President’s Report
2005-2006
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One of the privileges of my job is the opportunity to meet AUC alumni around the world. In almost every city I visit, I am constantly impressed by the quality of graduates AUC produces. They are not only leaders in their disciplines — business, engineering, computer science, politics and the arts — but also truly global citizens who embody the core values of the university. They are engaged in their communities and actively contributing to society.

Like the thousands of alumni who have come before them, today’s students organize dozens of community outreach projects, lead community-service clubs, and actively search for answers to the political, environmental and social issues of our time. They also take service-learning courses that incorporate service into the regular curriculum, resulting in a powerful combination of classroom learning with the practical application of knowledge to “real world” social needs and problems.

It is our belief that social responsibility and community service cannot be separated from the university’s essential task of preparing future leaders. In this year’s report, we highlight examples of the community outreach carried out by AUC students, faculty and alumni. Their work includes searching for practical solutions to Egypt’s environmental problems, providing aid to Cairo’s underprivileged and increasing literacy. In addition, AUC awards about $17 million in financial aid, scholarships and fellowships each year, ensuring that an AUC education is within reach of the region’s brightest minds.

At the forefront of community service at AUC is the newly launched John D. Gerhart Center for Philanthropy and Civic Engagement — an ambitious center that aims to encourage engaged citizenship and service, as well as promote enhanced philanthropic giving in the Arab region. This new center builds upon AUC’s longstanding commitment to community service and will help us focus and consolidate efforts across the university to better serve and empower the citizens of Egypt and the Arab world. Thanks to your continued support, AUC students and alumni are leading the way in their communities at home, in Egypt and abroad.

David D. Arnold

Each time I visit the new campus site, I am reminded once again of the great future that lies ahead for AUC and its students. AUC’s new campus will provide cutting-edge facilities to deliver a comprehensive, unmatched educational experience in the region. Having had the opportunity to witness the progress of the new campus over the past few years and observing how the construction has advanced, I am always impressed with how this group of buildings that we are constructing in New Cairo, which will become our new campus, is truly evolving into a city of learning.

The construction, however, is only the first step. The most up-to-date classrooms, high-tech laboratories, spacious work areas and advanced learning resources are only part of what makes AUC the great institution it has been for nearly nine decades. Within the impressive structures of the new campus are the academic programs, expert international faculty and challenging curriculum that together create the unique AUC educational experience.

Building on our leadership position and reputation for excellence, we continue to focus on fortifying every aspect of the university’s academic program. As part of this broad initiative, AUC was awarded accreditation for its business programs from the Association to Advance Collegiate Schools of Business. In addition, it has revamped the Core Curriculum program, expanded course offerings and made several outstanding additions to its distinguished faculty.

We have achieved great results with our Comprehensive Capital Campaign in the last year, moving closer to meeting the $100 million goal. Also, thanks to your continued dedication and support, we have expanded scholarship opportunities at AUC and funded new areas of research and study. Providing AUC with the ability to continue to move toward becoming the world-class university we envision will require our continued, collective efforts. I look forward to continuing to work with you in the year ahead, as we move closer to achieving that goal.

B. Boyd Hight
The Leadership for Education and Development (LEAD) program is one of AUC’s most important initiatives designed to shape the next generation of Egypt’s leaders — smart, sophisticated, skilled men and women committed to civic engagement, social responsibility and global awareness. In addition to completing rigorous course work in their field of study, LEAD students attend leadership seminars and workshops, including a management development program; visit each of Egypt’s governorates to consult with government leaders; organize an annual conference; join community-service clubs; and participate in extracurricular activities.

“I’m not the same person I was when I joined the LEAD program,” said Mina Attia, LEAD student from Assuit. “The ideas I’ve studied, the work I’ve done — these things have deepened my character. I’ve met students from every governorate in Egypt; I’ve met governors and discussed developmental issues and challenges facing our country. So now I know the value of diversity, and I know what it means to be a leader.”

LEAD is a collaborative venture between AUC, the United States Agency for International Development and the Egyptian Ministry for International Cooperation. Each year, the program admits two outstanding public school students — one male, one female — from each of Egypt’s 27 governorates to AUC. Students receive a full-tuition scholarship, as well as access to a full range of support services, special programs and hands-on learning opportunities.

The result is an experience that affects every aspect of a student’s development: social and psychological, physical and mental. Students leave the program with a profound respect for the diversity of the world’s cultures, and a wealth of practical knowledge and real-world experience, combined with a broad and deep understanding of Egypt’s past, present and future. They enter the world with a dedication to social service, a clear sense of the challenges ahead and a boundless vision of the ways in which they can meet them.

For Kareem Omara, a LEAD student majoring in economics, his experience at AUC has been transformational. “I used to see things from my side — the Egyptian, Arab side. Everything was black or white,” he said. “But at AUC I’ve worked and studied with students from other countries, and I realize that there are so many colors and shades in between. … Now I see things not from my perspective but from an international perspective. Education isn’t about getting good grades; it’s about learning more, gaining more experience, taking a meaningful part in discussions and debates. It allows you to join the community of people who are making a difference in the world.”
Only five years after its creation by an AUC student, Alashanek ya Balady, (For Our Country), has grown into an independent non-governmental organization with a staff of 400 and now includes satellite projects at Ain Shams and Alexandria universities. A student-run community-service club that provides literacy, computer, language and youth development classes to the underprivileged area of Ain El Sirr, Alashanek ya Balady is an example of the many community-service activities AUC students take part in each year.

AUC now has 12 active service clubs that allow more than 600 students to channel concern for their community into coordinated, productive efforts that make a tangible difference in the lives of thousands of Egyptians. While all clubs share the common goal of helping others, the unique focuses and talents of the students lend each club a distinct character. Addressing a wide range of issues, the clubs concentrate their energies and expertise on distinct spheres of society to create an inclusive support network for Egypt’s less fortunate.

“There’s a sense of obligation that draws me to service work,” explained Eman Elba, political science senior and Alashanek ya Balady president. “I feel that I have been blessed with so much and I have to do something with my blessings, but there’s more to it than that. I want to do this, and it has become an important part of my life. I’m surrounded by people who are full of enthusiasm and dreams.”

Over the past five years, Volunteers in Action has conducted regular educational and recreational events, taught literacy classes, organized clothing and food drives, and distributed computers to orphanages across the country. Meanwhile, participants of Hand in Hand, another AUC student community-service organization, work with the elderly, narrowing the generation gap between young and old by traveling to nursing homes every weekend. Community service initiatives reached a peak during Ramadan, which is when the Resala student club distributed more than 300 blankets. Additionally, the Student Union and Rotaract provided meals for 100 people daily as part of the month-long Ramadan charity events on campus.

Mai Hassan, electronics engineering senior and president of Resala, a student club dedicated to reaching youth, was surprised to discover how much she gained from volunteer work. “Community service has really helped my self-esteem,” said Hassan. “When I help other people and see in their eyes that I have done something for them, it makes me feel good about myself and what I’m doing. It’s an affirmation that I’m on the right track.”
“It was shock and horror,” said biology major Hala Mohi El Din ’03, describing her initial reaction to the warning e-mail sent out by Andrew Main, former chairman of AUC’s biology department, to inform students of the latest industrial development plans threatening the Wadi Degla natural reserve.

Mohi El Din became part of the core group of alumni activists, primarily biology majors, who quickly organized and launched an awareness campaign to save the natural park by trying to prevent the construction of additional marble factories in the areas surrounding it. Degla, a dry near-pristine waterbed on the outskirts of Maadi, is a 30-kilometer stretch of the Eastern Desert, rich in limestone, granite and marble. In order to safeguard its unique and endangered animal, bird and plant life, the area was designated a natural reserve.

Last summer, Egyptian newspapers reported that the Ministry of Environment signed a protocol allowing the construction of marble factories in the buffer zone around Wadi Degla. Once news of the protocol spread, AUC faculty, alumni and students saw it as a call to action. “It’s all very nice to preach to others about how they should care about the environment, but if we don’t ourselves take action then our words are not effective,” said Sara Aly El Sayed ’02, another alumna spearheading the campaign.

The alumni’s principle strategy and major challenge was to collect reliable data on the natural park’s boundaries, and accurate facts surrounding the development plan and current domestic environmental laws. They also sent mailings to top government officials and non-governmental organizations to ask for their cooperation and intervention. But more importantly, they promoted media coverage to raise public awareness about the potentially irreversible damage the new factories could have on Wadi Degla.

One good example of their efforts to engage media attention was an SMS text message sent by Philip Mario Andrasevic ’02, to Nile FM during a live talk show, alerting listeners to the situation in Wadi Degla. “We need to look at our internal issues and be passionate about them,” explained the Egyptian-born Austrian, who, as former president of AUC’s biology club, organized numerous clean-ups in the wadi.

To tackle this ongoing environmental crisis, AUC alumni are also working toward long-term sustainable development objectives, such as organizing an awareness day in Degla for lawyers, journalists, schools and universities, and establishing a think-tank to monitor the management of Egypt’s protected areas.

“I got involved in the Wadi Degla project out of a sense of responsibility that starts with each of us as individuals,” said Magda Nassef ’02, a biology major who also holds a master’s degree in ecology and conservation. “If you want something changed, change it yourself because nobody is going to do it for you.”
From a lawyer in Zambia’s Ministry of Justice to a motivated teenager from the West Bank to a top Egyptian high-school student from Monofiya, AUC gives opportunities to hundreds of the best and brightest through a number of scholarship programs. With about $17 million in scholarships, fellowships and financial aid, last year AUC offered life-changing opportunities to approximately 500 undergraduate and 200 graduate students through scholarships — most made possible through the generosity of AUC’s supporters.

Since its inception, AUC’s Public School Scholarship Fund (PSSF) has provided scholarships to more than 150 of the most outstanding public school students across the country. Many of its graduates go on to prestigious graduate schools abroad, including Princeton and Johns Hopkins universities, as well as impressive careers in computer science, business and engineering. There are currently 74 PSSF students at AUC, including sophomore Hazem Abdo, recipient of the Faculty and Staff Public School Scholarship, a newly launched scholarship supported by the university’s faculty and staff. Before earning the scholarship, Abdo was encouraged by his family to study medicine, but coming to AUC has given him the chance to pursue his true passion. “I love math and physics,” he said. “This scholarship allows me to enjoy these fields, while knowing that as an AUC graduate, I will have access to much better job opportunities and graduate schools.”

Graduate students also find opportunities at AUC through more than a dozen fellowships in a variety of disciplines. AUC’s Yousef Jameel MBA Fellows Program, established by Yousef Jameel ’68, identifies and prepares future industrial leaders who have strong knowledge of science and engineering coupled with superior business management and decision-making skills. The highly competitive scholarship, which grants full tuition, a stipend and living expenses, was awarded to 27 Egyptian and Palestinian students last year.

Ayman Ayyad, a recent graduate of the program, pointed out its importance for the region. “Lack of education is the greatest loss in the Arab world; it poses greater damage than corruption or even war. It’s not money that is wasted here; it’s people’s minds and lives that pass year after year with ignorance, paralyzing them from making the changes our nations desperately need,” he said. “Thanks to Mr. Yousef Jameel and to all great people who volunteer their money and effort to make Arabs a well-educated nation.” For Dalia Saif El Nasr, another Jameel MBA fellow, the program has provided
“With a degree from AUC, I am confident I can advance in my career and play a positive role in my country.”

— Inonge Kwenda, University of Pretoria fellow

“Inonge Kwenda, who works as a lawyer in the Ministry of Justice in Zambia, is working on her LLM degree through the University of Pretoria in South Africa. Following her semester on the other side of the Sahara, Kwenda chose to finish her studies at AUC. “This university is excellent in terms of the library and facilities, the instructors and courses that are offered,” she said. “With a degree from AUC, I am confident I can advance in my career and play a positive role in my country.”
Through its continuing education program, AUC is providing valuable career training and language skills development to thousands of Egyptians each year. About half of the 42,000 students enrolled in the continuing education program are learning English, making AUC one of the country’s leading centers for English-language instruction.

Wesam Mowafi, 28, a stay-at-home mother of two, recently made the decision to enroll in a master’s program for teaching English only to discover that a high score on a standardized English exam is required. Through a specialized course at AUC, Mowafi is realizing her dream. “AUC is the best,” Mowafi said. “My teacher understands my weaknesses as a student and gives me the encouragement I need. This is the best education I’ve ever had.” Mowafi, who hopes to eventually teach English to children with disabilities, learns as much from the course material as she does from observing her instructor. “I watch my teacher and try to learn her techniques,” she said. “I am already learning how to be a good teacher just by watching my instructors and the way they are able to connect with every student in the class.”

In addition to English-language instruction, AUC provides career training to thousands like Mowafi through nearly 5,000 courses in everything from computer literacy to business skills. These programs allow AUC to serve the diverse needs of the Egyptian community.

An example of the variety of programs offered through the School for Continuing Education (SCE) is the Cairo Community Interpreters Program. Through this initiative, SCE (formerly the Center for Continuing and Adult Education) certifies more than 50 interpreters of various African languages annually, filling a critical need in the refugee community. In addition, its International Human Rights Law Outreach Program offers free training to civil-society activists including lawyers and representatives of non-governmental organizations.

“I was so happy to find this program,” said development lawyer Heba El Batreeq. “I thought that there was no development training for lawyers in Cairo, but then I found this. It has helped me a lot in my legal research and in my work with the government.”

In addition to its focus on professional training, AUC has a long tradition of educational programs targeting youth. For more than 20 years, the Junior Summer Program has welcomed children to AUC to improve their English, enhance critical and creative thinking, and complement school education in a safe and fun environment. The children participate in sports, crafts, computers, social skills, living values, folklore dancing, research and their own Model United Nations.
In honor of John D. Gerhart, AUC’s former president who is responsible for expanding student community-service activities, the university established the John D. Gerhart Center for Philanthropy and Civic Engagement as a means of institutionalizing public service at AUC and in the Arab world.

The center has a dual focus: to consolidate university activities aimed at encouraging engaged citizenship and service, and to promote enhanced philanthropic giving in the Arab region. Combining learning, research, service and advocacy, the center works to expand the boundaries of philanthropy, going beyond charity to address development and social justice. Activities include a visiting fellows program, teaching and research, support to faculty for designing community-based learning courses and disseminating resources on professional philanthropy. Students are encouraged to integrate volunteering with a rigorous program of reflection and learning. In addition, the center partners with government and civil society groups to find novel solutions to problem areas such as urban poverty.

Starting closer to home, one of the center’s first activities was the Campus Literacy Campaign. Since its inception in Spring 2006, the program has linked 51 volunteer teachers — faculty, staff, students and alumni — with 175 AUC maintenance personnel, security guards, lab assistants and janitors, to improve their Arabic and English literacy skills. The project embodies the center’s mission of promoting human development and social inclusion. “We hope to make AUC a model for how a university can be of service to its wider community. And what better way to start than here at home?” said Barbara Ibrahim, Gerhart center director.

The volunteers taught in pairs, and classes were held throughout each week during regular working hours. After being granted release time from their jobs on campus, a total of 142 workers signed up for English and Arabic lessons. Ahmed Metwalli Hassan, custodian at the Gerhart center and AUC employee of 16 years, notes progress in his Arabic language skills as a direct result of participation in the program. “My reading is okay, but my writing skills are still very poor,” he said. “This is why I decided to join the program. Now I’ve started to recognize the letters. My skills are still very basic … I still have to go back to look at the alphabet, but I improved a lot. I definitely plan to continue and hope that I will learn to read.”

Looking to the future, Ibrahim hopes that AUC can be a regional leader in community service. “We would like for this university to become a model for ways in which other universities can use the talents of their student body and faculty to strengthen civic engagement in the community,” she said.
With the structural construction of most of the buildings on the new campus completed last year, progress on AUC’s future home is now more visible than ever. In addition to the development of the construction, last year saw the implementation of the landscaping and progress on the information technology plans.

AUC’s Desert Development Center is supplying the required plants for the new campus. The landscaping — designed with a respect for nature and an awareness of the region’s climate — will contain numerous green areas that include nearly 150 different species and more than 8,000 trees. The plants that will be used were selected for their low water needs and suitability to a desert climate.

The plants will be a mixture of international and native Egyptian species. The campus is divided into zones, each employing a specific concept for the plants. Nearly 350 palm trees have already been planted in what will become the AUC Park.

In addition, plans were finalized with Nortel Networks to develop the information technology infrastructure that will employ cutting-edge technology, including wireless access across the entire campus both inside and outside of buildings. Each classroom will support the smart classroom concept, where instructional lecterns, laptops, projectors and video monitors may be used. Videoconferencing facilities will be available in a number of rooms, and all classrooms will be equipped with the infrastructure needed to implement them in the future if desired.

“It is extremely rare that a university is built from the ground up,” said Mike Kerwin, IT consultant for the new campus. “There is rarely the capacity for centralized equipment rooms and for standardized technology and connectivity.”

With the new campus, however, technology systems will be consolidated, integrated and housed in primary and back-up data centers that allow for greater efficiency, capability and cost-effectiveness. Kerwin described information technology on the new campus as “a profound, unique opportunity to leap ahead in a manner that is not reasonable or practical in an operating university. This will ensure that faculty, staff and students have the privilege of superior technology integrated into the teaching and learning process.”
Mohamed ElBaradei Receives Honorary Doctorate
Mohamed ElBaradei, Egypt’s most recent Nobel Prize winner and director general of the United Nations International Atomic Energy Agency, received an honorary doctorate from AUC at the midyear undergraduate commencement ceremony, where he delivered a speech urging students to maintain their curiosity and quest for knowledge after graduating.

Prince Talal on Campus
Prince Talal Bin Abdul Aziz Al Saud discussed American and Arab perspectives of political reform in a packed Ewart Memorial Hall during the Spring 2006 semester. In his remarks, Talal criticized violence as a means to an end and emphasized the need for internal dialogue in Arab countries.

Karen Armstrong Explores Religions
World-renowned author of more than a dozen books on religion, Karen Armstrong was a distinguished visiting professor at AUC, delivering a series of lectures on issues ranging from Islam and the West to Christian fundamentalism in the United States.

Business Programs Gain Specialized Accreditation
AUC was awarded accreditation for its business programs from the Association to Advance Collegiate Schools of Business (AACSB International). The premier international accrediting agency has only recognized about 530 of the world’s 45,000 business schools.

Kofi Annan Delivers First Nadia Younes Memorial Lecture
Kofi Annan, former secretary-general of the United Nations, inaugurated the Nadia Younes Memorial Lecture series at AUC. The Nadia Younes Memorial Fund was established by AUC in honor of Younes, who was killed in the 2003 bombing of the UN headquarters in Baghdad. The fund will support a conference and meeting room on the new campus, an award for public and humanitarian service for graduating seniors and an annual lecture.

Model United Nations Team Awarded Top Honors
AUC’s Model United Nations team competed with 250 other universities in New York and earned the event’s top honors as outstanding delegation for the first time since they began competing in 1996. The only delegation from the Middle East, the 24 delegates on AUC’s team represented South Africa in 13 different councils.

Lawrence Pintak Appointed Director of Adham Center
The newly renamed Adham Center for Electronic Journalism welcomed Lawrence Pintak as its new director. A veteran journalist for more than 30 years, media consultant for governments around the world and former editor of a major newspaper and Internet news site, Pintak brings a wealth of experience to the center. Reflecting the converging nature of digital media and expanding its scope, the Adham center replaced “television” with “electronic” in its new name.
**Computer Programming Team Wins Regional Championship**

For the second year in a row, AUC students won first place at the Association for Computing Machinery’s Middle East and North Africa competition. AUC’s team then travelled to Texas to participate in the world finals, where they ranked 53rd out of 83 teams, ahead of a number of prestigious universities such as Duke, Carnegie Mellon and Georgia Tech.

**Aga Khan Receives Honorary Doctorate**

The Aga Khan, 49th imam of Shia Ismaili Muslims, received an honorary Doctor of Humane Letters from AUC and delivered the commencement address at the undergraduate ceremony in June. He stressed the importance of following the Islamic tradition of seeking knowledge from all sources and constantly reaching out for enrichment.

**Sheikha Mozah Inaugurates AUC’s Gerhart Center**

Speaking at the launch of the John D. Gerhart Center for Philanthropy and Civic Engagement, Her Highness Sheikha Mozah Bint Nasser Al-Missned, wife of the emir of Qatar, stressed the importance of shifting the concept of volunteerism from material and financial assistance to an investment in human capital.

**Students Stage Arabic Thriller**

Students from the performing and visual arts department staged *Al-Mahrusa*, an Arabic thriller about societal corruption and repression that surfaces during the investigation of a peasant who is framed for murder in a small Nile Delta town.

**Egyptian Author Wins Mahfouz Award**

Marking the 10th anniversary of the annual Naguib Mahfouz Medal for Literature, Egyptian author Yusuf Abu Rayya took home the honors for *Laylat Ur (Wedding Night)*, a satirical novel that takes place in a small town in the Nile Delta and critiques contemporary Egyptian reality with suspense and black humor.

**Zewail Calls for Scientific Revolution**

Captivating an audience that overflowed from Ewart and Oriental halls, Nobel laureate and AUC Trustee Ahmed Zewail identified research, ethics and technological development as the basic tenets for a scientific revolution in a lecture about scientific achievements during the last two centuries. Zewail stressed the importance of interdisciplinary work, arguing that good scientists do not confine themselves to knowledge in just their own fields.
Office of Sponsored Programs

The Office of Sponsored Programs (OSP) reports that AUC received $4,722,460 dollars from outside sponsors for the fiscal year 2005 – 2006 in support of research, training and public service projects. OSP represents the university in its dealings with governments, foundations and companies that sponsor projects, and is responsible for submitting project proposals. OSP helps the faculty develop proposals, identifies potential funding sources, negotiates the terms of grants and contracts, and ensures that AUC complies with those terms.

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Endowment for Collections in Horticulture,
Fiscal 2006 was another successful year for AUC. Tuition revenues benefited from record enrollment of students in undergraduate degree programs, record numbers of study-abroad students and an additional increase in graduate students, despite increases in tuition aimed at narrowing the gap in tuition rates between graduate and undergraduate programs. The number of students admitted for undergraduate study through the USAID-funded Leadership for Education and Development program continued to increase, and the pressure for student housing was such that the university was obliged to rent space in hotels to accommodate the demand.

Adult education activities also flourished. The School of Continuing Education (formerly the Center for Adult and Continuing Education) enjoyed the highest rate of revenue growth for many years, with strong advances in the scheduled English and business studies programs. The Management Center and Engineering Services programs also recorded excellent revenue growth. The AUC Press and bookstores started the year strongly, but sales fell in the closing months of the academic year, adversely impacted by acts of terrorism and the outbreak of the Israeli-Lebanese war.

Total operating revenues climbed 11.7 percent to $90.6 million; however, the university continues to face strong cost pressures. Although aggregate operating expenses rose by 12.2 percent, closely tracking the increase in revenues, expenses in certain areas such as institutional support increased by more than 20 percent. Keeping operating costs under tight control will remain one of the university’s most urgent priorities.

Revenue from new gifts and pledges totaled $11.3 million and was slightly down against the comparable figure for 2005 because of a reduction in giving for the construction of the new campus. Donations to the endowment, however, posted a record at $5.6 million.

While the university’s endowments enjoyed a less spectacular year than in 2005, when the remarkable showing of the Egyptian stock market boosted results, the total return on funds invested nevertheless exceeded 10 percent. The decision during fiscal year 2006 to withdraw funds from the Egyptian market detracted from investment performance in the short run, as Egyptian stocks continued to fare better than their U.S. counterparts, and the Egyptian pound advanced further against the U.S. dollar.

Construction progress on the new campus was slower than anticipated, obliging the university to postpone its planned relocation to Summer 2008. By August 31, 2006 the contractor had completed just under half the works, and a considerable pick-up in construction activity will therefore be required to meet the revised completion date. At the time of writing, following negotiations on a number of claims submitted by the contractor, the two sides are poised to sign a settlement agreement, clearing the way for accelerated progress in the months ahead.

Fiscal year 2007 has started promisingly; enrollment trends have been strong and the Egyptian economy continues to make solid, if unspectacular, progress. As already mentioned, the biggest challenge for the university continues to be cost containment, a concern that is made all the more pressing by increasing inflation in Egypt as the government seeks to reduce the burden of subsidies. Excessive inflationary pressures would threaten the longer-range stability of the Egyptian pound and consequently the stability of the university’s own operations.

Andrew W. Snaith
Vice President for Finance

*56.9% Net academic tuition and fees*
*14.5% Endowment income*
*8.9% Continuing education*
*7.1% Auxiliary enterprises*
*4.8% Other income*
*4.6% Research*
*3.2% Gifts for current operations**

Total Operating Revenues: $90.6 million

* $15.4 million in financial aid and scholarships was given to students in the form of tuition reductions. This amount is deducted from gross tuition income.
** Gifts of $9.2 million for capital projects and new campus development are excluded from operating revenues.

This information is based on the “Actual FY 2006 (pre-audit) Consolidated Operating Budget Expressed in Dollars” report, January 2007.
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