As the Committee on Institutional Cooperation enters its 50th year of service, we can proudly state that no other consortium of research universities can match our record for sustained, voluntary, deep levels of collaboration across premier research universities.
CIC Poised to Initiate Boldest

As we look forward to the 50th anniversary of the founding of the CIC (which we will celebrate in 2008), we are poised to initiate our boldest inter-institutional agenda to date. The new strategic directions developed by the Provosts outline action in a number of key areas. Progress is already underway in the following strategic areas:

Coordinate research activities, including sharing unique laboratories and resources

- The University of Illinois at Urbana-Champaign is coordinating participation in the proposed “Petascale” initiative, working with the CIC provosts and key campus leaders.

Develop resources as common goods for the member universities, including aggregation of digital assets and online courses

- The CIC Deans of Arts and Sciences are accelerating their CourseShare program, aimed at providing access to specialized graduate courses with an emphasis on less commonly taught languages.
- The CIC libraries are launching their most ambitious programs to date: digitizing 10 million book volumes and creating and funding a “shared digital repository” in order to archive and provide access to these materials in a coordinated fashion across the CIC.

Increase international and study abroad collaboration

- The Deans and Directors of International Studies are developing strategies to collectively address these two areas. They plan to produce a final set of recommendations by the fall of 2007.
Inter-Institutional Agenda to Date

Strengthen the identity of the CIC

♦ The CIC will have a marketing plan ready in May. The plan will include the development of a commercial for the Big Ten Network highlighting academic collaboration among the member universities, as well as improved information and communication strategies for the CIC. The CIC will hire a consultant to implement the plan in 2007/08.

Maximize use of the Big Ten Network

♦ The University Relations Officers have been coordinating their respective campus plans for the academic programming that will be part of the Big Ten Network.

Maximize organizational effectiveness

♦ CIC headquarters staff have drafted an internal planning document calling for the realignment of staff to support areas of greatest impact for the universities; development of criteria for the formation of new groups and projects; and a process and timeline for program evaluation.

Continuous improvement of key programs

♦ Coordinated purchasing
♦ Access to graduate programs for underrepresented groups
♦ Coordination of study abroad
♦ Library licensing
♦ Coordinated information technology infrastructure
The Committee on Institutional Cooperation is a consortium of twelve world-class universities in America’s Midwest, advancing their missions by sharing expertise, leveraging campus resources and collaborating on innovative programs. The CIC provides:

- access for faculty and staff to learn from one another about the challenges and opportunities of leadership in research universities,
- a forum for peer networking, group problem-solving and information gathering,
- support and coordination for peer group discussions and meetings, and
- project management and leadership that leverages resources and knowledge.

From the oldest CIC program (Traveling Scholar) to our newest (CourseShare), these activities allow member universities to share resources and facilities, while enhancing access and opportunity for students, scholars and faculty.
Academic Leadership Program (ALP)

Established in 1987, the Academic Leadership Program develops the leadership and managerial skills of faculty on CIC campuses who have demonstrated exceptional ability and administrative promise. The 2006-07 Academic Year marked the 18th year of the ALP, with seminars hosted by Purdue University (October, 2006), Ohio State University (January, 2007) and the University of Wisconsin-Madison (April, 2007).

The ALP also underwent its triennial review during the fall of 2006. A special committee of Provosts (Snyder, Ohio State; Wilcox, Michigan State; and, Hogan, Iowa) reviewed the program for reauthorization, which the Provosts approved at their December 2006 meeting. Included in the report of the special committee were recommendations to limit participation to approximately 55 Fellows per year and to gain a better understanding of the impact of the ALP on the development of Fellows, particularly with respect to their gaining new understandings of university administration and leadership.

Department Executive Officer (DEO) Seminar

DEO develops leadership opportunities for department heads and chairs (Department Executive Officers). Institutional team participants for the annual seminar include seasoned veterans as well as newer department heads and chairs. The 2007 DEO Seminar for department heads and chairs was held February 15 – 17, 2007, at the O’Hare Marriott Hotel in Chicago. Seminar topics included "Departmental Bullies & Grievances," "Faculty Development & Performance Evaluation," "Conflict Resolution," "Time & Stress Management," and “Group Problem-Solving Sessions.”

A total of 37 department heads & chairs attended the 2007 DEO Seminar. This was a drop from 48 attendees the previous year, due to a major snowstorm which prevented many people from traveling to Chicago.

HireBigTenPlus

HireBigTenPlus is a consortium of career centers of the CIC universities and the University of Notre Dame. The group hosted their annual February "diversity" series in Chicago in 2007, with an emphasis on summer internships for minority students in the banking industry (“Diversity on LaSalle Street”), legal careers, and communications fields. A total of 307 students attended these events. Eleven financial institutions, 12 firms in media and communications, and 20 law firms and non-profit/government agencies participated in these events.

In April 2007, the University of Chicago again hosted the annual Spring Career Fair. This year’s event included 207 students and 81 companies and organizations. Event sponsors included Allstate, J.C. Penney, and Robert Half International. Participating employers were recruiting for internships and full-time positions.

“I found the ALP series to be a very valuable experience with a rich array of positive outcomes.”

“While my teaching areas have included human resources management and leadership, the CIC/ALP provided me with an opportunity to gain a broad perspective on core leadership issues...”

ALP Participant Evaluations
Asian American Studies Consortium

The CIC Liberal Arts and Sciences Deans have agreed to support the formation of the CIC Asian American Studies Consortium for a three-year period, starting with the 2007-2008 academic year, to encourage:

◆ cooperation and collaboration in Asian American Studies;
◆ the provision of resources and leadership in this interdisciplinary field for all of the CIC campuses;
◆ the recruitment, mentoring, and retention of the best faculty and graduate students in this and related areas;
◆ facilitation of shared library and curriculum development; and
◆ redefinition of the field of Asian American Studies with respect to new and distinctive Asian American migrant and immigrant communities, histories, and cultures, particularly in the Midwest.

The directorship will rotate among the CIC institutions on a three-year basis. The faculty director for 2008-2010 will be Josephine Lee, Associate Professor, University of Minnesota.

American Indian Studies Consortium

The American Indian Studies Consortium is a joint effort among the Deans of Liberal Arts & Sciences of the CIC universities and the Newberry Library. The consortium offers workshops, conferences, seminars, and fellowships to CIC graduate students and faculty. For the current reporting period, the consortium:

◆ Organized and hosted the Fifth Annual CIC AIS Spring Graduate Seminar, “Researching Indians on Multi-Ethnic Frontiers.” The program was instructed by Lucy Murphy, of Ohio State University.
◆ Provided organizational and promotional assistance to the organizing committee for the Ninth Annual Spring Graduate Conference in Iowa City on April 13-14, 2007. Jacki Rand, of the University of Iowa chaired the committee. Fifty faculty and students from eleven CIC institutions attended the conference.
◆ Announced awards for five graduate student fellowships and one faculty fellowship (Jacki Rand, University of Iowa) for 2007-08.
◆ Named Paul Tippeconnic of Pennsylvania State University as Fall 2007 Workshop instructor and arranged conference hosts for the Spring 2008 Conference at Purdue University and Spring 2009 Conference at the University of Illinois—Urbana/Champaign.

Arts and Sciences Deans

The group is investing in and supporting several efforts including: CourseShare, American Indian Studies Consortium, Foreign Language Enhancement Program and the emerging Asian American Studies Program. These efforts are described individually in this report. Additionally, the Deans meet twice a year to share common concerns and seek to address challenges and issues they are facing on their campuses.
CourseShare

The first year of the CourseShare project, supported by the CIC Deans of Arts and Sciences, produced eleven courses shared during AY06-07 with an enrollment of 189 students. Plans are in place for 18 shared courses for fall 2007 in diverse areas such as Linguistics, Chemical Informatics, American Indian Studies, Asian American Studies, Phonological Disorders, and 12 courses in Less Commonly Taught Languages (LCTL’s). Most of the CIC institutions have become actively involved in the last few months with an average participating campus expecting to host or receive five courses in the fall term.

Campus Coordinators at each CIC institution continue to explore opportunities with their faculty and find the following factors motivate faculty to participate in CourseShare:

- Ability to teach more cutting edge courses to more students
- Retention of specialized courses which would have particularly low enrollments otherwise
- Local departments strengthened by teaching a wider variety of classes
- Access to the “best students from all campuses”
- Opportunity to experiment with new instructional technology
- Opportunity to network with colleagues in same field

Campus Coordinators and CIC staff continue work to increase the number of shared courses and will focus efforts on mediating some challenges which have been identified. Some of these barriers pertain to faculty and their concern about losing students to another institution, hesitation to participate due to concerns about additional workload, disinterest in teaching using technology, and perceived strain on resources. These and other issues will be addressed at a summer gathering of Campus Coordinators and with the ongoing support of the Arts and Sciences Deans.

Graduate Deans

The group continues to invest in and support the popular CIC Summer Research Opportunities Program which provides intensive research experiences for students who are underrepresented in the academy. The program is an excellent opportunity to recruit talented and promising students to CIC graduate programs. The SROP is described in more detail elsewhere in this report. The Deans also convene once a year in a conference format with their senior staff to share news and updates that affect graduate education, share best practices, and address issues of common concern.

Traveling Scholar Program (TSP)

The Traveling Scholar Program enables doctoral-level students at any CIC university to take advantage of educational opportunities (specialized courses, unique library collections, laboratories) at any other CIC university without change in registration or increase in tuition.

Since 1963, more than 5,600 doctoral students have made use of the program. Participation for the 2005-2006 academic year included 237 students. The 2006-2007 program is heading into the summer term which is usually the most popular term for the Traveling Scholar Program. Students use the program to study courses from a wide variety of disciplines as well as to participate on study abroad programs or use it in conjunction with the CIC FLEP.
Diversity Forum 2007

The 2007 CIC Diversity Forum was hosted by Ohio State University on April 30, 2007, in Columbus, Ohio. This year’s theme was “Institutional Change: Toward a Holistic Model of Diversity.” The biennial conference brings together faculty, administrators and staff from CIC member universities to critically examine issues and initiatives impacting diversity.

Mitchell Chang, associate professor of higher education and organizational change at the University of California-Los Angeles, delivered the keynote address. Dr. Chang is an expert on diversity-related initiatives, and his remarks will focus on institutional change that promotes student learning and democratizes institutions. Program details are available at the conference website, www.cic.uiuc.edu/groups/SeniorDiversityOfficers/archive/ConferencePresentation/DiversityForum07/home.shtml.

CIC Graduate Recruitment & Retention Workshop

Faculty, staff, and administrators from CIC member universities convened on November 15-16, 2006, to reflect strategically about diversity practices. Participants identified challenges, key resources and opportunities, and mapped out strategies tailored to programs in the CIC with the key goal of producing recommendations for increasing the yield rate of graduate enrollments from SROP cohorts. Common themes that emerged from the workshop centered on effective strategies for engaging faculty in the recruitment and retention efforts and evaluating program effectiveness. These recommendations will serve to guide the CIC headquarters staff, SROP coordinators at CIC universities, and graduate school deans in their implementation of diversity-related programs. The workshop summary may be viewed online at www.cic.uiuc.edu/groups/GraduateDeans/archive/Report/CICRecruitWorkshopFall06.pdf.

Dr. Al Ribes of the Dow Chemical Company traveled from the Netherlands to facilitate a CIC workshop on graduate recruitment and diversity. Lending expertise in process improvement, Dr. Ribes also contributed valuable insight from his diversity outreach efforts in the American Chemical Society.
Summer Research Opportunities Program (SROP)

The Summer Research Opportunities Program (SROP) is designed to expose talented undergraduates to graduate opportunities in academia. SROP participants complete an intensive research experience under the guidance of a faculty mentor and engage in enrichment activities during the summer. With a prominent national presence, SROP draws talent nationwide. Applicants from 45 US states and Puerto Rico competed for admission to the program this year, including nearly 40% of applicants in STEM disciplines. A central feature of the program is the annual research conference.

Purdue University will host the 2007 SROP Research Conference in West Lafayette, Indiana. The conference dates are July 27-29, with registration concluding June 22. This year’s theme is “Building Your Future One Brick at a Time,” a reference to the University’s slogan moving “one brick higher” to attain the next level of excellence. Conference details are available online at www.gradschool.purdue.edu/sropconference/.

Procter & Gamble Supports CIC Diversity Activities

In fall 2006, Procter & Gamble awarded the CIC a gift of $20,000 to support graduate recruitment activities that increase the diversity of graduate degree recipients. The CIC’s relationship with P&G was established in 2000, and the current award reflects the company’s ongoing support of diversity-related programs. In addition to financial support, P&G has contributed professional expertise to help strengthen and refine CIC graduate outreach efforts.

Student Guide to Graduate Admissions

A new publication, Applying to Graduate School – Tips, Timeline, and Tools of the Trade, is now available to CIC universities and students. The booklet is designed to give prospective graduate students helpful information about choosing graduate programs, preparing competitive applications, and understanding funding options. The guide also features profiles of a diverse group of alumni who have earned doctoral degrees from CIC universities. It is being distributed to program directors, student advisors and pipeline programs across the country. Copies of the booklet may be requested by emailing zepeda@uiuc.edu. The booklet may be viewed online at www.cic.uiuc.edu/groups/GraduateRecruitmentInterestGroup/.
Networking Collaboration Moving Forward

The CIC Chief Information Officers collaborative networking project called “OmniPoP” has made very good progress. To date, the following seven CIC universities are now fully operational on this ultra-high speed network that links the CIC universities: Indiana University, University of Iowa, University of Michigan, Michigan State University, University of Minnesota, Purdue University, and University of Wisconsin-Madison. The remaining four universities (University of Chicago, University of Illinois at Urbana-Champaign and Chicago, and Northwestern University) plan to connect over the summer. Once connected, these CIC universities will be connected to each other via university-owned regional optical networks which creates opportunities for collaboration using ultra-high bandwidth applications otherwise not possible.

In related news, the two national research networks, Internet2 and National LambdaRail, returned back to the negotiations table in March 2007, with the urging of the CIC CIOs, among others, to merge their two organizations together. There is currently no definitive timeline to complete the merger.

Professional Development for IT Leaders

In a collaborative effort to prepare the next generation of IT leaders in higher education, ten of the CIC CIOs have contracted with MOR (Maximizing Organizational Resources) Associates to provide leadership development for their IT staff. Five schools (Iowa, Indiana, Michigan, Minnesota, and Ohio State) identified a cohort of 25 individuals who began an 8-month training in April, 2007. A second cohort from Illinois, Michigan State, Penn State, Purdue, and Wisconsin-Madison will begin in the fall. Each cohort will meet for 2.5 days five times over the 8-month session. The program has been designed to achieve the following goals:

- To enhance the professional and personal development of individuals who will play increasingly important management and leadership roles within information technology.
- To broaden each participant's understanding of the strategic and technological issues facing higher education institutions and how each institution is shaping its choices.
- To strengthen the relationships within and across the participating CIC universities to foster the collaboration needed to leverage resources when working on common interests.

Shared Data Storage Project

Leveraging the new networking capacity between the CIC universities, the CIC CIOs have begun exploring the possibilities of sharing data storage. Need and capacity data are currently being collected.
CIC-CIO TechForum 2007

TechForum is a biennial professional development opportunity hosted by the CIC CIOs for their IT staffs. This year’s conference is scheduled for October 3-4, 2007, and will be hosted by Indiana University at the University Place Conference Center on the IUPUI campus in Indianapolis. The theme is “Developing IT Leadership – For Today and Tomorrow”. Keynote speakers and session presentations have been selected by the Planning Committee to promote this theme as well as to give a cross-cutting overview of high interest issues to IT staff across the CIC.

CIC OmniPop provides:
- A framework to facilitate shared services
- Equipment to support network connectivity directly between CIC universities
...essentially creating a collaborative ultra-high speed network that connects CIC universities to each other and beyond...

CIO Identity Management Conference Follow-up

The Planning Committee from the June 2006 Identity Management Conference continues to meet via conference call to discuss ongoing issues and developments, as well as to explore potential for further collaboration. The committee’s recent conference calls have focused on Federated Identity Experiences, the Credential Assessment Framework process, and Two-Factor Authentication. The group has also established a wiki for the purpose of sharing institutional priority updates and identity management resources.
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. Currently, there are over 56 programs based in 29 countries and spread across 6 continents enrolling students.

In addition to each CIC member university’s own study abroad programs, the consortium offers five collaborative programs—summer and fall study programs in Quebec (French and French-Canadian culture) and the Dominican Republic (Latin-American Health, Nutrition, and Environmental Issues Program) as well as the summer study program in Mexico (Spanish and Mexican culture)—all managed by the University of Iowa on behalf of the CIC.

Summer 2007 Programs:

The Quebec summer program, which is hosted at the University of Laval, is slated to have 28 students. Associate Professor Julie Auger of Indiana University, once again, will serve as the onsite faculty director.

The Dominican Republic program will have approximately 30 participants. Dr. Christine Tisone (formerly of Indiana University and currently instructing at Pontificia Universidad Católica Madre y Maestra) will serve as the local faculty director for the program.

The Mexico program held at the University of Guanajuato will have nearly 50 students participating and will be led this summer by Professor Jim Maharg of University of Illinois-Chicago.

Fall 2007 Programs (final applications/notifications pending):

The Quebec fall program, hosted at the University of Laval, currently has one enrollment.

The Dominican Republic fall program, based in Santiago, currently has 10 students approved to participate in the program.

Study Abroad Directors Group (STAB)

This year marks the 20th anniversary of collaboration among the CIC Study Abroad Directors. At their March 30, 2007 meeting, the CIC Study Abroad Directors celebrated two decades of working together. Additionally, Chip Peterson, University of Minnesota, who was a founding member, was honored for his 20 years of continued service to CIC collaboration. Over this period, the Directors have shared best practice, benchmarked, solicited RFPs from vendors, developed specific programs and overseen thousands of students participate in the CIC study abroad summer and fall programs as well as on the CIC AESOP program which has been in operation for over 10 years.

In October 2007, the Directors will be holding their fall meeting at Michigan State University in conjunction with the US State Department’s Overseas Security Advisory Council (OSAC) workshop which will focus on security, risk, health and safety issues ranging from pandemic planning and crisis management to faculty preparedness training.
Senior International Officers (SIO)

The CIC universities have long been leaders in international education and research, offering rich opportunities for involvement of students and faculty in international programs and projects. The Senior International Officers serve to coordinate, promote, and support international activities of their respective universities.

Members of the group met February 19, 2007, at the annual Association of International Education Administrators (AIEA) Conference in Washington DC. In addition to the SIO group serving as a co-sponsor of the conference, their CIC discussion included defining what it means to be a global university. This dialogue was instrumental in jumpstarting their goal-setting and defining the strategies required to achieve fulfillment of the new CIC Strategic Directions 2007-2010. Based on the guidelines outlined in NASULGC’s “A Call to Leadership” report of October 2004, SIOs are currently drafting a set of goals and subsequent plans to achieve individual and collective success.

In addition, the SIOs are networking with international organizations and global research universities. The group will be meeting with their equivalents within the Australian Group of 8 Consortium at the upcoming annual NAFSA conference being held at the end of May in Minneapolis, Minnesota. The two groups will explore the issues of future international education and collaboration along with sharing best practices on consortial-style activities.

The CIC SIOs have agreed to co-sponsor the World Universities Network (WUN) conference on ‘Realizing the Global University - Developing Effective International Strategies in a Rapidly Changing World’ scheduled for November 15, 2007, in London, UK. These outreach efforts are key components to building long lasting and sustainable relationships with peer global research partners.

Foreign Language Enhancement Program (FLEP)

The FLEP 2007 program, sponsored by the CIC Liberal Arts and Sciences Deans, allows each participating campus to independently identify candidates for study, provide financial support, and make awards. CIC involvement includes the promotion of the program and the creation of a list of available less commonly taught language courses, as well as overall coordination of the efforts.

Eight CIC campuses will participate in the upcoming summer 2007 program. 35 applications were received and 22 awards have been made. The number and value of awards granted will range from $1,300 - $2,500. Recipients will study a variety of languages ranging from Arabic, Dutch, Farsi and Hindi/Urdu to Mandarin, Portuguese, Tibetan, Uzbek and Wolof. The awardees will be heading to the following six CIC campuses: University of Chicago, University of Illinois at Urbana-Champaign, Indiana University, University of Michigan, University of Minnesota, and University of Wisconsin-Madison.

All non-participating campuses are more than welcome to resume participation at any time.
2007 is proving to be a busy and productive year for the CIC Library Directors and CLI staff!

Significant issues are being addressed related to the management of both print and electronic library resources.

Mass Digitalization

Building upon a set of principles for federated mass digitization affirmed in spring 2006, the Library Directors continued to work on setting a course for the mass digitization of CIC library collections. With consideration of the Google partnerships at the Universities of Michigan and Wisconsin, and the Open Content Alliance initiatives at the Universities of Illinois and Chicago, the Directors have set out a number of important principles that will allow for the extension of such partnerships to include other CIC universities. These discussions covered a broad range of topics, including copyright, best practices for the protection of print collections being used for scanning, archival strategies for securing digital content, services to be built around large digital repositories (including ADA access issues), institutional branding of unique collections, and the possible future uses of digital files. While such partnerships would require our campuses to clear many legal, technical, and information management hurdles, the Directors have stated their conviction that digital conversion of print legacy collections is an essential element in assuring excellent research and instructional support going forward.

Building Shared Digital Repository

In December 2006, the CIC Library Directors agreed to co-invest nearly a half-million dollars each to build and support a shared digital repository to house Google content and other digital resources (e.g., Open Content Alliance resources, locally digitized collections, locally managed purchased resources). The CIC-SDR will bring together substantial portions of the legacy collections of each of our libraries into a unified and readily accessible space, thereby extending access to a fuller range of material to our campus users than would be possible if each campus built its own capacity for housing its own digital resources. Going forward, the SDR promises to provide CIC users with a larger, richer, and more secure online repository as libraries unify and extend their digital programs to include newspapers, maps, audio/video files, and the unique holdings of our archives and special collections.
2007 CIC Library Conference

Titled, “Getting in the Flow,” this year’s conference addressed a series of issue related to how the current generation of students prefers to access information, and how libraries could better align themselves with those preferences by ensuring that their content is well represented in the spaces most visited by younger and more technically savvy users.

Through a broad array of speakers, ranging from representatives from Google and Amazon to so-called NextGen Librarians working at CIC libraries, the conference looked at how libraries might better reach students by employing a variety of Web 2.0 concepts like gaming, podcasting, chat, virtual reference, and user tagging of library resources. Several of our Library Directors have reported that staff in attendance were energized by the conference, and are making efforts—both locally and in conjunction with CIC peers—to develop and advance initiatives discussed at the conference.

Scholarly Communication

In July 2006, the CIC Provosts demonstrated national leadership on this issue when they issued an “open letter” in support of FRPAA (Federal Research Public Access Act). This past winter, the Provosts again addressed the “open access” issue by supporting a CIC Licensing Addendum for scholarly publication that would secure CIC authors’ right to post their intellectual contributions in an institutional repository or similar community-based archive. The Provosts commended the addendum to the respective faculty governance bodies across the CIC, and many of those bodies have endorsed the agreement. Once a final tally of supporting institutions is known, the CIC office will work with the Provosts and Governance Leaders and Librarians to publicize the stance taken by our campuses.
CIC Purchasing Consortium

The CIC Purchasing Consortium (CICPC) held its spring planning meeting April 16-17, 2007, in Chicago. This was the second meeting which included the purchasing directors from CIC universities, as well as their counterparts from Ivy League universities. The purchasing directors identified several targets of opportunity for CICPC contracts during 2007, including U.S. Customs in-bound & out-bound brokerage services, a suite of business intelligence services (financial information, industry white papers, vendor locator services, and vendor database cleansing services) to facilitate their work with vendors, especially women- and minority-owned businesses, and a renewal of the existing contract for scientific laboratory supplies.

During FY ‘06 the CICPC spent $26.5 million on combined purchases of office supplies, scientific supplies, A/V tapes, anti-virus software, networking equipment, copy paper background check services, and underwriters insurance. Aggregate savings on these purchases totaled $2.7 million among the 12 institutions. Since its inception in 2000 the CICPC has made consortial purchases of $140.3 million, with a total savings to the institutions of $14.2 million (10.1%).

Library Licensing

The CIC licensing program, in consultation with member libraries, licensed or renewed an impressive array of scholarly resources, and in so doing saved our libraries substantial money and time. Probably the biggest agreements closed in the past six months were for Nature (and other NPG resources) and a five year renewal of our licenses for Thomson Scientific content including Web of Knowledge.

IT Licensing Task Force

The Licensing Task Force is continuing to work toward the Symantec anti-virus license renewal. The Task Force members completed a survey of their campus requirements for anti-virus products in March and used it to develop a set of items that they would like to see clarified in the renewed license. The Negotiation Team presented the request to Symantec, and will continue dialogue with them until an agreement is reached and the renewal is signed by the end of June.
### Full Time Equivalent Employees

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(Fall, 2005. Source: U.S. Department of Education)

### Full Time Faculty

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Gender:

- Male: 22,409
- Female: 16,630

Race/Ethnicity/Citizenship:

- White: 24,881
- Non-residents (International): 2,593
- Black: 1,064
- American Indian/Native Alaskan: 109
- Hispanic: 853

(Fall, 2005. Source: U.S. Department of Education)

### Graduate Students

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Gender:

- Male: 35,953
- Female: 39,029

Race/Ethnicity/Citizenship:

- White: 39,029
- Non-residents (International): 24,219
- Black: 3,019
- American Indian/Native Alaskan: 295
- Hispanic: 2,185

(Fall, 2005. Source: U.S. Department of Education)

### Research and Development Expenditures

- Total R & D: $6.2 billion
- Federally funded R & D: $3.7 billion

(2005 Source, National Science Foundation)

### Doctoral Degrees Awarded

- CIC percentage of doctoral degrees granted in the U.S.: 14.87%
- Number of degrees awarded by CIC: 6,448
  (out of 43,354 in U.S.)

(Fall 2005 Source: Survey of Earned Doctorates)

### Libraries

- Volumes: 77,322,859
- Total volumes added 2005: 1,516,471
- Current serials subscriptions: 712,479
- Expenditures for materials in 2005: $159,659,501
- Expenditures for electronic resources: $56,229,824
- Total library expenditures in 2005: $401,138,233
- Total circulation: 10,697,402
- Professional staff: 1,725

(2006 Source: Associations of Research Libraries)

### Study Abroad

- Students studying abroad: 16,736
- Countries visited: 109

(2004-05 Source: IIE Open Doors)
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**Key:**
- AISC: American Indian Studies Consortium
- ALA: American Library Association
- ALP: Academic Leadership Program
- CDO/ERO: Collection Dev Officers/Electronic Res Officers
- DUIOC: Digital Library Initiatives Overview Committee
- EST: Estimate
- ILL: Interlibrary Loan Directors
- IT: Information Technology
- Key:
### Meetings Scheduled to Date

#### Summer/Fall 2007

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# Statistics for CIC Programs & Initiatives

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</table>

*Data collected in the fall
**Purchase & savings data reported quarterly
***Compiled quarterly
CIC Headquarters Staff

Barbara M. Hodges Allen
Director
217-244-9200

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American Indian Studies Consortium
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American Indian Studies Consortium
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217-244-9210

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Secretary
217-244-8086

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Scheduling
217-244-8816

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Network Analyst
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Technology Collaboration
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Communications Officer
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Associate Director
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Mark Stojsic
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Yolanda Zepeda
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Graduate Educational Diversity
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612-243-5086

Role and responsibilities of the CIC Headquarters staff are described in detail on the following pages. The CIC Headquarters staff is responsible for the day-to-day operations of the CIC office, including administrative support for the CIC teams, coordination of CIC events, and support for CIC initiatives.
Together, CIC universities:

Have a 50-year history of collaboration among peer research universities

Enroll 300,000 undergraduates and 76,000 graduate students

Employ 33,000 faculty and 142,000 staff

Produce 14.5% of PhDs granted in the US each year (25% in agriculture, 20% in engineering & computer science)

Engage in $6 billion in funded research each year ($3.2 from federal sources)

Reach out to the 66 million citizens living in the 8-state region

CIC Strategic Directions Framework – 2007-2010

No other higher education consortium can match the CIC’s record for sustained, voluntary, deep levels of collaboration across a group of premier research universities. Collaboration among the member universities is a powerful tool that allows the institutions to build and sustain networks of scholars, enhance teaching and learning opportunities, create efficiencies in administrative processes, accelerate the adoption of best practices in a wide range of areas, and aggregate resources as common goods. While the record of CIC leadership and innovation is unparalleled, there is still much more our universities can accomplish by working together. It is our intent to advance our position as the preeminent research university consortium in the United States.

Mission

To advance academic excellence through collaboration across our member universities.

Vision

To be the national model for effective, voluntary collaboration among top tier research universities.

Strategic Priorities for 2007-2010

- Advance issues of high impact
- Strengthen identity
- Maximize organizational effectiveness
Strategic Priorities 2007-2010

Together, CIC universities:
- Spend some $7.5 billion on goods and services each year
- Hold 75 million library volumes
- Offer more than 1,000 study abroad programs in more than 100 countries
- Deliver doctoral programs in 147 areas of study

Advance Issues of High Impact
- Coordinate research activities, including sharing unique laboratories and resources
- Provide leadership in educational, information, and library technologies to enhance instruction and research
- Develop resources as common goods for the member universities, including aggregation of digital assets and online courses
- Reduce operating costs for member universities through such activities as cooperative purchasing
- Increase international and study abroad collaboration
- Collaborate on initiatives that advance learning, increase diversity and benefit students
- Coordinate opportunities for the CIC Members (Provosts) to influence regional and national discussion on issues of importance to research universities

Strengthen identity
- Identify and publicize the impact and depth of collaboration among the universities in order to enhance recruitment and retention of students and faculty
- Maximize use of the Big Ten Network and other media and communication channels to disseminate research and education to our region and beyond

Maximize organizational effectiveness
- Concentrate headquarters resources in areas of greatest opportunity and impact for the member universities
- Review and align human and other resources to support key efforts and opportunities
- Establish criteria for the formation of new groups and activities, as well as associated provision of support and funding
- Implement a process for regularly evaluating programs and activities