LEVERAGING

CIC
COMMITTEE ON INSTITUTIONAL COOPERATION

University of Chicago
University of Illinois
Indiana University
University of Iowa
University of Michigan
Michigan State University
University of Minnesota
University of Nebraska-Lincoln
Northwestern University
Ohio State University
Pennsylvania State University
Purdue University
University of Wisconsin-Madison

IMPACT
RESEARCH
INVESTMENT
DISCOVERY
OPPORTUNITIES
STRENGTHS
ACCESS
RESOURCES
EFFICIENCIES
COLLABORATION
By leveraging investment, innovation, and ideas, CIC universities operate at the cutting edge of life-changing research and technology. Great discoveries, exciting advancements, and enriching cultural contributions are being made every day across the CIC by students, faculty, and researchers.

From the Midwest to the World

CIC universities are leading a new era of research and education that benefits students, communities, and the world beyond our geographic footprint. One of the most urgent issues facing the United States and the Midwest is developing the human capital needed to compete and thrive in the global economy. CIC universities are leaders in this effort—educating almost a half-million students, representing almost 15% of the doctoral degrees, 20% of the engineering Ph.D. degrees, and almost 23% of the agricultural Ph.D. degrees granted in the U.S. each year.

CIC universities have a significant international presence as well; students from CIC schools account for 8% of the total number of students studying abroad and enroll almost 9% of international students studying in the U.S. Under the CIC Global Collaborations Initiative, the CIC Senior International Officers are working together to prepare tomorrow’s global citizens and
scholars and to lead their universities to include a comprehensive international perspective that flows throughout all aspects of the educational experience at CIC universities—including teaching, research and service.

In addition, the CIC, along with the University of Illinois, will be hosting the 5th Global University Summit in Chicago from April 29-May 1, 2012. Presidents of leading research universities from the U.S. and around the world will be meeting to discuss this year’s theme of Developing Talent to Drive Innovation in a Global Society. Held in parallel with the G8 Summit, the Global University Summit’s aim is to engage university leadership at the highest levels with the major global social challenges facing higher education in the 21st century.
“The scope of this collaboration is also unprecedented—imagine many of the top brain research laboratories in the world collecting data from a large sample of student athletes across the BIG10/CIC on a variety of men’s and women’s sports before, during, and after a season. We have never seen that level of collaboration before.”

Dennis L. Molfese, PhD.  
University of Nebraska-Lincoln  
Director Big Ten/CIC Traumatic Brain Injury Research Collaboration

Engaging in over $71 billion in research in 2010, CIC universities are providing powerful insight into important issues in medicine, technology, agriculture, and communities.

Working together to leverage resources and assets creates a collective impact far greater than could be made by an individual university. Recent collaborations include:

A joint effort of the CIC and the Big Ten Athletic Conference, the Traumatic Brain Injury Research Collaboration aims to better understand the causes and effects of sport-related concussion and head injuries. Dennis L. Molfese, professor at the University of Nebraska-Lincoln, directs the effort that brings together CIC researchers to work collaboratively on this common problem, giving them access to a larger collection of laboratories, coaches, athletic trainers, scientists, and team physicians.
The CIC's Center for Advanced Study in International Competitiveness (CASIC) is a major collaborative research effort with a mission to provide research leadership in the study of complex international competitiveness issues that have both scholarly and practical significance, particularly those with public policy implications. Modeled after the "big science" projects, the Center will conduct large-scale, team-based interdisciplinary research that aims to generate breakthrough knowledge for major advancement. Over the next four years, CASIC will focus its research on the G20 countries and across eight strategic industries: agriculture, banking and finance, energy, health care, higher education, manufacturing, telecom, and transportation.

Researchers from the CIC universities of Illinois, Northwestern, and Wisconsin are working together to develop "tattoo electronics"—wireless electronics so flexible and thin that they can be applied to the skin and forgotten. The high-performance epidermal electronic system mounts directly onto the skin with the ease, flexibility and comfort of a temporary tattoo for use in medical situations where wires and tape are not suitable.
The CIC has an enduring commitment to increasing student diversity and ensuring equal access to higher education. With a number of successful programs that increase access and provide opportunities for underrepresented students, the CIC has created a pipeline for future graduate students, faculty, and professionals. Perhaps the best known of these is the Summer Research Opportunities Program (SRP), which has mentored over 10,000 students since its inception.

The CIC has a nationally renowned portfolio of dynamic programs and initiatives that enrich the offerings available to students, faculty, and administrators at each university—thus, when you join a CIC university, your opportunities expand exponentially across the breadth of the 13 campuses.

Offering faculty and administrators opportunities for collaboration and professional development that are highly relevant and effective, the CIC’s Department Executive Officers (DEO) program and the Academic Leadership Program (ALP) are successful incubators of talent that enrich professional development and increase engagement and retention.

Through the Traveling Scholar Program doctoral students spend up to a full academic year pursuing specialized courses
of study, researching unique library collections, and working in advanced laboratories and facilities at other CIC institutions — with no change in registration procedures or additional tuition from their home university.

With CIC’s CourseShare program, students have access to an expanded number of language courses without leaving their home campuses. Language faculty from across the CIC universities are able to offer more than 120 Less Commonly Taught Languages (LCTLs), whereas individually, no institution teaches more than 82. CIC members are leaders in the area of language education and are able to increase access to students across the consortium and offer a variety of programs that continue to internationalize the student experience.

CIC programs increase access and opportunities across the member universities, while ensuring that every university is not replicating every program. For instance, the Alliance for Expanded Study Overseas Program (AESOP) expands opportunities for global learning by opening member university study abroad programs to all member campuses. Currently, the pool of study abroad offerings includes programs at more than 70 locations worldwide.
“The CIC is really the model—the gold standard. The universities of the CIC are educating the next generation of researchers and the professoriate—the people who will be in a whole variety of ways creating new jobs.”

Karen Hansen  
Vice President for Academic Affairs and Provost  
University of Minnesota

Teaching, learning, and research in higher education are becoming increasingly collaborative. universities of the CIC have combined efforts on resources that facilitate deep and meaningful collaboration to enrich research, faculty and student experiences, and the larger impact of the work being done across our campuses.

Examples of key resource collaborations this past year include:

- Particle physicists from across 5 universities of the consortium collaborating on the ATLAS experiment based at the Large Hadron Collider at CERN in Switzerland maximized their grant funding to share enormous data sets using the CIC’s OmniPoP fiber network, saving hundreds of thousands of dollars in start-up equipment, maintenance, and management costs.
By working collaboratively, CIC libraries have partnered with Google to scan some of the most distinctive collections from CIC libraries and their 79 million volumes. These legacy collections are known to scholars worldwide, reflecting decades of careful investment and curation to build exceptional resources for research. The Google partnership promises to open up these resources to a much broader audience, ensuring that they remain accessible and discoverable in a digital age.

The CIC Shared Print Storage initiative launched in July of 2011 with ten participating CIC libraries. The program’s first host site, Indiana University, has already secured over 70,000 journal volumes drawn from major publishers, and is testing a call and response process with a few CIC schools to fill in missing volumes and add titles which IU does not hold. It is expected that the shared collection at IU will exceed 100,000 volumes by the end of 2012, and 250,000 by July of 2016.

“The behind-the-scenes efforts of the CIC allow us to achieve far more collectively than we could as individual universities.”

Rodney A. Erickson
President
Pennsylvania State University
### CIC STATEMENT OF REVENUES, EXPENSES AND CHANGES IN RESERVE BALANCES

For year ending on June 30, 2011

<table>
<thead>
<tr>
<th>OPERATIONS</th>
<th>2010-11</th>
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<tr>
<td><strong>OPERATING</strong></td>
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<tr>
<td>Operating Revenues</td>
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<tr>
<td>Member Dues &amp; Assessments</td>
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<tr>
<td>Other Revenues</td>
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<td>Total Operating Revenues</td>
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<td><strong>OPERATING EXPENSES</strong></td>
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<td>Personnel</td>
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<td>Rent &amp; Operations</td>
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<td>Operating Income</td>
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<td><strong>OPERATING RESERVES</strong></td>
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<td>End of year</td>
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### PROGRAM-RELATED

**Program-Related Revenues**

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<tr>
<td>ALP &amp; DEO</td>
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<td>Electronic Licensing &amp; Purchasing</td>
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<td>OmniPOP &amp; Fiber Optic Ring</td>
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<td>Shared Digital Repository</td>
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<td>Other Projects</td>
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<td>Total Program-Related Revenues</td>
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**Program-Related Expenses**

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<td>Total Program-Related Expenses</td>
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<td>Program-Related Income</td>
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**Program-Related Reserves**

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<td>End of year</td>
<td>$3,777,212</td>
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**Footnotes:**

1 Reflects additions to or drawdowns on reserves.

2 Includes revenue collected for purchases and distributions to be made in next fiscal year.
Library Savings: $6.5 million

Purchasing Savings: $5.6 million

OmniPoP Savings: $3.2 million

Member Dues: $2.2 million

Return on Collaboration
Leveraging Collaboration

Engines of innovation
Across the CIC you will find 106 Nobel Laureates, four 2011 MacArthur Genius grant winners, 690 patents issued in 2010, 78 start-ups created, and over $4.3 million in licensing income generated.

$7.1 Billion
CIC universities conduct more funded research than the Ivy League schools’ $4.2 billion or the University of California system’s $5.2 billion.

500,000
CIC universities are educating almost a half-million students, representing almost 15% of doctoral degrees, 20% of engineering Ph.D. degrees, and almost 25% of the agricultural Ph.D. degrees granted in the U.S. each year.
Dear Colleagues:

Pumping more than $30 billion into the economy, the intellectual assets of the CIC universities are an economic juggernaut across the Midwest and beyond. These 13 world-class universities contribute to the quality of life in communities such as Minneapolis, Chicago, and Iowa City. From contributions through music, poetry, art, and critical analysis to groundbreaking discoveries in science and medicine, our faculty create positive change and impact. CIC universities are among the most precious assets of the region, and our collective presence is felt across the Midwest and the world.

We have found a way to cooperate effectively, increasing access and opportunity for students and faculty, while ensuring that every university is not replicating every program. By leveraging resources and gleaning the expertise of our member institutions, we are able to offer world-class programs linking students, faculty and staff across the campuses.

Among other highlights this year, we welcomed a new member university (the University of Nebraska-Lincoln), extended our shared fiber network infrastructure to researchers working on the Large Hadron Collider experiment at CERN in Switzerland, and established shared storage for member university libraries. New collaborative research initiatives were launched in areas as diverse as traumatic brain injury and international competitiveness, and “signature programs” that let students enroll in courses offered by member universities continued apace. As always, faculty and staff across the consortium connected in myriad ways in multiple venues (physically and virtually) to work together to solve common problems and share strategies for improving the effectiveness of each individual program.

For more than 50 years, CIC universities have worked together toward the common good, and our efforts have grown exponentially in impact and influence. Together, we’ve built the most sophisticated collaborative infrastructure in American higher education and we use that partnership every day to save money, share assets, and increase teaching, learning and research opportunities. This year was no exception. In the CIC, we don’t just talk about making a difference—together we are creating the research university of the future.

Barbara McFadden Allen
Executive Director
Committee on Institutional Cooperation

Kim A. Wilcox
Provost & Vice President
for Academic Affairs
Michigan State University
Chair, Committee on Institutional Cooperation
"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 CIC is a consortium of 13 world-class research universities governed by its member provosts and supported by campus investment.
The Committee on Institutional Cooperation is an academic consortium of 13 top-tier research universities, including the members of the Big Ten Conference and the University of Chicago. For over 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 creating innovative programming.

University of Chicago · University of Illinois · Indiana University · University of Iowa
University of Michigan · Michigan State University · University of Minnesota
University of Nebraska-Lincoln · Northwestern University · Ohio State University
Pennsylvania State University · Purdue University · University of Wisconsin-Madison

C·I·C
COMMITTEE ON INSTITUTIONAL COOPERATION

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