



## to the Members

June 4, 2002

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## Accomplishments

The CIC has established a set of priorities for strategic investment: 1) expanding access to learning opportunities by sharing intellectual capital; 2) leveraging investments in human resources, technologies, libraries and facilities; and 3) leadership in higher education.

During the past 6 months a number of new initiatives have been launched that map to these opportunities, and the set of standing programs has been refocused and repositioned to align with the new strategic directions.

- A prototype e-book collection of 45-50 texts will be ready for delivery to CIC students, faculty and staff in fall 2002.
- A course module in 2nd year Portuguese will be delivered in January 2003 (the first of what we hope will be many LCTLs).
- The American Indian Studies Consortium, begun in 2001, has awarded 7 fellowships for fall 2002.
- We received 1 grant from Proctor and Gamble totaling \$32,000.
- We circulated 125,000 items through the Virtual Electronic Library and member institutions' online catalogs.
- Coordinated purchasing, including library licensing, CIC Purchasing Consortium and collaborative licensing in Information Technology resulted in savings of \$3.1 million since 2001.
- 41 Academic Leadership Program fellows were convened, and we organized and staffed 22 peer meetings, 2 national conferences and 6 CIC-wide conferences, attended by 950 faculty and staff.
- The CIC website has been redesigned to provide easy access to CIC programs, projects and people.
- In addition to the new Strategic Directions brochure and the semiannual print newsletter, the first issue of a quarterly email update is keeping CIC committee members, faculty and students informed about what's new and exciting in CIC collaboration.
- 23 Foreign Language Enhancement Program scholarships were awarded for summer 2002.
- Data on student enrollment in Summer Research Opportunities Program (SROP), Study Abroad, and AESOP will be reported in December.



## Progress Toward Program Priorities

### Priority: Expand Access to Learning Opportunities by Sharing Intellectual Capital

#### CIC Study Abroad Programs and Alliances for Expanded Study in Overseas Programs (AESOP)

Some 90 study abroad programs are now offered collaboratively across the CIC (approximately 10% of total available programs in the consortium). Fully 4.5% of CIC students studying abroad are now doing so through collaborative CIC programs. In addition, CIC Study Abroad Directors have negotiated special CIC pricing for programs offered through 3rd party providers. Between Spring 1997 and Summer 2000, IES, for example, awarded students from CIC universities tuition discounts and merit scholarships totaling \$1.6 million.

AESOP allows students at CIC member institutions to participate in study abroad programs sponsored by other CIC institutions. It is a cooperative program designed to match unused study abroad capacities with the unmet study abroad needs of other CIC institutions. 107 students from 10 CIC universities took advantage of the expanded opportunities to study abroad through AESOP in 2000-01 in programs at more than 70 locations worldwide.

#### American Indian Studies Consortium

Drawing on the CIC's vast institutional resources and the Newberry's matchless collections in the field, the new CIC American Indian Studies Consortium will facilitate the development and training of graduate students in anthropology, history, literature, education and other fields whose academic research focuses on the cultures and experiences of American Indians. Seven graduate students received awards for study at the Newberry Library during 2002-2003. The 3rd Annual CIC-AIS Graduate Student Consortium Conference, April 18-20, 2002 was hosted by Michigan State University.

#### Directory of Minority PhD, MFA and MLS Candidates and Recipients and Directory of Women in Science and Engineering (WISE)

CIC publishes two online directories in an effort to increase the professional opportunities for minority graduate students and for women in the science, engineering and mathematics and to aid colleges, universities, and other potential employers in the recruitment of highly educated women and under-represented minorities. The current combined directories contain listings for 466 students.

#### Foreign Language Enhancement Program (FLEP)

The CIC Foreign Language Enhancement Program (FLEP) provides scholarships to help graduate students take advantage of language offerings not available at their home university, but available at another CIC member university. Scholarships are intended to cover living expenses incurred while attending another CIC host institution during the summer session. Nineteen students received FLEP scholarships for 2000-01 to study less commonly taught languages not offered at their home institutions. These students represent 9 different institutions and will visit 6 CIC institutions. Twenty-three FLEP scholarships have been awarded for summer 2002.

## Graduate Minority Programs

**The CIC FreeApp program** is designed to expand participation of underrepresented minority groups in graduate education. Through this program, applicants can request a fee waiver for graduate applications to Ph.D. or Master of Fine Arts programs at CIC institutions. For the current academic year, 735 requests for FreeApp fee waivers were received.

**Summer Research Opportunity Program (SROP)** is a program to interest talented undergraduate minority students in academic careers and to enhance their preparation for graduate study through intensive research experiences with faculty mentors. 562 students from 121 Universities participated in SROP 2001. The annual SROP Conference will be held at the Pennsylvania State University, July 19-21, 2002.

## Sharing Online Courses (CIC CourseShare)

The development of an administrative framework that would allow for the inter-institutional sharing of online and other distance education courses is underway.

Online Portuguese is the first application of CIC CourseShare. It is an experiment in the online inter-institutional sharing of less commonly taught languages led by the Liberal Arts and Sciences Deans. A sample module of the course can be viewed at <http://distancelearning.llc.msu.edu/Portuguese>. The course will be delivered in January 2003.

In addition, the CIC Nursing Deans plan to launch a “Nursing Informatics Consortium” in Fall, 2002, and they will pilot CourseShare as the means for facilitating enrollment in the initial course offerings.

## The Traveling Scholar Program

The Traveling Scholar program enables doctoral-level students at any CIC university to take advantage of educational opportunities—specialized courses, unique library collections, unusual laboratories—at any other CIC university without change in registration or increase in tuition. More than 5,000 doctoral candidates at the CIC universities have taken advantage of the Traveling Scholar Program since its inception in 1963. During the 2001-02 academic year, eleven CIC universities sent 189 students to 12 CIC campuses through the Traveling Scholar Program.

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## Priority: Leverage Investments in Human Resources, Technologies, Libraries and Facilities

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### Center for Library Initiatives (CLI) and Virtual Electronic Library

The Virtual Electronic Library (VEL) is an e-resource that offers seamless online access to the wealth of information resources and services available through CIC member libraries. Approximately 125,000 items were circulated through the VEL and CIC member institutions' online catalogs in this six-month period.

The CIC Center for Library Initiatives (CLI), established in 1994, functions as a cohesive consortial organization guided by a vision of the information resources and services of the CIC as a seamless whole. A series of preservation microfilming grants from the National Endowment for the Humanities have provided over \$8 million in funding, resulting in nearly 82,000 rare and fragile volumes being preserved through microfilming. Cost savings to CIC Universities on licensing of electronic products surpassed \$2 million dollars since October 2001.

### Coordinated Purchasing

Encompassing products from African American Database to Web of Science, office and laboratory supplies, Cisco routers and anti-virus software, CIC coordinated purchasing efforts have saved CIC universities \$ 15.5 million since 1994, \$3.1 million since 2001 alone.

In 1998 the Purchasing Directors established a CIC Purchasing Consortium to consolidate the Member Institutions' purchasing power. Savings and cost avoidance to date: \$1 million on contracts for office supplies, scientific laboratory supplies, copier toner, audio and videotapes, and Cisco routers.

The Consortial Agreements Program within the CIC Center for Library Initiatives encompasses agreements and licenses for a variety of electronic information resources, software, and services from partner universities, organizations, and companies. To date, the CLI Consortial Agreement Program has saved the participating libraries over \$15.5 million.

Collaborative Licensing in Information Technology—eight CIC institutions participated in a licensing agreement to purchase Symantec anti virus software with a total purchase amount of \$679,000 and a combined savings of \$529,600.

### Professional Development Opportunities: Academic Leadership Program (ALP); Department Executive Officer Seminar (DEO)

Established in 1987, the Academic Leadership Program (ALP) is designed to develop the leadership and managerial skills of faculty on CIC campuses who have demonstrated exceptional ability and administrative promise. Two seminars—in February and April—were attended by 41 and 43 faculty, respectively.

**The Department Executive Officer Seminar (DEO)** is an annual program of leadership development opportunities for department heads and chairs. This year, 50 participants attended the April seminar.



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## **Priority: Leadership in Higher Education**

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### **University Press Collaboration**

Two groups are working directly on various facets of this monumental project: an advisory council on the future of presses in the CIC and a task force implementing an e-publishing venture. The overall goal of this cluster of programs is to assist the presses in additional worthwhile collaborative efforts, both amongst the participating presses and with other university units, such as libraries and IT units. A seed grant from the CIC Members (Provosts) has been received to build a prototype e-publishing system.

### **National Symposia and Conferences**

In 2002, two national conferences were convened around the theme of diversity: the Library Diversity Forum (146 attendees), hosted by University of Iowa, and the Keeping Our Faculties Conference (345 registrants), hosted by University of Minnesota. Both were co-sponsored by the CIC.

A conference was held at Indiana University on December 11, 2001 to discuss the consequences of September 11 on foreign student recruitment, admissions, enrollment and retention. Follow-up included communication with Secretary of State Colin Powell.

# Highlights of Selected Committees and Group Meetings

## Academic Leadership Program Seminars

- Seminar II held February 7-9, 2002 at University of Illinois at Urbana-Champaign. Topics included long-range planning and budgeting, higher education policy, sources of funding, strategic planning, and university budgeting.
- Seminar III held April 4-6, 2002 at University of Michigan. Topics included the University of the future and motivating change, technology & policy, faculty of the future, accountability, motivating & sustaining change.
- ALP Seminars for 2002-03
  - Michigan State University, Nov. 7-9—Leadership & Human Resources
  - Purdue University, Jan. 30 – Feb. 1—Planning & Budgeting
  - University of Wisconsin-Madison, Apr. 10-12—The University of the Future

## Accreditation Network

- Meeting scheduled for May 23, 2002.

## Advisory Council on University Presses

- Drafted an interim report outlining four key data points that will clarify current and future directions for the 12 CIC presses.

## Affirmative Action Officers

- Planning fall conference for their staffs.
- Benchmarking staffing and office support.

## Chief Information Officers

- Successful initial foray in collaborative licensing yields savings of \$530K for the eight participating universities.
- First-time gathering of IT Disaster Recovery Planning staff develops an IT Disaster Recovery Plan template.
- IT security-related legislation, such as the Patriot Act and HIPAA
- Organization of the 2nd CIC Internet2 Commons Site Coordinator Training for June 26-27 in Madison, WI.

## Department Executive Officer Liaisons

- 2002 Seminar held Apr. 18-20 at Big Ten HQ. Forty-three department heads & chairs, plus liaisons attended. Topics included characteristics of “Top 10” departments, mentoring & retaining faculty, survival skills, fund-raising, time & stress management.
- Planning meeting for 2003 Seminar to be held in late summer.

## Education Deans

- Issues around teacher preparation and the public’s perception of schools of education.

## Graduate Deans

- Renewed commitment to minority graduate education and support of the SROP.
- Patriot Act and impact on graduate students.

### **Panel on Increased Access of Minorities to Graduate Study**

- Convened with the Graduate Deans to identify top priorities for 2002-03.
- Identified the following issues for collaboration and/or for sharing good practices: improving graduate enrollment yields from SROP pools, providing professional development for graduate students, maintaining and using longitudinal data generated by SROP.
- Clarified objectives and role responsibilities for collaborative outreach activities (partnering with external institutions).
- Shared best practices in student recruitment, student academic and professional development, and campus organizational structures for recruitment and retention programs.

### **Learning Technology Group**

- CIC Course Management Systems: A conference held at the University of Iowa on April 29-30.
- Increasing collaboration in the use of emerging educational tools and technologies.
- Sharing faculty development training resources.
- Sharing best practices with e-portfolios.

### **Liberal Arts and Sciences Deans**

- Launching the Portuguese 201 Online Course (developed by MSU).

### **American Indian Studies Consortium**

- Hiring the new director.
- First fellowships awarded.
- Spring conference at MSU with some 35 faculty and 35 graduate students from across the CIC.

### **Foreign Language Distributed Learning Project (2nd Year Portuguese Experiment)**

- Sample module of Online Portuguese available for viewing at <http://distancelearning.llc.msu.edu/Portuguese>
- Full course will be ready for delivery in January 2003.
- LAS Deans are currently exploring the interest on their respective campuses to participate in this experiment.

### **Library Directors**

#### **Archivists**

- Recommended standards for an institutional electronic records policy.

#### **Electronic Publishing Venture Task Force**

- Developing a prototype collaborative e-publishing system.

#### **Law Library Directors**

- Drafted an interlibrary lending agreement.
- Presented to the Center for Research Libraries a proposal to create a core U.S. primary law archive.

#### **Library Directors**

- Organized a diversity conference for academic libraries, April 4-6, 2002 at the University of Iowa.
- Developed a pilot project to ensure that a higher percentage of newly published books are acquired by CIC research libraries.
- Collaborated with university presses on an e-book project.

#### **Collection Development and Electronic Resources Officers**

- \$2,164,938 in consortial savings for electronic resources from October 2001 through March 2002 (over \$15.5 million in savings since 1994).
- Developed an agreement for the coordinated retention of runs of printed scholarly journals that are simultaneously published in electronic form.

**Digital Library Initiatives Overview Committee (DLIOC).**

- Working on a statement of possibilities for collaboration.

**Interlibrary Loan Directors**

- Used the findings and recommendations of the CIC Delivery of Non-Returnables Task Force to implement a series of process improvements.
- Working with the Library Information Technology Directors to articulate technical infrastructure improvements to support interlibrary lending and document delivery.

**Heads of Government Publications**

- Support historical digitization projects (e.g., U.S. Government Manuals, Foreign Relations of the U.S.).
- Explore options for increasing the amount of cataloging for pre-1976 federal documents.

**Heads of Public Services**

- Discussing a collaborative assessment project with the Heads of Technical Services.
- Working with the Collection Development Officers, Heads of Reference, and the Center for Research Libraries on a year-long test of a collaborative Reference Books Archive.

**Heads of Reference**

- Conducted a survey of service programs, staffing patterns, and best practices at CIC reference departments.
- Exploring ways to collaborate on e-reference service programs.

**Heads of Technical Services**

- Exploring how to cooperatively improve e-journal access and management.
- Discussing a collaborative assessment project with the Heads of Public Services.

**Library Information Technology Directors**

- Exploring a collaborative project to develop or use emulators to sustain access to digital resources in older formats and operating systems.
- Discussing a cooperative digital preservation plan, bit-migration agreement, and registry of digital assets.
- Discussing how to update and improve the technical infrastructure supporting the CIC VEL (Virtual Electronic Library).

**Preservation Officers**

- Working on an NEH grant application to preserve scholarly materials.

**Purchasing Directors**

- Conference call Apr. 22. Topics included distribution of revenues, new contract with E&I Cooperative, resolution of contract problems, 2002 annual meeting (U. of Chicago, October 20-22).
- Estimated savings and cost-avoidance to date approximately \$2 million.

**Senior Diversity Officers**

- Sponsored “Keeping Our Faculties: Recruiting and Retaining Faculty of Color” hosted by the University of Minnesota (more than 400 attendees).
- Identifying plans for a “CIC Scholars” program that would provide a bridge to faculty positions for promising underrepresented minority graduate students.

**Senior Research Officers**

- Planning their annual “Day on the Hill” (June 13 and 14).
- US Patriot Act and impact on access to laboratories and research.

### **Senior International Officers**

- Completed and presented final report to the CIC Members on study abroad and international collaborations.
- Planning fall conference to be hosted by Indiana on the topic of information technology and international programs.
- US Patriot Act and impact on international students.

### **International Student Office Directors and International Admissions/Recruitment Directors**

- Convened at Indiana University on December 11, 2001 to discuss the impact of 9/11 on foreign student recruitment, admissions, enrollment and retention.

### **International Student and Scholars Services Directors.**

- Follow-up to Indiana University Summit and further discussion on maintaining enrollments in the wake of 9/11.
- SEVIS implementation.
- Developed a group position on the SEVIS fee issue at the request of ACE and NAFSA; relayed position to those organizations.

### **Study Abroad Directors**

- Submitted a report to the CIC Senior International Officers on CIC collaborations in study abroad.
- Developed a draft of standards for internships abroad.
- Identified opportunities for customized programming with external providers.
- Shared best practices in integrating study abroad into the curricula.
- Shared best practices in using technology to improve student orientation and to augment study abroad experiences.

### **Undergraduate Education Group**

- U.S. News & World Report request for exemplary programs.
- Academic integrity and plagiarism, and the use of online resources to check students' papers.
- Methods to help new students with four-year academic planning.
- Addressing multi-racial categories in admissions information.

### **University Press Directors**

- Supporting the work of the Advisory Committee on University Presses by providing benchmarking data and identifying areas for collaboration.
- Working with the Library Directors on the e-book project.

## Attendees at CIC Meetings and Conferences by Institution

12/1/2001 - 6/30/2002

Group	Meeting Format	Meeting Date	Chi.	UIC	UIUC	Indiana	Iowa	Mich.	MSU	Minn.	NWU	OSU	PSU	Purdue	UW-M	Guests	Totals
<b>Conferences</b>																	
Academic Leadership Program	Face to face	2/7-2/9/2002		3	4	4	5	5	5	2		2	5	4	2		<b>41</b>
Academic Leadership Program	Face to face	4/4-4/6/2002		3	4	4	5	4	5	3		3	5	4	3		<b>43</b>
American Indian Studies Conference	Face to face	4/18-4/20/2002			7			1	27	8		5		1	9	2	<b>60</b>
CIC/ARL Library Diversity Conference	Face to face	4/4-4/6/2002	2	2	7	3	13	3	6	7	1	2	7	0	3	90	<b>146</b>
DEO Seminar	Face to face	4/18-4/20/2002		5	6	5	5	5	5	7		2	5	4	5	1	<b>55</b>
Internet2 Commons Site Coordinator	Video Conf.	1/17/2002				1	1					1				1	<b>4</b>
Internet2 Commons Site Coordinator	Video Conf.	2/15/2002				1	1					1				1	<b>4</b>
Internet2 Commons Site Coordinator	Video Conf.	2/20/2002				1	1					1				1	<b>4</b>
Keeping our Faculties Conference	Face to face	4/21-4/23/2002	0	2	4	2	2	6	5	103	0	2	7	1	3	208	<b>345</b>
<b>Meetings</b>																	
Access Panel	Face to face	3/18/2002	1	1	1	1			1	1	1	1	1	1	1	7	<b>18</b>
Accreditation Network	Face to face	5/23/2002	1	1	1	1		1	2	1	1	1		1	2		<b>13</b>
Advisory Comm. On University Presses	Face to face	4/8/2002	1			1	1	1	1		1		1		1	1	<b>9</b>
American Indian Studies Consortium Executive Committee	Face to face	4/20/2002		1	1			1	1	1						1	<b>6</b>
Chief Information Officers	Face to face	12/4-5/2001	1	1	1	1	1	1		1	1	1	1	1	1	1	<b>13</b>
Collection Development Officers/Electronic Resource Officers	Face to face	1/18/2002	1		2	1	1	1	2	2	1	1	2	1	1	2	<b>18</b>
Council of Library Committee Chairs	Face to face	1/21/2002				2		1	1	1		2				1	<b>8</b>

### Grants and Fellowships Received and Distributed

	Chicago	UIC	UIUC	Indiana	Iowa	Michigan	MSU	Minn.	NU	OSU	PSU	Purdue	UW-Mad.	Totals
GE Minority Fellowships ('01-'02)						\$41,684	\$22,276					\$34,340		\$98,300
P&G Minority Fellowships ('01-'02)					\$16,000	\$16,000								\$32,000
Microfilming Project 6 (10/00 - 9/02)	\$111,650		\$96,994	\$98,417		\$86,680	\$74,853	\$118,532	\$88,472		\$61,302		\$99,898	\$836,798
Microfilming Project 6 Subcontract											\$47,870			\$47,870
Microfilming Project 7 (Pending)	\$59,475			\$48,460	\$90,506	\$118,300	\$96,042		\$71,516		\$55,236		\$101,253	\$640,788
Microfilming Project 7 Sub (Pending)											\$45,875			\$45,875
<b>TOTALS:</b>	<b>\$171,125</b>	<b>\$0</b>	<b>\$96,994</b>	<b>\$146,877</b>	<b>\$106,506</b>	<b>\$262,664</b>	<b>\$193,171</b>	<b>\$118,532</b>	<b>\$159,988</b>	<b>\$0</b>	<b>\$210,283</b>	<b>\$34,340</b>	<b>\$201,151</b>	<b>\$1,701,631</b>

### Cost Savings for CIC Universities

Library Licensing (10/00 - 10/01)	\$543,398	\$134,918	\$158,979	\$131,630	\$179,851	\$194,790	\$181,946	\$232,544	\$229,429	\$26,007	\$233,329	\$144,169	\$33,718	\$2,424,708
Purchasing Consortium	(Data currently being compiled and will be available in next report. Contracts include office supplies, lab supplies, copy toner, Cisco routers, & audio/video tapes.)													

### Student Programs at CIC Universities

	Chicago	UIC	UIUC	Indiana	Iowa	Michigan	MSU	Minn.	NU	OSU	PSU	Purdue	UW-Mad.	Totals
AESOP Study Abroad ('01-'02)	0	17	7	3	1	5	0	24	1	0	19	11	19	107
FLEP Students Sent ('01-'02)	6	0	1	1	0	0	4	1	0	2	1	1	2	19
FLEP Students Rec'd ('01-'02)	6	0	1	1	0	4	0	0	0	1	0	0	6	19
Traveling Scholars Sent ('01-'02)	14	25	11	15	0	9	50	4	27	10	12	unk.	5	182
Traveling Scholars Rec'd ('01-'02)	42	1	2	8	1	100	11	1	16	6	1	unk.	11	200
SROP (2001)	23	72	107	8	13	47	70	24	21	19	36	38	40	518
<b>TOTALS:</b>	<b>91</b>	<b>115</b>	<b>129</b>	<b>36</b>	<b>15</b>	<b>165</b>	<b>135</b>	<b>54</b>	<b>65</b>	<b>38</b>	<b>69</b>	<b>50</b>	<b>83</b>	<b>1,045</b>

### Interlibrary Loan among CIC Universities

	Chicago	UIC	UIUC	Indiana	Iowa	Michigan	MSU	Minn.	NU	OSU	PSU	Purdue	UW-Mad.	Totals
Items Loaned ('01-'02)	11,291	5,250	8,922	19,171	9,759	20,049	11,388	17,299	7,696	10,800	9,070	6,895	18,895	156,485
Items Borrowed ('01-'02)	6,024	3,057	9,977	17,793	6,308	12,047	20,832	12,595	16,810	5,734	12,668	13,863	18,830	156,538

Group	Meeting Format	Meeting Date	Chi.	UIC	UIUC	Indiana	Iowa	Mich.	MSU	Minn.	NWU	OSU	PSU	Purdue	UW-M	Guests	Totals
Digital Library Initiatives Overview Committee	Face to face	1/21/2002	1		1	2			1		1					1	7
Disaster Recovery Planning Group	Face to face	02/13-14/2002	1		2	2	1	3	2	2	1	2	3	3	2	1	25
Electronic Publishing Venture Task Force	Face to face	3/1/2002			1	2	2	2	2	1	1	2	2	2		1	18
Graduate Deans	Face to face	3/18/2002		1	1	1	0	1	1	1	1	1	1	1	1	2	13
Learning Technology Liaisons	Face to face	2/25/2002		2			2	2		1	3	2	1		3	1	17
LAS Deans	Face to face	3/1/2002		1	1	1			1				1	1		1	7
Library Directors	Face to face	4/9/2002	1	1	1	1	1	1	1	1	1	1	1	1	1	3	16
Library Information Technology Directors	Face to face	3/25/2002	1		1	1	1	1	1	1	1	1	1		1	1	12
Purchasing Consortium	Conf. Call	4/22/2002	1		1	1	1	1	1	1	1	1	1	1			11
Security Working Group	Face to face	02/25-26/2002		2	2	2	2	2	2	1		2	1	1	2	2	21
Senior Diversity Officers	Conf. Call	3/11/2002	1	1		1		1	1	2	1		1	1	1	1	12
Senior Research Officers	Conf. Call	3/27/2002	1	1	1	1		1	1	1	1	1	1	1	1	1	13
Senior International Officers	Face to face	4/8/2002	1	1		1		1	1	1			1	1	1	1	10
Study Abroad Directors	Face to face	4/8/2002		1	1	1	1	1		2	1	1	1	1	1	2	14
Undergraduate Education Group	Face to face	4/15/2002		1	1	1	1	1	1	2	1	1					10
University Press Directors	Face to Face	4/9/2002	2		1		1	1			1	1	1		2	1	11
<b>TOTALS</b>			17	31	53	46	49	49	77	154	21	41	51	32	47	336	1004



## CIC Staff

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Responsible for the overall conduct of the CIC headquarters staff and programs, and works with the Members (chief academic officers) to define and implement the consortium's mission and agenda.

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Support for information and learning technology related activities, and coordination of conferences and web pages

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Library electronic licensing, delivery, and related contract negotiation

**Darlene Hutchinson, Secretary**

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Support for the CIC Center for Library Initiatives and coordination of all CIC meeting arrangements

**Tim Newcomb, Network Analyst**

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Coordination of office-wide information technology including support and coordination for office network, desktop computing, web pages and email list management

**Karen Partlow, Program Administrator, Learning & Information Technologies**

[kpartlow@cic.uiuc.edu](mailto:kpartlow@cic.uiuc.edu)

217-265-0395

Works with the Chief Information Officers and serves as lead on all information and learning technologies projects and initiatives

**Tom Peters, Director, Center for Library Initiatives**

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217-333-8726

Lead on all library and press related activities, including the Virtual Electronic Library, university press collaboration and electronic publishing venture, consortial licensing of electronic resources, and the NEH library material preservation grants.

**Anne Price, Secretary**

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217-265-8005

Support for academic programs including study abroad, foreign language, and minority student programs such as SROP and recruitment efforts, including databases and web pages

**Karen Singer, Secretary to the Director**

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217-244-6336

Primary administrative support for the Director of the CIC, coordination of communications, and publications editor.

**Russell W. Snyder, Associate Director**

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217-333-0192

Lead on budget and internal office operations, including grants management. Liaison to purchasing consortium, ALP and DEO programs, and select groups and committees such as the Faculty Senate Leaders

**Deborah L. White, Accounting Technician**

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217-244-6966

Support of all accounting functions, including invoicing on contracts and licensing

**Sandra K. Williams, Administrative Aide**

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217-333-8757

Support and coordination for internal office operations and accounting. Staff support and liaison for some CIC working groups.

**Yolanda Zepeda, Program Administrator for Academic Initiatives**

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217-265-8106

Lead on coordinated collaborative academic programs including Traveling Scholar, FLEP, Study Abroad, and minority student programs such as SROP and recruitment efforts.

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# Budget 2002/03

## **Budget information was distributed to the CIC Members only.**

In addition to supporting the initiatives already underway, the proposed 2002/03 budget will support key goals from the CIC strategic directions including:

- Implementing new models for press collaboration, based on the report to be delivered in the fall, and the results of the pilot E-Book experiment.
- Developing an infrastructure to support streamlined cross-institutional registration for courses. Together with the 2<sup>nd</sup> Year online Portuguese Course, this will form the foundation of enhanced access to less commonly taught languages.
- Creating stronger and more cohesive linkages among the variety of diversity programs in the CIC, while streamlining the management of these programs.
- Continuing to refine the management of the collaborative study abroad programs and related support.
- Linking the several consortial purchasing initiatives to realize even greater return.

In addition, the budget allows for an effort to rebuild the reserve fund to 10% of the total operating budget.

The financial situation on many CIC campuses is challenging at best, and therefore this budget allows for judicious program development with a decrease in dues and assessments. Expenditures have been reduced whenever possible in office operations, and savings have been realized in the personnel lines due to staff turnover.

The total dues and assessments of \$75,565 is a decrease of -5% over last year (total of \$79,535 including \$73055 in dues and \$6,480 special assessment for the press initiative).

The Chief Information Officers and Graduate Deans have not finished deliberations over their budgets, but their proposed budgets are included for your review. The CIOs will review their budget June 5, and the Graduate Deans will review their budget May 15.



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**CIC ADVISORY COMMITTEE ON UNIVERSITY PRESSES  
INTERIM REPORT  
APRIL 22, 2002**

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**Executive Summary**

This Committee has been charged with exploring in greater depth the financial well-being of the CIC university presses, identifying areas of fruitful collaboration among the presses, and developing a vision for academic publishing in the next 10 years.

After considerable work, the Committee has found the original timetable for achieving these ambitious goals daunting. The Committee assumes that cooperative efforts would result in cost savings for the presses; however, it is just that—an assumption. Not wanting to make recommendations that could not be supported by fact, we are eager to assemble the financial data required to support whatever recommendations of cooperation this Committee will ultimately make.

To this end, the Committee requests a six-month extension so we can assemble the necessary data and use them to drive our recommendations on appropriate and meaningful collaboration.

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## Data

A number of hurdles stand in the way of collecting comparable data from the individual presses. Some universities insist that their presses use the same cash accounting method as the rest of the university. Others allow their presses to use the more standard accrual-based accounting. Among those that use accrual accounting, there is little standardized practice regarding how various costs are expensed. This lack of uniformity makes it impossible to use currently available numbers to develop financially grounded arguments for collaboration.

We propose developing standard definitions for four pieces of data and giving member presses enough time to organize their internal numbers to report data that conform to our definitions. We are hopeful that these data will identify areas where collaboration would (or would not) have an impact on a press's financial performance. Moreover, since presses vary widely in size, we expect the data to suggest whether economies of scale are attainable in academic publishing. If the numbers suggest that the larger presses enjoy economies of scale, this would lend support to the idea that collaboration would benefit all CIC presses. On the other hand, if there is little correlation between size and financial performance, the case for collaboration would be harder to make on financial grounds.

The four data points we want to collect are:

1. *Gross Margin.* This number will demonstrate how much of a press's income is ploughed back into products themselves and how much is available to cover period costs (commonly thought of as operating costs or overhead). In order to have a meaningful comparison, we must establish strict standards about what kinds of costs can be capitalized into inventory value and what kinds of costs must be expensed as period costs. This number is also affected by the variety of methods employed by CIC presses to write down and write off the value of excess inventory. A higher gross margin will suggest that product costs are relatively low and that efforts to contain costs through collaboration should be focused on operating expenses. A lower gross margin will suggest the opposite: that efforts to contain costs through collaboration should be focused on product, or manufacturing, costs.
2. *Inventory.* Every business dealing with physical inventory has to balance carrying enough inventory to avoid frustrating customers by running out of the item they want with the costs involved in sacrificing liquid assets to buy the physical inventory. This is why return on assets (ROA) is such a standard measuring tool of a business's success. The trade-off is especially tricky in academic publishing, where institutions are generally dealing with very slow moving inventory and where the fixed costs of any print run are very high. By developing a standardized method for valuing inventory, we hope to learn more about the success of the various presses in managing this significant challenge. This will also illuminate which presses might be facing large write-off expenses associated with inventory that has effectively lost its market value.
3. *Salaries and Benefits.* This is typically the largest expense category. By comparing this number to a press's output (such as the number of titles published), we can reach certain conclusions about the efficiency of a press staff. We expect such data to illuminate the

question of whether smaller presses can be as efficient as larger ones—another piece of evidence crucial to making an argument in favor of collaboration.

4. *Other Operating Expenses.* The sum of the other operating expenses (including costs associated with acquiring publications, marketing, administration, and production costs that are not capitalized into inventory value) provides additional clues about the potential value of collaboration. Again, the variance in size among the CIC presses will allow a tentative correlation between size and efficiencies of operations. In particular, this data set will help the Committee predict the financial benefits that come from specific kinds of collaboration (for instance, whether collaboration in some marketing activity will yield financial benefits to participating presses).

For both salaries and other operating expenses, it will be important to uncover hidden press subsidies that might affect meaningful comparisons. For instance, a press that pays rent for its offices and warehouse will likely have higher operating expenses than a press given free space. A press that pays for its director's salary out of a general university budget line will clearly look more efficient than another press where the salary is charged directly to the press operations. These kinds of variances will have to be acknowledged and accounted for in order to make meaningful comparisons.

## **Lines of Business**

Another complicating factor in collecting meaningful data involves separating disparate lines of business. Although all CIC presses publish books, some enjoy additional revenue from programs as diverse as journals publication, warehousing and distribution for client presses, and psychological test administration. The Committee recognizes that it will take additional work to separate revenue and cost streams appropriately to facilitate meaningful comparisons. For example, it would be misleading to compare the financial performance of one press with only a book program to another press with a supplemental program that in essence subsidizes its book publishing program. Without careful attention to this point, we could reach misleading conclusions about the value of cooperation.

## **The Future of Academic Publishing**

If meaningful conclusions about the financial rewards of collaboration among presses are difficult to obtain because of data problems, accurate predictions about the future of academic publishing are all the more difficult to make. Clearly, electronic access to academic work will play some role in the future, though it seems too early to predict how users' behaviors will change. Moreover, university presses are but one link in the web of scholarly communication and discourse. Untangling the various influences on the process will not be easy. The Committee is eager to tackle these issues once it understands the role that collaboration can play in the financial performance of university presses. At that point, we hope to have something cogent to say about the near-term future (say, three years out) of scholarly publishing.

## **Timetable**

A subcommittee (consisting of Bob Patterson, Cost Analysis Manager in the Controller's office of Michigan State; Don Collins, CFO of the University of Chicago Press; and Holly Carver, Director of the University of Iowa Press) is already at work defining the data points outlined above. This subcommittee is due to report back to the full Committee by the end of May.

We expect to have data from the CIC presses that conform to our definitions by mid-July.

The Committee will then meet in late July or early August to discuss the implication of the data and to identify beneficial areas of collaboration. If necessary, a subcommittee will be appointed to work out details of various proposals. Simultaneously, the Committee will be discussing possible scenarios for the future of scholarly communication.

The Committee will meet again in September to evaluate the collaboration proposals and to work out our final recommendations.

The final report will be ready by the end of October.

## **Summary**

The charge given to this Committee is both far-reaching and deep. We respectfully request an extension of six months to give these issues the serious consideration they deserve. We anticipate having meaningful conclusions for the Provosts and Presidents by their winter meeting.

### **Members, CIC Advisory Committee on University Presses**

Chicago:	Don Collins (Press CFO)
Illinois:	Paula Kaufman (Library Director)
Indiana:	Peter-John Leone (Press Director)
Iowa:	Holly Carver (Press Director)
Michigan:	Phil Pochoda (Press Director)
Michigan State:	Robert Patterson (Controller's Office)
Minnesota:	Doug Armato (Press Director)
Northwestern:	David Bishop (Library Director)
Ohio State:	Malcolm Litchfield (Press Director)
Penn State:	Eva Pell (VP for Research)
Purdue:	Jim Bottum (VP for Information Technology)
UW-Madison:	Annie Stunden (CIO)
CIC:	Tom Peters



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## **CIC COLLABORATION IN INTERNATIONAL PROGRAMS**

**FINAL REPORT TO THE CIC MEMBERS (CHIEF ACADEMIC OFFICERS)  
FROM THE CIC SENIOR INTERNATIONAL OFFICERS**

*APRIL 2002*

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### **EXECUTIVE SUMMARY**

Study Abroad program supply and availability has measurably increased through collaboration. The CIC Study Abroad Directors have increased the supply and availability of study abroad offerings. Some 90 study abroad programs are now offered collaboratively across the CIC (approximately 10% of total available programs in the consortium). Fully 4.5% of CIC students studying abroad are now doing so through collaborative CIC programs. In addition, CIC Study Abroad Directors have negotiated special CIC pricing for programs offered through 3<sup>rd</sup> party providers. Between Spring 1997 and Summer 2000, IES, for example, awarded students from CIC universities tuition discounts and merit scholarships totaling \$1.6 million.

While this collaboration will continue and grow, as appropriate, to meet increased need for collaborative programming, the focus of the activity must now shift to demand and enrollment—areas that are unique to each campus and cannot be solved at the consortial level. Increases in enrollment and concomitant demand for consortial programs will come about through restructuring of local campus efforts including campus coordination of offerings, marketing, needed revisions to financial aid tuition costs, modifications to enrollment procedures, and infusion of study abroad into the curriculum.

The Senior International Officers recognize the accomplishments of the Study Abroad Directors, and encourage the directors to continue their collaboration to enhance program supply to meet and, as appropriate, expand demand. The SIOs also recommend that the directors expand their conversations to sharing model practices and policies that will ultimately increase enrollment.

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## **BACKGROUND**

In November 2000, the CIC Senior International officers submitted to the CIC Members (chief academic officers) a list of potential areas of collaboration, following on the reorganization of the MUCIA program. Among the several opportunities, the Members and International Officers agreed that coordination of study abroad and less commonly taught language offerings held the greatest potential.

Subsequently, the International Officers and Study Abroad Directors collaborated on an investigation into opportunities for greater collaboration in study abroad, and submitted a preliminary report to the Members in the spring of 2001. At the same time, the LAS Deans agreed to launch a pilot project in less commonly taught languages (the first module—Portuguese—will be available January, 2003).

The Members then requested a follow-on report from the Senior International Officers, detailing progress and opportunities in increasing collaboration in study abroad with an eye toward helping universities achieve their goals of increasing the number of students studying abroad.

## **OUTCOMES**

- Currently, 4.5% of CIC students studying abroad do so through collaborative CIC opportunities including bi- and multi-lateral agreements, AESOP, and joint CIC programs. (See Appendix A listing collaborative programs available to interested CIC universities).
- In 2000/01, CIC universities sent 12,212 students abroad. Some 29% of students studying abroad through CIC university study abroad programs do so through collaborative programs of all kinds. The percent enrollment in collaborative versus campus-based programs varies across the CIC from a high of 83% (Northwestern) to a low of 3% (MSU). (See Appendix B detailing data submitted to the Open Doors survey).
- The AESOP program (Alliances for Expanded Study in Overseas Programs) is growing. This program allows interested CIC universities to place under-subscribed programs in a pool – offering them for enrollment to any other CIC university. Upon completion of a self-study and review of the program in 2001, a CIC staff member (Yolanda Zepeda) was assigned to coordinate, streamline, and monitor this program. AESOP enrollments have doubled since the program started in 1996, with a 22% increase from 99/00 to 00/01 alone:

Year	#programs in pool	#students
1996-97	66	n/a
1997-98	62	52
1998-99	62	64
1999-00	64	87
2000-01	73	107

- Bi- and multi-lateral agreements among CIC universities have arisen. This allows CIC universities to identify and pursue partnerships on an ad hoc basis as the need arises for new programs. In 2000/01, 11 programs were developed serving 349 students, including programs in France, Ireland, Italy, Chile, Japan, Ecuador, and Spain.
- The Study Abroad Directors have negotiated special pricing for programs offered through IES. CIC students receive a \$1500 discount on program fees, which generally run around \$10,000 for a semester-long program, and \$19-20,000 for a year-long program. Between spring 1997 and summer 2000, IES awarded students from CIC universities tuition discounts and merit scholarships totaling \$1,649,280.
- The Study Abroad Directors are exploring new types of collaboration that move beyond volume pricing alone. Possibilities are being explored with the largest national providers of study abroad programs (CIEE, IES), including new program development, customized programming, and management of direct enrollment programs at existing sites.
- The Deans of Arts and Sciences agreed with the suggestion to focus on less commonly taught language access, and they have launched a pilot in 2<sup>nd</sup> year Portuguese. The course will be delivered online from MSU January 2003, and will provide the foundation model for additional offerings.
- The Study Abroad Directors are pursuing options for special consortial pricing on certain business services such as insurance.

## **MAINTAINING COLLABORATION WHILE SHIFTING FOCUS TO THE LOCAL LEVEL**

Objectives for collaboration among CIC institutions in study abroad include: (1) expanding options in under-supplied disciplines, countries, program models and calendar periods; (2) controlling or load-sharing institutional and student costs (e.g., reducing overhead); (3) increasing demand through cost-effective expansion of program options that no single institution could support; (4) sharing and spreading best practices; and (5) enhancing buying power with third-party vendors through price negotiation and marketing. Such collaborations

are driven by local needs, and involve groups of CIC member universities pursuing bi- and multi-lateral arrangements, agreements with 3<sup>rd</sup> party vendors, and other ad hoc arrangements. Significant constraints to increasing enrollment in study abroad exist on individual campuses. These include: (1) uneven and restricted access to financial aid, (2) costly study abroad tuition schedules, (3) lack of campus-based incentives for collaboration; (4) absence of marketing information and campus-based advocates for CIC collaborative programs, (5) absence of a coherent institutional vision supporting study abroad, and (6) restricted credit transfer or bureaucratic equivalency policies. These must be addressed if increased participation in study abroad opportunities is to move beyond symbolism to measurable results. The interested Presidents, Provosts, and International Officers must address the core issues of financial aid, tuition, and credit transfer.

Inter-institutional collaboration in study abroad cannot be a substitute for robust campus-based programs for expanded student participation in study abroad, nor for campus-sponsored study abroad program options. Rather, CIC collaboration should be seen, at least in the foreseeable future, as a supplement to campus-based efforts, as a way of increasing program supply, and for controlling individual campus costs. Viewed in this light, the collaborative programs of the CIC have been successful in increasing the supply of programs available.

## **OTHER AREAS OF COLLABORATION IN INTERNATIONAL PROGRAMS**

While study abroad opportunities have been an important area of collaboration in international programs, other activities have also moved forward, particularly in response to the extraordinary events of September 11, and the subsequent impact on our universities.

- On December 6 and 7, some 60 attendees, representing international student recruitment, admissions, and advising convened at a conference conceived and hosted by Indiana University to address areas of concern and share news of the impact on international enrollment and services.
- The International Officers are planning a fall 2002 conference on “information technologies and international programs,” to be hosted by Indiana University and funded through their Title VI program.
- The International Officers have commented on the new department of education strategic plan, and are initiating a CIC-wide discussion about the U.S. Patriot Act, particularly as regards the proposed SEVIS system.
- The International Officers are also firmly of the view that increased study abroad activity must be supported through and integrated into a thorough internationalization of the on-campus curriculum and that this in turn is heavily dependent on support for international area and thematic studies/expertise and expanded language learning capacity. Toward these ends, the SIOs have become much more active and influential in national policy debates to shape public and private support for these objectives.

REPORT TO THE CIC MEMBERS 12-1-01 TO 6-4-02

COLLABORATIVE STUDY ABROAD PROGRAMS AMONG CIC INSTITUTIONS

(Includes AESOP, bi-lateral and multi-lateral agreements, as well as CIC sponsored programs)

COUNTRY	CITY	SPONSOR	PROGRAM NAME
<b>AFRICA</b>			
Kenya	Nairobi (various)	UMN	Minnesota Studies in International Development in Kenya
Kenya	-	PSU	East African Cultural Studies in Kenya
Senegal	Dakar (various)	UMN	Minnesota Stds in International Development in Senegal
Senegal	St Louis	UW-Mad	Academic Year in St Louis, Senegal
<b>ASIA</b>			
China	Beijing	OSU	China: Reform & Sustainable Development
China	Nanjing/Beijing	PSU	Chinese Language and Culture
India	Dehra Dun (various)	UMN	Minnesota Stds in International Development in India
India	Madras	OSU	Social Work in the Context of a Developing Country
India	Thiruvananthapuram	UW-Mad	Kerala Summer Performing Arts Program
India	VARIOUS	UW-Mad	College Year in India
Japan	Hikone, Shiga	U-M	Study Abroad in Hikone
Korea	Yonsei	UIUC	Summer, Semester or Year at Yonsei University
Nepal	Kathmandu Valley	UW-Mad	College Year in Nepal
Thailand	Chiang Mai	UW-Mad	Chiang Mai, Thailand
<b>CENTRAL AMERICA / CARIBBEAN</b>			
Cuba	Havana	UIUC	Summer Study in Havana, Cuba
Dominican Republic	Santo Domingo	U-M	Summer Program in the Dominican Republic
Dominican Republic	Santo Domingo	IOWA	Latin American Health and Nutrition in Dominican Rep.
Fr. West Indies	Martinique	Purdue	Summer Study Program in Martinique
Puerto Rico	San Juan	PSU	Transcultural Health Education
<b>EUROPE</b>			
Austria	Graz	IND	Summer Program in Graz, Austria
Czech Republic	Prague	Purdue	Summer Study Abroad in Prague
France	Aix-en-Provence	UW-Mad	
France	Benelux	MSU	Environmental Planning and Management
France	Besancon	PSU	French Language Studies
France	Montpellier	UMN	Study Abroad in Montpellier
France	Nantes	OSU	Summer International Business & French Language

REPORT TO THE CIC MEMBERS 12-1-01 TO 6-4-02

France	Grenoble	U-M	Grenoble Summer Program
Germany	Freiburg	UW-Mad	Academic Year in Freiburg
Germany	Freiburg	Indiana	Study Abroad in Freiburg
Greece	Athens	PSU	Language and Culture of Greece
Ireland	Dublin	UW-Mad	Study Abroad in Dublin
Ireland	Galway	Purdue	Summer Study Abroad in Galway, Ireland

REPORT TO THE CIC MEMBERS 12-1-01 TO 6-4-02

COUNTRY	CITY	SPONSOR	PROGRAM NAME
Ireland	Glencolmcille	UW-Mil	The Colmcille Semester
Ireland	Templemore	PSU	Administration of Justice
Italy	Bologna	Indiana	Bologna Cooperative Studies Program
Italy	Florence	Purdue	Summer Study Abroad in Florence, Italy
Italy	Florence	U-M/ UW-Mad	Florence Study Abroad
Italy	Perugia	UW-Mad	Perugia, Italy
Italy	Todi	PSU	Italian Language, Art History and Visual Arts
Italy	Venice	IOWA	Summer Printmaking and Drawing
Norway	Oslo	UMN	Scandinavian Urban Studies Term (SUST)
Poland	Lublin	UW-Mil	Summer Polish in Lublin
Portugal	Coimbra	UW-Mad	Academic Program in Coimbra, Portugal
Russia	Volgograd	PSU	Russian Language Studies
Spain	Granada	UIUC	Semester in Granada, Spain
Spain	Granada	UIUC	Summer Program in Granada, Spain
Spain	Madrid	Purdue	Summer Study Abroad in Madrid
Spain	Madrid	UMN	Summer Program for Teachers of Spanish
Spain	Madrid	Indiana	Study Abroad in Madrid
Spain	Salamanca	U-M	Summer Program in Salamanca
Spain	Seville	NW/Chicago	Study Abroad in Seville
Spain	Toledo	UMN	International Program in Toledo, Spain
Sweden	-	Purdue	Purdue Univ./Swedish Univ.of Agricultural Sciences Exchange
Switzerland	Bluche	PSU	Hospitality Studies in Switzerland
Netherlands	Leiden	PSU	European Criminal Justice
UK	Cambridge	Purdue	Summer Study Program in Cambridge
UK	Exeter	PSU	Studies at the University of Exeter
UK	London	UIUC	Parliamentary and Other Political Internships
UK	London	PSU	Drama in Britain
UK	London	UMN	Study Abroad in London
UK	Oxford	OSU	Oxford University Pre-Law Summer Program
UK	Torquay	PSU	Western Economy in Transition: A European Perspective
UK	VARIOUS	UIUC	Art and Design in Great Britain
Ukraine	Kiev	PSU	Ukrainian Language Studies
<b>NORTH AMERICA</b>			
Canada	Quebec	IOWA	Quebec Summer Study Program

REPORT TO THE CIC MEMBERS 12-1-01 TO 6-4-02

Mexico	Guanajuato	IOWA	Summer Program in Mexico
Mexico	Oaxaca	UW-Mad	Summer in Oaxaca, Mexico
Mexico	Cuernavaca	UMN	Spanish in Cuernavaca
Mexico	Puebla	PSU	Spanish Language and Mexican Culture

REPORT TO THE CIC MEMBERS 12-1-01 TO 6-4-02

COUNTRY	CITY	SPONSOR	PROGRAM NAME
<b>SOUTH AMERICA</b>			
Brazil	Sao Paulo	UIUC	Brazil's Economy and Business Environment
Brazil	Recife	UIUC	Summer Study in Recife, Brazil, Portuguese 104
Chile	Santiago	UW-Mad/UM	Study Abroad in Santiago
Guatemala, Cuba		UMN	Culture & Society in Latin America (CASLA)
Guatemala	-	UMN	South American Urban Semester (SAUS)
Ecuador	-	UMN	Community Internships in Latin America (CILA)
Ecuador	Quito	UIUC	Semester or Academic Year in Ecuador - Pontificia Universidad Catolica del Ecuador
Ecuador	Quito	UIUC	Semester or Academic Year in Ecuador - Universidad San Francisco de Quito
Ecuador	Quito	UW-Mad/UM	Study Abroad in Quito
Ecuador	Quito (VARIOUS)	UMN	Minnesota Stds in International Development in Ecuador
Venezuela	Merida	IOWA	Spring Semester in Venezuela



REPORT TO THE CIC MEMBERS 12-1-01 TO 6-4-02

CIC Study Abroad Enrollments by Program Sponsorship Type, 2000-01

Description	Chicago	UIC		UIUC		Indiana		Iowa		Umich		MSU		Minn		NWU		OSU		PSU		Purdue		UW-Mad		UW-Mil	Totals	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Program Sponsorship</b>																												
<b>Individual:</b> Administered or managed completely by your own institution	N/A*	110	40%	1179	84%	687	54%	459	66%	455	48%	1778	97%	840	69%	75	17%	896	75%	854	76%	491	89%	807	64%	317	8,639	71%
<b>Collaborative:</b> Organized or sponsored by other institutions or providers	N/A*	165	60%	224	16%	581	46%	235	34%	453	48%	57	3%	375	31%	358	83%	306	25%	274	24%	63	11%	446	36%	33	3,541	29%
<b>Do not know</b>	N/A*		0%		0%		0%		0%	35	4%		0%		0%		0%		0%		0%		0%		0%	10	35	0%
<b>Total</b>	N/A*	275	100%	1400	100%	1268	100%	694	100%	943	100%	1835	100%	1215	100%	433	100%	1202	100%	1128	100%	554	100%	1253	100%	360	12,212	100%

\*University of Chicago did not return data.

Source: 2000-2001 OpenDoors Survey