CIC universities conduct more funded research each year than the Ivy League and the University of California system combined. With annual research expenditures topping more than $10.2 billion, and spanning eleven states from the High Plains to the Eastern Seaboard, the fifteen universities of the CIC have an enormous influence in research and education far beyond their geographical footprint.

As reported in the April 2014 issue of Science, eight CIC universities alone were responsible for $8 billion in contracts for goods and services in 1,700 U.S. counties. And that impact extends in countless other ways, through contributions in the arts and humanities that add to the vibrancy of the communities in which our universities reside.

This year several projects were initiated that leverage this research enterprise. From enhancing the professoriate by mentoring new researchers and faculty to analyzing research performance and output on the campuses to “crowdsourcing” research solutions to address traumatic brain injury, CIC-led collaborations generated more than $14 million in grants for the campuses while advancing a number of efforts that would be impossible for any one campus to address alone.

Since 1958, CIC universities have worked together to capitalize on resources, save money through joint purchasing, and increase opportunities for students, faculty, and staff. We’ve quietly and diligently worked to build what is arguably the most sophisticated infrastructure for collaboration in higher education. We continue to extend our own collaborative work throughout our member universities, just as they continue to expand their own reach and influence.

Is the CIC the best kept secret in American higher education? Maybe. But there is no question that millions of citizens are positively influenced by the work and impact of our member universities. Our job is to help amplify that influence. The stories in this report capture just a portion of the many and varied efforts underway.

Barbara McFadden Allen
Executive Director
Committee on Institutional Cooperation
“**The Health Disparities Initiative** is an outstanding opportunity for CIC universities. We have a chance to bend the direction of research toward solving problems that will enhance the quality of life for so many. It is an honor and pleasure to look forward to doing that in concert with so many outstanding faculty, scholars, and public policy experts.”

BARBARA McFADDEN ALLEN
EXECUTIVE DIRECTOR, CIC
The fifteen universities of the CIC are world-class institutions that have an enormous influence in research and education far beyond their geographical footprint. While this national and global presence is often what is in the news, CIC schools also have a huge impact in their local and regional areas.

The eleven states that are home to CIC universities face some of the greatest health disparities in the U.S. These disparities are also aligned with poverty rates, as well as inequalities in income, high school graduation rates, and home ownership. Further, race, gender, and country of origin are key to understanding the factors impacting health.

A new CIC collaboration between member universities and their state public health agencies is poised to address these inequalities in a transformative way. The CIC Health Disparities Initiative will address the social determinants of health, which are believed to play a much bigger role in health outcomes than medical care. The project will plan and convene a health and policy summit that brings together state commissioners of health, university presidents and provosts, deans of public health, university researchers from health and non-health disciplines, and representatives from foundations and federal agencies.

The initiative will address the public policy perspectives, emergent approaches and opportunities to address health disparities, and critical public health concerns with a special focus on children. Outcomes will include new research agendas on public policy and public health; policy change through a “health-in-all-policies” framework; large-scale aggregation of public health data; and expanded state health department and CIC collaborations.

The ultimate goal is to improve health outcomes for children in the eleven-state region. By developing smart and responsive public policy informed by research and driven by data analysis, CIC universities and their respective state health organizations will lead the nation.
The CIC is proving to be an excellent test bed for experimentation to share the risks and leverage the investments involved in data analytics. With projects centered on learning and research analytics, the CIC is enhancing opportunities for our researchers and extending the impact of CIC universities in the well-being of our states and communities.
For the first time, CIC universities are able to understand and articulate the economic impact of their research enterprise—and the impact reverberates across the nation, with $8 billion in goods, services, and contracts from suppliers and vendors in 1,700 counties nationwide. An analysis detailed in the April 2014 issue of the journal *Science* illuminated the breadth of the scientific workforce and the national impact of the research supply chain that is funded by federal grants that flow through CIC universities.

This powerful analysis is made possible by the CIC UMETRICS project. In addition to generating frontier scientific analyses, UMETRICS researchers have created a national collaborative that will build the data and tools that allow researchers, government agencies, policy makers, and others to assess the social and economic impact of academic research. The next stage of development is already underway, with the establishment of the Institute for Research on Innovation and Science (IRIS), located at the University of Michigan’s Institute for Social Research, which will manage and expand the UMETRICS project.

Building on the $10 million in funding received by UMETRICS, IRIS will be organized as a network of collaborating universities, federal agencies, and other stakeholders that will work together to develop and sustain a national resource of data and analytical tools for both scientists and policy makers. Funding to support IRIS has been provided by the Alfred P. Sloan Foundation and the Ewing Marion Kauffman Foundation.

Key partners in the Institute include the CIC and the American Institutes of Research, the Ohio State University, the National Bureau of Economic Research, the University of Chicago, and the U.S. Census Bureau. A central interdisciplinary team will collectively define scientific goals, develop a community of scholars engaged in aspects of the research, and make material improvements to the core data.

With the UMETRICS project established and incubated in the CIC and now moving to IRIS for the long term, CIC universities are looking for other ways to harness “big data” to improve teaching and learning. First up is an emerging “Learning Analytics” initiative. In the very early stages, this effort looks to improve student performance in large introductory science courses.
“All of us gathered together to engage in this mysterious thing called ‘Research.’ It was affirming not to feel like the token smart kid; all of us were smart, ambitious, interested in pursuing graduate education, and most of us were students of color.”

Brian A. Burt, Ph.D.
CIC universities inspire, support, and nurture aspiring scholars and researchers. No one embodies this better than Brian A. Burt, Ph.D., Indiana University SROP Class of 2002.

If you asked him back in the day, Dr. Burt would have told you he would be completing his undergraduate education from Indiana University with a degree in music education, specializing in classical piano, well on his way to being a world-renowned musical conductor of a symphony. Then came a summer spent in the CIC’s Summer Research Opportunities Program (SROP) researching the elements of persistence related to success in higher education.

The road from music education major to assistant professor started with the awareness that the SROP program offered research opportunities beyond just the STEM fields. With a goal of increasing the number of underrepresented students in academia, SROP offers opportunities to study with many of the best researchers and students from across the CIC’s fifteen member universities.

“My SROP experience planted very important seeds. From the first day, all participants had nametags with ‘Dr.’ preceding our names,” said the now-official Dr. Burt. “Additionally, it was encouraged that all student participants (and the program staff) refer to us as ‘doctors’. While it was just a turn-of-phrase, that small programmatic initiative was the first time I thought of myself as being a ‘doctor’; because the program staff established the culture of us calling ourselves ‘doctors,’ I identified with what I believed doctors did. I valued my research more. I took my presentations more seriously. Everything felt more real. It then is not ironic that several of my fellow participants now hold doctorates.” Engaging in research with students from across all fields and from different institutions was a great asset to Burt. “All of us gathered together to engage in this mysterious thing called ‘research.’ It was affirming not to feel like the token smart kid; all of us were smart, ambitious, interested in pursuing graduate education, and most of us were students of color.”

After graduating from Indiana University with a Bachelor’s degree in Secondary English Education, Burt received his Master’s degree at the University of Maryland and his doctorate in Higher Education at the University of Michigan, and is now an Assistant Professor at Iowa State University.

CIC universities have long collaborated to create supportive and proactive undergraduate and graduate programs to increase student diversity and ensure equal access to higher education. From Freeapp to SROP and now the AGEP-funded Professorial Advancement Initiative, member universities continue to strengthen and build upon their commitment to the long-term career success of all students.
MIMICKING A NEURAL NETWORK, THE WORK OF THE CIC HAPPENS THROUGH CONNECTIONS THAT SPARK WHEN GOOD IDEAS ARE TRANSPORTED ACROSS THE MEMBER INSTITUTIONS.
Launched in 1958 by the university presidents as the academic counterpart to the Big Ten Athletic Conference, the CIC connects faculty and staff across fifteen campuses to solve problems, save money, and share courses. Through the years, CIC leaders have developed a nationally recognized portfolio of effective programs and initiatives that leverage resources and expertise and that amplify our collective impact in the wider world. A sampling of the CIC projects underway at any given time reveals a broad portfolio of programs.

Leaders from virtually every dimension of the university enterprise have engaged in CIC activities at one time or another. Some of these encounters are short-lived to problem solve around a particular challenge. Others take shape slowly and gain momentum as opportunities emerge and commitments are realized.

Through it all, the CIC universities work together to determine where this network of collaboration will take us.

CIC programs continue to lead in:

- Enabling cost savings through coordinated purchases
- Enriching global dimensions
- Developing faculty through mentoring and leadership training
- Supporting student-driven research
- Deploying ultra-high-speed data networks and services
- Creating stronger, deeper library collections in all formats
- Facilitating student access to study abroad, language offerings, and unique courses on any CIC campus
- Building communities of scholars to accelerate and improve research outcomes

For information on the many CIC programs, connect with us through www.cic.net.
CIC universities conducted $10.2 billion in funded research, far more than the $5.6 billion of the University of California System or the Ivy League’s $4.3 billion.

Of the total Ph.D. degrees awarded in the U.S. annually, CIC universities awarded:

- 29% of Agriculture,
- 18% of Engineering, and
- 17% of Humanities Degrees
### Statement of Financial Position

**June 30, 2014**

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>Current Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>Accounts Payable, Related Parties</td>
</tr>
<tr>
<td></td>
<td>$4,886,995</td>
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<tr>
<td>Accounts Receivable, Related Parties</td>
<td>Accounts Payable, Other</td>
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<tr>
<td>1,177,321</td>
<td>278,811</td>
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<tr>
<td>Accounts Receivable, Other</td>
<td>Accrued Compensated Absences</td>
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<tr>
<td>233,559</td>
<td>169,436</td>
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<tr>
<td>Prepaid Leases</td>
<td>Deferred Revenue</td>
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<td>66,564</td>
<td>2,279,178</td>
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<td><strong>Total Current Assets</strong></td>
<td><strong>Total Liabilities</strong></td>
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<td>$6,364,439</td>
<td>$3,033,433</td>
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<tr>
<td>Property and Equipment, Net</td>
<td><strong>Net Assets</strong></td>
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<td>1,183,573</td>
<td>Unrestricted</td>
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<td><strong>Other Assets</strong></td>
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<tr>
<td>Deposits Receivable</td>
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<td>50,000</td>
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<tr>
<td>Prepaid Leases, Net of Current Portion</td>
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<tr>
<td>611,422</td>
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<tr>
<td><strong>Total Other Assets</strong></td>
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<tr>
<td>661,422</td>
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<td><strong>Total Assets</strong></td>
<td><strong>Total Liabilities and Net Assets</strong></td>
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<td>$8,209,434</td>
<td>$8,209,434</td>
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### Statement of Activities

**For the Year Ended June 30, 2014**

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<tr>
<th>Support and Revenue</th>
<th>Expenses</th>
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<tr>
<td>Member Dues</td>
<td>Program Services</td>
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<td>2,833,769</td>
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<tr>
<td>Program Revenues</td>
<td>Supporting Services:</td>
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<td></td>
<td>Management &amp; General</td>
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<tr>
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<td>1,614,121</td>
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<td>OmniPoP and Fiber Optic Ring</td>
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<td>Seminars and Conferences</td>
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<td></td>
<td>72,608</td>
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<td>Member Reimbursements</td>
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<td>29,360</td>
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<td>Coordination Fees</td>
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<td></td>
<td>8,561</td>
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<td>Other Income</td>
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<td></td>
<td>2,466</td>
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<td>Electronic Licensing and Purchasing,</td>
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<td>Net of Direct Costs of $16,492,376</td>
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<td></td>
<td>(19,234)</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
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<td></td>
<td>5,178,942</td>
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</tbody>
</table>

### Change in Net Assets

<table>
<thead>
<tr>
<th>Unrestricted Net Assets, Beginning of Year</th>
<th>Unrestricted Net Assets, End of Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,413,775</td>
<td>5,176,001</td>
</tr>
</tbody>
</table>

**IMyPACt**

- Influence
- Force exerted by a new idea, concept, technology, or ideology
- Repercussion
- Power
- Weight
- Full force
The CIC is a consortium of world-class research universities governed by its member provosts and supported by campus investment.

CIC Provosts
July 1, 2013–June 30, 2014

Karen Hanson
CIC Chair, University of Minnesota

Eric Isaacs
University of Chicago

Ilesanmi Adesida
University of Illinois

Lauren Robel
Indiana University

P. Barry Butler
University of Iowa

Mary Ann Rankin
University of Maryland

Martha Pollack
University of Michigan

June P. Youatt
Michigan State University

Ellen Weissinger
University of Nebraska-Lincoln

Daniel I. Linzer
Northwestern University

Joseph Steinmetz
Ohio State University

Nicholas P. Jones
Pennsylvania State University

Debasish Dutta
Purdue University

Richard L. Edwards
Rutgers University

Sarah C. Mangelsdorf
University of Wisconsin-Madison
University of Chicago
University of Illinois
Indiana University
University of Iowa
University of Maryland
University of Michigan
Michigan State University
University of Minnesota
University of Nebraska-Lincoln
Northwestern University
Ohio State University
Pennsylvania State University
Purdue University
Rutgers University
University of Wisconsin-Madison

C·I·C
COMMITTEE ON INSTITUTIONAL COOPERATION

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