At the close of the 2002-2003 academic year, we reflect on the progress of the CIC toward the strategic goals that were mapped out back in 2001. In a climate marked by the threat of terrorism, the need for SEVIS implementation, the SARS epidemic, as well as state budget cuts across the CIC universities, collaboration and cooperation on our campuses is essential. CIC groups have responded by initiating collaborations to exchange information and best practices in areas such as SEVIS implementation and travel and program cancellation policies in SARS-affected areas. The CIC continues to pursue external funding opportunities. The Mellon Foundation has awarded the CIC $49,000 to support research in preparation for a fall summit on scholarly communication; Proctor & Gamble has granted the CIC $20,000 in support of SROP activities, with a promise of $20,000 for each of the next five years; and the CIC has submitted a $4 million proposal to NIH in support of innovative Nursing course development and delivery.

Expand Access to Learning Opportunities by Sharing Intellectual Capital

We continue to expand access to learning opportunities through programs such as the American Indian Studies Consortium, which since its inception in 2001 has brought graduate students and faculty together. This spring alone, over 140 students and faculty convened for a national conference at the Newberry Library to focus on American Indian perspectives on humanities and 68 convened for the spring graduate student conference – a marked increase over the first year's attendance. The longstanding SROP program continues to draw students from underrepresented minorities into graduate study. And the FLEP program continues to help CIC students who want to study less commonly taught languages that are not available at their own schools to do so with ease. Twenty six FLEP scholarships were awarded for the 2003 summer programs.

American Indian Studies Consortium

Begun in 2001, the AIS Consortium draws on CIC's vast institutional resources and Newberry Library's matchless collections in the field, facilitating 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. In January 2003, 141 graduate students and faculty convened the first national conference at Chicago's Newberry Library. The spring graduate conference had an attendance of 68.

CIC Study Abroad Programs and Alliances for Expanded Study in Overseas Programs (AESOP). AESOP is a cooperative program designed to match unused study abroad capacities with the unmet study abroad needs of other CIC institutions. Through AESOP, students at CIC member institutions can participate in study abroad programs sponsored by other CIC institutions. Currently, the pool of study abroad offerings includes programs at more than 70 locations worldwide. In addition to each CIC member university's own Study Abroad Programs, the consortium offers three collaborative programs—Summer Study Program in Quebec (French and French-Canadian culture), Latin American Health, Nutrition, and Environmental Issues Program in the Dominican Republic, and the Summer Program in Mexico (Spanish and Mexican culture)—all managed by the University of Iowa on behalf of the CIC. In the 2001-2002 academic year, 169 students participated in AESOP.

Directory of Minority PhD, MFA and MLS Candidates and Recipients and Directory of Women in Science and Engineering

The Committee on Institutional Cooperation (CIC) Directory of Minority, Ph.D., M.F.A., and M.L.S. Candidates and Recipients is published online in an effort to increase the professional opportunities of minority graduate students and to aid colleges, universities, and other potential employers in the recruitment of highly educated underrepresented minorities. The current directory contains 154 entries. First published in 1996, the Directory of Women in Science and Engineering (WISE) was initiated to increase the professional opportunities of women graduates and postdoctoral students at CIC universities. The current WISE directory includes 86 entries.
CASE IN POINT: Diversity Forum 2003
In April, over 80 colleagues from across the CIC came together on the campus of the University of Illinois at Champaign-Urbana to renew their commitment to equity and excellence in higher education.

Concurrent conference sessions addressed the issues of faculty retention, salary equity, the current climate for international students, recruitment and retention of underrepresented graduate students, and responses to the issues of racism. A specially commissioned theatre performance, a Best Practices Information Exchange and a video of students speaking about their own experiences of diversity and the campus community were highlights of the forum.

Foreign Language Enhancement Program (FLEP)
Twenty six FLEP awards have been granted to CIC graduate students pursuing the study of less commonly taught languages (LCTLS) during Summer 2003. The FLEP was instituted in 1987 by the CIC Liberal Arts and Sciences Deans. Each year, the LAS Deans sponsor scholarships valued at $2,000 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. This year's recipients hail from 10 CIC institutions and they will be hosted by the following 6 CIC universities: the University of Chicago, Indiana University, University of Michigan, University of Minnesota, Northwestern University and the University of Wisconsin at Madison. The awardees will study languages ranging from Arabic to Vietnamese and two students will even study abroad to pursue Armenian.

Graduate Minority Programs
CIC FreeApp program
The CIC FreeApp program is designed to expand participation of underrepresented minority groups in graduate education. Through this program, prospective students can apply for a graduate application fee waiver or request graduate information for Ph.D. or Master of Fine Arts programs at CIC institutions. Between 12/2001 and 4/2003 CIC processed 1,047 FreeApp requests.

Summer Research Opportunities Program (SROP)
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. In 2002, 529 students from 111 Universities participated in SROP. The 2003 SROP Conference, themed “Touch a Star,” will be held July 25-27, 2003 on the University of Minnesota - Twin Cities Campus.

Sharing Online Courses (CourseShare) At the request of the CIC Chief Academic Officers, the development of an administrative framework that would allow for the inter-institutional sharing of online and other distance education courses is underway. The pilot course in Spring 2003—Nursing Informatics Graduate Seminar— was an experiment in collaborative education in Nursing Informatics directed by CIC Deans of Nursing. The participating institutions were Indiana University/ IUPUI, University of Iowa, University of Michigan, and University of Wisconsin-Madison.

Traveling Scholar
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. Since the CIC Traveling Scholar program began in 1963, more than 5,000 doctoral candidates at the CIC universities have taken advantage of the Traveling Scholar Program, which allows study for up to two semesters or three quarters at another CIC campus. In the 2001-2002 academic year, 194 students participated in the CIC Traveling Scholar Program.
Leverage Investments in human resources, technologies, libraries, and facilities

The goal of leveraging investments in human resources, technologies, libraries and facilities is progressing through the efforts of the CIC Purchasing Consortium which has purchased a total of $27 million through consortial contracts in a variety commodities, as well as the Center for Library Initiatives’ Library Licensing efforts, which have saved nearly $17.5 million in cost avoidance since the program began in 1995.

Consortial Purchasing
Since its first year of operation in 1999, the CIC Purchasing Consortium has purchased a total of $27 million through consortial contracts in a variety commodities (office supplies, laboratory supplies, computer equipment). These purchases have not only produced considerable savings for the institutions, but have also generated over $250,000 in rebates which are used to help underwrite the cost of contract negotiations. During the current fiscal year, a total of $138,000 has been returned to the institutions to offset start-up costs for the Purchasing Consortium. With new contracts being added, average monthly purchases through consortial contracts now exceeds $1.5 million.

Library Licensing and the Virtual Electronic Library (VEL)
Realized approximately $900,000 in cost avoidance through consortial license agreements from October 2002 through March 2003. Nearly $17.5 million in cost avoidance since the program began.

E-Publishing Venture The Electronic Publishing Venture Steering Committee is developing a working beta version of approximately 45 highly marked up scholarly e-books. The group is working to articulate the issues and options related to a scalable, sustainable business model for worldwide distribution of a collaborative e-publishing program.

Professional Development Opportunities
    Department Executive Officer Seminar (DEO)
In 1997-98 the CIC initiated an annual program of leadership development opportunities for department heads and chairs (Department Executive Officers), Institutional team participants include seasoned veterans as well as newer department heads and chairs. Participation in the Seminar is optional for each campus. The 2003 seminar was held in April, with 51 attending.

    Academic Leadership Program (ALP) Seminars.
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. Fifty seven fellows were selected for 2002 - 2003, and convened in three seminars. “Long Range Planning and Budgeting” was held in January, and “The Future University: Motivating Change” occurred in April 2003.

CASE IN POINT: Less Commonly Taught Languages
Two experimental courses in less commonly taught languages are being delivered in Fall 2003: Portuguese and Uzbek. In a strategic meeting on May 20-21, designees of the Liberal Arts and Sciences deans met to identify strategies for increasing the sharing of LCTLS across CIC campuses, using technology as well as traditional face to face teaching. There are currently 100 LCTLS—from Akkadian to Zulu—taught across the CIC campuses.
Leadership in higher education

The CIC maintains its role as a leader in higher education with groundbreaking collaborations such as the University Press and E-publishing ventures. A summit on Scholarly Communication, to be held in Fall 2003, is in its planning stages, with background work including surveys from all the CIC universities beginning this summer.

Scholarly Communication Summit
CIC Chief Academic Officers (Provosts) and the Deans of Arts and Sciences at the CIC universities will convene in Fall 2003 to address issues of scholarly communication beyond its dependence on book publication, and to identify new models for sharing and disseminating information and knowledge. Before the meeting, the CIC Deans of Arts and Sciences will identify action steps that might be taken, and the CIC will survey all member institutions on promotion and tenure guidelines, publishing outlets for tenure and promotion in the arts and sciences, and publishing experiences as related to recent promotions.

University Press collaboration
The university presses at CIC member institutions are a vital component of a complex scholarly publishing system. 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. Issues currently under consideration include technological and economic changes in scholarly publishing, changes in scholarly communication patterns, identifying and evaluating opportunities for additional collaborative activities involving the CIC university presses.

National symposia and conferences
Diversity Forum 2003, April 6-8, 2003 In April, over 80 colleagues from across the CIC came together on the campus of the University of Illinois at Champaign-Urbana to renew their commitment to equity and excellence in higher education. Concurrent conference sessions addressed the issues of faculty retention, salary equity, the current climate for international students, recruitment and retention of underrepresented graduate students, and responses to the issues of racism. A specially commissioned student theatre performance, a Best Practices Information Exchange and a video of students speaking about their own experiences of diversity and the campus community were highlights of the forum.

Learning Technology Conference May 1-2, 2003 Fifty seven central and collegiate instructional technology support staff from the 13 CIC institutions, as well as faculty and administrators attended the 2003 CIC Learning Technology conference. The focus was on the topic of Course Design and Redesign: Online Pedagogy and Media, looking specifically at how technology impacts pedagogy and discussing strategies for preparing faculty and students to work effectively in online, media rich environments.

CASE IN POINT: Collaboration on SEVIS Implementation
In the wake of September 11 and the war with Iraq, CIC International Student and Scholar Services Directors (chaired by Mike Brzenzinski) prepared a Student and Exchange Visitor Information System (SEVIS) implementation comparison. The group shared strategies and exemplary practices and served as an advocate to other international groups in the CIC and across the campuses.
American Indian Studies Consortium

In January 2003, 141 graduate students and faculty convened the first national conference at Chicago’s Newberry Library. The spring graduate conference had an attendance of 68. Six three-month graduate student fellowships were granted for 2002-03, and one faculty fellow was named for 2002-03.

Committee on Engagement

Articulating a definition, benchmarks, and assessment points for engagement activities across the CIC.

Graduate Deans

Monitoring potential changes to race-sensitive fellowship and research opportunities—particularly as applied to SROP. Potential challenges to conducting on-site standardized testing in SARS-affected areas, especially Beijing.

International Student and Scholar Services Directors

Sharing information and strategies for implementing SEVIS system.

Liberal Arts and Sciences Deans

Scholarly communication, particularly the reliance on “the book” as the “gold standard” for promotion and tenure in the humanities and social sciences. Recommended a summit meeting with the Provosts to discuss scholarly communication. Interested in further exploring collaboration around less commonly taught languages, and will convene a strategic planning meeting in May, 2003 to further articulate the issues and opportunities.

Library Directors

Developing an education/advocacy campaign on the future of interlibrary loan and fair use in a largely digital world. Writing a white paper and business plan to guide future development of the CIC E-Publishing Venture. Considering a proposal from the CIC Digital Library Initiatives Overview Committee to hold a CIC conference to explore the technical and organizational interoperability issues between course management systems and library systems, collections, and services. Expressed their support of and commitment to the upcoming CIC Summit on Scholarly Communication. Initiated a review of the consortial licensing program in order to prepare the program for continued success.

Digital Library Initiatives Overview Committee (DLIOC)

Wrote a proposal to develop a collaborative metadata harvesting service to improve access to locally digitized scholarly collections and submitted it to the Library Directors for consideration and possible funding. Held a joint meeting with the CIC Learning Technology Group.

Interlibrary Loan Directors

Wrote a proposal to deploy the RAPID document delivery system—to improve service and cut costs—and submitted it to the Library Directors for consideration and possible internal or grant-based funding.

Library Information Technology Directors

Developed a draft statement on future directions for the CIC VEL (Virtual Electronic Library). The Library Directors are expanding the statement into a white paper. Continuing to test and evaluate various software packages to support institutional digital repositories. Nearly all CIC member libraries are participating in the beta test of LOCKSS (Lots of Copies Keeps Stuff Safe) (http://lockss.stanford.edu/), a software system and emerging federation of publishers and libraries intent on creating low-cost, persistent digital caches of authoritative versions of http-delivered scholarly content.

Preservation Officers

Working on an NEH grant application to preserve and improve access to scholarly materials. Exploring the feasibility of shared purchasing of basic supplies that support preservation activities. Working with the Association of Research Libraries to review and possibly revise the way preservation statistics are gathered, analyzed, and reported.

Minority Access Panel

Cooperative Recruitment Caravans: Coordinated as a joint effort of The Panel for Increased Access of Minorities to Graduate Study and the CIC, the 2003 Caravans established recruitment contacts with over 1500 students. 2003 SROP: Students for each campus have been selected to participate in intensive research experiences with faculty members at one of the CIC campuses, and will begin their research experience in early to mid June. The 2003 SROP Conference will be held July 25-27, 2003 at the University of Minnesota - Twin Cities Campus. The theme for the conference, “Touch a Star,” focuses on excellence in research, scholarship and achievement, collectively and individually. The SROP program supports talented undergraduate students in considering academic careers and enhances their preparation for graduate study. In 2003, 525 students are expected to attend the conference.

Nursing Deans

Development of the CIC Nursing Informatics Consortium, and delivery of first shared nursing informatics course using CIC CourseShare. Continued discussion of opportunities for sharing additional online courses. A $4 million, three-year proposal for predoctoral appointments in nursing informatics was submitted to NIH in May 2003, and includes participation by Iowa, Wisconsin-Madison, Indiana and Michigan.
Senior Diversity Officers
Potential changes in affirmative action, race-sensitive admissions and fellowships depending on the outcome of the Michigan cases.

Senior International Officers
Tracking SEVIS implementation; sharing information on SARS policies and travel restrictions; impact of new national security restrictions on international programs and students; increasing collaboration in study abroad.

Senior Research Officers
On March 12, the Research Officers Sponsored a “conflict of commitment workshop” to agree upon and articulate a common set of guidelines for conflict of commitment policies on the CIC campuses. The guidelines have been disseminated across the campuses.

Foreign Language Liaisons
Twenty six Foreign Language Enhancement Program (FLEP) awards have been granted to CIC graduate students pursuing the study of less commonly taught languages (LCTLs) during Summer 2003. The FLEP was instituted in 1987 by the CIC Liberal Arts and Sciences Deans. Each year, the LAS Deans sponsor these scholarships valued at $2,000 to help graduate students take advantage of language offerings not available at their home university, but available at another CIC member university. The awardees will study languages ranging from Arabic to Vietnamese and two students will even study abroad to pursue Armenian.

Study Abroad Directors
Twenty five members attended a one day follow up to the April 2002 report “CIC Collaboration in International Programs Final Report to the CIC Members” in order to enhance study abroad collaboration. Met with Richard Ingram, Deputy Executive Director, for the Overseas Security Advisory Council (OSAC) to discuss OSAC’s history and constituent services. OSAC’s services keep our colleagues abreast of safety and security realities which impact our mission to provide overseas educational programs to the CIC collective student body.

Chief Information Officers
Current discussion of strategic issues includes:

- Digital Assets Management Systems
- Feasibility of Collaborative Course Management System
- Cyber-Terrorism Defense Strategies
- Regional and National Fiber Initiatives
- Peer-2-Peer File Sharing

IT Financial Group  Completed report that compares CIC IT financial data.

IT Human Resources Group  Completed CIC IT Salary Survey for 2002 and summary report.

Learning Technology Group  Conducted annual conference for LT staff: Course Design and Re-design with over 50 attending.

IT Security Group  Completed development and distribution of collaborative Modular Information Security Training (MIST) materials to member institutions. Completed campus surveys and reports on firewalls and spam.

Video Group  Provided videoconferencing support for CIC CourseShare pilot course in Nursing Informatics.

TechForum2003 Planning Committee  Planning of program for Oct 30-31 professional development conference for central IT staff of CIC member institutions. Call for Proposals closed May 12; final program to be determined by June 2.
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<td>Liberal Arts and Sciences Deans</td>
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Videoconferencing and Teleconferencing

Many CIC groups are finding money- and time-saving alternatives to face-to-face meetings.


CIC groups meeting via videoconferencing between Dec. 2, 2002 and June 2, 2003: 37 videoconferences
R & D Spending

## CIC Faculty by Race/Ethnicity

### Numbers of Faculty Members

<table>
<thead>
<tr>
<th></th>
<th>1993</th>
<th>1995</th>
<th>1997</th>
<th>1999</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black, Non-Hispanic</td>
<td>789</td>
<td>847</td>
<td>878</td>
<td>909</td>
<td>1,021</td>
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<tr>
<td>American Indian or Alaskan Native</td>
<td>54</td>
<td>65</td>
<td>74</td>
<td>76</td>
<td>93</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>1,898</td>
<td>2,049</td>
<td>2,127</td>
<td>2,264</td>
<td>2,632</td>
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<tr>
<td>Hispanic</td>
<td>474</td>
<td>531</td>
<td>577</td>
<td>659</td>
<td>724</td>
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<tr>
<td>White, Non-Hispanic</td>
<td>25,124</td>
<td>24,986</td>
<td>24,869</td>
<td>25,197</td>
<td>26,102</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td>26,338</td>
<td>25,450</td>
<td>25,345</td>
<td>29,105</td>
<td>30,572</td>
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</table>

### Percentage of Faculty Members

<table>
<thead>
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<th>1993</th>
<th>1995</th>
<th>1997</th>
<th>1999</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black, Non-Hispanic</td>
<td>2.78%</td>
<td>2.96%</td>
<td>3.10%</td>
<td>3.12%</td>
<td>3.34%</td>
</tr>
<tr>
<td>American Indian or Alaskan Native</td>
<td>0.19%</td>
<td>0.23%</td>
<td>0.26%</td>
<td>0.26%</td>
<td>0.30%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>6.70%</td>
<td>7.20%</td>
<td>7.50%</td>
<td>7.78%</td>
<td>8.61%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1.67%</td>
<td>1.87%</td>
<td>2.04%</td>
<td>2.26%</td>
<td>2.37%</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>88.66%</td>
<td>87.73%</td>
<td>87.10%</td>
<td>86.57%</td>
<td>85.38%</td>
</tr>
</tbody>
</table>

## Total Full-Time Undergraduate Enrollment, International Students

### Fall Terms, 1997-2001

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>1997</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIVERSITY OF CHICAGO</td>
<td>192</td>
<td>206</td>
<td>204</td>
<td>263</td>
<td>292</td>
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<tr>
<td>UNIVERSITY OF ILLINOIS AT CHICAGO</td>
<td>239</td>
<td>227</td>
<td>224</td>
<td>253</td>
<td>265</td>
</tr>
<tr>
<td>UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN</td>
<td>484</td>
<td>508</td>
<td>525</td>
<td>629</td>
<td>840</td>
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<tr>
<td>INDIANA UNIVERSITY</td>
<td>672</td>
<td>721</td>
<td>820</td>
<td>896</td>
<td>1,071</td>
</tr>
<tr>
<td>UNIVERSITY OF IOWA</td>
<td>272</td>
<td>240</td>
<td>235</td>
<td>299</td>
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<tr>
<td>UNIVERSITY OF MICHIGAN</td>
<td>938</td>
<td>931</td>
<td>1,043</td>
<td>1,001</td>
<td>1,051</td>
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<tr>
<td>MICHIGAN STATE UNIVERSITY</td>
<td>780</td>
<td>707</td>
<td>690</td>
<td>750</td>
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<tr>
<td>UNIVERSITY OF MINNESOTA</td>
<td>575</td>
<td>618</td>
<td>614</td>
<td>587</td>
<td>633</td>
</tr>
<tr>
<td>NORTHWESTERN UNIVERSITY</td>
<td>263</td>
<td>255</td>
<td>256</td>
<td>265</td>
<td>317</td>
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<tr>
<td>OHIO STATE UNIVERSITY</td>
<td>1,308</td>
<td>1,155</td>
<td>1,163</td>
<td>1,169</td>
<td>1,200</td>
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<tr>
<td>PENNSYLVANIA STATE UNIVERSITY</td>
<td>388</td>
<td>371</td>
<td>441</td>
<td>569</td>
<td>650</td>
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<tr>
<td>PURDUE UNIVERSITY</td>
<td>1,171</td>
<td>1,413</td>
<td>1,658</td>
<td>1,722</td>
<td>1,846</td>
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<tr>
<td>UNIVERSITY OF WISCONSIN-MADISON</td>
<td>1,097</td>
<td>1,072</td>
<td>1,063</td>
<td>985</td>
<td>1,030</td>
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</table>

## Percent Full-Time Undergraduate Enrollment, International Students

### Fall Terms, 1997-2001

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>1997</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIVERSITY OF CHICAGO</td>
<td>5.27%</td>
<td>5.45%</td>
<td>5.38%</td>
<td>6.68%</td>
<td>7.21%</td>
</tr>
<tr>
<td>UNIVERSITY OF ILLINOIS AT CHICAGO</td>
<td>1.71%</td>
<td>1.60%</td>
<td>1.60%</td>
<td>1.80%</td>
<td>1.88%</td>
</tr>
<tr>
<td>UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN</td>
<td>1.86%</td>
<td>1.90%</td>
<td>1.93%</td>
<td>2.30%</td>
<td>3.04%</td>
</tr>
<tr>
<td>INDIANA UNIVERSITY</td>
<td>2.73%</td>
<td>2.83%</td>
<td>3.12%</td>
<td>3.31%</td>
<td>3.84%</td>
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<tr>
<td>UNIVERSITY OF IOWA</td>
<td>1.68%</td>
<td>1.43%</td>
<td>1.39%</td>
<td>1.77%</td>
<td>1.41%</td>
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<tr>
<td>UNIVERSITY OF MICHIGAN</td>
<td>4.17%</td>
<td>4.14%</td>
<td>4.52%</td>
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<tr>
<td>MICHIGAN STATE UNIVERSITY</td>
<td>2.70%</td>
<td>2.38%</td>
<td>2.34%</td>
<td>2.61%</td>
<td>2.45%</td>
</tr>
<tr>
<td>UNIVERSITY OF MINNESOTA</td>
<td>2.66%</td>
<td>2.68%</td>
<td>2.84%</td>
<td>2.58%</td>
<td>2.64%</td>
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<tr>
<td>NORTHWESTERN UNIVERSITY</td>
<td>3.39%</td>
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<td>3.50%</td>
<td>4.12%</td>
</tr>
<tr>
<td>OHIO STATE UNIVERSITY</td>
<td>4.32%</td>
<td>3.73%</td>
<td>3.76%</td>
<td>3.80%</td>
<td>4.13%</td>
</tr>
<tr>
<td>PENNSYLVANIA STATE UNIVERSITY</td>
<td>1.21%</td>
<td>1.13%</td>
<td>1.36%</td>
<td>1.75%</td>
<td>1.98%</td>
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<tr>
<td>PURDUE UNIVERSITY</td>
<td>4.27%</td>
<td>4.96%</td>
<td>5.03%</td>
<td>5.09%</td>
<td>6.22%</td>
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<td>UNIVERSITY OF WISCONSIN-MADISON</td>
<td>4.29%</td>
<td>4.16%</td>
<td>4.10%</td>
<td>3.71%</td>
<td>3.81%</td>
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</table>

Barbara McFadden Allen, Director
bmallen@ cic.uiuc.edu
217-244-9240
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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Library electronic licensing, delivery, and related contract negotiation.

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Graduate Multicultural Collaboration
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Leads and manages collaborative efforts of the CIC graduate colleges aimed at recruitment and retention of underrepresented minority students. Coordinates the Summer Research Opportunity Program (SROP) and related activities, as well as the biennial CIC Diversity Forum.

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American Indian Studies Consortium
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312-255-3563
Leads, directs and coordinates the CIC American Indian Studies Consortium. Dr. Hosmer also holds appointments as Director of the D’Arcy McNickle Center for American Indian History at the Newberry Library, and Associate Professor of History at the University of Illinois at Chicago.

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

Tom Peters, Director,
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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.

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Academic and Technology Collaboration
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Leads and manages academic collaboration including study abroad, AESOP, Traveling Scholar, and FLEP. Organizes meetings and collaboration among the Study Abroad Directors. Coordinates projects associated with technology collaboration.

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

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and Assistant 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.

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rwsnyder@ cic.uiuc.edu
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.

Sandra K. Williams, Administrative Aide
skwillia@ cic.uiuc.edu
217-333-8757
Support and coordination for internal office operations and accounting. Staff support and liaison for some CIC working groups.
University of Chicago
Richard P. Saller, Provost

University of Illinois
Urbana-Champaign Campus: Richard H. Herman, Provost and Vice Chancellor for Academic Affairs
Chicago Campus: R. Michael Tanner, Provost and Vice Chancellor for Academic Affairs

Indiana University
Sharon Stephens Brehm, Chancellor, Indiana University Bloomington and Vice President for Academic Affairs for Indiana University

University of Iowa
Jon Whitmore, Provost

University of Michigan
Paul N. Courant, Provost and Executive Vice President for Academic Affairs

Michigan State University
Lou Anna K Simon, Interim President and Provost

University of Minnesota
Christine M. Maziar, Provost and Executive Vice President

Northwestern University
Lawrence B. Dumas, Provost

Ohio State University
Edward J. Ray, Executive Vice President and Provost

Pennsylvania State University
Rodney A. Erickson, Executive Vice President, Provost

Purdue University
Sally Mason, Provost

University of Wisconsin-Madison
Peter D. Spear, Provost and Vice Chancellor for Academic Affairs