

2012-2013 ANNUAL REPORT



TOGETHER **WE WORK.**  
TOGETHER **IT WORKS.**



# S Y N E R G Y



From groundbreaking research on traumatic brain injury to sharing best practices in supporting faculty development to expanding the scope of digital scholarship in all its dimensions, this was a banner year for the CIC.

More resources. More opportunities. More collaboration. That's been the theme as we continued a record-setting pace in 2012-13. We improved the performance of several key programs, including the acclaimed Academic Leadership Program; expanded library services through the successful implementation of a shared storage facility; and focused attention on improving coordinated procurement.

Launching large-scale collaborative research projects has long been an aspiration, and this year we made significant strides toward that aim. Thirteen grant proposals totaling \$10 million have been submitted to foundations and federal agencies for the support of inter-institutional collaborations. Seven of those have already been funded, generating more than \$5 million for CIC universities over the next few years.

Fifty-five years ago, the founders of the CIC envisioned an organization that would be a true confederation of universities, working within a voluntary and collaborative framework to serve the common good. That original vision has served us well and is the foundational underpinning for our style of leadership—bringing together the aspirations and ideas of the many in order to solve (together) the problems and challenges of the day.

It is a distinctive pleasure to serve our member universities. The CIC staff and I invite you to share in our reflection of the accomplishments of the year, even as we look forward with great anticipation to the coming year and all it holds. Truly, the CIC universities are some of the finest and most prestigious in the world. Our opportunities are confined only by our imaginations.

A handwritten signature in black ink that reads "Barbara McFadden Allen". The signature is fluid and cursive.

Barbara McFadden Allen  
Executive Director  
Committee on Institutional Cooperation

S T R E N G T H



55  
YEARS

CIC UNIVERSITIES HAVE A LONG HISTORY OF DEEP COLLABORATION

The member universities of the Committee on Institutional Cooperation collaborate to advance their academic missions, generate unique opportunities for students and faculty, and serve the common good by sharing expertise, leveraging campus resources, and creating innovative programming.

The University of Maryland and Rutgers University officially joined the CIC on July 1, 2013, extending the reach of the consortium both geographically (extending from the Great Plains to the East Coast) and academically (from language offerings to the humanities to neuroscience).

With the expansion of the CIC, the opportunities and impact are immediately made clear. The addition of these land-grant universities brings the CIC's collective research portfolio to \$10.06 billion, close to double that of both the Ivy League's and the University of California's system. Some 111 million books are now available to the CIC's more than 580,000 students and nearly 45,000 faculty through the combined collections of the 15 universities' libraries.

Our new colleagues bring leading-edge collaborative research programs, such as the Cell and DNA Repository and the UN Study Abroad Program at Rutgers and the National Foreign Language Center and the National Consortium for the Study of Terrorism and Responses to Terrorism at Maryland.

Programming at Maryland and Rutgers builds on collaborations already ongoing with CIC universities, including the Center for Food Safety and Security Systems at Maryland, which has a \$5.4 million grant involving researchers at Rutgers and Ohio State, and the Global Institute for BioExploration at Rutgers, established with the University of Illinois to promote ethical, natural-product-based pharmacological bioexploration to benefit human health and the environment in developing countries.

From sharing lab resources and facilities to digitizing millions of book volumes to strategically co-investing in technology infrastructure, CIC universities work smarter, harder, together every day.



# I M P A C T

# \$1.458 MILLION

NSF AWARDED A TRANSFORMATION GRANT TO SUPPORT THE CIC'S EFFORTS  
TO DIVERSIFY THE PROFESSORiate

The strategic partnership of CIC universities nurtures changes and innovation among our members and higher education at large. By working together on our aligned interests this year, the collective voice of the CIC influenced policy, furthered the conversation on online learning, and accelerated research in the humanities and sciences.

Amid the many voices in the federal budget, sequestration, and shutdown discussions throughout the year, the CIC provided real-world numbers to legislators on the effect of funding levels in the humanities and the sciences. The CIC also endorsed broad access to information by filing an *amicus curiae* in support of the HathiTrust's defense against the Author's Guild's lawsuit.

CIC provosts significantly changed the national conversation around online learning with the release of the report "*CIC Online Learning Collaboration: A Vision and Framework.*" Media outlets such as the *New York Times* and *Inside Higher Ed* covered the report and the ensuing shift in the discourse from the buzz around technology to the provosts' call for a focus on fundamental academic values and pedagogical principles.

CIC collaborations are also having an impact on our campuses, increasing diversity and opportunities and serving as an exemplar in research collaboration. The National Science Foundation's Alliances for Graduate Education and the Professoriate program awarded a Transformation grant of \$1.458 million to support the CIC's *Professional Advancement Initiative* (PAI), with a goal to create a systemic, multi-institutional cultural change designed to increase the progression of under-represented minority postdocs into the professoriate. And the partnership with the Ivy League and the Big Ten Conference on the Traumatic Brain Injury Research Collaboration is bringing together the nation's best experts to advance the research on concussion.

# I N N O V A T I O N



## \$10 BILLION

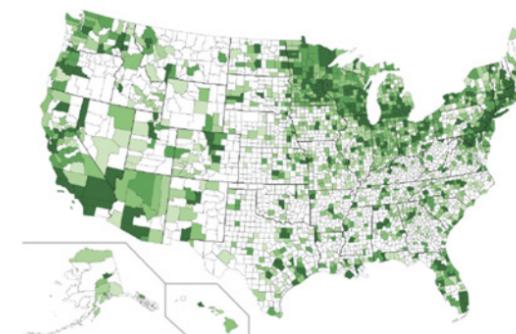
IN 2012, CIC UNIVERSITIES CONDUCTED OVER \$10 BILLION IN FUNDED RESEARCH, FAR MORE THAN THE \$4.4 BILLION OF THE IVY LEAGUE OR THE UNIVERSITY OF CALIFORNIA SYSTEM'S \$5.5 BILLION.

Through their cooperation, co-investment, and collaboration, CIC universities have become the most recognized leaders in research and education, while creating the most responsive and effective framework for academic collaboration in higher education.

The \$10.06 billion in funded research being conducted at CIC universities expands knowledge, leads to new technologies and medical advances, and explores the possibilities of human and scientific frontiers. At the same time, university research is a key component of the U.S. economic ecosystem, returning the investment through enormous public value and impact on businesses and suppliers in sectors such as manufacturing, equipment, and technology.

In an effort to assess the social and economic impact of academic research, the CIC is leading a groundbreaking effort to build and provide a data platform for large-scale systematic analysis of the infrastructure and outcomes of university-based science. With support from the Sloan Foundation, researchers from member universities of the CIC worked together to analyze these data.

NATIONAL DISTRIBUTION OF EXPENDITURES



The eight Midwestern universities represented in the report generated a total of \$6.1 billion in research activity in 2011, \$3.47 billion of which was funded by the federal government. In 2012, more than 50,000 people were employed in the scientific processes at these schools. Vendors and suppliers supporting this work spanned the entire nation—ranging from California to New York and from Texas to Michigan—in high-tech industries producing goods such as optical equipment and high-end manufacturing parts.

Karen Hanson, Senior Vice President for Academic Affairs and Provost at the University of Minnesota and Chair of the CIC, affirms the larger purpose of the consortium's research, stating: "Through our collaboration in the CIC, we are able to amplify the impact of our research, teaching, and learning efforts. This study has given us an excellent initial insight into our impact; we're looking forward to digging further into the data to better understand how to leverage our research to derive additional benefits both regionally and nationally."

# O P P O R T U N I T Y



584,288  
STUDENTS

CIC UNIVERSITIES EDUCATE MORE THAN HALF A MILLION STUDENTS EACH YEAR.

Through collaboration, CIC universities increase opportunities and maximize savings and efficiencies that support the academic enterprise across the consortium.

CIC universities lead the nation in developing the human capital needed to compete and thrive in the global economy. Member institutions educate over a half a million students annually, representing almost 14% of the doctoral degrees, 18% of the engineering Ph.D. degrees, and over 28% of the agricultural Ph.D. degrees granted in the United States each year.

Among the notable academic strengths of the CIC is the sharing of expertise across campuses. By identifying, developing, and implementing programming that meets the needs, interests, and strengths of member institutions, the CIC has built a strong portfolio of nationally recognized student and faculty opportunities.

When students enroll at a CIC institution, they open their world far beyond what any one school could offer. Whether studying in State College or Lincoln, a student's university's participation in the CIC provides expanded access to resources, languages, classes, and international opportunities. Through programs such as the Summer Research Opportunities Program (SROP), Traveling Scholar, FreeApp, UBorrow, and expanded Study Abroad offerings, students at all 15 campuses can take advantage of the best that these top-tier universities have to offer.

CIC faculty have long shared administrative and faculty expertise through collaborative opportunities that are designed to enhance personal networks, scholarship, research, mentoring, and leadership potential. Through long-standing CIC initiatives such as the Department Executive Officer Seminars and the Academic Leadership Program, member universities' investment in their emerging campus leaders has produced countless college presidents, provosts, and deans.

CIC collaborations also enhance the infrastructure that enables the cutting-edge research on our campuses. Through collaborative efforts in resourcing and purchasing, the CIC was able to upgrade the OmniPoP fiber optic network to 100G and move over 80,000 print journal volumes from CIC libraries to a new shared print repository. Collaborative purchasing agreements are on track to save members \$1.8 million in costs and investments.

# B E N E F I T S



<b>Library Savings</b>	<b>Purchasing Savings</b>	<b>OmniPoP Savings</b>
<b>\$2.5</b>	<b>\$3.8</b>	<b>\$5.4</b>
Million	Million	Million

## \$11.7 MILLION

THE CIC CONTINUES TO PROVIDE A POSITIVE RETURN ON INVESTMENT TO ITS MEMBERS.  
 CIC STAFF DESIGN EFFICIENT AND EFFECTIVE OPERATIONS THAT LAY THE FOUNDATION  
 FOR CONTINUED DOLLAR SAVINGS AND SUCCESSFUL MANAGEMENT  
 OF HUMAN NETWORKS AND RESOURCES ACROSS THE CAMPUSES.

## CIC FINANCIAL OVERVIEW

### Statement of Financial Position

June 30, 2013

<b>Current Assets</b>		<b>Current Liabilities</b>	
Cash	\$5,301,722	Accounts Payable	\$55,222
Accounts Receivable, Related Parties	521,516	Accrued Compensated Absences	167,438
Accounts Receivable, Other	10,375	Deferred Revenue	1,080,883
Prepaid Leases	66,564	<b>Total Liabilities</b>	<b>\$1,303,543</b>
<b>Total Current Assets</b>	<b>\$5,900,177</b>	<b>Net Assets</b>	
<b>Property and Equipment, Net</b>	<b>\$84,155</b>	Unrestricted	\$5,413,775
<b>Other Assets</b>			
Deposit Receivable	55,000		
Prepaid Leases, Net of Current Portion	677,986		
<b>Total Other Assets</b>	<b>732,986</b>		
<b>Total Assets</b>	<b>\$6,717,318</b>	<b>Total Liabilities and Net Assets</b>	<b>\$6,717,318</b>

### Statement of Activities

For the Year Ended June 30, 2013

<b>Support and Revenue</b>		
Member Dues		\$2,930,490
Program Revenues		1,306,042
OmniPoP and Fiber Optic Ring		770,585
Seminars and Conferences		58,714
In-Kind Revenue		50,000
Member Reimbursements		6,563
Coordination Fees		6,186
Electronic Licensing and Purchasing, Net of Direct Costs		1,395
<b>Total Support and Revenue</b>		<b>\$5,129,975</b>
<b>Expenses</b>		
Program Services		\$2,462,725
Supporting Services:		
Management & General		2,590,374
<b>Total Expenses</b>		<b>\$5,053,099</b>
<b>Change in Net Assets</b>		<b>\$76,876</b>
<b>Unrestricted Net Assets, Beginning of Year</b>		<b>\$5,336,899</b>
<b>Unrestricted Net Assets, End of Year</b>		<b>\$5,413,775</b>



# L E A D E R S H I P

The CIC is a consortium of world-class research universities governed by its member provosts and supported by campus investment.

## **CIC Provosts**

July 1, 2012–June 30, 2013

### **Karen Hanson**

CIC Chair, University of Minnesota

### **Thomas Rosenbaum**

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

### **Timothy Sands**

Purdue University

### **Richard L. Edwards**

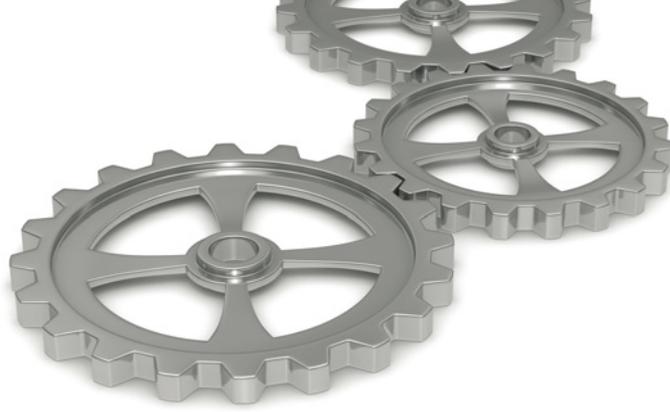
Rutgers University

### **Paul M. DeLuca**

University of Wisconsin-Madison

“Academic isolation has long been impractical; in today’s world, it is impossible. At a time when yesterday’s bright new fact becomes today’s doubt and tomorrow’s myth, no single institution has the resources in faculty or facilities to go it alone. A university must do more than just stand guard over the nation’s heritage, it must illuminate the present and help shape the future. This demands cooperation—not a diversity of weaknesses but a union of strengths.”

Herman B. Wells (1902-2000)  
President of Indiana University, 1938-1962  
Leader behind the establishment of the CIC



The Committee on Institutional Cooperation (CIC) is a consortium of the Big Ten member universities plus the University of Chicago. For more than half a century, CIC members have collaborated to advance their academic missions, generate unique opportunities for students and faculty, and serve the common good by sharing expertise, leveraging campus resources, and collaborating on innovative programming.

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



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