



CIC

Members Meeting
December 2006

Committee on Institutional Cooperation
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Introduction and Contents

This report to the Members includes the strategic directions that will lead the CIC through 2010. The course the Members have charted will take us along familiar territory, deepening already successful levels of collaboration while leading us in bold new directions.

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CIC Strategic Directions Framework 2007-2010

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

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

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

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

SROP at Northwestern Success Story

The CIC Summer Research Opportunities Program is celebrating 20 years of outreach to talented students across the nation. The program provides mentored research experiences and enrichment to help undergraduates from diverse backgrounds become successful graduate students.

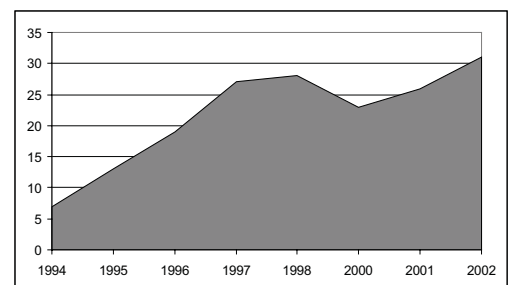
Rise in Graduate Enrollments at Northwestern Assisted by CIC Summer Research Opportunities and FreeApp Programs

For the past twenty years, CIC universities have been collaborating to develop a competitive and diverse pool of prospective minority students. The Summer Research Opportunities Program (SROP) is a key effort, attracting students nationwide to our universities for an intense research experience. The CIC FreeApp encourages prospective students to apply to our graduate programs by waiving the application fee. SROP and FreeApp have generated high visibility for our graduate programs among minority students, and their success has helped our universities develop supportive expertise and infrastructures to further their diversity goals. In the ten years preceding SROP (1976-1986), graduate minority enrollments at Northwestern University averaged 195 students per year, but in the first five years after implementation of SROP, average minority enrollments jumped to more than 300. Before SROP, Northwestern granted an average of 10 PhDs per year to minority recipients. In the past ten years, the figure has grown to an average of 23 per year.

The effects of SROP reverberate across the University and across the country. Over the past 20 years, 400 students have spent their summers conducting research in Evanston and learning about graduate opportunities there. In addition, these students have been mentored by faculty who can evaluate them according to richer criteria than traditional admissions data permit. By supervising SROP students, faculty can broaden their perspectives about the qualifications of students from diverse backgrounds. At minimum, SROP requires collaboration across the university, thus raising awareness and affirming commitments to diversity.

During their summer experience, SROP students are encouraged to consider graduate study at their host institution. Through the annual SROP conference, Northwestern has reached out to prospective applicants doing research across the CIC. Over the past four years Northwestern received nearly 1500 fee waiver requests, including more than 300 from SROP students who conducted research at other CIC universities. Moreover, all SROP students are integrated within broad networks of peers, student organizations, faculty and advisors at their home schools. Peer testimonials can have a more forceful marketing influence than any glossy brochure might achieve.

PhDs Awarded to Minority Recipients, Northwestern University, 1994 - 2002



Northwestern has developed infrastructures and professional expertise to recruit and retain a diverse graduate student body. The Graduate School has implemented faculty committees dedicated to increasing diversity in the sciences and engineering, and in the social sciences and humanities. These committees direct their work to finding ways to increase the graduate enrollment yields of SROP and to improving recruitment and retention overall. The success of SROP rests on the University's commitment to diversity, the development of a supportive infrastructure, and the expertise and talent of the many individuals supporting the effort.



SROP at Northwestern University: Penny Warren, Assistant Dean, Graduate School; Mesfin Getaneh, SROP student from University of New Orleans (Electrical Engineering); Mario Craigen, Coordinator of Multicultural Affairs, Graduate School

“SROP is a critical part of our overall recruitment strategy because it gives our faculty a chance to see what the students are really capable of and it gives students an inside look at graduate opportunities at Northwestern. This helps make a good match for graduate study and promotes student success.”

--Mario Craigen, Coordinator of Multicultural Affairs, Northwestern University

Identity Management Outcomes Success Story

The Chief Information Officers of the CIC held a conference in Indianapolis on June 5-6 on Identity Management. Assembled campus teams included IT staff as well as representatives from the registrar, human resources, ID card, library, and other campus units, serving as panelists on Identity Management-related topics. Over 100 key university staff members attended.

Identity Management is defined as an integrated system of business processes, policies, and technologies that enable organizations to facilitate and control their users' access to critical on-line applications and resources, while protecting confidential personal and business information from unauthorized users.

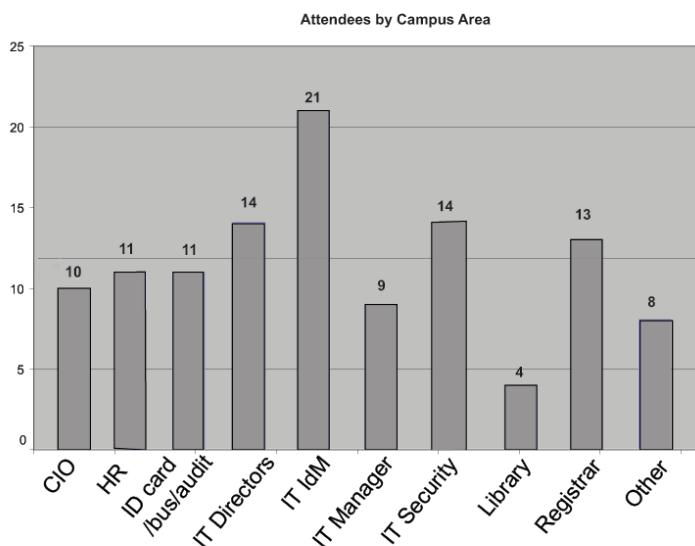
Conference Outcomes at University of Chicago

One of the important outcomes of the Identity Management conference came from the campus team discussions that gave each team an opportunity to identify its campus priorities for future Identity Management initiatives. As a result of these sessions, attendees collaborated on a list of the top Identity Management objectives at each campus, which may be useful in identifying potential for collaboration among campuses who wish to share plans or solutions to the Identity Management issues they have in common.

Speaking to the success of the conference and its effect on the Chicago campus, Tom Barton, Senior Director of IT Integration for the University of Chicago, also a conference planning committee member and panelist, said: "The conference was successful at raising general awareness, but it was also partly an opportunity for campuses to introspect about this year's leading issues in Higher Ed IT, and partly a chance for CIC members to find opportunities to collaborate. It was evident that some campuses were better prepared than others to take advantage of the opportunity to move their own programs forward, yet most came away with some good done. In University of Chicago's case, some previously existing initiatives were reaffirmed, but another (integration of our ID Card and NetID operations) arose out of the conference activities and has already become an active and strategically valuable project."

To continue the momentum begun at the conference, conference calls will be held instituted with representatives of Identity Management from each campus to keep current on Identity Management issues and developments, and a website will be launched for attendees of the conference to collaborate, update the status of Identity Management projects and initiatives at the campuses, continue to highlight potential collaborative opportunities and add to resources available as these projects move forward across the CIC.

A full report on the conference is available at the following URL:
<http://www.cic.uiuc.edu/groups/CIOs/archive/ConferencePresentation/IdentityManagementConference2006/IdMConferenceReport.pdf>



Introduction to Program Updates



Since 1958, the CIC has initiated and coordinated a wide range of collaborative programs. Touching upon nearly every aspect of university life (with the exception of the athletic programs) CIC activities ensure broad access to library resources; increased access to specialized and unique course offerings; successful recruitment of graduate students; expanded study abroad programs; cost efficiencies and deep savings in purchasing; and opportunities to share and transfer best practices across the universities.

International Collaboration Program Updates

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. Currently there are over 56 programs based in 29 countries and spread across six continents.

CIC administers three summer programs:

- The Dominican Republic program had 25 participants for Summer 2006. The fall program currently has 10 students in the program, which is hosted by the Pontificia Universidad Católica Madre y Maestra.
- The Mexico program had 45 students participate in Summer 2006.
- The Quebec summer program, hosted by the University of Laval, had 25 students.

Foreign Language Enhancement Program (FLEP)

The FLEP 2006 program sponsored by the CIC Liberal Arts & Sciences Deans was redesigned to allow for greater flexibility per campus. The new program model allows each participating campus to independently identify candidates for study, provide financial support, and make awards. CIC involvement includes promotion of the program and the creation of a list of available courses, as well as overall coordination of the efforts. Eleven CIC campuses participated in the Summer 2006 program which generated 55 applications and 25 awards. Application deadlines varied per campus along with the number and value of awards granted though most ranged in size from \$1,000-\$2,500. Recipients studied a variety of less commonly taught languages ranging from Arabic, Burmese, Lithuanian, K'iche, Sanskrit, Slovene and Tibetan. The awardees studied at the following six CIC campuses: University of Chicago, Indiana University, University of Michigan, University of Minnesota, Ohio State University and University of Wisconsin - Madison. The successful nature of the program redesign has generated more funds and awards while guaranteeing that each campus that produced applicants could grant awardees. Summer 2006 marked an approximate 50% increase in recipients compared to 2005, meeting the deans' goals.



CIC Study Abroad Program in Guanajuato, Mexico

Program Updates Professional Development

Academic Leadership Program (ALP)

Established in 1989, 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 marks the 18th year of the ALP, with seminars hosted by Purdue University (October), The Ohio State University (January) and the University of Wisconsin-Madison (April). The recently held Seminar at Purdue included 58 Fellows as well as campus ALP Liaisons and guest speakers focusing on topics related to leadership for excellence, including President Jischke and Provost Mason. The two remaining Seminars for 2006-07 will focus on strategic planning and budgeting (Ohio State University) and the research university of the future (University of Wisconsin-Madison).

Department Executive Officer (DEO)

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 will be held February 15 – 17, 2007, at the O'Hare Marriott Hotel in Chicago. Projected Seminar topics include "Departmental Bullies & Grievances," "Faculty Development & Performance Evaluation," "Conflict Resolution," "Time & Stress Management," and "Group Problem-Solving Sessions."

Career Center Cooperation

HireBigTenPlus is a consortium of career centers of the CIC universities and the University of Notre Dame. The group hosted their annual "Diversity on LaSalle Street" event in February 2006, involving 11 financial institutions and approximately 150 students, and the first "Diversity in Law" event in March 2006, with 110 students, seven law firms, and 10 non-profit or government agencies. The annual Spring Career Fair, hosted by the University of Chicago, included 80 companies (up from 40 in 2005) and 400 students, all in an effort to provide an additional opportunity for students to meet with prospective employers. New officers for 2006-08 are: Steve Schroeder (UW-Madison), President; Marthe Druska (University of Chicago), Vice President; Lois Meerdink (University of Illinois at Urbana-Champaign), Treasurer; and, Allan Boettger (University of Iowa), Secretary.

Since 1989, 903 CIC faculty members have participated in the Academic Leadership Program, designed to develop the leadership and managerial skills of faculty on CIC campuses. Of these, many ALP Fellows have advanced from their fellowship years:

Advanced to university president—4

To executive vice president or chancellor and provost—4

To provost—3

To vice president—4

To vice or associate provost or chancellor—33

To assistant/associate vice president —8

To dean—57

To associate dean/associate executive dean/senior associate dean/assistant dean—95

To department head or chair/division head—61

To director of a program or center—49

To associate director/assistant director—4

To special assistant to the president or provost—8

Currently serving in interim or acting administrative positions—23



ALP Seminar, October 2006



Library Collaboration Program Updates

Nationally recognized collection strengths of CIC libraries:

Africana

Agriculture

American, British, French, German and Italian literature

Children's literature

Engineering

Film studies

Labor History

Mathematics

Medicine

Music- Renaissance and opera

Native American studies and literature

Papyrology, Egyptology and ancient Near East

Pharmacy and Pharmacology

Psychology

Religion

Slavic and East European studies

South, Southeast and East Asia

Transportation History

Such rich special collections as turfgrass; cookbooks/culinary arts; primates; Proust, Rilke, Carl Sandburg and Amelia Earhart Collections

Consortial Library Licensing

CIC's collaborative library licensing realized \$2,572,956 in cost avoidance for the period April - October 2006. More than \$33 million in cost avoidance has been realized since the program began. Currently there are license agreements encompassing more than 114 different products.

Resource Sharing

The CIC libraries place a high priority on the sharing of materials from their collections. During the period January - September 2006 CIC libraries filled 339,794 interlibrary loan requests. 127,339 of these were from CIC libraries and 212,455 were from libraries outside the CIC.

Library Conference

The CIC libraries will focus their third annual conference on the impact of broader social and technological trends on research libraries. Titled, "In the Flow," the conference will consider how libraries can participate in, and benefit from, such changes in social computing as the rise of web commerce, the building of virtual social communities, the increasing roles of blogs and Wikis, and the expansion of large search engines into all aspects of the user's computing experience. The conference will look at how libraries can best align their online services with the emerging preferred work patterns of the students, scholars and researchers we support, as well as how best to track on – and adapt to – their ever-changing research behavior.

Supporting Openness in Scholarly Communication

The CIC Center for Library Initiatives championed a national effort to encourage campus support for Federal Research Public Access Act of 2006 being addressed by Congress. Twelve CIC Provosts along with 13 of their counterparts beyond the CIC signed the letter which affirmed:

[T]he broad dissemination of the results of scholarly inquiry and discourse is essential for higher education to fulfill its long-standing commitment to the advancement and conveyance of knowledge.

The CIC Center for Library Initiatives is deeply engaged with other initiatives designed to encourage greater openness in the processes by which scholars communicate. For example, the Universities of Michigan and Illinois, along with Purdue University are collaborating on aspects of their institutional repository programs, and several of our library directors will have the opportunity to address CIC faculty governance leaders on the issues surrounding scholarly communication, including author's rights and copyright.

Program Updates Consortial Purchasing

Consortial Purchasing and Licensing

The CIC Purchasing Consortium (CICPC) held its annual meeting October 9-10, 2006, at The Pennsylvania State University. The purchasing directors adopted a Contract Management System for managing contracts entered into by the CICPC. The directors identified several possible targets of opportunity for future CICPC contracts, including U.S. Customs in-bound & out-bound brokerage services, road & bag salt for winter usage, and 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. New officers for the CICPC for 2006-09 are Debby Zumbach (Iowa) as Chair and Michael Hardiman (UW-Madison) as Secretary-Treasurer.

During FY '05 the CICPC spent \$21.8 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 \$2.44 million among the 12 institutions. Since its inception in 2000 the CICPC has made consortial purchases of \$135.6 million, with a total savings to the institutions of \$13.9 million (10.3%).

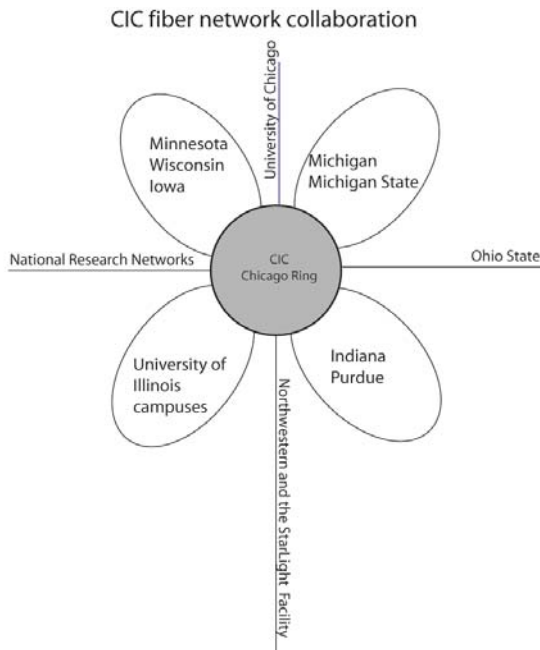


CIC Purchasing Directors and spend analysts at annual conference at Pennsylvania State University, Oct 9-10, 2006.

Information Technology Collaboration Program Updates

Fiber Optic Networking and OmniPoP

The CIC Chief Information Officers and their network engineers are working on phase two of a collaboration that began with shared purchases of fiber optic rings in Chicago by the CIC universities in 2004. The second phase in this networking collaboration, referred to as the "CIC OmniPoP," provides a framework to facilitate shared services and equipment that will be used to provide and support network connectivity directly between the CIC universities—essentially creating a collaborative ultra-high speed network that connects CIC universities to each other and beyond. The CIC OmniPoP is managed by Indiana University's Global Research Network Operations Center (GRNOC). GRNOC was selected in a competitive bid process to manage the collaborative services and equipment related to the OmniPoP.



The potential opportunities of this collaborative ultra-high speed network are many: CIC universities may choose to share storage of digital library or research assets, which can be served to students or researchers in a blink of an eye over this super-fast collaborative network; they could provide instantaneous back-up as protection against potential disasters; or share academic courses via videoconferencing which typically requires huge amounts of bandwidth. Per university savings approaching \$1 million in startup costs and over \$600,000 in annual recurring costs will be realized by the CIC campuses through OmniPoP.

TechForum2007

CIC-CIO TechForum2007 is set for October 3-4, 2007. It will be hosted by Indiana University and held at the IUPUI campus in Indianapolis, Indiana. The Planning Committee is being assembled and will shortly begin work developing the conference program. Following previous models, it is likely that the call for presentation proposals will go out in the spring, and attendee registration will take place in the summer.

Curriculum Collaboration Project

The Arts and Sciences Deans and their designated CourseShare Campus Coordinators have worked with CIC staff to match campuses that want to host courses with those where student interest has been expressed. Seven shared courses were delivered in fall 2006 involving more than 100 students, with 3 additional courses planned for Spring. Thirteen conference calls brought together interested faculty from across the CIC to identify new course sharing opportunities in Less Commonly Taught Languages (LCTL's), Cultural & Area Studies, and Speech, Language, & Hearing Sciences. An estimated 20-25 courses are expected to be shared in fall 2007.

American Indian Studies Consortium

Drawing on the CIC's vast institutional resources and the Newberry's matchless collections in the field, the new CIC American Indian Studies Consortium facilitates 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.

For the current reporting period, the American Indian Studies Consortium:

- Hosted six of seven Graduate Student fellows at the Newberry Library.
- Organized and hosted the annual CIC AIS meeting and conference, "Emerging Research in American Indian Studies," at The Newberry Library.
- Administered and hosted the fifth annual CIC AIS Fall Workshop, "Federal Indian Policy and American Indian History," led by Jacki Rand (Choctaw) of the University of Iowa.
- Accepted and reviewed applications for the CIC AIS Spring Graduate Student Seminar, the CIC AIS Graduate Student Assistantship, and the CIC AIS Faculty Fund for Innovative Projects (aka the Seed Money Grant).
- Announced awards in October and November.

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, laboratories) at any other CIC university without change in registration or increase in tuition. Since 1963, more than 5600 doctoral students have made use of this program. Participation for the 2005-2006 academic year was 237 students. One new development to the program is the new web-enabled application system that now automates the entire application and approval process. This new tool saves faculty and campus administrators time in tracking and approving applications and expedites data collection for the CIC headquarters.



Diversity/Equity/Access Collaboration Program Updates

Strengthening Recruitment and Retention of Underrepresented Minorities Across the CIC

Student Guide to Graduate Admissions

A new publication, the CIC Guide to Graduate Admissions will be available this fall. 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 will be distributed to program directors, student advisors and pipeline programs across the country, and will be available for download from the CIC website.

Summer Research Opportunities Program

The Summer Research Opportunities Program (SROP) is designed to expose talented undergraduates to graduate opportunities in the academy. SROP participants complete an intensive research experience under the guidance of a faculty mentor, and engage in enrichment activities for 8-10 weeks during the summer. Purdue University will host the 2007 SROP Research Conference in West Lafayette, Indiana. The conference theme is, "One Brick Higher," a reference to the University's slogan moving "one brick higher" to attain the next level of excellence.

Graduate Recruitment

A Graduate Recruitment and Retention Workshop is scheduled for November 15-16, 2006 at the Ohio State University. This workshop will bring together faculty, staff and administrators from CIC member universities to think strategically about our diversity practices. Participants will identify challenges, key resources and opportunities, and will map out strategies tailored to programs in the CIC. A key goal is to produce a set of recommendations for increasing the yield rate of graduate enrollments from SROP cohorts. 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.

Spring 2007 Meetings

January

1/19-22/07 ALA Midwinter Conference – various library group meetings

1/25-27/07 Academic Leadership Program (ALP) Seminar II

February

2/8-9/07 Deputy CIOs

2/15-17/07 Department Executive Officers (DEO) Seminar

2/20-21/07 Security Working Group

March

3/1-2/07 Chief Information Officers

3/19-20/2007 CIC Library Conference

April

4/12-14/07 Academic Leadership Program (ALP) Seminar III

4/22-24/07 IT Operations & Infrastructure

4/30/07 Senior Diversity Officers

4/30/06 Diversity Forum

May

5/14-15/07 Deputy CIOs

5/24-25/-7 Graduate Deans

June

6/4/07 CIC Members

6/4-5/07 IT Customer Support Services

6/22-25/07 ALA Annual Conference – various library group meetings

6/27-28/07 Chief Information Officers

This is an incomplete list of upcoming meetings. Please visit www.cic.uiuc.edu for up-to-date information on CIC group activities and meetings



Staff CIC Headquarters



Barbara McFadden Allen, Director
 bmallen@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.



Laurie Arnold, Interim Director, American Indian Studies Consortium
 arnoldl@newberry.org
 312-255-3575
 Coordinates and implements

CIC American Indian Studies programming designed for graduate students and faculty. Administers the consortium's day-to-day operations from its home base, The Newberry Library's D'Arcy McNickle Center.



Cindy Chastain, Secretary
 chastain@uiuc.edu
 217-333-6314
 Provides support for the Associate Director for Operations and the Associate Director for Technology Collaboration including assistance with travel, meetings, conferences, workshops, data gathering and database maintenance.



Cindy Clennon, Assistant Director, CIC Center for Library Initiatives
 clennon@uiuc.edu
 217-265-0389

Facilitates cooperative library programs including consortial licensing of electronic resources. Manages and reports on consortial data. Coordinates consortial library grants and facilitates topical conferences to benefit CIC libraries. Liaison for several library groups.



Brian C. Hosmer, Director, American Indian Studies Consortium
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 312-255-3563
 On academic leave for AY 2006-07.



Darlene Hutchinson, Secretary
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 217-244-9239
 Support for the CIC Center for Library Initiatives and coordination of CLI meeting arrangements. Provides

assistance with conferences, workshops, and database maintenance.



Amber Marks, Program Manager, Interinstitutional Course Sharing
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 217-265-8106
 Provides general support for interinstitutional course sharing, including developing processes for sharing low enrollment graduate courses across the arts and science curriculum.



Tim Newcomb, Network Analyst
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 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
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 217-244-6966
 Bookkeeping, financial processing, account reconciliation, and general clerical support.



Karen Partlow, Associate Director, Technology Collaboration
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 217-265-0395
 Works with the Chief Information Officers and Deans of Arts and

Sciences, and serves as lead on all collaborative information and learning technologies projects, programs and initiatives.



Catherine M. Player, Assistant Director, Academic and International Collaboration
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 217-244-5565

Leads efforts related to study abroad (AESOP) and international issues, and manages the Traveling Scholar and Foreign Language Enhancement Programs. Works with faculty to identify and develop courses to be shared among the member university campuses.



Galen Rafferty, Program Manager, Technology collaboration
 grafferty@uiuc.edu
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Works with information technology collaboration activities and peer groups. Also facilitates conference and workshop planning as well as other initiatives as determined by the Chief Information Officers.



Mark Sandler, Director, Center for Library Initiatives
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 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.



Karen Singer, Communications Officer and Assistant to the Director
 karenk@uiuc.edu
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 Primary administrative support for the Director of the CIC, coordination of communications, and publications editor.



Russell W. Snyder, Associate Director
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 217-333-0192
 Lead on budget and internal office operations, including grants management. Liaison to purchasing consortium, ALP and DEO programs, and select groups and committees such as the Faculty Senate Leaders.



Marko Stojkovic, Information Technology Specialist
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 217-265-4111
 Support for office network, desktop computing, CIC web site administration and staff computer applications training.



Paula Williams, Assistant to the Associate Director
 pwillms@uiuc.edu
 217-333-8757
 Primary administrative support for the Associate Director of the CIC, including financial, human relations, and facilities management.



Yolanda Zepeda, Assistant Director, Graduate Education and Diversity
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 Leads and directs collaborative efforts of the CIC graduate colleges aimed at recruitment and retention of underrepresented minority students. Coordinates the Summer Research Opportunity Program (SROP) and the biennial diversity forum.

Chair-- Lawrence Dumas, Provost Northwestern University



Lawrence B. Dumas was appointed Provost of Northwestern University in January 1996. He served as Dean of the College of Arts and Sciences at Northwestern, beginning in 1988. A member of the Northwestern faculty since 1970, Dumas was Professor and Chair of the Department of Biochemistry, Molecular Biology, and Cell Biology at Northwestern prior to beginning service as Dean of the College of Arts and Sciences. He was named Associate Professor in 1975 and Professor of Biochemistry, Molecular Biology, and Cell Biology in 1980. He received a bachelor's degree with high honors in biochemistry from Michigan State University Honors College in 1963, a master's degree in biochemistry from the University of Wisconsin in 1965, and a Ph.D. in biochemistry from Wisconsin in 1968. He was the recipient of U.S. Public Health Service predoctoral fellowship at Wisconsin (1964-67) and postdoctoral fellowship at California Institute of Technology (1968-1970). He received the John Boezi Award for Outstanding Molecular Biology Research from Michigan State University (1987) and the U.S.

Public Health Service Career Development Award (1974-79). He received the College of Arts and Sciences Outstanding Teacher Award in 1979-1980.

Richard Saller, Provost, University of Chicago



*Richard Saller, Professor of History and Classics earned his Ph.D. at Cambridge University in 1978. His research has concentrated on Roman social and economic history, in particular patronage relations, the family and the imperial economy. He uses literary, legal and epigraphic materials to investigate issues of social hierarchy, gender distinctions and economic production with the aid of current social science theory. His BA's were earned at the University of Illinois and his doctorate at the University of Cambridge. He is currently the provost of the University of Chicago, having served as Dean of the Social Sciences Division for eight years. Publications include: *Personal Patronage under the Early Empire* (Cambridge, Cambridge University Press, 1982); *Patriarchy, Property, and Death in the Roman Family* (Cambridge, Cambridge University Press, 1994; paperback 1997); R.P. Saller and B.D. Shaw (eds.), *Economy and Society in Ancient Greece: papers of Sir Moses Finley* (London, Chatto & Windus; New York, Viking, 1981).; P.D.A. Garnsey and R.P. Saller, *The Early Principate: Augustus to Trajan*, Greece*

*& Rome New Surveys in the Classics no. 15 (1982); P.D.A. Garnsey and R.P. Saller, *The Roman Empire: Economy, Society and Culture* (London, Duckworth; Berkeley, Ca., University of California Press, 1987).; R.P. Saller and D.I. Kertzer, eds. *The Family in Italy from Antiquity to the Present*, with introduction by Kertzer and Saller (Yale U. Press, 1991)*

R. Michael Tanner, Provost, University of Illinois - Chicago



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 bachelor's, master's and doctoral degrees in electrical engineering from Stanford University. Dr. Tanner began administrative service early in his career, serving 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 all the academic components of the campus, including academic planning and new program review. 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.

Linda Katehi, Provost and Vice Chancellor for Academic Affairs, University of Illinois - Urbana-Champaign



Professor Katehi received the B.S.E.E. degree from the National Technical University of Athens, Greece, in 1977 and the 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 many 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 Professor 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 APS, MTT-S, Sigma XI, Hybrid Microelectronics, URSI Commission D. She was a member of APS ADCOM from 1992 to 1995 and she is serving currently on the IEEE MTT-S ADCOM. Also, Prof. 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 five patents. She has graduated 25 Ph.D students.

Michael McRobbie, Interim Provost and VP for Academic Affairs, Indiana University, Bloomington



Michael McRobbie joined IU in 1997 as vice president for information technology (IT) and chief information officer and led the development of a high-speed, integrated IT infrastructure, providing a rich computing environment for students and faculty, and building one of the largest capacities of any research university in the world for moving and storing massive amounts of data in real time. McRobbie played a major role in the creation of the School of Informatics, one of the nation's first institutions to combine all aspects of information technology into a single discipline. McRobbie also oversaw IU's major involvement in the Internet2 project and the development of Indiana's highly advanced, high-speed optical fiber I-Light and I-Light2 networks. Under his leadership IU became a major national center in research and application of applied cybersecurity. In 2003 McRobbie was given the additional responsibilities of vice president for research. The cyberinfrastructure whose creation he oversaw has contributed to the rapid expansion of sponsored research at the Bloomington and Indianapolis

campuses, especially in the highly competitive life sciences arena. The value of research grants to IU has more than doubled in the past eight years, from \$200M in 1996 to \$477M in 2005. IU's research activities now support more than 8,000 jobs across the state. In 2006, the IU Board of Trustees appointed McRobbie as Interim Provost and Vice President for Academic Affairs for the Bloomington campus.

Michael J. Hogan, Provost, University of Iowa



Michael J. Hogan is the Executive Vice President and Provost, and F. Wendell Miller Professor of History at The University of Iowa. Provost Hogan came to The University of Iowa in 2004 from The Ohio State University where he served as Chair of the Department of History from 1993 to 1999, as Dean of the College of Humanities from 1999 to 2003, and as Executive Dean of the Colleges of the Arts and Sciences from 2001 until 2004, during which time the position of Executive Dean evolved into a separate free-standing office with oversight of five colleges and forty-one departments. Prior to joining the faculty at Ohio State in 1986, Provost Hogan was a faculty member at Miami University. His nine years at that institution were preceded by service at Stony Brook University and at the University of Texas, Austin. He earned his B.A. degree at the University of Northern Iowa, where he majored in English with minors in history and classics; his M.A. and Ph.D. degrees were conferred by The University of Iowa. A specialist in the history of American diplomacy, Provost Hogan is the author or editor of nine books and a host of scholarly articles and essays. His scholarship has been recognized by the Society for

Historians of American Foreign Relations, which awarded him the Bernath Lecture Prize in 1984, and Ohio State University, which presented him with its Distinguished Scholar Award in 1990, the highest award for scholarly distinction conferred on members of the faculty.

Teresa A. Sullivan, Provost and Executive Vice President, University of Michigan



Teresa A. Sullivan served as Executive Vice Chancellor for Academic Affairs at The University of Texas System, and held appointments as Professor of Sociology and Professor and Cox & Smith, Inc., Faculty Fellow in Law at The University of Texas at Austin. 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, and was member of the faculty at The University of Texas since 1981. 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). Her co-authored study *The Fragile Middle Class* (Yale, 2000) was awarded the 2000 Writing Competition Award of the American College of Consumer Financial Services Lawyers. She is the co-author of the leading textbook on the sociology of work, *The Social Organization of Work* (third edition, Wadsworth, 2002). She regularly teaches a freshman seminar entitled "Credit Cards, Debt, and American Society." She has won three major teaching awards for her undergraduate teaching. 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 on Commerce on the accuracy of the census count. She began as Provost and Vice Chancellor for Academic Affairs at University of Michigan on June 1, 2006.

Kim A. Wilcox, Provost & Vice President for Academic Affairs, Michigan State University



Kim A. Wilcox has served as Michigan State University's provost and vice president for academic affairs since August 1, 2005. He came to MSU from the University of Kansas, where he served as dean of the College of Liberal Arts & Sciences and vice provost for general education coordination from 2002 to 2005. Before that 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. 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 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. Born and raised in Sault Ste. Marie, Wilcox 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.

E. Thomas Sullivan, Executive Vice President and Provost, University of Minnesota



E. Thomas Sullivan became Senior Vice President for Academic Affairs and Provost in July 2004. Prof. 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. In June of 2003, he received the J. William Elwin, Jr., Award from the American Bar Association Section of Legal Education for leadership and contributions to law school development. Professor Sullivan recently published the 2005 Supplement to *Private Antitrust Actions* (with D. Floyd) and the 2005 Supplement to *Antitrust Law, Policy & Procedure* (with H. Havenkamp). He currently is writing a book on the subject of the doctrine of proportionality in the United States, co-authored with Professor Richard Frase. At the Law School, he has received the Stanley V. Kinyon Teacher of the Year Award for Excellence in Teaching. Before coming to the University of Minnesota, Prof. 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. He began his career in higher education as a faculty member at the University of Missouri, Columbia. Prof. Sullivan graduated magna cum laude from law school at Indiana University in 1973, where he served also as an editor on the *Law Review*.

Barbara R. Snyder, Executive Vice President and Provost, Ohio State University



Executive Vice President and Provost Barbara R. Snyder is the chief academic officer of The Ohio State University. She served as interim executive vice president and provost from August 2003 to May 2004 during a national search, and also served as the interim vice president for University Relations during the 2002-2003 academic year. Previously, she was the Vice Provost for Academic Policy and Human Resources in the Office of Academic Affairs. Provost Snyder is a member the Board of Directors of the John Glenn Institute for Public Service and Public Policy and of the Wexner Center Foundation Advisory Board. She is the Joanne W. Murphy/Classes of 1965 and 1973 Professor of Law in the Michael E. Moritz College of Law, where she also served as the associate dean and as the director of the Center for Socio-Legal Studies. Prior to joining Ohio State's faculty in 1988, she was a faculty member at Case Western Reserve University School of Law and had previously practiced law with the firm of Sidley and Austin in Chicago. She is co-author of *Ohio Evidence* and *Ohio Rules of Evidence Handbook*. She earned her B. A. from The Ohio State University and her J. D. from the

University of Chicago.

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



Dr. Erickson became Executive Vice President and Provost of Penn State in 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. 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.

Sally Mason, Provost, Purdue University



Provost Sally Mason received her bachelor's degree in zoology from the University of Kentucky in 1972, a master's degree from Purdue University in 1974, and a Ph.D. in cellular, molecular, and developmental biology from the University of Arizona in 1978. After two years at Indiana University in Bloomington doing postdoctoral research, she joined the University of Kansas in 1981. During the span of her 21 years at KU, she served as a full professor in the Department of Molecular Biosciences, acting chair of the Department of Physiology and Cell Biology, associate dean in the College of Liberal Arts and Sciences, and finally, Dean of the College of Liberal Arts & Sciences. In 2001, Dr. Mason returned to Purdue where she is currently a Professor of Biology and Provost of the University. She has received a number of teaching awards. Among the number of national and international organizations of which she has been a part, she has served as President of the Pan American Society for Pigment Cell Research, President of the Council of Colleges of Arts and Sciences, member of the Advisory Committee to the NSF Directorate for Education and Human Resources (EHR), member of the NSF Advisory Committee for

GPRA Performance Assessment, member and 2006 Chair of the Executive Board of the NASULGC Chief Academic Officers Group, and Chair of the Board of Inproteo, a start-up company collaboration between Eli Lilly, Inc., Indiana University, and Purdue University. In February, 2006 she was appointed as a member of the President's Committee on the National Medal of Science.

Patrick Farrell, Provost and Vice Chancellor for Academic Affairs, University of Wisconsin-Madison



As provost, Patrick Farrell serves as the chief operating officer of the university and deputy to the chancellor in the overall academic leadership and administrative management of the university. Farrell has been at UW-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. He was appointed Provost and Vice Chancellor for Academic Affairs in April, 2006. 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. Farrell 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.

Attendance Statistics Meetings

Date	Meeting	Chicago	UIC	UIUC	Indiana	Iowa	Michigan	MSU	Minnesota	NWU	OSU	PSU	Purdue	Wisc-Madison	Guests	Total
June																
6/1/06	Acad.-Faculty Affairs Officers	1	1	2	2	1	2	1	3	1	2	1	1	1	1	20
6/1-2/06	ALP Liaisons	0	1	2	1	1	1	1	1	0	2	3	1	1	2	17
6/4-5/06	CIC Members		1	1	1	1	1	1	1	1	1	1	1	1	1	13
6/5-6/06	CIO Identity Management Conf.	7	3	14	11	6	8	11	10	6	8	10	9	9	8	120
6/6/06	IT Customer Support Services			2	1	1	1		1	1	1	1	2	2		13
6/6-7/06	CIOs	1	1	1	1	1	1	1	1	1	1	1	1	1	2	15
6/22-28/06	ALA															
	Preservation Officers	1		1	1	1	1		1							6
	CDO/ERO	1	1	3	1	1	2	1	1	1	1	2	1	1		17
	Heads of Acquisitions	1				1	0	0	1	1	1	1	1	0		7
	Technical Services Directors	1	0	1	1	1	1	1	1	1	1	1	1	1		12
	Instruction Librarians	1							1		1					3
	ILL Directors	1			1	1	1	1	1	0	1	0	1	2	3	13
	Public Service Directors						1	1	1	1		1	1	1		7
	Heads of Government Pubs			1		1	2	1	1	1		1	1			9
August																
8/14-15/06	IT Security Working Group			2	1	5		2	1	1	2	2	4	2	1	23
8/23/04	CIC OmniPoP Engineers	2		1	3	2	3	1	2	2	3		1	3	1	24
September																
9/1/2006	Special Members Mtg	2		2	2	2	2	2	1	2	2	2	1	2	2	24
9/12/2006	Special Members Meeting			1	1		1	1	1	1	1	1	1	1	1	11
9/12-13/06	Chief Information Officers	1		1	1	1	1	1	1	1	1	1	1	1	1	13
9/13/2006	CIO Subcommittee						1		1		1	1			2	6
9/16/2006	AISC Ex Comm mtg.					1		1						1	2	5
9/15-16-06	AISC Fall Conference	1	3	5	1	1	2	3	3		5	1	1	2	12	40
9/21-22/06	IT Human Resources	2	0	1	2	2			1		2	1	5			16
9/25/2006	Accreditation Network	0	3	1	1	1	1	2	0	1	1	0	3	2	4	20
9/25-26/06	Deputy CIOs	1		1	1			1	1	1			1	1		8
9/28-29/06	Voice Over IP	3		3		1	2	2	2			9	2			26
October																
10/1-3/06	IT Operations & Infrastructure	1		2	2	2	8	3	3			1	2			24
10/5-7/06	ALP 1		4	5	3	6	5	6	5		3	5	6	6	2	56
10/6/2006	ALP Liaisons		1	1	1		1	1	2		1	3	1	1	1	14
10/8-10/06	CICPC			1	1	1	1	1	1	1	1	2	2	1	3	16
10/9/06	Liberal Arts & Sciences Deans		1	1		1	1	2	1	1	5	2	1		3	19
10/16/06	Senior Research Officers	1	1	1	1		1	1	1	1	1	1	1	1		11
10/17/06	Institutional Review Board	3	6	2	2	2	7	3	1	5	5	5	1	2	1	45
10/19-20/06	WISE	2	2	2	1	1		1	1		1	1	2	1		15
10/20/06	STAB Directors/STAB Engineers		1	2	2	2	1	3	3	2	2	2	3	2	1	
10/24/06	Senior Diversity Officers		1	1			1	1	1	1	1		1	1		9
10/24-25/06	IT Communications Group	1	1		1	1	1	1	1	1	1	1	1	1		12
10/30-31/06	Library IT Directors EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13

Date	Meeting	Chicago													Guests	Total
			UIC	UIUC	Indiana	Iowa	Michigan	MSU	Minnesota	NWU	OSU	PSU	Purdue	Wisc-Madison		
November																
11/1-2/06	Human Resource Officers EST	1	1	1		3	2	3	1	1	2	1	1	2		19
11/2-3/06	LAS IT Directors EST		1	1	1	1	1	1	1	1	1	2	2	1		14
11/3/06	Faculty Governance EST		1	3	1	1	3	2	5	1	1	6	3	1	5	33
11/6-7/06	Learning Technology Conference	2	4	8	1	8	4	6	24	2	8	11	9	10	1	98
11/8-10/06	IT Networking EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13
11/9-10/06	IT Wireless EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13
11/13-14/06	Security Working Group EST	2	2	2	2	2	2	2	2	2	2	2	2	2		26
11/14/06	Library DLIOC EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13
11/28-29/06	CIOs EST		1	1	1	1	1	1	1	1	1	1	1	1		12
December																
12/1/06	Library Directors EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13
12/5/06	CIC Members EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13
12/11/06	Senior International Officers Mtg EST	1	1	1	1	1	1	1	1	1	1	1	1	1		13
12/15/06	CIO/Lib Dirs Joint Meeting EST	2	2	2	2	2	2	2	2	2	2	2	2	2		26
Totals		49	50	87	70	72	83	80	99	53	80	95	86	75	59	1016

Increasingly, many CIC groups and committees promote the use of Videoconferencing and conference calling to save time and travel expenses. In the period from June - Dec 2006, more than 250 CIC faculty, staff and administrators participated in more than 20 such calls.

Key

- AISC American Indian Studies Consortium
- ALA American Library Association
- ALP Academic Leadership Program
- CDO/ERO Collection Development Officers/Electronic Resources Officers
- CICPC Purchasing Consortium
- CIO Chief Information Officers
- DLIOC Digital Library Initiatives Overview Committee
- EST Estimate
- ILL Interlibrary Loan Directors
- IT Information Technology
- WISE Women in Science & Engineering

CIC Universities Data

Full Time Equivalent Employees

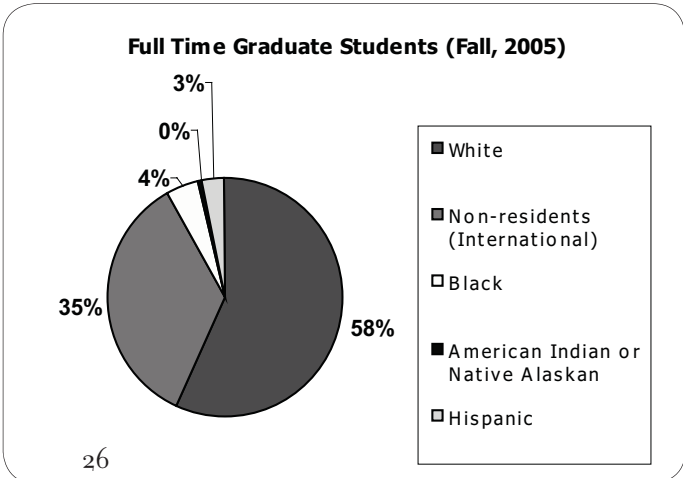
Total full time equivalent employees: 142,415
 Executive/administrative staff: 8,597
 Other professionals: 51,793
 (Fall, 2005. Source, U.S. Department of Education)

Full Time Faculty

Total full time faculty: 33,039
 Tenured: 16,590
 Tenure-track: 5,805
 Gender:
 Men: 22,409
 Women: 10,630
 Race/Ethnicity/Citizenship:
 White: 24,881
 Non-residents (International): 2,593
 Black: 1,064
 American Indian or Native Alaskan: 109
 Hispanic: 853
 (Fall, 2005. Source, U.S. Department of Education)

Graduate Students

Total graduate student enrollment: 75,606
 Gender:
 Men: 35,953
 Women: 39,029
 Race/Ethnicity/Citizenship:
 White: 39,029
 Non-residents (International): 24,219
 Black: 3,019
 American Indian or Native Alaskan: 295
 Hispanic: 2,185
 (Fall, 2005. Source, U.S. Department of Education)

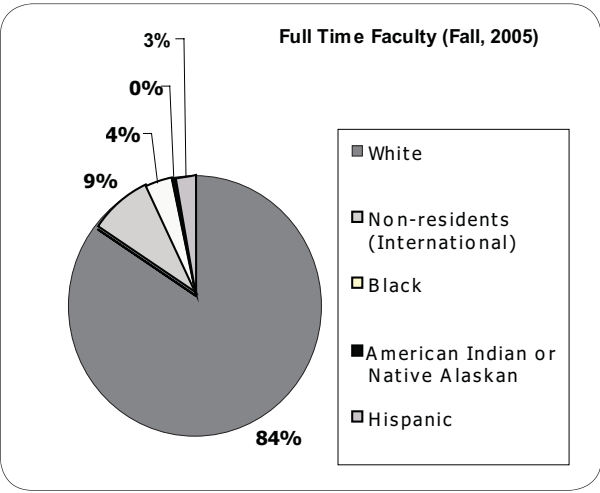


Research and Development Expenditures

Total R&D : \$6 billion
 Federally funded R&D: \$3.5 billion
 (FY 2004 Source, National Science Foundation)

Doctoral Degrees Awarded

CIC percentage of doctoral degrees granted in the U.S.: 14.31%
 Number of degrees awarded by CIC: 6,035 (out of 42,155 in the U.S.)
 (2004. Source, Survey of Earned Doctorates)



Libraries

Volumes: 75,475,549
 Materials on Microfilm: 73,727,509
 Current Serials Subscriptions: 634,707
 Permanent staff: 4,114
 Expenditures on Materials in 2004: \$152,936,116
 Items borrowed on ILL in 2004: 555,965
 Items lent on ILL in 2004: 939,587
 Student Assistants in Libraries: 1214
 (2004. Source, Association of Research Libraries)

Study Abroad

Students studying abroad: 16,736
 Countries visited: 109
 (2004-2005. Source, IIE Open Doors)

STATISTICS FOR CIC PROGRAMS AND INITIATIVES SCORECARD



	Life of Program	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
AESOP							
number of programs	n/a	75	71	62	66	55	**
number of students served	988	169	147	188	135	189	**
CIC Study Abroad Programs (Quebec, Mexico, and Dominican Republic)							
American Indian Studies Consortium	2352	96	105	109	136	103	**
number of conferences							
student attendees at conferences	11	1	3	2	1	1	1
number of graduate seminars	358	26	95	49	30	57	4
number of attendees at seminars	12	0	3	2	1	1	2
fellowships awarded	99	0	38	24	12	11	13
Foreign Language Enhancement Program (FLEP)							
fellowships awarded (since 1987)	37	7	5	4	7	7	7
Traveling Scholar Program							
fellowships awarded	5709	194	202	237	238	237	**
CourseShare							
number of courses offered	5	0	1	4	5	2	7
number of students served	145	0	12	27	38	8	104
Diversity Forum (biennial) attendees							
FreeApp Program number of requests	349	n/a	98	n/a	103	n/a	*
Summer Research Opportunities Program							
number of faculty participants	2984	794	456	717	868	787	**
number of student participants	9397	529	506	513	643	581	**
TechForum (biennial)							
Virtual Electronic Library -- number of requests	1152	n/a	136	202	n/a	209	n/a
Consortial Purchasing							
total purchase amount	1,759,585	165,536	169,754	161,416	164,216	182,678	218,295
estimated savings	\$121,987,976	\$17,555,716	\$25,840,610	\$27,714,544	\$34,084,217	\$8,133,404	*****
Library Licensing							
cost avoidance for period	\$12,361,331	\$1,755,325.00	\$2,876,289	\$2,924,228	\$3,822,767	\$867,865	*****
products licensed for period	\$14,574,753*	\$1,933,403	\$1,450,113	1,045,128	\$2,437,202	\$4,385,954	2,572,956***
cumulative savings	214	41	66	74	68	92	114
Academic Leadership Program (ALP)							
number of fellows	\$33,202,168	\$17,475,450	\$18,925,563	19,970,691	\$23,794,934	\$30,554,168	\$33,202,168***
Department Executive Officer (DEO)							
number of participants	903	54	57	54	54	54	58
Department Executive Officer (DEO)							
number of participants	325	38	44	44	39	47	****

* program to be held April 2007

** data collected in fall 2007 for summer 2007 program

*** for period April - October 2006

**** available in January 2007

***** compiled quarterly

