it faces, MSU has had to draw upon an increasing amount of internal university resources to address the most critical facility maintenance and programmatic requirements.

The university seeks funding for more targeted and specific building systems maintenance and instructional space facility upgrades. Examples of systems in need of repair or replacement include roofing, windows, electrical, mechanical, chiller, refrigeration, steam, fire, security, and barrier-free access. Instructional space upgrades may include replacement of furniture, ceiling, lighting, painting, power, data and technology support; lab benches and fume hoods.

Conclusion: MSU is an engine for recovery of Michigan's economy

MSU is uniquely positioned to contribute to critical challenges facing Michigan and the nation. It is a site for creativity, for invention, and discovery all contributing to a long-standing tradition of innovation and a diverse range of partnerships that align resources to produce the greatest impact for the greatest good. State support remains critical to making this happen.

During times of increasingly strained financial resources, MSU continues to reinvest in the academic core of the university while insuring that its strategic imperatives are integrated into all academic and financial decisions across the university. MSU applies technology for greater effectiveness in instruction and administration, emphasizes cost-saving measures, and manages its physical plant wisely.

MSU continues to be a leader as a global agenda for American higher education takes shape, building on its extraordinary foundation to look across disciplines and boundaries to help solve problems, and prepare students of the 21st century. When people think about great international universities, we want them to think of Michigan State University.

We remain committed to Michigan businesses, students, families, and national and international partners. MSU will continue to work to bring the best of the world to Michigan -- and the best of Michigan to the world.

Appropriations History

Fiscal Year	State Operating Appropriations	Appropriations % Change from Previous Year	CPI	CPI % Change Prev. Year	HEPI*	HEPI % Change Prev. Year
1998-99	\$286,849,000	2.8%	164.8	1.8%	184.7	3.5%
1999-00	\$303,754,000	5.9%	167.6	1.7%	189.1	2.4%
2000-01	\$321,198,600	5.7%	172.5	2.9%	196.9	4.1%
2001-02	\$326,016,600	1.5%	178.4	3.4%	206.5	4.9%
2002-03	\$326,016,600	0.0%	181.6	1.8%	215.0	4.1%
2003-04	\$293,383,700	-10.0%	185.5	2.1%	221.2	2.9%
2004-05	\$287,500,000	-2.0%	189.6	2.2%	231.5	4.7%
2005-06	\$283,730,300	-1.3%	195.3	3.0%	239.5	3.5%
2006-07	\$287,185,500	1.2%	202.7	3.8%	251.8	5.1%
2007-08	\$290,139,800	1.0%	208.0	2.6%	260.3	3.4%
2008-09	\$293,041,200	1.0%	215.7	3.7%	269.7	3.6%
Ten Year Average Annual Change		0.2%		2.7%		3.9%
2008-09	\$375,444,959	If change from 1998-99 base according to CPI				
2008-09	\$418,858,556	If change from 1998-99 base according to HEPI				

*The HEPI measures a fixed market basket of goods and service purchases by colleges and universities each year. It is a more accurate indicator of cost changes for colleges and universities than the CPI.

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- Continued policy of internal reallocation of funds to support new initiatives without increasing budget; reallocated approximately \$50 million over past fourteen years
- Continuing process of reviewing academic degree programs for potential mergers or discontinuation that has previously resulted in 44 academic degree programs being discontinued in the last ten years
- Continued policy of energy conservation, using central building energy management system and enhanced construction standards in building and renovation; fuel costs in 2007-08 avoided an estimated \$15.5 million annually
- MSU has the lowest electrical consumption per square foot among our peers in the Big Ten.
- The Chemistry building addition, completed in 2007, is registered with the United States Green Building Council as a LEED (Leadership in Energy and Environmental Design) building.
- In 2006 MSU joined the Chicago Climate Exchange (CCX) and committed to voluntary goals in reduction of greenhouse gases. In order to reach the goal defined by the CCX, MSU has made a commitment to environmental stewardship as a sustainable community; including energy conservation behavior which, if fulfilled, will provide a 9 % reduction in campus electrical energy usage. Environmental and energy conservation program initiation has been completed in every major building on campus with individuals identified in each department as the “environmental steward” to provide a communication link to the campus community on progress made towards the goals of reduction. Web based reporting through the campus GIS system on environmental goals has been implemented
- Transportation Services continues to focus on providing more fuel efficient vehicles on campus with the addition of: twenty more hybrids, ten compact sedans, and five electric vehicles. The fuel cost savings is expected to be approximately \$18,000 annually.
- Participation in a State of Michigan/higher education purchasing consortium has resulted in lower than normal purchased utility costs, saving approximately \$47,000 annually.
- Audits of telecommunication vendor bills resulted in an annual cost recovery of \$79,500 annually.

COST CONTAINMENT INITIATIVES

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- Changes in telecommunication system designs resulted in a vendor service charge reduction of \$105,000 annually.
- Landscape Services is mapping the campus according to funding sources. As part of the mapping process, measurements of areas are made and tabulated with regard to funding sources. With accurate measurements of land area, material quantities, cost calculations and time estimation can be made with a higher degree of accuracy.
- Prior to November of this past year, the landscape and turf grass installation duties fell predominantly on one supervisor. Since November, the landscape and turf grass installation duties are now shared with several supervisors under the weekly coordination of the Landscape Architect in Landscape Services. This has allowed us the opportunity to complete more landscape installation and renovation projects quicker than in the past.
- This summer MSU Landscape Services began testing biodiesel made by Dennis Miller, MSU chemical engineering and materials science professor, in campus lawn mowers.
- Manure, animal bedding, leftover animal feed, and leaves from south campus farms are composted to provide more than 12,000 cubic yards of mulch each year, which is used by MSU Landscape Services and sold to the public.
- The alternative fuels facility feasibility study includes MSU faculty, graduate students, undergraduate students, and staff and is lead by the Director of Utilities and Waste Management. The feasibility study will determine if construction of an alternative fuel facility to serve MSU power plant merits a full engineering study based upon preliminary economic analysis and cost assessments.
- Physical Plant has initiated a 5 year plan to retro-commission over 100 major buildings on campus with a focus on energy conservation. Estimated annual savings upon completion of the retro-commissioning plan is \$1,000,000, based upon a conservative 5 percent savings in each building.
- Physical Plant has implemented a continuous commissioning service in several buildings on campus which has yielded annual utility savings of around \$115,000.
- Re-bid the Long Term Disability plan resulting in a projected annual savings of \$900,000 - \$1,000,000.

COST CONTAINMENT INITIATIVES

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- Re-bid the MSU-Paid Life Insurance plan resulting in projected annual savings of \$200,000 – \$250,000.
- Further reduced Health Plan administration fees through negotiations with BCBS through affiliation with Michigan Universities Coalition on Health (MUCH). This resulted in ongoing savings of approximately \$300,000 annually.
- Utilization of flexible spending accounts by employees for out-of-pocket health care and dependent care costs saves approximately \$475,000 annually in FICA costs.
- Continued to implement web-based and on-line services for various administrative functions, including admissions, registration, financial aid, payroll and time reporting systems; reduced paper and processing requirements

UNIVERSITY PERFORMANCE MEASURES

INSTITUTION: MICHIGAN STATE UNIVERSITY

Outcome Goals	2006-2007	2007-2008	Estimated 2008-2009	Goal 2009-2010
1. Number of students graduating from the university with a degree in mathematics, sciences, health care, or engineering (include degrees for the Classification of Instructional Programs (CIP) codes 01,03,04,10,11,14,15,26, 27,29,40,41,46,47,48,49 and 51)	3,732	3,689	3,689	3,689
2. Total amount of research expenditures by the university.	\$358,097,000	\$360,852,000	\$371,000,000	\$382,000,000
3. Number of start-up companies formed based on university generated inventions.	4	5	3-5	3-5
4. Number of patents granted to the university.	35	37	48	42
5. Number of graduating students that received a Pell grant during their enrollment at the university.	2,100	2,122	2,122	2,122
6. Attach a summary of efforts by the university within the past two years to commercialize technology developed through university research. Include the number of jobs created or retained as a result of university research and technology transfer.	17,600	18,100	18,700	19,200
<p>Item 6. Summary of efforts: MSU operates an active technology transfer office, MSU Technologies, which identifies, evaluates, protects, markets, and licenses technologies created during MSU research that have potential commercial value. MSUT mines MSU research for technologies (through active campus outreach efforts with researchers), assesses the commercial potential of technologies (with the assistance of external market consultants), markets technologies to potential licensees, and, for appropriate platform technologies, works with appropriate third parties, to form new companies capable of commercializing these technologies. MSUT works with state, regional, and local economic development agencies on projects of mutual interest. MSU Technologies recently launched its new website (www. technologies.msu.edu), which will be used in significant part to help market MSU technologies available for licensing.</p>				

UNIVERSITY PERFORMANCE MEASURES

INSTITUTION: MICHIGAN STATE UNIVERSITY

Outcome Goals	2000-2001 Cohort	2001-2002 Cohort	2002-2003 Cohort	2003-2004 Cohort
<p>Maintain or improve baccalaureate graduation rates:</p> <ul style="list-style-type: none"> a) Four-year graduation rate (actual) b) Five-year graduation rate (actual/estimated) c) Six-year graduation rate (actual/estimated) <p>"Graduation rate" means the percentage of students who have completed the requirements for a baccalaureate degree from the institution at either 4, 5, or 6 years following initial enrollment using the IPEDS Graduation Rate Survey (GRS) methodology. The GRS is based on a fall cohort of full-time, first-time degree/certificate seeking undergraduates as established for the IPEDS Fall Enrollment Survey. Report graduation rates to the nearest tenth of percent. Report actual data where available and estimates when actual data is not available with an (e) noted after the reported estimated data.</p>	<p>44.0%</p> <p>70.0%</p> <p>74.0%</p>	<p>44.0%</p> <p>70.0%</p> <p>74.0%</p>	<p>44%(e)</p> <p>70%(e)</p> <p>74%(e)</p>	<p>44%(e)</p> <p>70%(e)</p> <p>74%(e)</p>

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