Contents

Spring 2008 Highlights  2
Program Overview  4
Meeting Highlights—Spring 2008  6
Spring 2008 Meeting Attendance  8
Fall 2008 Scheduled Meetings  9
Statistics for Programs and Initiatives  10
CIC Universities’ Data  11
CIC Provosts  12
CIC Staff  19
CIC Finances  21
CIC Strategic Directions - 2007-2010  22

CIC Headquarters
1819 South Neil Street, Champaign, Illinois
Dear CIC Colleague:

During the past year, I’ve had the pleasure of talking to administrators from the member universities of the ACC and SEC as they seek to emulate the CIC model. These encounters reinforced how very precious our collaboration is — and how fortunate we are that 50 years ago our CIC presidents had the foresight to launch our collaboration. We enjoy great compatibility at the graduate and research level, coupled with strong roots in and commitment to the region, and these have been key to our success.

In 2007, our CIC provosts articulated the most ambitious goals the CIC has ever had. Those strategic goals are aligned around three primary thrusts, and we can now point to significant progress on several fronts:

Advance Issues of High Impact

- Our recent summit on the Midwest economy united an impressive array of participants to discuss and move on issues of critical importance to the region.

- The International Deans have articulated a set of strategic goals around increased internationalization.

- Purchasing efforts continue to grow in depth and savings.

- The Chief Information Officers and University Librarians have launched the development of critically important networked technology and digital asset management systems - saving our universities millions of dollars while aggregating and leveraging both network power and information resources.

Spring 2008 Highlights

Strengthen Identity

- The CIC was honored with a “Leveraging Excellence” award from the National Consortium for Continuous Improvement in Higher Education.

- The CIC is featured in an article in this month’s *Presidency* magazine, and we will be the feature story in the winter edition of a new journal called *Higher Education Consortia*.

- We’ve distributed a special 50th anniversary report to Presidents and Provosts at AAU institutions, foundations and federal agencies, and to hundreds of CIC collaborators in our member universities.

- We produced a 30-second commercial about the CIC that has been in heavy rotation on the Big Ten Network.

- We created a 4-minute video that is available on YouTube.

- The University Relations Officers are working on plans for some coordinated, collaborative program development for the Big Ten Network — as well as a newswire feature that will aggregate and amplify news of research and discoveries on our campuses.

Maximize Organizational Effectiveness

- All CIC staff are engaged in continuous improvement and performance review to align staff efforts with issues of greatest opportunity and importance.

- The staff has developed a suite of web-based tools (called CICMe) to enable collaboration across the CIC universities without the need for direct CIC staff intervention. These tools were remarkably effective, for example, in developing the NSF ADVANCE PAID proposal for women in science in a very efficient, effective, and highly collaborative model.

- Staff implemented a schedule to evaluate every CIC program, using a mix of quantitative and qualitative methodologies, and engaging key stakeholders, investors, and program participants. In 2008, the following programs are being evaluated: CourseShare; Purchasing; Study Abroad; and Traveling Scholar. The evaluations will be delivered to the CIC Provosts in the Fall.

We are justly proud of the progress we’ve made, but there is still much more to do. We look forward to identifying and addressing program shortcomings through our program evaluations, and to engaging ever more deeply with the issues that you identify.

Barbara McFadden Allen  
Director
Alliances for Expanded Study in Overseas Programs (AESOP) and Study Abroad Programs

AESOP is a cooperative program designed to match unused study abroad capacities with the unmet study abroad needs of other CIC institutions. This program is managed by the AESOP Coordinators and is overseen by the CIC Study Abroad Directors.

Academic Leadership Program (ALP)

The Academic Leadership Program develops the leadership and managerial skills of faculty on CIC campuses who have demonstrated exceptional ability and administrative promise.

American Indian Studies Consortium

The American Indian Studies Consortium facilitates the development and training of graduate students in fields whose academic research focuses on the cultures and experiences of American Indians. Sponsored by the CIC Deans of Arts and Sciences, the office of the AIS Director is based at Michigan State University.

Asian American Studies Group

The Asian American Studies Group encourages faculty development and mentoring, recruitment and retention of graduate students, acknowledging the distinctive research and teaching in Asian American Studies. AAS is sponsored by the CIC Deans of Arts and Sciences, and the AAS Director is based at the University of Minnesota.

Center for Library Initiatives

The Center for Library Initiatives supports resource sharing and collaboration among the research libraries of the CIC member universities.

Consortial Purchasing and Licensing

CIC Consortial Purchasing and Licensing encompasses negotiated agreements in licensing as well as for a variety of electronic information resources, software, and services from partner universities, organizations, and companies.

CourseShare

CourseShare provides CIC students with access to courses at other CIC schools through technology.

Department Executive Officer (DEO)

DEO develops leadership opportunities for department heads and chairs (Department Executive Officers).
Fiber Optic Networking and OmniPoP
In an effort to build IT capacity while reducing costs, the CIC Information Officers (CIOs) purchased fiber optic rings in Chicago, connecting their respective regional optical networks. This collaborative purchase catalyzed the development of “OmniPoP” which supports network connectivity directly between the CIC universities and other research entities worldwide.

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.

FreeApp Program
The CIC FreeApp program is designed to expand participation of underrepresented students in graduate education by allowing prospective students to apply for a graduate application fee waiver for Ph.D. or Master of Fine Arts programs at CIC institutions. Reporting to the CIC Graduate Deans, FreeApp Coordinators implement this program.

Identity Management Initiative
The CIC CIOs have initiated a project to provide federated identity access to online resources, which essentially would allow approved people at one CIC university to log in to shared resources at another using their own campus credentials. The new CIC suite of collaboration tools called “CICme”, will be the first federated application.

Summer Research Opportunities Program (SROP)
SROP is a faculty-mentored, summer research program designed to increase participation of underrepresented students in graduate education. Sponsored by the CIC Graduate Deans, the program is managed by SROP Coordinators.

TechForum
The CIC CIO TechForum is a biennial leadership professional development opportunity sponsored by the CIC CIOs for their respective IT staffs that highlights current issues and opportunities in higher education IT.

Traveling Scholar
The Traveling Scholar Program enables doctoral-level students at any CIC university to take advantage of educational opportunities at any other CIC university without change in registration or increase in tuition.
Spring 2008 Committees & Group Meetings Assortment

Senior International Officers
♦ Developed strategic planning document outlining action in three areas: increased collaboration in study abroad; enhancing effectiveness of international recruiting; and broadening access to less commonly taught languages.
♦ Initiated planning team with Deans of Arts and Sciences for projects related to less commonly taught languages.
♦ Planning for joint meeting of the CIC Provosts and International engagement and to discuss strategic issues related to globalization broadly conceived in the research university.

University Relations Officers
♦ Developing new collaborative newswire service (Big Science: $6 Billion in Funded Research. One Discovery After Another.) The service will aggregate top science and research news stories from the campuses and will serve as an additional outlet for campus news — as well as reinforcing the impact of our universities.
♦ Sharing strategies for managing the development of academic programming for the Big Ten Network. Plan to develop at least one pilot collaborative program.

Asian American Studies Group
♦ Identified topics for a fall faculty leadership institute.
♦ Exchanged strategies for Asian American Studies program building, planning and design, and student outreach.
♦ Discussed ideas for CourseShare collaboration.

Senior Research Officers
♦ Met with Federal Relations Officers in Washington, D.C. to compare strategies for connecting with the federal agencies and others on support for R & D.
♦ Met with Ray Orbach, Undersecretary of the Department of Energy.

American Indian Studies
♦ Discussed plans for transitioning to a new leadership for CIC AIS
♦ Fall symposium will focus on Indigenous Voice in Film.

Purchasing Consortium
♦ Convened with the purchasing directors of the “Ivy Plus” universities to share best practices and strategies.
♦ Considered plans for new purchasing contracts related to car rental, vendor database ‘cleansing,’ financial business reporting, and lab supplies.
♦ Will undertake an evaluation of their collaborative purchasing with a report this fall.
Meeting Highlights

Spring 2008 Committees & Group Meetings Assortment

Deans of Arts and Sciences
- Completed assessment of CourseShare, now in 3rd year of pilot. Agreed to continue funding effort two more years, will implement strategies for increasing number of courses and enrollment (the pilot has delivered 39 courses to 526 students).
- Supporting the American Indian Studies faculty and Asian American Studies faculty with seed grants to support graduate student and faculty conferences.
- Will work with Senior International Officers to identify and implement strategies for effectively sharing access to the 109 less commonly taught languages available across the CIC.

Undergraduate Education and Assessment Group
- These two groups convened together to share best practices in learning outcomes assessment and to discuss impact of national movement on accountability.
- Would like to identify commonly gathered assessment data for CIC universities (time to degree, etc.) to prepare aggregate report that could be used to demonstrate willingness of CIC universities to inform the public about learning outcomes.

Library Directors
- Reviewed collection analysis information developed with Google to determine a sequence for digitizing CIC Library collections. Indiana university and Purdue University would be the first libraries in the queue, with shipments from IU to commence in August.
- Directors reaffirmed commitment to supporting Shared Digital Repository for hosting CIC digital content. Short- and long-term development objectives for an SDR reviewed and approved.
- Directors approved a series of recommendations from the Working Group on CIC Content Licensing, encouraging collectively conceived and endorsed consortial purchases. The Directors agreed to set aside $100,000 each from FY09 budgets to support CIC-wide collection initiatives.
- Directors encouraged aggressive consideration of CIC opportunities for shared print storage.

Grad Deans
- Discussed challenges, opportunities and lessons learned in international fellowships.
- Recognized impact of Open Access on electronic thesis and dissertation policies.
- Identified risks, costs and benefits of participation in national ranking and survey projects.
- Addressed implementing SROP as a strategic recruitment program.

Chief Information Officers
- Reviewed and approved budgets - CIC CIO annual operating and OmniPoP.
- Advanced collaboratively developed principles for software acquisition and use.
- Determined next steps on a collaborative managed storage project.
- Cyber-infrastructure impact analysis discussed.
## Meeting Attendance

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**Key:**  
ALA: American Library Association  
ILL: Interlibrary Loan Directors  
ALP: Academic Leadership Program  
IT: Information Technology  
CDO/ERO: Collection Dev Officers/Electronic Resource Officers

**Note:** Meeting attendance information reflects data provided to CIC HQ.
Meetings Scheduled To Date

Fall 2008

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## Statistics for CIC Programs & Initiatives

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<td>202</td>
<td>237</td>
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<td>27</td>
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<td>98</td>
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<td>103</td>
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<td>FreeApp Program number of requests</td>
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<td>number - faculty participants</td>
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<td>139</td>
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<td>266</td>
<td>190</td>
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<td>529</td>
<td>506</td>
<td>513</td>
<td>643</td>
<td>581</td>
<td>594</td>
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<td>TechForum (biennial)</td>
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<td>r/n</td>
<td>138</td>
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<td>r/n</td>
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<td>Virtual Electronic Library number of requests</td>
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<td>165,536</td>
<td>169,754</td>
<td>161,416</td>
<td>164,216</td>
<td>182,678</td>
<td>218,295</td>
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<td>44</td>
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* Final Data compiled Fall 2008
CIC Universities' Data

CIC Full-Time Equivalent Employees
Total full-time equivalent employees: 142,415
Executive/administrative staff: 8,597
Other professionals: 51,793
(Fall, 2005. Source: U.S. Department of Education)

CIC Full-Time Faculty
Total full-time faculty: 27,659
Tenured: 16,583
Tenure Track: 5,747
Non-Tenure Track: 5,329
Gender:
Male: 19,529
Female: 8,130
Race/Ethnicity/Citizenship:
White: 21,514
Non-residents (International): 1,355
Black: 934
American Indian/Native Alaskan: 97
Hispanic: 707
Asian/Pacific Islander: 2,822
(Fall, 2005. Source: U.S. Department of Education)

CIC Libraries
Volumes: 78,898,605
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)

CIC Doctoral Degrees Awarded
CIC percentage of doctoral degrees granted in the U.S.: 15.2%
Number of degrees awarded by CIC: 6,913
(out of 45,596 in U.S.)
(Fall, 2006. Source: Survey of Earned Doctorates)

CIC Graduate Students
Total graduate student enrollment: 76,244
Gender:
Male: 39,863
Female: 36,381
Race/Ethnicity/Citizenship:
White: 39,212
Non-residents (International): 24,364
Black: 3,112
American Indian/Native Alaskan: 303
Hispanic: 2,245
Asian/Pacific Islander: 4,186
(Fall, 2006. Source: U.S. Department of Education)

CIC Study Abroad Programs
Students studying abroad: 18,790
Countries visited: 102
(2005-06 Source: IIE Open Doors)

CIC Universities’ Research and Development Expenditures
Total R & D: $6.5 billion
Federally funded R & D: $3.1 billion
(2006 Source, National Science Foundation)

Full Time Faculty (Fall 2005)

Full Time Grad Students (Fall 2006)
Rodney Erickson became Executive Vice President and Provost of Penn State in July 1999. He holds B.A. and M.A. degrees from the University of Minnesota, and was awarded a Ph.D. in geography from the University of Washington in 1973.

He began his academic career at the University of Wisconsin–Madison before joining the faculty at Penn State in 1977. He was promoted to the rank of professor in both geography and business administration in 1984, and was named Dean of the Graduate School in 1995. He took on the additional responsibilities of Vice President for Research in 1997.

Dr. Erickson’s current responsibilities include leadership and administration for academic affairs and University operations for all undergraduate and graduate/professional education, research, and outreach educational programs; enrollment management; information technology services; educational equity; strategic planning, budgeting, and quality initiatives; facilities and space planning; and participation in University development, alumni relations, and legislative affairs. His responsibilities span all 24 Penn State campuses.

Thomas Rosenbaum became Provost of the University of Chicago in January 2007. He received his bachelor’s degree in physics with honors from Harvard University. He then attended Princeton University, where he earned an M.A. and a Ph.D. in physics.

Dr. Rosenbaum is the John T. Wilson Distinguished Service Professor in Physics at the University. He conducted research at Bell Laboratories and at IBM Watson Research Center before he joined the Chicago faculty in 1983. He directed the University’s Materials Research Laboratory from 1991 to 1994, and the University’s James Franck Institute from 1995 to 2001. Dr. Rosenbaum currently chairs the multi-institutional Science Policy Council of Argonne.

As provost, Dr. Rosenbaum is responsible for academic appointments, programs and budgetary priorities at the University, which has a faculty of 2,160 faculty members and a student enrollment of 12,500.

Dr. Rosenbaum’s honors include an Alfred Sloan Research Fellowship, a Presidential Young Investigator Award and the William McMillan Award for Outstanding Contributions to Condensed Matter Physics. He is an elected fellow and Centennial Lecturer of the American Physical Society and an elected fellow of the American Association for the Advancement of Science.
R. Michael Tanner joined UIC as Provost and Vice Chancellor for Academic Affairs in July 2002 after a 30-year long career at the University of California, Santa Cruz. He holds bachelors, masters and doctoral degrees in electrical engineering from Stanford University.

Dr. Tanner served as chair of the department of computer and information sciences at UC Santa Cruz from 1981 to 1988. Following a year as acting dean of natural sciences, he was appointed academic vice chancellor, overseeing academic components of the campus, including academic planning and new program review. In 1992, he was promoted to executive vice chancellor, a post he held for five years. His additional responsibilities included fiscal planning, managing a $225 million budget, new construction planning, and computer and resource planning and policy.

In 2000, Dr. Tanner was named interim director for the University of California Silicon Valley Center, where he was responsible for developing a satellite campus for 2,000 students at the NASA Research Park in the NASA Ames Research Center in the heart of Silicon Valley.

Dr. Tanner’s research interests include coding and information theory, computer simulation models, educational uses of information technology, and intellectual property. He holds four patents and is a fellow of the California Council on Science and Technology and the Institute of Electrical and Electronic Engineers. In public service, he was a member of the board of directors of the United Way, Santa Cruz County, from 1993 to 1998, and served as a member of the board of trustees of York School, Monterey, CA, from 1994 to 2002.

*Guest Member of the CIC Provosts*

Linda Katehi became Provost of the University of Illinois at Urbana-Champaign in April 2006. She received a B.S.E.E. degree from the National Technical University of Athens, Greece, in 1977 and M.S.E.E. and Ph.D. degrees from the University of California, Los Angeles, in 1981 and 1984 respectively.

In September 1984, she joined the faculty of the EECS Department of the University of Michigan-Ann Arbor as an assistant professor and moved to the levels of associate professor in 1989 and professor in 1994. She served in administrative positions including Director of Graduate programs in the College of Engineering in 1995-1996, elected member of the College Executive Committee 1996-1998, Associate Dean for Graduate Education, 1998-1999 and Associate Dean for Academic Affairs 1999-2001. In January 2002, Dr. Katehi joined Purdue University as the John A. Edwardson Dean of Engineering and as Professor of Electrical and Computer Engineering.

She is a Fellow of IEEE, and a member of IEEE AP-S, MTT-S, Sigma Xi, Hybrid Microelectronics, URSI Commission D. She was a member of AP-S ADCOM from 1992 to 1995 and she is serving currently on the IEEE MTT-S ADCOM. Also, Dr. Katehi has been an associate editor for the IEEE Transactions of the Microwave Theory and Techniques Society and the IEEE Transactions on Antennas and Propagation. She has been the author or co-author of 450 papers published in referred journals and symposia proceedings and she holds 5 patents.

*Linda Katehi - University of Illinois at Urbana/Champaign*
Karen Hanson became Provost and Executive Vice President of Indiana University in August 2007. She received a B.A. degree in philosophy and mathematics from the University of Minnesota in 1970 and Ph.D. and A.M. degrees in philosophy from Harvard in 1980.

Dr. Hanson has taught at Indiana University-Bloomington since 1976 in the Department of Philosophy, serving as department chair from 1997 to 2002 and Rudy Professor since 2001. In 2002, she was named Dean of the Hutton Honors College. She also is an adjunct professor of gender studies, American studies and comparative literature.

Dr. Hanson's principal research interests are in philosophy of mind, philosophy of language, ethics, aesthetics and American philosophy. She has published many articles and essays in these areas and is the author of *The Self Imagined: Philosophical Reflections on the Social Character of Psyche* (Routledge & Kegan Paul, 1986) and a co-editor of *Romantic Revolutions: Criticism and Theory* (Indiana University Press, 1990).

She has served on the Executive Committee of the Central Division of the American Philosophical Association, as chair of the Board of Officers of the APA, and APA delegate to the American Council of Learned Societies. She also has been an associate editor of *Journal of Social Philosophy*, a member of the editorial board of *American Philosophical Quarterly* and a trustee for the *American Society for Aesthetics*.

Lola Lopes became Interim Executive Vice President and Provost in September 2007. She received a Ph.D. in psychology from the University of California-San Diego in 1974, a master's degree in psychology from California State University-Long Beach in 1971, and a bachelor's degree in psychology from the University of Redlands in 1962.

She retired in 2006 from the University of Iowa, served from 2000-2006 as an associate provost for undergraduate education and is currently emeritus professor of management and organizations. In the fall of 2005, her title was changed to include Dean of the University College.

She joined the University of Iowa faculty in 1990 and was the Marvin and Rose Lee Pomerantz Chair in Management and Organizations in the Henry B. Tippie College of Business. She also served as associate dean for the undergraduate program in the Tippie College from 1995-1999. Before coming to the University of Iowa, she was chair of the Psychology Department at the University of Wisconsin-Madison from 1988 to 1990. In 1986, she was appointed to the industrial engineering faculty in the engineering college at the University of Wisconsin. She began teaching at Wisconsin in 1974 as a member of the psychology faculty. Her research has focused on decision making under risk, judgment processes, and human rationality.
Teresa A. Sullivan - University of Michigan

Teresa A. Sullivan became Provost and Executive Vice President for Academic Affairs at University of Michigan in June 2006. She earned a bachelor’s degree from James Madison College of Michigan State University in 1970 and she received her Ph.D. in 1975 from The University of Chicago.

She was member of the faculty at The University of Texas since 1981 and served as Executive Vice Chancellor for Academic Affairs at The University of Texas System, holding appointments as Professor of Sociology and Professor/Law Faculty Fellow at The University of Texas at Austin.

A labor force demographer, she writes on issues of economic marginality. She received the 1990 Silver Gavel Award of the American Bar Association for her co-authored study of consumer bankruptcy, As We Forgive Our Debtors: Bankruptcy and Consumer Credit in America (Oxford, 1990). She is the co-author of the leading textbook on the sociology of work, The Social Organization of Work (third edition, Wadsworth, 2002).

Dr. Sullivan is past president of the Association of Graduate Schools, the Conference of Southern Graduate Schools, and the Association of Texas Graduate Schools. She is a former member of the GRE Board, past Secretary of the American Sociological Association, a Fellow of the American Association for the Advancement of Science, for which she is past Chair of the Section on Social, Economic, and Political Science, and past Chair of the U.S. Census Advisory Committee. Following the 1990 and 2000 censuses, she served on advisory boards to the Secretary of Commerce on the accuracy of the census count.

Kim Wilcox - Michigan State University

Kim A. Wilcox became Michigan State University’s Provost and Vice President for Academic Affairs in August 2005. He received his bachelor’s degree in audiology and speech sciences from Michigan State University (1976) and his master’s and doctorate from Purdue University (1978 and 1980), both in speech and hearing science.

He came to MSU from the University of Kansas, where he served as Dean of the College of Liberal Arts & Sciences and a vice provost for general education coordination from 2002 to 2005. Prior to his MSU appointments, he served for three years as President and CEO of the Kansas Board of Regents. He spent one year as Interim Director of Academic Affairs for the Board of Regents before being appointed President and CEO.

Dr. Wilcox began his career on the faculty at the University of Missouri. He then spent 14 years on the faculty of the University of Kansas, including 10 as the chair of the department of speech-language-hearing. In addition to previous service as special counsel to the chancellor at the University of Kansas, Wilcox is a past University of Kansas Vice Chancellor Fellow and a fellow of the American Council on Education. In 1991 he initiated the Native American training program in speech-language pathology in collaboration with Haskell Indian Nations University. He has published extensively in the area of developmental speech acoustics, is the recipient of several teaching awards, and has directed teaching, research, and service projects funded by the National Science Foundation and the U.S. Department of Education.
E. Thomas Sullivan - University of Minnesota

E. Thomas Sullivan became Senior Vice President for Academic Affairs and Provost in July 2004. He graduated from law school at Indiana University in 1973 and began his career in higher education as a faculty member at the University of Missouri, Columbia.

Dr. Sullivan served as the eighth dean of the University of Minnesota Law School from 1995 to 2002. Upon finishing his term as dean, he returned to full-time research and teaching and was named the Irving Younger Professor of Law and in 2005 was named the Julius E. Davis Chair in Law. His teaching areas include antitrust, civil procedure, complex litigation, and regulation of business. He is a nationally recognized authority on antitrust law and complex litigation, having authored eight books and over 40 articles.

He has been a visiting faculty member at Georgetown University Law Center in Washington, D.C. and a visiting scholar at Cambridge University in England. During the Fall semester 2002, he was a visiting professor of law at the University of California, Berkeley.

Before coming to the University of Minnesota, Dr. Sullivan served for six years as Dean of the University of Arizona College of Law and as Associate Dean at Washington University in St. Louis.

Daniel I. Linzer - Northwestern University

Daniel I. Linzer became Provost of Northwestern University in September 2007. Prior to coming to Northwestern, Linzer received his bachelor of science degree in molecular biophysics and biochemistry from Yale University in 1976 and a Ph.D. in biochemical sciences from Princeton University in 1980. He completed a National Institutes of Health postdoctoral fellowship at The Johns Hopkins University School of Medicine.

Linzer joined Northwestern in 1984 as an assistant professor, and is now a professor of biochemistry, molecular biology and cell biology. He has conducted pioneering research on the molecular basis of hormone action. Following four years as Associate Dean, Linzer was appointed Dean of Weinberg College of Arts and Sciences in 2002.

Among the many awards he has received are the Searle Scholars Award, the American Cancer Society Faculty Research Award, and the Northwestern Alumni Association Excellence in Teaching Award.
Joseph A. Alutto became Executive Vice President and Provost of The Ohio State University in July 2007. He received his bachelor’s degree in business administration from Manhattan College, a master’s degree in industrial relations from the University of Illinois, and a Ph.D. in organizational behavior from Cornell University.

Before joining Ohio State, Dr. Alutto was the Clarence S. Marsh Professor of Management at the State University of New York at Buffalo. He also served as Dean of the SUNY-Buffalo School of Management from 1976 to 1990. Dr. Alutto was appointed Dean of the Max M. Fisher College of Business at The Ohio State University in 1991, holding the John W. Berry Sr. Chair in Business. He is a professor of management and human resources. Dr. Alutto also served as Executive Dean for the Professional Colleges, where he coordinated the activities of the Colleges of Education and Human Ecology, Engineering, Food, Agricultural and Environmental Sciences, Law and Social Work.

Dr. Alutto is a leading authority on managerial behavior, having published on research methods in organizations and more than 65 articles in academic journals. His research expertise also includes joint ventures, corporate and individual performance, management education and Sino-U.S. economic activity. He has lectured widely in Asia on management issues, and in 1984 pioneered the first Sino-U.S. jointly funded MBA program offered in the People’s Republic of China. He is a member of the Academy of Management, American Psychological Association, Labor and Employment Relations Association and American Association for the Advancement of Science. He served as President of the American Assembly of Collegiate Schools of Business—the International Association for Management Education from October 1996 - June 1998.

William R. (Randy) Woodson was appointed provost of Purdue on May 1, 2008. Dr. Woodson’s responsibilities include oversight for all academic programs on the West Lafayette campus and on the four Purdue-affiliated regional campuses. He received his bachelor’s, master’s and doctorate degrees in horticulture from the University of Arkansas and Cornell University, respectively. He joined the Purdue faculty in 1985 as a professor in the Department of Horticulture after beginning his academic career at Louisiana State University in 1983.

Dr. Woodson was the Associate Dean of Agriculture and Director of the Office of Agricultural Research Programs at Purdue from July 1998 to November 2004. Prior to his administrative appointments, Dr. Woodson served as Head of the Department of Horticulture and Landscape Architecture at Purdue and was a Visiting Scholar at the École Nationale Supérieure Agronomique de Toulouse, France. In November 2004, Dr. Woodson was appointed Dean of Agriculture at Purdue. As dean, he was responsible for overseeing the College of Agriculture, the State Chemist’s Office, the Animal Disease Diagnostic Laboratory, and other regulatory functions assigned by the state to Purdue University.

Dr. Woodson has received a number of professional honors during his career, including the Purdue University Agriculture Research Award, the American Society for Horticultural Science Outstanding Researcher Career Award, and the B.Y. Morrison Medal from the USDA-Agricultural Research Service. He is a fellow of the American Society for Horticultural Science.
Patrick Farrell was appointed Provost and Vice Chancellor for Academic Affairs of the University of Wisconsin-Madison in April 2006. He earned his bachelor’s degree at the University of Michigan, his master’s degree at the University of California at Berkeley, and his doctorate at the University of Michigan, all in mechanical engineering.

Dr. Farrell has been at University of Wisconsin-Madison since 1982 as a member of the mechanical engineering faculty. He served as director of the Engine Research Center from 1999-2001, and beginning in 2001, became the College of Engineering associate dean for academic affairs. He was named executive associate dean in 2005.

Dr. Farrell’s research focuses on fluid mechanics, combustion and optical methods as they relate to engine design and function. He was part of the original team that developed an innovative hands-on design course for freshman engineers, and is a fellow of the UW-Madison Teaching Academy.

CIC Chairpersons - 1958 to present

<table>
<thead>
<tr>
<th>Year</th>
<th>Chairperson</th>
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<tbody>
<tr>
<td>1958</td>
<td>Gordon Ray, Illinois</td>
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<tr>
<td>1959-60</td>
<td>Gordon Ray, Illinois</td>
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<tr>
<td>1960-61</td>
<td>Fred H. Harrington, Wisconsin</td>
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<tr>
<td>1961-62</td>
<td>Frederic W. Heimberger, Ohio State</td>
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<td>1962-63</td>
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<tr>
<td>1963-64</td>
<td>John C. Weaver, Ohio State</td>
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<td>John C. Weaver, Ohio State</td>
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<tr>
<td>1965-66</td>
<td>Lyle H. Lanier, Illinois</td>
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<tr>
<td>1967-68</td>
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<tr>
<td>1968-69</td>
<td>Robert L. Clodius, Wisconsin</td>
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<td>1969-70</td>
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<tr>
<td>1970-71</td>
<td>John W. Hicks, Purdue</td>
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<tr>
<td>1971-72</td>
<td>Ray L. Heffner, Iowa</td>
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<tr>
<td>1972-73</td>
<td>Alfred J. Kuhn, Ohio State</td>
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<tr>
<td>1976-77</td>
<td>Raymond W. Mack, Northwestern</td>
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<tr>
<td>1979-80</td>
<td>Robert M. O’Neil, Indiana</td>
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<tr>
<td>1980-81</td>
<td>May Brodbeck, Iowa</td>
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<tr>
<td>1981-82</td>
<td>Peter E. Yankwich, Illinois</td>
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<tr>
<td>1982-83</td>
<td>Clarence L. Winder, Michigan State</td>
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<td>1983-84</td>
<td>Billy E. Frye, Michigan</td>
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<td>1985-86</td>
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<td>1999-2000</td>
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<tr>
<td>2000-01</td>
<td>Lou Anna K. Simon, MSU</td>
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<tr>
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<tr>
<td>2003-04</td>
<td>Lou Anna K. Simon, MSU</td>
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<tr>
<td>2004-05</td>
<td>Lawrence B. Dumas, NWU</td>
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<td>2005-06</td>
<td>Lawrence B. Dumas, NWU</td>
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<tr>
<td>2006-07</td>
<td>Lawrence B. Dumas, NWU</td>
</tr>
<tr>
<td>2007-</td>
<td>Rodney A. Erickson, Penn State</td>
</tr>
</tbody>
</table>
CIC Headquarters

Barbara McFadden Allen
Director
bmallen@staff.cic.net
217-244-9420
Responsible for the overall conduct of the CIC headquarters staff and programs. Works with the Members (chief academic officers) to define and implement the consortium's mission and agenda.

Kimberly Armstrong
Assistant Director,
Center for Library Initiatives
karms2@staff.cic.net
217-265-0389
Works with the Director of CLI and CIC member library groups to develop, implement and assess CLI action plans. Supports coordination of key collaborative library-related initiatives.

Darlene Hutchinson
Staff Secretary
dj hutch@staff.cic.net
217-244-9239
Support for the CIC Center for Library Initiatives and coordination of CLI meeting arrangements. Provides assistance with library conferences, workshops, database maintenance, and contract invoicing.

Rose Jones
Admin. Secretary
roseejon@staff.cic.net
217-265-8005
Provides administrative support for programs of CIC provosts, Grad Deans, International Deans. Also provides assistance with travel, meetings, conferences, workshops, data gathering and database maintenance.

Amber Marks
Assistant Director,
Course Sharing/Professional Development
aemarks@staff.cic.net
217-265-8106
Leads/directs initiatives related to sharing unique, grad-level courses across member universities, including CourseShare, Traveling Scholar, Foreign Language Enhancement Program (FLEP). Provides support/direction for CIC prof. development programs, including Academic Leadership Program (ALP).

Charity Moos
Program Manager,
Academic and Intl Programs
cmoos@staff.cic.net
217-333-6314
Supports, coordinates SROP & FreeApp waiver program, Alliances for Expanded Study in Overseas Programs, CIC study abroad programs & collaborative graduate recruitment activities. Facilitates conferences, workshop planning for academic & international programs.

Tim Newcomb
Network Analyst
tdnewk@staff.cic.net
217-244-6341
Coordination of office-wide information technology including support and coordination for office network, desktop computing, web pages and email list management.

Eileen Oldham
Account Technician
oldham@staff.cic.net
217-244-6966
Bookkeeping, financial processing, account reconciliation, and general clerical support.
Karen Partlow  
**Associate Director,**  
Technology Collaboration  
[Email](mailto:kpartlow@staff.cic.net)  
217-265-0395  
Works with the Chief Information Officers and Deans of Arts and Sciences and serves as lead on all collaborative networking, information and learning technologies projects, programs and initiatives.

Galen Rafferty  
**Program Manager,**  
Technology Collaboration  
[Email](mailto:graffert@staff.cic.net)  
217-265-0848  
Works with information technology collaboration activities and peer groups. Facilitates conference and workshop planning and other initiatives as determined by Chief Information Officers.

Justin Sanchez  
**Secretary**  
[Email](mailto:jesanche@staff.cic.net)  
217-244-6336  
Provides administrative support for professional development programs, technology collaboration, and CourseShare projects, including assistance with travel, meetings, conferences, workshops, data gathering and database maintenance.

Mark Sandler  
**Director,**  
Ctr for Library Initiatives  
[Email](mailto:msandler@staff.cic.net)  
734-764-1444  
Leads the CIC Center for Library Initiatives, works with the Directors of CIC libraries to identify and facilitate cooperative programs, and liaison to CIC library-related working groups.

Russell W. Snyder  
**Associate Director**  
[Email](mailto:rwsnyder@staff.cic.net)  
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.

Marko Stojkovic  
**Information Technology Specialist**  
[Email](mailto:mstojkov@staff.cic.net)  
217-265-4111  
Support for office network, desktop computing, CIC web site administration and staff computer applications training.

Paula Williams  
**Assistant to Associate Director**  
[Email](mailto:pwilms@staff.cic.net)  
217-333-8757  
Primary administrative support for the Associate Director of the CIC, including financial, human relations, and facilities management.

Yolanda Zepeda  
**Assistant Director,**  
Academic & Intl Programs  
[Email](mailto:zepeda@staff.cic.net)  
217-244-5565  
Leads /directs programs related to diversity, study abroad and other international initiatives, collaborative academic programs, Coordinates SROP, AESOP, FreeApp, serves as liaison to Asian American Studies Consortium and American Indian Studies Consortium.
## Approved FY 2009 CIC Budget

<table>
<thead>
<tr>
<th>REVENUE SOURCES</th>
<th>PROVOSTS</th>
<th>CIC's</th>
<th>GRAD DEANS</th>
<th>LAS DEANS</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues &amp; Assessments</td>
<td>$1,409,510</td>
<td>10.1%</td>
<td>$210,015</td>
<td>$187,530</td>
<td>20.0%</td>
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<tr>
<td>Grants &amp; ICR</td>
<td>$7,200</td>
<td>0.0%</td>
<td></td>
<td></td>
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<tr>
<td>Other Income</td>
<td>$131,650</td>
<td>1.1%</td>
<td></td>
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<tr>
<td>Reserves</td>
<td>$74,335</td>
<td>-43.5%</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>$1,622,705</td>
<td>2.7%</td>
<td>$210,015</td>
<td>$208,235</td>
<td>6.6%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>PROVOSTS</th>
<th>CIC's</th>
<th>GRAD DEANS</th>
<th>LAS DEANS</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$1,215,920</td>
<td>5.8%</td>
<td>$155,000</td>
<td>$158,000</td>
<td>9.0%</td>
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<tr>
<td>Travel &amp; Meetings</td>
<td>$73,400</td>
<td>18.3%</td>
<td>$7,500</td>
<td>$11,500</td>
<td>69.1%</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>$52,530</td>
<td>6.1%</td>
<td>$3,680</td>
<td>$10,550</td>
<td>78.2%</td>
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<tr>
<td>Fixed Costs</td>
<td>$100,155</td>
<td>15.3%</td>
<td>$16,635</td>
<td>$17,665</td>
<td>8.0%</td>
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<tr>
<td>Programs/Projects</td>
<td>$114,700</td>
<td>-28.4%</td>
<td>$27,000</td>
<td>$10,500</td>
<td>-50.5%</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$1,622,705</td>
<td>2.7%</td>
<td>$210,015</td>
<td>$208,235</td>
<td>6.6%</td>
</tr>
</tbody>
</table>

**NOTES:**

1. Provost dues would be $114,235, up from $104,140 (+9.6% or $10,095).
   The Graduate Deans three years ago approved annual dues increases of 20% per year for three years to rebuild reserves.
   The LAS Deans are moving to a self-supporting model for the American Indian Studies Consortium.
2. "Other Income" includes support from Library Directors, and occupancy support from non-Provost groups.
3. "Personnel" costs reflect a proposed 3.5% increase in salaries, and projected 4% increase in benefits.
   For key individuals we are proposing salary increases in excess of 3.5% to address salary market issues.
4. "Travel & Meetings" reflect an increase in costs related to the Google Project.
5. "Supplies & Services" includes such items as photocopying, printing & publications, supplies, and equipment.
6. "Fixed Costs" includes such items as IT services, telephones, postage, rent, and utilities
7. "Programs/Projects" includes such items as "Library Conferences", "Tech Forum" (CICs), "SRCP" (Graduate Deans),
   American Indian Studies Consortium (LAS Deans), and PR campaign support.

Estimated Provost reserves as of 6/30/08 = $296,000
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
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