An aerial photograph of a rowing team in a scull on a body of blue water. The team consists of eight rowers, each with their own oar, and a coxswain at the stern. The rowers are wearing dark blue and white athletic gear. The water is a deep blue with some ripples and reflections. The scull is long and narrow, with a pointed bow and a flat stern.

COMMITTEE ON INSTITUTIONAL COOPERATION

2014-2015
ANNUAL REPORT

The Power of the **Collective**



“I’m so fortunate to be working within the CIC, where faculty are encouraged to engage with each other and to utilize, in very real terms, the most comprehensive infrastructure in American higher education. I honestly believe this project could not have had this much ‘buy in’ from faculty and success anywhere other than within the CIC.”

–Dr. Ann Clements, Associate Professor and Graduate Program Chair of Music Education, Pennsylvania State University

Network of Trust

What a marvelous sight to see a flock of starlings flung across the canvas of the open sky. This mass of birds—a murmuration—moves synchronously, making it difficult for the human observer to pinpoint when and how the flock turns or changes course. The effect is graceful and startling.

Similarly, it's hard to pinpoint the moment when a group of researchers and scholars turn from independence to collaboration. But the results of that turn are unmistakable. Barriers fall away, solutions to challenges are found, and ideas spark across a network with astonishing speed. At the CIC, we have the pleasure of watching as groups form, move toward a common purpose, then suddenly turn toward collaboration.

This year, we launched a number of innovative collaborations. As with any effort in the CIC, these build upon earlier successes put in place by such

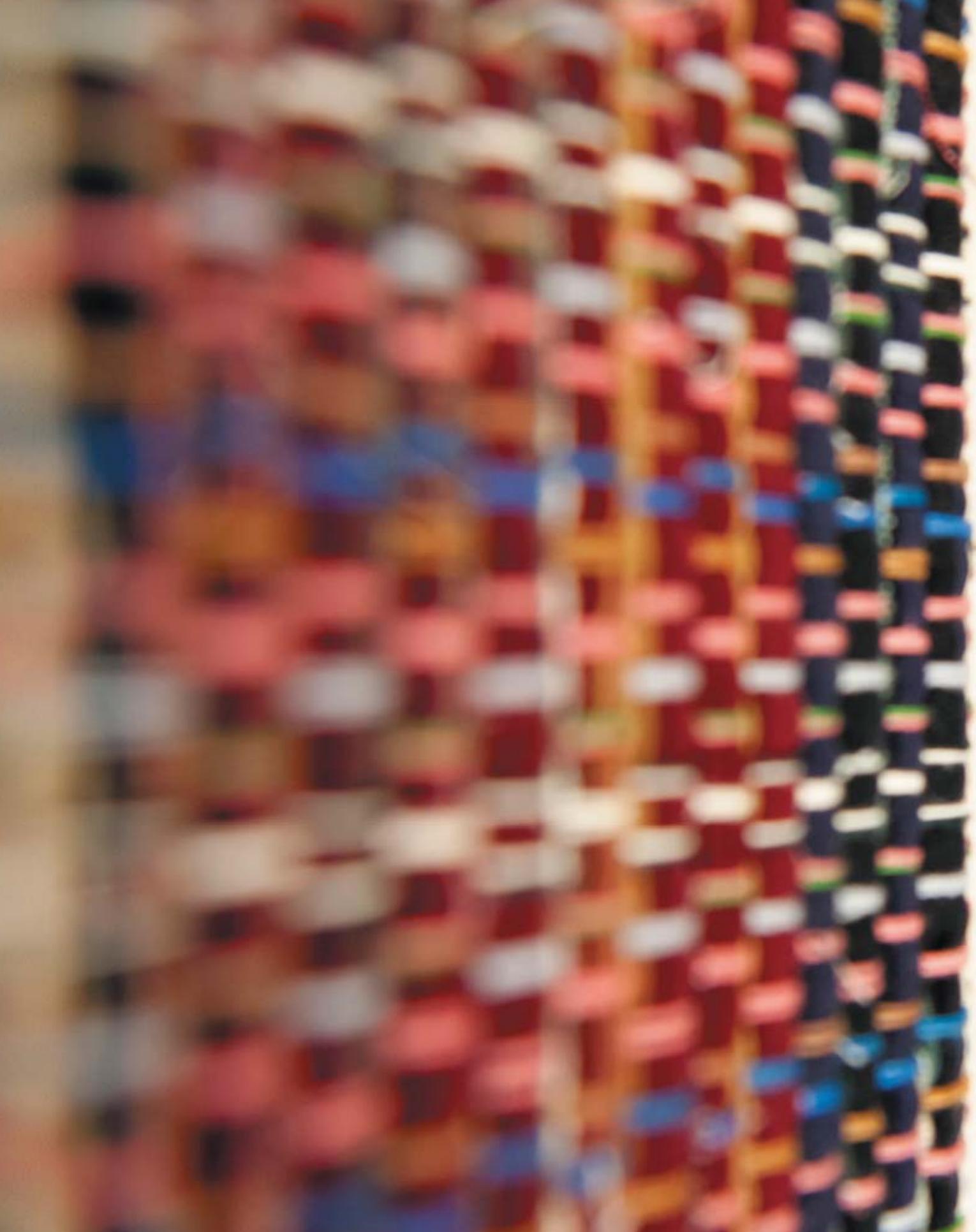
diverse communities as the Chief Information Officers, who deployed the fiber network providing very high bandwidth for the campuses. Or the University Librarians, who have pioneered large-scale digital information acquisition and management. Or faculty partnering with the athletic departments to improve health outcomes for student athletes through the groundbreaking Big Ten/CIC-Ivy League Traumatic Brain Injury initiative.

Together, our universities continue to refine what is arguably the most effective means for collaboration in American higher education. We can all find inspiration from the successes of our faculty colleagues detailed in this report. And, perhaps, we can become part of that joyous process of moving, swiftly and with grace, toward a place of greater collaboration in which our individual work is amplified and has greater impact.



A handwritten signature in black ink that reads "Barbara McFadden Allen".

Barbara McFadden Allen
Executive Director
Committee on Institutional
Cooperation



Partnerships

With over half a million students and more than 50,000 faculty in the consortium, CIC schools occupy a significant footprint in American higher education. Recent CIC collaborations are leveraging this advantage as a way to increase access and opportunities across the academy and to provide insight into the economic impact of federal investments in research.

The CIC and the Associated Colleges of the Midwest (ACM) have partnered to bring their unique strengths to the effort of addressing many of the complex and wide-ranging barriers to faculty diversity. Building on the success of the award-winning Summer Research Opportunities Program (SROP), which is a model across the nation as an intensive introduction to university research, the fourteen colleges and universities of the ACM and the fifteen research universities of the CIC are sharing an \$8.1 million grant from the Andrew W. Mellon Foundation to fund a seven-year initiative called the *Undergraduate and Faculty Fellows Program for a Diverse Professoriate*.

This unique endeavor gathers institutions from two sectors on an unusual scale, allowing the consortia to launch a program that encourages students from underrepresented backgrounds to participate in graduate school preparation and to consider careers teaching at liberal arts colleges.

The CIC/ACM project complements another CIC effort, funded by the National Science Foundation, to increase the diversity of faculty in the sciences. The CIC AGEP *Professorial Advancement Initiative* (PAI) seeks to address this issue through a systematic, multi-institutional cultural change designed to increase the progression of URM postdocs into the professoriate.

The CIC is also proving to be an excellent test bed for finding answers to many of the big questions in education, such as: What are the results of investments in research? Why should taxpayers support universities? How do universities affect the regional economy? These questions are beginning to be answered within the CIC (and more broadly in the research university community) thanks to an effort incubated in the CIC called UMETRICS.

The consortium successfully started a pilot project that brought together CIC researchers and vice presidents for research as well as the U.S. Census Bureau to develop a means of tracing the ways in which research spending affected economic activity. The team attracted over \$10 million in support from NSF, NIH, and the USDA.

The approach was so successful that the Alfred P. Sloan Foundation and Ewing Marion Kauffman Foundation supported the establishment of the Institute for Research on Innovation & Science (IRIS) at the University of Michigan's Institute for Social Research. IRIS will now manage the UMETRICS effort, adding new universities and data for a greater impact.

Already, the data have been used to analyze how investments in research affect the economy through expenditures on people and purchases from vendors and to discover that a large portion of research-funded PhD recipients stay in the state where they received their education and earn higher wages than the national average.



A close-up photograph of a sunflower head, showing the intricate pattern of the seeds and the bright yellow petals. The image is used as a background for the entire page.

Quality of Life

Through connections to strategic partners in multiple sectors, the CIC has been able to build on a deeply rooted network of trust to greatly increase the impact of our collaborations.

Two CIC projects are leveraging the intellectual capital of our universities in strategic partnerships focusing on health and wellness. The CIC Health Equity Initiative is bringing together the fifteen member universities with their eleven state health departments to bolster health equity. By understanding and addressing the social determinants of

health, the initiative is poised to improve the health outcomes of the three million vulnerable children and infants across the region.

With funding from the Robert Wood Johnson Foundation and the W.K. Kellogg Foundation, cross-institutional teams are working across the disciplines to create large-scale solutions to improve the quality of life and enable the faster diffusion of knowledge and uptake of good practice and policy.

The Big Ten/CIC-Ivy League Traumatic Brain Injury Research Collaboration is drawing on the

research, athletic, and academic prowess of the twenty-three member institutions and continues making significant gains in the scientific and clinical sphere of TBI.

With developments such as the creation and adoption of Enhanced Concussion Protocols, the Research Collaboration has emerged as a leader in multi-institutional, cross-conference research focused on the prevention, detection, and treatment of traumatic brain injury and sports concussion.

An aerial photograph of a rowing team in a scull on a blue body of water. The team consists of seven rowers, each with their own oar, and a coxswain at the stern. The water is a deep blue with visible ripples and reflections. The rowers are wearing dark blue and white athletic gear. The scull is a long, narrow boat with a pointed bow and a flat stern.

“One of the pleasures of this initiative has been working with the Chairs of the Big Ten theatre departments and schools. Alone, none of us could commission a series of plays, but collectively we’re making a real contribution to the theatre, and especially to colleges that are looking for plays with excellent roles for women. We’re not competitive—we’re collaborative. It shows how much you can get done when you work together.”

– Alan MacVey, Director of the University of Iowa’s Division of Performing Arts and Chair of the Department of Theatre Arts

Collaboration

Much of the strength of the CIC comes from shared knowledge of faculty, administrators, and researchers learning from each other. This year was especially productive as faculty from across the campuses collaborated to enrich teaching and learning in fields ranging from the humanities to business.

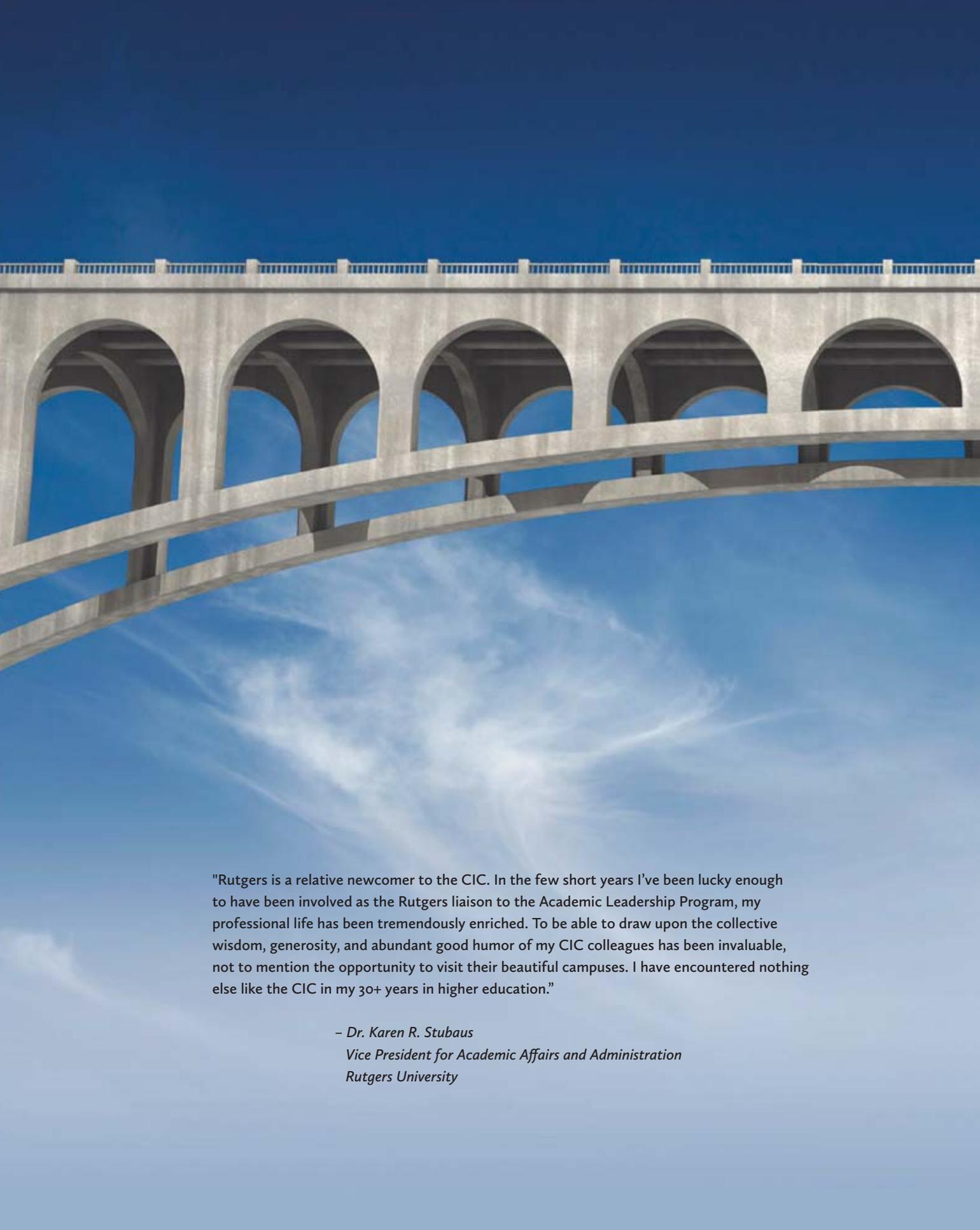
As part of the CIC Music Education Collaborative, music education professors worked together to develop content and record TED-style short videos designed to provide a more enriching experience for both students and faculty across the consortium's universities and to provide a professional social network of future music educators. Putting together such an extensive collective effort has been no small task, but as faculty member Ann Clements of Pennsylvania State University said, "It demonstrates that faculty from across the CIC really do want to share their expertise to develop collaborative teaching tools and learning environments that propel the entire field forward."

Starting in 2010, the Big Ten Theatre Consortium established a commission program to support female playwrights and provide female theatre students and professional actors with strong roles. With a collaborative commitment to commission, produce, and publicize one play each year for three years, and, as the project progresses, potentially committing to additional years, the first commissioned playwright was Naomi Iizuka. Her play, *Good Kids*, is being produced exclusively by Big Ten universities throughout 2014-2016. The 2015-2016 season's commissioned work is *Baltimore* by playwright Kirsten Greenidge. Each commission will include the provision that any Big Ten university can perform the play royalty-free for up to three years.

Colleagues from the schools of business, humanities departments, and those supporting veterans also came together this year to leverage the innovations and best practices that make these programs the best in the nation. Whether it was a peer

mentoring program for veterans or expanding the internationalization of business curriculums, CIC groups both learn from each other and work collaboratively to increase their individual institution's opportunities and impact.

When Jack Selzer, Paterno Family Liberal Arts Professor of Literature at Pennsylvania State University, led the Big Ten Colloquium on Graduate Study in the Humanities, he reflected: "When you think about the humanities, nationally they're most often associated with the Ivy League schools and the other prestige privates. We [the CIC schools] actually perform at or above those levels, and we want to make sure that we continue to do so because we're interested in making sure that our graduates have outstanding opportunities. That's what it's all about. We are leadership institutions, and this sort of get-together enables us to fulfill our leadership mission."



"Rutgers is a relative newcomer to the CIC. In the few short years I've been lucky enough to have been involved as the Rutgers liaison to the Academic Leadership Program, my professional life has been tremendously enriched. To be able to draw upon the collective wisdom, generosity, and abundant good humor of my CIC colleagues has been invaluable, not to mention the opportunity to visit their beautiful campuses. I have encountered nothing else like the CIC in my 30+ years in higher education."

*– Dr. Karen R. Stubaus
Vice President for Academic Affairs and Administration
Rutgers University*

Build Together

Launched in 1958 by the university presidents as the academic counterpart to the Big Ten Athletic Conference, the CIC connects faculty and staff across the fifteen campuses to increase opportunities, save money, and solve problems. Throughout the years, CIC leaders have developed a nationally recognized portfolio of effective programs and initiatives that leverage resources and expertise and amplify our collective impact in the wider world.

With a focus on recruiting, retaining, and engaging faculty, the CIC's academic leadership programs are considered to be among the best professional development opportunities in higher education. By enhancing the leadership capabilities of faculty and administrators, the Academic Leadership Program and Department Executive Officers

Seminars deepen the talent pool, increase advancement opportunities, and maximize the human capital that make our universities among the best in the world.

CIC programs also exponentially increase opportunities and access for students across the consortium. When students enroll at a CIC institution, they open their world far beyond what any one school could offer. Whether studying in Madison or East Lansing, a student's university's participation in the CIC provides expanded access to resources, languages, classes, and international study opportunities. Through programs such as the Summer Research Opportunities Program (SROP), Traveling Scholar, FreeApp, UBorrow interlibrary loan, and expanded Study Abroad offerings, students at all fifteen campuses can

take advantage of the best that these top-tier universities have to offer.

The CIC has also taken a large-scale solutions approach to infrastructure and resources. OmniPoP, the CIC's 100-gigabit fiber network ring shared infrastructure, produced an aggregated savings for participants of \$5.8 million in FY15. The CIC Shared Print Repository has secured 165,565 journal volumes, which is the equivalent of 5.2 miles of shelf feet per library, or 73 miles of shelf feet saved across all CIC libraries.

Collaboration is paying off in the purchasing arena as well, with the CIC Purchasing Consortium leading the efforts that have resulted in member universities participating in consortial contracts worth \$76.9 million, which have created more than \$7.5 million in estimated savings.



120.5 million

Total Library
Volumes

\$5.8 million

OmniPoP Savings

Of the
total Ph.D. degrees
awarded in the U.S. annually,
CIC universities awarded:
29% of Agriculture
18% of Engineering
18% of Humanities
Degrees

\$4 million

Library Savings

CIC universities
conducted

\$10 billion

in funded research, far more
than the \$5 billion of the
University of California
System or the Ivy
League's \$4.3
billion.

601,736

Total Students

Statement of Financial Position

June 30, 2015

Current Assets		Current Liabilities	
Cash	\$8,411,858	Accounts Payable, Related Parties	\$713,548
Accounts Receivable, Related Parties	1,156,193	Accounts Payable, Other	1,350,586
Accounts Receivable, Other	2,750	Accrued Compensated Absences	208,003
Prepaid Leases	66,564	Deferred Revenue	3,530,715
Total Current Assets	\$9,637,365	Total Liabilities	\$5,802,852
Property and Equipment, Net	\$1,090,517	Net Assets	
		Unrestricted	\$5,514,888
Other Assets			
Deposit Receivable	\$45,000		
Prepaid Leases, Net of Current Portion	544,858		
Total Other Assets	589,858		
Total Assets	\$11,317,740	Total Liabilities and Net Assets	\$11,317,740

Statement of Activities

For the Year Ended June 30, 2015

Support and Revenue		
Member Dues		\$3,326,741
Program Revenues		1,755,937
OmniPoP and Fiber Optic Ring		998,777
Seminars and Conferences		64,411
Member Reimbursements		58,527
Coordination Fees		53,939
Other Income		10,592
Electronic Licensing and Purchasing		
Net of Direct Costs		76,571
Total Support and Revenue		\$6,345,495
Expenses		
Program Services		\$3,150,783
Supporting Services:		
Management & General		2,855,825
Total Expenses		\$6,006,608
Change in Net Assets		\$338,887
Unrestricted Net Assets, Beginning of Year		\$5,176,001
Unrestricted Net Assets, End of Year		\$5,514,888



Leadership

The CIC is a consortium of world-class research universities governed by its member provosts and supported by campus investment.

CIC Provosts

July 1, 2014–June 30, 2015

Karen Hanson

CIC Chair, University of Minnesota

Eric Isaacs

University of Chicago

Ilesanmi Adesida

University of Illinois

Lauren Robel

Indiana University

P. Barry Butler

University of Iowa

Mary Ann Rankin

University of Maryland

Martha Pollack

University of Michigan

June P. Youatt

Michigan State University

Ellen Weissinger

University of Nebraska-Lincoln

Daniel I. Linzer

Northwestern University

Joseph Steinmetz

Ohio State University

Nicholas P. Jones

Pennsylvania State University

Debasish Dutta

Purdue University

Richard L. Edwards

Rutgers University

Sarah C. Mangelsdorf

University of Wisconsin-Madison



University of Chicago
University of Illinois
Indiana University
University of Iowa
University of Maryland
University of Michigan
Michigan State University
University of Minnesota
University of Nebraska-Lincoln
Northwestern University
Ohio State University
Pennsylvania State University
Purdue University
Rutgers University
University of Wisconsin-Madison



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