



Northeastern University

Northeastern Annual Reports

Richard M. Freeland

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Northeastern annual report: 2002-2003

Northeastern University - Office of the President

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GLOBE STAFF PHOTO/JONATHAN WIGGS

A higher grade

The turnaround Northeastern students' 'A' lists

By Charles Stein
GLOBE STAFF

Krista Klein figured Northeastern University might make a good safety school for some of the students at the San Francisco high school where she works as a counselor. But after hearing...

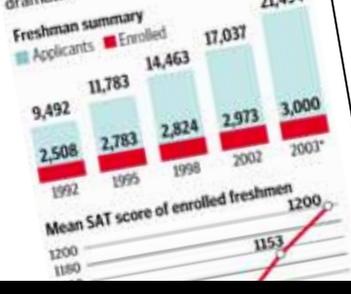
study program for blue-collar students from the Boston area. "The whole center of gravity of who is coming here has shifted dramatically," said President Richard Freeland.

The transformation is the result of an effort begun in 1991 by Northeastern to reposition itself. The change involved a new strategy, some major investments, and the added benefit that Boston itself became more alluring to many high school seniors.

Like all schools or companies that want to improve their image, Northeastern had a double challenge: It had to change and then convince the world it had changed. In Madison...

The new Northeastern

Over time, Northeastern has attracted more academically stronger applicants and has become far less dependent on Massachusetts students. The change in the past year has been especially dramatic.



A Northeastern boom
University boosts its reputation, applicant pool
Business D1

Boston Globe

Business

FRIDAY, AUGUST 8, 2003



2002-2003 Annual Report

“ . . . turnaround puts Northeastern on students' 'A' lists ”

Boston Globe, August 8, 2003



Northeastern
UNIVERSITY

Higher Learning. Richer Experience.

On the morning of August 8, 2003,
450,000 readers of the *Boston Globe* opened
their newspapers to learn what we already knew:
Northeastern is a university on the move.

Upscale turnaround puts Northeastern on students' 'A' lists

By Charles Stein
GLOBE STAFF

Krista Klein figured Northeastern University might make a good safety school for some of the students at the San Francisco high school where she works as a guidance counselor. But after hearing a presentation Northeastern made at a recent meeting for counselors, Klein changed her mind.

"I'm a little worried now some of my kids might not get in," she said. "I was amazed how selective Northeastern has become. Their numbers have really changed."
Klein discovered what many others already know: Northeastern is a hot school. More than 21,000 students applied for spots in this fall's Northeastern class, up 26 percent from the year before. The applicant pool is also stronger academically. The average SAT score for the class is 1200, up from 1153, and the average high school grade-point average is 3.51, up from 3.18.

Excerpt from the *Boston Globe*, August 8, 2003.

The fall 2003 freshman class

- 21,494: Applications for 2,800 places
- 1201: Mean SAT score
- 3.51: Average high-school GPA
- 47.5%: Acceptance rate
- 65%: Freshmen from outside Massachusetts

In the *U.S. News & World Report America's Best Colleges* (2004 edition), "Best National Universities—Doctoral" ranking:

- A mean SAT score of 1201 would have placed 66th best in the nation
- An acceptance rate of 47.5 percent would have placed 46th best in the nation

Northeastern's fall 2003 freshman class is competitive at the level of the top 100 universities in the country.

A university in transformation

As all of us who are engaged in the enterprise of American higher education well know, there arrive moments when our institutions must be recast and repositioned if they are to remain vibrant and relevant amidst the shifting competitive landscape.

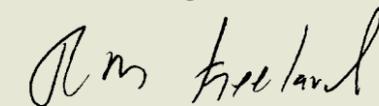
In response to this challenge, we developed a strategic plan to transform our school into a more competitive, selective, and global institution. Our goal is for Northeastern to be ranked among the top 100 universities in the nation by 2010.

Following upon a decade of hard work and steady progress, 2002–2003 at Northeastern will long be remembered as the year it all began to come together, as we enrolled a nationally competitive freshman class and received abundant evidence that additional milestones are sure to follow.

While Northeastern's unfolding story is about a single institution, it bespeaks the considerable societal benefits that grow out of our dynamic and competitive system of higher learning.

I'd be interested to hear your thoughts.

With warm regards,



Richard M. Freeland
President
Northeastern University

the plan

“Northeastern didn’t just cut. It refinanced its debt, lowering its interest payments, and borrowed an added \$32 million that was redirected toward projects deemed necessary to recruit better students. It renovated the student union, started building new classrooms, and broke ground on a new engineering and science building.” —*Wall Street Journal*, October 10, 1994

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In the early 1990s, we embarked upon a campaign to transform Northeastern into a leading national university with selective admissions and scholarly work of global significance. Our plan to achieve this has been based on our traditional strengths: national leadership in cooperative education; a broad academic program embracing the liberal arts and sciences and professional studies; a special emphasis on applied research that addresses real-world concerns; our location in the heart of Boston; and our historic commitment to serving students of modest means.

The elements of the plan:

1. Redefining our practice-oriented educational model
2. Elevating research and teaching
3. Building a student-centered campus
4. Engaging our urban community
5. Strengthening our national outreach
6. Broadening our fundraising base



"This week, Northeastern announced an ambitious \$18.3 million spending plan and other strategic steps that officials hope will vault the university from the 150th [rank] into the nation's top 100 schools and help it compete . . . for highly qualified students and faculty." —*Boston Globe*, February 16, 2002

the action

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1 Redefining our practice-oriented educational model

We have built upon our traditions—cooperative education, and study in the professions and the liberal arts and sciences—to create a new educational model that integrates these three forms of learning.

- **Cooperative education**—Expand co-op faculty, improve co-op jobs, and intensify co-op/classroom connections
- **Classroom studies**—Strengthen general education, modernize all majors, and foster dual and double majors that combine liberal arts and professional fields
- **Integrated curriculum**—Create “integrated learning models” for each major that systematically link classroom study and co-op experiences

2 Elevating research and teaching

Our academic reputation is flourishing because we have invested strongly in our intellectual infrastructure.

- **Faculty**—Thirteen professors appointed to named chairs or distinguished professorships; dozens of talented scholars recruited from major universities across the country
- **Research**—Nine new interdisciplinary research centers and institutes established through a University-wide competitive funding initiative
- **Technology**—Since 1999, annual investments in technology more than doubled, exceeding \$23 million

3 Building a student-centered campus

Northeastern's campus is growing ever more compelling as a place to live, work, and study.

- **Investment**—Since 1992, \$477.2 million for the development of our campus
- **New facilities**—Egan Science/Engineering Research Center, Behrakis Health Sciences Center, College of Computer and Information Science building, and Marino Recreation Center; seven new residence halls since 1992—with two more scheduled to open in fall 2004
- **Student life**—New Internet cafés and a late-night campus club, a top-100 athletic program, more than two hundred student organizations, and an urban campus of grassy quads and tree-lined paths

4 Engaging our urban community

Our location in the heart of a great American city offers abundant educational resources and provides opportunities for formal and informal partnerships in our neighborhood and across Boston.

- **Culture**—Partnerships with the Museum of Fine Arts, the Isabella Stewart Gardner Museum, and the Boston Symphony Orchestra
- **Education**—Collaborations with the Boston Public Schools, hospitals and health clinics, city and state government, and private business
- **Initiatives**—Partnership with Boston to build affordable housing and foster local economic development; newly created Urban Outreach Council and Center for Urban and Regional Policy

5 Strengthening our national outreach

To attract and retain stronger students while maintaining our tradition of providing an outstanding education to students of modest means, we have invested heavily in financial aid and broadened our recruiting reach to all parts of the country.

- **Financial aid**—Institutional financial aid up nearly 500 percent since 1992; in 2002–2003, scholarships, grants, and awards totaled \$110.7 million
- **Admissions**—Increased visits to high schools outside of New England; brought guidance counselors from around the country to Northeastern
- **Branding campaign**—Major marketing initiative to tell the Northeastern story to regional and national audiences

6 Broadening our fundraising base

We are building up our base of private giving to garner the resources that drive our transformation by supporting student financial aid, research funds, and facility improvements.

- **Centennial Campaign**—Six-year campaign, which ended in Northeastern's centennial year of 1998, raised \$118 million
- **Leadership Campaign**—Our current \$200 million campaign has raised \$137 million from more than fifty thousand alumni, parents, and friends

the buzz

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The Boston Globe

At Northeastern, moving the visitor center to the new Behrakis Health Sciences Complex—a dramatic, modern structure with curved glass walls—puts the spotlight on what's new for students: upscale, apartment-style dorms, highly visible from the new center, and athletic and academic facilities that compare favorably to those at Northeastern's competitors.

September 7, 2002

Northeastern led the way when it formed a partnership with the city and the community to build two dormitories for students and housing for local residents on a city-owned parking lot between Columbus Avenue and Tremont Street. Davenport Commons is a model of town-gown cooperation.

January 22, 2003

Pikesville High School is a strong academic school in suburban Baltimore. Until fairly recently its students didn't have Northeastern on their radar screen. This year seven Pikesville students applied to Northeastern; three are coming this fall.

The Pikesville story is not unique. Northeastern has showed up on the radar screen at a lot of new high schools, especially in the New York to Washington corridor . . .

August 8, 2003



Northeastern's Office of Career Services received the most No. 1 rankings in a survey of high-school guidance counselors for Kaplan/Newsweek's 2003 *Unofficial, Insider's Guide to the 320 Most Interesting Colleges*.

THE WALL STREET JOURNAL

In testimony before Congress last month, Richard Freeland, president of Northeastern University, said salaries at the Massachusetts school have jumped 33% in five years, in large part because of competition from private companies for star scientists and engineers.

October 22, 2002

"To elevate Northeastern's image and draw top talent and students, President Richard M. Freeland has launched a massive building program, expanded biotechnology and nanotechnology, and beefed-up financial aid."

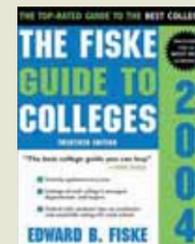
—*BusinessWeek*, April 28, 2003



In 2003, *U.S. News & World Report* ranked Northeastern University number one in the nation for programs that combine classroom learning with real-world experience.



In 2003, Northeastern's MBA program was named by *BusinessWeek* magazine as one of the "world's best" MBA programs.



Northeastern students learn big-city savvy when it comes to school, work, and even play.

Fiske Guide to Colleges, 2004

THE CHRONICLE of Higher Education

Northeastern cut its enrollment, became more selective, and improved the look of its campus to try to draw more applicants from outside the region.

December 11, 1998

The time is ripe for a new model of undergraduate education that gets beyond our rigid academic categories and combines the best aspects of liberal education, professional education, and practical experience. I call that new model "practice-oriented" education.

Richard M. Freeland, February 19, 1999

Northeastern has one of the most attractive urban campuses in the world.

September 15, 2000

the results

Northeastern University was ranked 4th in corporate reputation among Massachusetts colleges and universities, and 8th overall among 144 companies and institutions, in a survey of more than two hundred Bay State executives. The rankings were based upon reputation in five areas: ethics, financial stability, products and services, social responsibility, and workplace environment. —Reported in the *Boston Globe*, October 15, 2003

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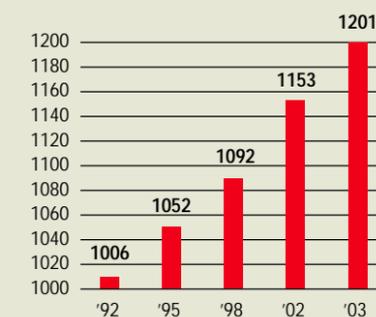
With sound strategic planning, Northeastern has captured the attention of increasing numbers of the nation's best students, and made significant advances in academics, research, student satisfaction, and urban engagement.

- Northeastern houses both an NSF Engineering Research Center and a NASA commercial center—one of only two universities in the nation to have both.
- America's Promise, a leading national service organization, named Northeastern the nation's twentieth University of Promise, recognizing our commitment to student involvement in community service.
- Microsoft Research has chosen the College of Computer and Information Science as one of its top 50 academic programs in computer science.
- Our Bachelor of Science in International Business program was ranked 18th in the nation by *U.S. News & World Report*.
- Since establishing a new technology transfer office in 1999, annual licensing and royalty income derived from research discoveries increased to more than \$1.6 million in fiscal 2003.
- Research conducted by Northeastern's Barnett Institute of Chemical and Biological Analysis has yielded more than sixty patents.
- A recent American Association of Colleges of Pharmacy survey ranked the School of Pharmacy 16th in the level of federal funding per PhD faculty member.
- Our High-Tech MBA program has been ranked number one in the nation by *Computerworld* magazine.

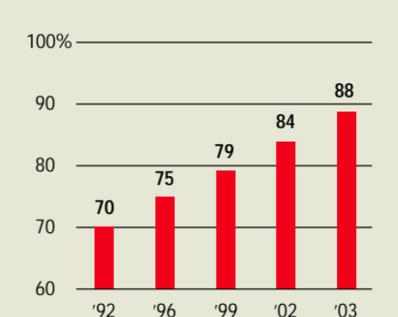


Northeastern has achieved impressive growth in several key measurements of quality. These tables illustrate the University's progress in enrollments, student satisfaction, research achievement, and academic reputation.

Mean SAT score of enrolled freshmen



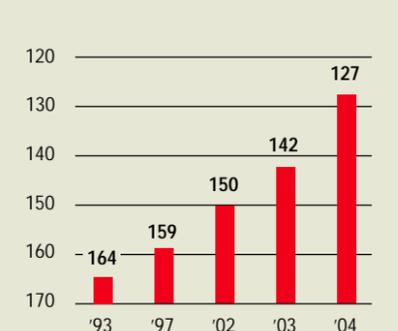
Freshman-to-sophomore retention rate



Research expenditures



U.S. News & World Report ranking



what's next

"I want to end by saying on behalf of GE, 'thank you.' . . . We want to applaud Northeastern for an incredible transformation, not only of the physical campus but of the fiber of the University. You've made us more and more proud to call ourselves alumni." —**Mark Vachon, '82**, chief financial officer, General Electric Medical Systems, speaking at the 2003 Northeastern Co-op Partners Dinner

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A milestone year, with new achievements yet to come

With the arrival of a freshman class that is highly competitive at the national level, Northeastern has taken a historic stride, one that has us well-positioned to take on the next set of challenges. In other quantifiable measurements of a university's success, we have made great progress since 1992, but need to do more. These are among the future milestones on our upward path, and we will reach them. The sense of excitement on our campus about where we are and how far we've come leaves no cause for doubt. Northeastern is on the way to joining the ranks of the nation's top 100 universities.

students

Highlights of the year

Undergraduate and graduate students alike distinguished themselves in the classroom, in the laboratory, on co-op, and on the field of play. A business student team won Northeastern's fifth Business School Beanpot in seven contests, while the football team won Northeastern's very first Atlantic 10 championship. Students won awards and recognition for research, and national and international scholarships to fund their studies. In a competitive world, Northeastern students were high achievers.

Awards and honors

- Michelle Brown, '03, an English major, won a Fulbright grant to support her postbaccalaureate studies, teaching English in Turkey.

- Political science major Gilberto Orsorio, '04, political science/economics major Jason Kravitz, '04, and economics major Salim Furth, '04, were selected as 2003 finalists for the prestigious Truman Scholarship, awarded by the Harry S. Truman Scholarship Foundation.

- Two students in University College's health information administration program received awards from the Massachusetts Health Information Management Association. Katherine Allen, '02, received the Outstanding Student Achievement Award for academic excellence and professional achievement. Kamlesh Rangwani, '03, received the Gail Norris Memorial Scholarship Award for her essay on challenges in the health information administration field.

- Allison Gill, '03, was selected as one of three law students nationwide to receive Equal Justice Works' Exemplary Public Service Award for a distinguished summer public interest legal internship—working in Pakistan and Afghanistan with the International Rescue Committee.

- Counseling and applied educational psychology doctoral student David Shriberg, '03, was chosen as president of the student association of Division 16 of the American Psychological Association.

- Kimberly Rado, '04, a first-year student in the physician assistant program, received one of two scholarships awarded last year by the Massachusetts Association of Physician Assistant Programs.

- Mathematics graduate student Claudia Clark, '04, was selected as an American Association for the Advancement of Science Mass Media Science and Engineering Fellow. Fellows work in media organizations for ten weeks during the summer to enhance news coverage of science-related issues.

- The National Student Speech-Language-Hearing Association presented the Member Honors Award for outstanding leadership and achievement to Susan Mumby, '04, a BS/MS candidate in speech-language pathology and audiology.

- The student chapter of the American Society of Civil Engineers (ASCE) won the ASCE Service Project Award for surveying, designing, and constructing a new recreational environment at a Boston-area shelter for battered women and their children.

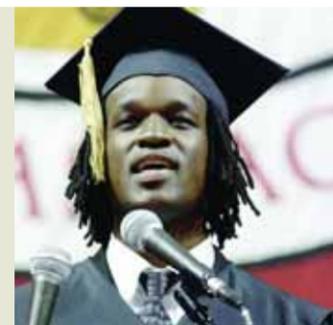
- College of Computer and Information Science students Emerson Wiley, '05, and Daniel Kurtz, '06, were awarded full-tuition scholarships, \$10,000 stipends, and co-op positions in government research labs, under a grant from the National Security Agency.

- Graduate nursing student Lucy Watson, '03, was selected for a full-tuition scholarship—funded through a grant from the John T. Hartford Foundation—for nurses enrolled in the acute-care geriatric nurse practitioner specialty.

- Kuo-An Wu, '06, a graduate student in physics, received the American Association of Physics Teachers Outstanding Teaching Assistant Award.

Commencement moment

Applauding Northeastern as an "institution that practices a unique and superior approach to education," student speaker Gilbert K. Owuor, a management information systems major with a minor in theatre, impressed the June commencement audience with an inspired address. A Presidential Scholar, Owuor lauded the way Northeastern integrates liberal, professional, and co-op experience. ". . . For the past five years or so, you've been growing as a student as well as a professional, having the benefit of the best of both worlds,"



he said. "It doesn't get much better than that." The audience stood and cheered when he introduced his mother, who had traveled sixteen hours from Kenya to see her son graduate.

- Quiana Hobson, '04, a psychology major, was selected as a recipient of the Benjamin Gilman International Scholarship, sponsored by the Bureau of Educational and Cultural Affairs of the U.S. Department of State.
- Undergraduate nursing students Courtney A. Myers, '07, Lauryn Slomkowski, '07, Alice Tchobanian, '07, and Julianne Marie Turner, '06, received \$5,000 Promise of Nursing Scholarships from the Foundation of the National Student Nurses' Association.

Carrying the Husky banner in competition

- Two teams of College of Business Administration undergraduates earned first- and fourth-place honors at the seventh annual Business School Beanpot Case Competition, which also includes teams from MIT, Babson College, Boston University, Bentley College, and Suffolk University.

- Three engineering students received recognition for outstanding undergraduate research. At the national American Institute of Chemical Engineering (AIChE) meeting, Curtis Luke, '04, won first place for best undergraduate research paper and Kevin Cash, '03, was recognized for the best biotechnology undergraduate research in the poster session. In the regional AIChE competition, Jennifer Gaines, '04, took first place for best undergraduate research paper.

- A team of four business undergraduates took First Runner-Up and Rookie of the Year honors at the regional Students In Free Enterprise Competition sponsored by The Gillette Company. The students faced off against their

peers from a number of the area's leading schools, including Boston College, Boston University, and Harvard University.

- Law student teams fared well in moot court competitions, finishing fourth out of twenty teams in the national Frederick Douglass Moot Court Competition, advancing to the quarter-finals of the Hispanic National Bar Association Moot Court Competition, and competing as one of just four teams representing the New York region at the National Appellate Advocacy Competition Finals.

- Two teams of senior undergraduates distinguished themselves in the annual American Institute of Chemical Engineering national design competition. Ellen Brennan, Kevin Cash, and Jeffrey Pierce captured first place, and Joshua Grilly, Joshua Jondro, and Nicole Winters earned honorable mention.

- An MBA student team was named one of twenty finalists in the Carrot Capital Business Plan Challenge, a nationwide business plan competition that supports university entrepreneurs. The competition attracted more than 2,300 students from 175 colleges and universities.

- The College of Engineering ChemECar team placed seventh in the national competition, which requires the student teams to design a shoebox-sized car that is entirely powered and controlled by chemical reactions.

Student scholars

- Andrea Grimes, '04, and Associate Professor of Computer Science Robert Futrelle coauthored a paper for the seventh International Conference on Document Analysis and Retrieval in Edinburgh, Scotland. Grimes also presented her work at the International Electronics and Electrical Engineers Computational Systems for Bioinformatics Conference at Stanford University.

- Teresa M. Alvarez-Diez, '03, a doctoral student in toxicology, won the Society of Toxicology 2003 Taylor & Francis Graduate Student Research Award. She presented her research at the Society of Toxicology meeting in Salt Lake City.

- History major Jared McBride, '04, conducted research at the Russian National Archives in Moscow for his senior thesis on German antipartisan actions in Galicia in World War II.

- Graduate students in pharmaceutical sciences under the direction of Associate Professor

Mansoor Amiji presented three research posters at the American Association of Pharmaceutical Scientists Northeast Regional meeting.

- Fifteen first-year law students researched and wrote "The Post-Exoneration Experience of Wrongly Convicted Individuals," a report that grew out of the students' work with the New England Innocence Project and the Law, Culture, and Difference community law program.

- Biology graduate student Iris Keren, '06, presented her research to the Boston Bacterial Meeting, organized and hosted by the Harvard Medical School.

- College of Computer and Information Science doctoral student Huanmei Wu, '05, gave a presentation on image databases at the Scientific and Statistical Database Management Systems conference.

- Ten undergraduates received \$1,000 awards to work with faculty on active research projects during the winter and spring quarters, under the Faculty Undergraduate Research Institute.

Why Northeastern is number one in co-op

More than 7,300 students held co-op positions in 2002–2003. Here are ten typical senior co-ops:

- Michael Abi-Kheirs, mechanical engineering technology; development engineer, Boston Scientific Corporation.

- Saheem Ali, theatre; directing intern, Guthrie Theatre and Theatre de la Jeune Lune.

- Aimee R. Antcil, physical therapy; physiotherapy assistant, Glasgow Royal Infirmary.

- Rebecca DerGarabedian, policing and security; intern, U.S. Senate Judiciary Committee.

- Julie A. Flynn, mechanical engineering; assistant capital project manager, The Gillette Company.

- Anders Hoeym, finance and insurance/management information systems; finance analyst intern, Boston Global Advisors.

- Fa (Junnie) Lo, accounting/management information systems; tax compliance intern, Ernst & Young.

- Luke MacDonald, biomedical physics; radiation oncology technician, Massachusetts General Hospital.

- Michael S. McLinn, computer science; software engineer, Vistagy Inc.

- Jennifer A. Murphy, journalism; American Society of Magazine Editors intern, *Food and Wine Magazine*.

Huskies shine on the field of play

- The athletics program achieved its highest ranking in the National Association of Collegiate Directors of Athletics Directors' Cup, placing eighty-first, ahead of Boston University and the University of Massachusetts, and athletic powers Kansas, Cincinnati, Virginia Tech, and Houston.

- In the fall, the title-winning Husky football team played in the National Collegiate Athletic Association Division I-AA tourney; the field hockey team won the America East title and advanced to the quarterfinals of the NCAA Tournament; the men's soccer team won the America East tournament and advanced to the second round of the NCAA playoffs; the volleyball team was America East runner-up; and the women's soccer team appeared in the America East tournament.

- Over the winter, the women's track-and-field team won the America East and New England titles, and placed second at the Eastern Collegiate Athletic Conference Championships; the swimming and diving team won its fourth straight America East title; and the men's basketball team advanced to the America East tournament semifinals.

- In the spring, the baseball team won the America East tournament and advanced to the NCAA regionals; the men's crew varsity eight finished fifth at the national championship regatta; the women's track team won the America East Championship and qualified for the NCAA East Regional Championship in ten events; and the men's track team was runner-up at the America East Championship and qualified for the NCAA East Regional Championship in eight events.

- In the fall, 153 student-athletes earned grade point averages above 3.0, and 150 did so in the winter. Athletic teams also added to their reputation for service to the community, hosting an array of clinics, camps, and other events.

- The University built a new academic center for student-athletes on the second floor of the Cabot Center, including a study hall, a computer lab, a sixty-seat classroom, and offices for support staff.

faculty

Highlights of the year

Northeastern's faculty distinguished themselves in teaching and research during 2002–2003, winning national recognition for both—including Fulbright, Soros Foundation, and National Endowment for the Humanities scholarships and fellowships, and a prestigious Massachusetts Professor of the Year award from the Carnegie Foundation for the Advancement of Teaching. Faculty members also exhibited leadership and innovation in their field and in interdisciplinary studies, playing key roles in national conferences and symposia.

Awards and distinction

- The Carnegie Foundation for the Advancement of Teaching named Associate Professor of Chemistry Patricia Ann Mabrouk the Massachusetts Professor of the Year for 2003.
- In a White House ceremony, Associate Professor of Civil and Environmental Engineering Sara Wadia-Fascetti received a Presidential Award for Excellence in Mathematics, Science, and Engineering Mentoring.
- The American Economic Association's Transportation and Public Utilities Group presented Department of Economics Chair Steven Morrison with its Distinguished Member Award.
- Professor of Law Deborah A. Ramirez and Associate Professor of Law Martha F. Davis won prestigious fellowships from the Soros Foundation—Ramirez, a Soros Justice Fellowship, and Davis, a Soros Reproductive Health and Rights Fellowship.
- Professor of Chemistry William Hancock, holder of the Bradstreet Chair in Bioanalytical Chemistry, received national awards for research—the Stephen Nal Nogare Award sponsored by the Chromatography Symposium of the Delaware Valley, and the American Chemical Society Award for Chromatography.
- Assistant Professor of Finance and Insurance Cetin Ciner received the Istanbul Stock Exchange Best Paper Award at the International Conference in Economics VI at Middle East Technical University in Turkey.
- Associate Professor of Biology Joseph Ayers's robotic "lobster," which has the potential to detect and disarm coastal mines, was named by *Time* magazine one of the "Coolest Inventions of 2003."
- Jack Levin, Brudnick Distinguished Professor of Sociology and Anthropology, received the Sign of Honour award from South-West University in Bulgaria, for his contributions to the development of international cooperation in criminology.

- Jerome Tapper, associate academic specialist in the School of Engineering Technology, received the 2003 Excellence in Teaching Award from the American Society for Engineering Education, New England Section.
- Associate Professor of History Christina Gilmartin and Professor of Communication Studies Richard Katula won Fulbright Scholarships; Gilmartin for her research on China, and Katula for his research at the Fulbright Foundation in Athens.
- Assistant Professor of Communication Studies Murray Forman received a \$40,000 National Endowment for the Humanities Fellowship.
- Walter Buchanan, director of the School of Engineering Technology, received the annual American Society for Engineering Education James H. McGraw Award, the highest honor for engineering educators.
- Al Sacco Jr., George Snell Professor of Chemical Engineering and director of the Center for Advanced Microgravity Materials Processing, was elected to the International Academy of Astronautics.
- Assistant Professor of Psychology David DeSteno's research on jealousy was included in the *New York Times Magazine's* list of the "Best Ideas of 2002."
- Mary E. Watson, dean of the School of Health Professions, gave the keynote address at the 75th Sigma Epsilon Rho Honor Society Induction, and received an award for outstanding achievement and contributions in the field of education.

Notable

- Professor of Music Dennis Miller's work, "Second Thoughts," was featured at the NONG Electronica Festival at the Korean National University of Arts in Seoul; at the Salon Internacional de Arte Digital in Havana; and at the New Forms Digital Arts Festival in Vancouver.

- Joseph Aieta, of the University College history faculty, presented and chaired a session at a meeting of the International Society for the Study of European Ideas, held in Wales.

- Professor of Computer Science Mitchell Wand was the invited speaker at a joint International Conference on Functional Programming/Conference on Principles and Practice of Declarative Programming in Uppsala, Sweden.

- Daniel Faber, associate professor of sociology and anthropology, participated in the signing of a state environmental justice bill that utilized guidelines he helped to develop.

- College of Criminal Justice faculty published extensively in academic journals including *Justice Quarterly*; *Police Quarterly*; *Youth Violence and Juvenile Justice*, an *Interdisciplinary Journal*; *Journal of Quantitative Criminology*; *Australian and New Zealand Journal of Criminology*; and the *Journal of Studies on Alcohol*.

- Assistant Professor Lorna Hayward was one of ten select physical therapy educators to participate in the Educational Research Priorities Conference, designed to establish the physical therapy educational research agenda for the nation.

- Dean of Nursing Nancy Hoffart presented an invited workshop on qualitative research methods to faculty, students, and professionals at Burapha University in Thailand.

Selected research grants

- Matthews Distinguished University Professor of Physics Steven Reucroft was an invited speaker at the Department of Energy/National Science Foundation (NSF) Review of the U.S. Atlas and U.S. Compact Muon Solenoid Detector Projects. The projects have brought \$20 million in NSF funds to Northeastern and are expected to bring another \$25 million through 2007.
- Vladimir Novotny, Camp Dresser McKee Professor of Civil and Environmental Engineering, received an \$850,000 Environmental Protection Agency research award.
- Assistant Professor of Physics Mark Williams received a highly competitive National Science Foundation CAREER Award of \$568,205 over five years for DNA research.
- College of Engineering Dean Allen Soyster and electrical and computer engineering professors Bradley Lehman and Aleksandar Stankovic are

principal investigators in a \$500,000 research partnership with Syracuse and Temple universities on electric power security, funded by the National Science Foundation.

- Matthews Distinguished University Professor of Psychology Joanne Miller received a National Institutes of Health grant of \$1,610,769 for her research on determinants of speech perception.

- Assistant Professor Slava Epstein and Professor Paul Vouros of the Department of Chemistry and Chemical Biology received a National Science Foundation grant of \$596,336 over three years for research on uncultivated microorganisms.

- Distinguished Professor of Counseling and Applied Educational Psychology Hortensia Amaro, the Boston Public Health Commission, and the University of Massachusetts Worcester Medical Center won a grant of \$500,000 over five years for a joint study of stress reduction and spirituality intervention as an adjunct to substance-abuse treatment for women.

- Matthews Distinguished University Professor of Speech-Language Pathology and Audiology Mary Florentine received multiple research awards including \$1,802,938 over five years from the National Institutes of Health's National Institute on Deafness and Other Communication Disorders.

- Stephen Alves, assistant clinical specialist and director of the nurse anesthesia program, received a three-year grant of \$818,000 from the Health Resources and Services Administration to expand the program.

Academic Strength

Last summer, Northeastern received the inspiring news that the National Science Foundation had renewed its funding for the University's Engineering Research Center, the Center for Subsurface Sensing and Imaging Systems (CenSSIS). The renewal is for a five-year period, 2004 through 2008, for a total of \$20 million. Led by director Michael B. Silevitch, the Robert D. Black Professor of Electrical and Computer Engineering (pictured), CenSSIS is one of nineteen elite Engineering Research Centers in the nation. The CenSSIS mission is to revolutionize the existing technology for detecting and imaging biomedical and environmental objects or conditions

- Professor of Physics Alain Karma was awarded a \$400,000 grant from NASA for research on materials properties in a reduced-gravity environment.

Selected faculty books

- Joseph Ayers, associate professor of biology; coeditor, *Neurotechnology for Biomimetic Robots*.
- Mary Ballou, professor of counseling and applied educational psychology; coeditor, *Rethinking Mental Health and Disorder: Feminist Perspectives*.
- Amilcar Antonio Barreto, associate professor of political science, *Vieques, the Navy, and Puerto Rican Politics*.
- Stefano Basagni, assistant professor of electrical and computer engineering; coeditor, *Advanced Lectures on Networking*.
- Richard Deth, professor of pharmacology, *Molecular Origins of Human Attention: The Dopamine-Folate Connection*.
- Robert E. Gilbert, professor of political science, *The Tormented President: Calvin Coolidge, Death, and Clinical Depression*.
- Jack Levin, Brudnick Distinguished Professor of Sociology and Anthropology, and Jack McDevitt, associate dean, College of Criminal Justice, *Hate Crimes Revisited: America's War on Those Who Are Different*.
- Robert Mullaly, lecturer in psychology, University College; coauthor, *Lives of Quiet Desperation: Case Studies in Forensic Psychology*.
- Suzanne Ogden, professor of political science, *Inklings of Democracy in China*.
- Kwamina Panford, associate professor and chair, African-American Studies, *IMF-World Bank and Labor's Burdens in Africa: Ghana's Experience*.



that are underground, underwater, or embedded in the human body. The center draws upon multidisciplinary resources from four universities, five strategic affiliate organizations, and thirteen corporate and governmental partners.

- Joseph Raelin, Knowles Chair of Practice-Oriented Education, *Creating Leaderful Organizations: How to Bring Out Leadership in Everyone*.
- Ralf Schlosser, associate professor of speech-language pathology and audiology, *The Efficacy of Augmentative and Alternative Communication: Toward Evidence-Based Practice*.
- Egon Schulte, professor of mathematics; coauthor, *Abstract Regular Polytopes*.
- Andrew Sum, professor of economics; coauthor, *The Persistence of Poverty in the United States*.
- Margaret Woo, professor of law; coeditor, *East Asian Law—Universal Norms and Local Cultures*.

National or regional appointments

- Professor of Law David Hall was appointed by President George W. Bush to the board of directors of the Legal Services Corporation.
- Ena Vazquez-Nuttall, associate dean and graduate school director in Bouvé College of Health Sciences, was invited by the Institute of Medicine to join a study of institutional- and policy-level strategies for increasing racial and ethnic diversity in the health professions.
- Associate Professor of Chemical Engineering Gilda Barabino was appointed to the National Institutes of Health Center for Scientific Review in the Surgery and Bioengineering Study Section.
- Professor of Law Peter D. Enrich was elected to the American Law Institute, which drafts and publishes restatements of the law, model codes, and other proposals for legal reform.
- Professor of Mathematics Egon Schulte was a visiting researcher at the Institut des Hautes Etudes Scientifiques, a research institute for mathematics and physics outside Paris.
- Matthews Distinguished University Professor of Physics Pran Nath cochaired the 10th International Conference on Supersymmetry and Unification of Fundamental Interactions in Hamburg, Germany.
- Associate Professor and Director of the Center for Effective University Teaching Donna Qualters was invited to join the Massachusetts Executive Board of the American Council of Education's National Women's Leadership Project.

For the Northeastern community, it was a year of considerable progress as the University's 160,000 graduates—encouraged by innovative alumni communications and new alumni programming—participated in record numbers in 160 alumni events across the country, showed heightened interest in alumni continuing education, helped develop alumni affinity groups organized by special interest, and played instrumental roles in supporting the University's \$200 million Leadership Campaign.

Expanding participation in alumni events

- A record 425 alumni and friends attended the fourth annual Alumni Awards Dinner, which featured the recipients of the Outstanding Alumni Award, the W. Erwin Story Citation for outstanding volunteer leadership, the Eugene M. Reppucci Jr. Scholarship for sons and daughters of alumni, and the Governors Trophy for the outstanding volunteer group. A highlight was the presentation of the Medallion Award to Janet Shriberg, MS '99, a research associate in epidemiology at Beth Israel Medical Center in New York, a three-time Red Cross international disaster relief volunteer, and advocate for children.
- At Homecoming in November, volunteer committees organized successful reunions for the twenty-fifth, fortieth, and forty-fifth anniversary classes, two of which broke attendance records. During Commencement weekend in the spring, the Class of 1953 gathering also broke the attendance record for fiftieth reunions.
- More than three hundred alumni and friends attended the reception before the Northeastern-Harvard football classic and then went on to see the Huskies prevail, 17-14—a key win in a record-setting season.
- Northeastern Today, an initiative to reconnect alumni with the University, held four events during 2002–2003, bringing alumni and friends to campus for a twenty-four-hour immersion in academic and campus life.
- In June, more than three hundred alumni gathered for a reception at the Rainbow Room in Rockefeller Center in Manhattan, a kick-off to several new program initiatives for alumni in the New York City region.
- The new undergraduate class councils helped produce more than 6,700 student registrations for alumni events, some featuring interclass competition, and others designed to strengthen ties between current and future alumni.

Alumni affinity model takes hold

- Northeastern and the Alumni Association adopted a new operating principle that supports the development of alumni affinity groups based on region, age, profession, ethnicity, gender, academic department, and other interest categories.
- The New York Alumni Council, led by the past president of the Northeastern University Alumni Association, Brian K. Coventry, '88, held planning meetings, launched a New York Young Alumni Club, and developed a Wall Street partners alumni group to develop new co-ops on Wall Street. Regional alumni groups connect alumni in Los Angeles, San Diego, Maryland, Philadelphia, Washington D.C., and even overseas—as with a young alumni group in Athens.
- The Society of Latino Alumni, under the leadership of Marco A. Bonilla, '98, held student-alumni events at Homecoming and in the spring, as well as a variety of networking events throughout the year. The group's listserve and micro Web site proved to be popular features among members.
- Members of the Class of 1963 have forged one of the University's most effective affinity groups, under leaders including Alumni Association Executive Vice President John R. (Dick) Power, Thomas Bentley, Richard Delovey, David Haskell, Michael Melnick, Stanley Nathanson, Patricia (Mahoney) Osten, Jack Pignato, James Walsh III, Robert Washburn, and William Zollo.

New connections through stronger communication

- Alumni heard directly from President Richard M. Freeland in his September 2002 inaugural letter to alumni, which discussed the importance of the Leadership Campaign to Northeastern's goal to be recognized as one of the top 100 universities in the nation. He wrote again to alumni in September 2003, detailing the remarkable strength of the fall 2003 freshman class.

- More than 7,000 alumni have registered for the online alumni directory, with 6,400 of these opting to use a free Northeastern e-mail address; and more than 30,000 alumni have signed up for future e-communications from the University. The Alumni Association Web site also has been redesigned to highlight resources and services. Preparations are now under way for new e-communications, products, and tools for all alumni.

- Work began during the year to develop a new and comprehensive alumni resource guide that would inform alumni of the many benefits and services now available to them, with an eye toward distribution in November 2003.

Alumni continuing education growing

- The Alumni Association developed a new monthly lunchtime lecture series called Northeastern @ Noon, which debuted on the Burlington campus with a presentation by Northeastern University Press author and historian Thomas O'Connor. The series offers alumni the opportunity to tap the expertise of some of Northeastern's leading scholars.
- Faculty members delivered alumni lectures at regional events and on the main campus. For example, Assistant Professor of Music Anthony De Ritis gave a Homecoming Weekend lecture about his work to create an online conservatory that now appears on the Boston Symphony Orchestra's Web site. The Alumni Office supported the development of the Web site as part of its online education initiative.
- Northeastern's Alumni Travel Program took participants to the Italian Lakes District. Alumni toured Greece as part of the Alumni College Abroad Program.

Transition to new leadership

- As 2002–2003 came to a close, Northeastern University and its alumni had the opportunity to thank Brian K. Coventry, '88, for his years of impressive leadership and service as president of the Northeastern Alumni Association. As Coventry continues to serve on the Alumni Association Board of Directors, as well as to chair the newly launched New York Alumni Council, he has the opportunity to see the many fruits of his presidency pay off.

- William M. Fowler Jr., '67, Hon. '00, a former history professor and department chair, took the reins as the new Alumni Association president. He is leading the Alumni Association's efforts to build a strong volunteer base, develop alumni affinity and interest groups, expand communications to the alumni body, and make continuing education a prominent feature of the association's programming.

- In addition to Coventry and Fowler, the Alumni Association Board of Directors includes executive vice president John R. (Dick) Power, '63; vice president Jean F. Egan, '72, MEd '78; vice president Valeria A. Ramdin, '92, MS '95; secretary Herbert A. Lerner, '50; treasurer Claudia O. Guzman, '94; and Board of Governors chair Allen C. Lomax, '77.

- Trustee George C. Chryssis, '72, MS '77, now chairs the reinvigorated National Council, one of Northeastern's oldest alumni organizations, founded in 1964 to introduce rising alumni stars into the world of University alumni leadership.
- The Young Alumni Club was created around a volunteer committee to communicate with and provide program opportunities to alumni fewer than ten years beyond graduation. The club's first event was a sold-out pregame reception and Red Sox game in May 2002, marketed entirely through an e-mail network. The club is now expanding into New York City.

Supporting the Leadership Campaign

Alumni giving was critical to the progress of the Leadership Campaign in 2002–2003, during which Northeastern received \$22 million in private gifts toward a goal of \$200 million in private giving. Some highlights follow.

- A \$2 million pledge from George J. Kostas, '43, to support the Nanomanufacturing Research Institute.
- A pledge of \$1.5 million from Alan S. McKim, MBA '88, to establish a prestigious trustee professorship.
- Seventy-four gifts and pledges of \$25,000 or more.
- More than thirty new charitable gift annuities, representing more than \$800,000 in future gifts.
- More than one-third of the total—\$8.8 million—came from corporate and foundation partners,

Alumni Giving Key to Progress

As the Leadership Campaign enters a new year, heightened alumni giving will play a key role in Northeastern's efforts to raise \$200 million in private giving. Thus far, more than fifty thousand alumni, parents, and friends—including many of those who gathered at the Alumni Awards Banquet (pictured)—have contributed \$137 million to the Campaign, investments that are helping Northeastern make strides in its push to become one of the nation's top 100 universities by decade's end. Another reason for giving: the University's ranking in *U.S. News* and other college guides depends in part on the percentage of alumni who make gifts to Northeastern each year.



many of which were founded and/or are led, run, and staffed by Northeastern alumni.

- Giving to financial aid through the Northeastern Fund, which is critical for student recruitment and retention, increased by 72 percent.
- The Huntington Society, which recognizes our most generous donors, inducted seventy-five new members.
- Nearly thirty donor events across the country, organized and supported by more than one hundred active Campaign volunteers, attracted more than one thousand alumni and friends.
- The Campus Campaign, a campus-wide fundraising effort to benefit the Faculty and Staff Student Scholarship Fund and led by Brudnick Distinguished Professor Jack Levin and Dean of Career Services Carol Lyons, MEd '84, reached \$2 million in gifts and pledges.
- The Athletics Department announced the establishment of the new Husky Athletics Club to offer alumni and friends greater opportunities to support Northeastern's nineteen varsity teams.
- Amateur boxers from the United States and Canada sparred at Matthews Arena during the sixteenth annual Fight to Educate on March 27. More than five hundred alumni and friends attended the black-tie event, which helped double last year's proceeds to benefit the Varsity Club Hall of Fame Scholarship Fund.
- A \$250,000 bequest from the estate of the late Lee Anna E. Blick established the largest scholarship fund in the history of the College of Criminal Justice, to honor her husband's lifetime pursuit of crime prevention.
- A Northeastern hockey captain turned NHL player is giving back to the team that helped prepare him for success. James M. Fahey, '02, of the San Jose Sharks, made a \$25,000 commitment to the men's varsity hockey program.
- In honor of their son, Peter B. Hanson, '91, who perished with his wife and daughter in the 9/11 terrorist attacks, C. Lee Hanson, '55, and his wife, Eunice, made a gift of \$115,000 to establish a memorial fund that will bring noted writers to campus for lectures and symposia.
- Endowed scholarship funds awarded \$5.2 million in financial assistance to students and helped recruit the most talented freshman class in Northeastern history.
- Donor support for faculty and research helped the University attract outstanding new professors and launch six new research centers.
- The new complex containing West Village G and H residence halls and the College of Computer and Information Science was funded in part by gifts from alumni, parents, and friends.

As this annual report recounts, Northeastern University experienced a year of significant achievements. In our aspiration to be a top 100 national research university that is practice-oriented, student-centered, and urban, we have already reached many of our goals and benchmarks. The broader efforts that have brought us to this point are made up of the hard work, innovative thinking, and intellectual commitment of thousands of students, faculty, alumni, and administrators who believe in Northeastern's mission.

Educational innovation

- The information services unit won a 2003 CIO 100 Award, sponsored by *CIO Magazine* to honor the nation's 100 leading information technology organizations. The unit was recognized for its delivery of the student myNEU portal and its "assemble" approach to enterprise applications integration and delivery.
- The National Science Foundation Program in Diversity and Gender Equity awarded a \$900,000, three-year grant to Women in Engineering, a Northeastern-led consortium that includes Boston University, Tufts University, and Worcester Polytechnic Institute. The program will encourage female middle-school students to pursue science and mathematics.
- The School of Education, the Boston Public Schools (BPS), and the University of Massachusetts Boston won a joint five-year, \$1.5 million grant from the U.S. Department of Education to help paraprofessionals and substitute teachers working in the BPS gain teacher certification in critical areas.
- Bouvé College of Health Sciences was one of ten colleges nationwide to be selected for the GIFT (Genetics Interdisciplinary Faculty Training) program, sponsored by the U.S. Department of Health and Human Services to teach graduate faculty about advances in genetics and ways to incorporate genetics in their curricula.
- Richard Harris, '89, new director of Northeastern University Programs in Multicultural Engineering, initiated the Summer Bridge Program to help prepare incoming African-American, Hispanic, and Native American students for the demands of the engineering curriculum.
- The National Science Foundation awarded a grant of \$498,276 to support the project, "Curriculum Improvement in Practice-Oriented Biology and Computer Science Programs Using Student Portfolios," a joint initiative between the Colleges of Computer and Information Science and Arts and Sciences.

Asserting leadership in interdisciplinary research

As a result of the second round of an initiative to support interdisciplinary research, the University announced the formation of six new research institutes.

- Distinguished Professor of Counseling and Applied Educational Psychology Hortensia Amaro is director of the Institute on Urban Health Research, which brings together faculty from Bouvé College of Health Sciences, the Colleges of Criminal Justice and Arts and Sciences, and the School of Law.
- Professor of Computer Science Gene Cooperman heads the Institute for Complex Scientific Software, combining faculty from his own college and the Colleges of Arts and Sciences and Engineering.
- Professor of Biology Edward Jarroll leads the Marine Science Research Institute, which includes faculty from the Colleges of Engineering and Arts and Sciences.
- Professor Harry Lane, Darla and Frederick Brodsky Trustee Professor in International Business, leads the Institute for Global Innovation Management, which connects the College of Business Administration with the School of Law and the Center for Labor Market Studies.
- Professor and Chair of Electrical and Computer Engineering Fabrizio Lombardi leads the Network and Pervasive Computing Institute, combining faculty from the Colleges of Engineering, Arts and Sciences, and Computer and Information Science.
- Professor of Physics Srinivas Sridhar is primary investigator of the Electronic Materials Research Institute, drawing upon faculty from the Colleges of Engineering and Arts and Sciences.

Major research funding

External grants for research, scholarship, and projects totaled \$40,468,906 in 2002-2003. Following are the colleges, departments, and research centers that received \$1 million or more.

Bouvé College of Health Sciences	\$ 4,232,574
School of Health Professions	\$ 1,879,316
Counseling Psychology and Rehabilitation	\$ 1,176,352
School of Nursing	\$ 1,084,466
School of Pharmacy	\$ 1,268,792
College of Arts and Sciences	\$ 19,863,868
Biology	\$ 2,714,551
Chemistry and Chemical Biology	\$ 1,042,460
Physics	\$ 11,116,977
Psychology	\$ 2,026,407
College of Computer and Information Science	\$ 2,058,922
College of Engineering	\$ 10,857,414
Center for Electromagnetic Research	\$ 1,815,000
Civil and Environmental Engineering	\$ 1,055,845
Electrical and Computer Engineering	\$ 4,232,776
Mechanical, Industrial, and Manufacturing Engineering	\$ 1,212,182
Center for the Study of Sport in Society	\$ 1,067,559

New academic offerings

- The School of Nursing started the direct entry program, which enables students with degrees in other fields to earn an MS degree in nursing in three years. The school also established a distance-learning course in emergency nursing, via a new videoconferencing system.
- The College of Criminal Justice doctoral program in criminology and justice policy, the first of its kind in New England, was approved and will be accepting its first class of students in fall 2004.
- The new Department of Earth and Environmental Sciences was formed from the Department of Geology in response to the needs of students for a broad-based program in the environmental sciences, and the focus of faculty on environmental issues.

Events and milestones

- Northeastern launched a new Office for University Corporate Partnerships, led by vice president Marian Stanley. The office is supporting the placement of students in prime co-op jobs; promoting research, consulting, and technology transfer; identifying opportunities for executive education and professional development; and creating programs for key corporate partners.
- The Behrakis Health Sciences Center, a state-of-the-art facility for Bouvé College of Health Sciences, was dedicated to a chorus of praise from students, faculty, and architectural critics. The building was named for George D. Behrakis, PAH '57, Hon. '98, who made the largest individual gift in the University's history.
- The University opened its newest residence hall, West Village E, and continued on schedule with construction of West Village G and H. The latter, part of a complex that also includes the new home of the College of Computer and Information Science, are scheduled to open next fall.
- The University dedicated a new home for the Center for Work and Learning in Stearns Center. The center, directed by Joseph Raelin, holder of the Knowles Chair of Practice-Oriented Education, will help continue Northeastern's leadership in the field.
- The Law School held a gala celebration at the Museum of Fine Arts to mark thirty-five years of cooperative legal education. The event, which included remarks by President Richard M. Freeland and Dean Emily Spieler, raised more than \$10,000 for law co-op stipends.
- The School of Pharmacy marked its seventy-fifth anniversary, celebrating its transformation from a small preparatory program for the pharmacy board exams to a major research school that last year received nearly \$1.3 million in external funding for projects.
- The Center for the Arts, the Center for Interdisciplinary Studies, and the cinema studies program cosponsored a preview of Kevin Spacey's film, "The Life of David Gale," in Blackman Auditorium. Spacey took part in a question-and-answer session moderated by Associate Professor of English Kathy Howlett, codirector of cinema studies.
- Oscar-winning Chinese composer-conductor Tan Dun premiered the documentary "Root," a

demonstration of ancient Chinese stone music. Accompanying the program was a panel discussion that included Tan Dun, world-renowned cellist Yo-Yo Ma, and filmmaker Sheng Boji.

Scholars and professionals shaping the future

- The Center for Work and Learning and the Office of the Provost cohosted the second international conference on practice-oriented education, "Building an Inclusive Model for Integrating Learning and Work," a two-day event that focused on advancing co-op learning models.
- The Institute on Urban Health Research and Bouvé College of Health Sciences sponsored "Urban Health: Critical Issues in the Nation's Agenda." More than 750 guests attended the symposium, featuring keynote speaker U.S. Surgeon General Dr. Richard H. Carmona.
- The Department of African-American Studies and the U.S. Institute of Peace in Washington, D.C., cohosted the international workshop, "Conflict and Peace-Making in Africa in the 21st Century." The department also hosted Ivory Coast Ambassador to the United States Pascal Kokora for a presentation, "Crisis in Côte d'Ivoire: The African Implications."
- "The New Geography of Urban Design" was held at Northeastern in February, cosponsored by the Department of Architecture, the Harvard Design School, and the American Institute of Architects. The conference focused on the complexities associated with postindustrial urban sites.
- Women's Studies hosted "The Therapeutic Implications of Gender, Race/Ethnicity, and Class: Women's Health," which combined discussion of theory and practice on topics ranging from HIV/AIDS prevention in the Latina population to multicultural approaches to counseling.
- The University held the first annual International Industrial Organization Conference, under the auspices of the Industrial Organization Society and the *Review of Industrial Organization*, edited by Professor John E. Kwoka, holder of the Neal F. Finnegan Chair in Economics. The two-day event drew 360 participants from twenty-five countries.
- The Department of Mathematics hosted a regional meeting of the American Mathematical Society, which attracted more than 250 mathematicians and featured five invited plenary lectures by leading experts.
- The Institute on Race and Justice hosted a two-day seminar, "Confronting Racial Profiling in the 21st Century: New Challenges and Implications for Racial Justice." The conference was cosponsored by the Open Society Institute-Gideon Project of the Soros Foundation, and held in partnership with the American Civil Liberties Union.
- The Department of Philosophy hosted the annual conference of the North American Society for Social Philosophy. The conference drew nearly one hundred scholars from North America and Europe for the theme, "War and Terrorism."



New Talent

The arrival of four new vice presidents and two senior faculty members signal heightened ambitions in critical areas of Northeastern's mission. They include (from left) Vincent Harris, holder of the William Lincoln Smith Chair in Electrical and Computer Engineering; Lynn W. Lyford, vice president for

cooperative education; William Hancock, holder of the Bradstreet Chair in Bioanalytical Chemistry; Marian Stanley, vice president for university corporate partnerships; Robert P. Gittens, vice president for public affairs; and Christopher E. Hopey, vice president for adult and continuing education.

Statement of Financial Position

As of June 30, 2003, and 2002

(In thousands of dollars)	2003	2002
ASSETS		
Cash and short-term investments	\$ 82,070	\$ 66,388
Accounts and notes receivable, net	14,947	19,347
Dividends and interest receivable	2,686	2,532
Prepaid and other assets	16,276	16,182
Pledges receivable, net	19,158	18,845
Student loans receivable, net	30,489	29,650
Deposits with trustees	58,851	18,339
Investments	467,601	465,302
Property, plant, and equipment, net	595,273	549,248
Total assets	\$ 1,287,351	\$ 1,185,833
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued liabilities	68,518	51,460
Deferred revenue and student deposits	32,736	32,128
Refundable advances	27,163	27,527
Capital lease obligations	37,012	37,484
Long-term debt	471,288	380,563
Total liabilities	\$ 636,717	\$ 529,162
NET ASSETS		
Designated for operating purposes	15,359	19,343
Designated for capital projects	39,016	27,019
Endowment and similar funds	275,626	285,243
Invested in plant, net	156,374	154,298
Total unrestricted	486,375	485,903
Endowment and similar funds	77,761	80,423
Restricted for capital projects	5,011	10,124
Other temporarily restricted	10,428	13,648
Total temporarily restricted	93,200	104,195
Endowment	64,467	60,890
Other permanently restricted	6,592	5,683
Total permanently restricted	71,059	66,573
Total net assets	\$ 650,634	\$ 656,671
Total liabilities and net assets	\$ 1,287,351	\$ 1,185,833

Statement of Activities

For the year ended June 30, 2003, with summarized financial information for the year ended June 30, 2002

(In thousands of dollars)	Unrestricted	Temporarily Restricted	Permanently Restricted	2003	2002
OPERATING					
Revenues and other support					
Tuition and fees	\$ 396,610			\$ 396,610	\$ 356,634
Less: Financial aid	(106,648)			(106,648)	(89,956)
Net student-related revenues	\$ 289,962			\$ 289,962	\$ 266,678
Contributions	4,075	3,200		7,275	10,274
Grants and contracts	42,729			42,729	40,712
Indirect cost recovery	8,184			8,184	7,928
Auxiliary enterprises	75,311			75,311	69,425
Investment income from endowment	5,175	2,239		7,414	9,623
Other investment income	3,085			3,085	4,372
Other	16,687	794		17,481	16,622
Total operating revenues	\$ 445,208	\$ 6,233		\$ 451,441	\$ 425,634
Net assets released for operations	15,291	(15,291)		--	--
Endowment appreciation used for spending policy	12,633	5,838		18,471	13,752
Total operating revenues and other support	\$ 473,132	\$ (3,220)		\$ 469,912	\$ 439,386
Expenses					
Instruction	178,783			178,783	162,807
Research	44,674			44,674	40,122
Academic support	27,449			27,449	26,202
Student services	33,160			33,160	29,624
Institutional support	81,376			81,376	73,671
Other student aid	4,874			4,874	5,141
Cooperative education	9,672			9,672	9,338
Auxiliary enterprises	66,417			66,417	63,139
Other	2,492			2,492	5,623
Total operating expenses	\$ 448,897			\$ 448,897	\$ 415,667
Increase in net assets from operating activities	\$ 24,235	\$ (3,220)		\$ 21,015	\$ 23,719
NON-OPERATING					
Contributions received for long-term investment	2	2,883	4,486	7,371	4,894
Net realized loss on investments	(7,554)	(3,838)		(11,392)	(13,104)
Net unrealized appreciation/(depreciation)					
on investments	12,064	6,056		18,120	(43,572)
Endowment appreciation used for spending policy	(12,633)	(5,838)		(18,471)	(13,752)
Net realized and unrealized loss					
on interest rate swaps	(22,680)			(22,680)	(8,669)
Net assets released for capital projects	7,038	(7,038)		--	--
Change in net assets	\$ 472	\$ (10,995)	\$ 4,486	\$ (6,037)	\$ (50,484)
Net assets at beginning of year	485,903	104,195	66,573	656,671	707,155
Net assets at end of year	\$ 486,375	\$ 93,200	\$ 71,059	\$ 650,634	\$ 656,671

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