

theindependentvoice

Connecticut Conference of Independent Colleges... Educators, Employers, Community Partners

Grant to Support Administrative Collaboration Efforts



Judith B. Greiman, President, Connecticut Conference of Independent Colleges

Recently, The Andrew W. Mellon Foundation awarded a \$15,000 grant to CCIC's research arm, the Connecticut Independent College & University Institute for Research & Public Service (*cicu-IRPS*). *cicu-IRPS* is an affiliate of CCIC created for the purpose of raising funds for and doing specific research initiatives and special projects that are related to and supportive of the goals of CCIC and its member institutions.

The grant was used to undertake a planning process to prepare for the full implementation of a broad-based administrative collaboration project. The planning process will conclude in early 2004 with the development of a business plan for the effort that will include key goals, benchmarks for success and areas of initial opportunity. A committee composed of the chief finance and administrative officers of the sixteen member colleges serves as the oversight entity and receives support from purchasing directors, chief information officers and other cross-institutional

groups.

As a conference, we are acutely aware of the fact that colleges and universities of all sizes are faced with rising costs at a time of increasing financial need of students and decreasing returns on investment. This effort will help Connecticut's independent colleges and universities find ways to control administrative costs to ensure that the academic enterprise is enhanced and that student access is preserved.

With the full support of the sixteen college presidents, representatives from member institutions have been meeting to scope out a rich array of areas in which they

"This effort will help Connecticut's independent colleges and universities find ways to control administrative costs to ensure that the academic enterprise is enhanced and that student access is preserved."

can come together to save money, streamline purchasing processes and/or impact the market in such a way as to benefit both buyers and sellers. The proposal to The Andrew W. Mellon Foundation rises from these deliberations and the recognition that each institution will be better able to serve its educational mission if it can find administrative efficiencies.

Our goal is to utilize innovative cost-cutting and affordability initiatives to keep the impact of tuition increases on student out-of-pocket costs as low as possible, without cutting into the academic quality that makes independent colleges and universities the envy of the world.

Projects already started include the development of shared contracts for news clipping services, conference calling and bottled water as well as the development of training opportunities for all member institution employees. The general areas to be explored include group purchasing, shared services and new market development. Data collection and a selection process for the initial areas of concentration are underway.

Further Andrew W. Mellon Foundation support is expected as the initiative is more fully implemented. This partnership will allow member institutions to move forward with cost saving and service enhancing activities while determining whether such efforts can be fully self-supportive in the future. We are excited about the possibilities that this effort brings both to each member institution and to the sector as a whole.

Economist Named to Head UNH School of Business

Dr. Zeljan (Julian) Schuster, an economist and native of Yugoslavia, has been named dean of the University of New Haven (UNH) School of Business.

Interim dean since Dr. Linda Martin stepped down in 2002, Dr. Schuster was appointed by President Lawrence J. DeNardis, PhD. His post combines administrative and academic functions and he sits as a member of the university's Management Committee with UNH officers, key administrators and representatives of the faculty and each of the Schools and the College of Arts & Sciences.

Dr. Schusters' vision for the School of Business, he said, has been to see it "recognized as a leading business school in our geographic region, with a reputation for excellence in the development and delivery of practical and innovative business education."

Dean Schuster earned his bachelor's, master's and doctorate degrees— all in economics— from the University of Belgrade. Following work as a research fellow in Yugoslavia, he came to this country in 1989, first

A Supercomputing WULF in PC's Clothing

How a Wesleyan University physics professor and two of his students created a fully functional supercomputer out of trashed PCs.

It has become a ritual at businesses and colleges across the world: get rid of computers that have become obsolete in just two or three years—and replace them with new machines.

But would the purging be done so often if the system administrators knew that these so-called obsolete machines could easily be linked together to create a supercomputer that would otherwise cost hundreds of thousands, if not millions of dollars?

That's the idea that a Wesleyan professor of physics and two of his students pursued. What began as an experiment using computers headed for the nearest dumpster has blossomed into a dynamic and growing collection of PCs with varying individual computing power that have been connected to create one of the 100 most powerful computer clusters in the world. Perhaps best of all, the cluster is doing the work of a \$1-million-plus supercomputer for about one-twentieth of what one of those machines would cost.

Along with Blümel's own work in computational physics and other physics department computing, the cluster has been used by faculty in the astronomy

department who are modeling galaxies, and by biology professors who are doing molecular modeling. But Beowulf clusters are perfect



Creators of the WesWulf supercomputer cluster: Professor of Physics Rinehold Blümel, Thomas Clausen, and Vasilios Hoffman

for any large data-crunching tasks.

"Stock calculations, geological surveys typically done by oil companies, genetics research—these are all areas that could use these clusters," says Vasilios Hoffman, who is now Wesleyan's UNIX administrator. "I even read about a guitar string company that switched over from desktops to a cluster and saw immediate savings and increases in productivity."

Blümel says that the relatively cheap cost of Beowulf clusters makes them perfect for universities and small businesses. Best of all, adding machines to the cluster is easy.

As a new member of

Wesleyan's faculty in the early fall of 1999, Blümel took \$20,000 of his start-up money and bought 40 Pentium-III computers. He

also brought on board his graduate student, Thomas Clausen, a UNIX wiz who had trained

at the prestigious Niels Bohr

Institute in Denmark. Clausen used open source software and wrote original computer code.

According to Blümel, the 40-node cluster dubbed "WesWulf II" that he, Clausen, and Hoffman built in late 1999 for \$20,000 gave them the computing power of a supercomputer that would have cost 50 times that amount. It was also completely scalable. Blümel and Clausen have periodically added computers so that today it is a 90-node cluster that can perform about 80 billion operations per second.

"If you figure that recently decommissioned PCs are about three generations behind the top of the line,"

Blümel says, "then 10 castoffs would make a cluster as powerful as a new machine. Fifty castoffs outstrip a brand new top-of-the-line computer by a very respectable factor of five."

"What could be better?" he says. "This is such an attractive option for economically and ecologically forward-thinking folks like, well, all of us!"

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Connecticut Conference of Independent Colleges (CCIC)

"Connecticut's Independent Colleges... Making an Impact"

2004 Legislative Issues

Financial Aid - Work to restore and increase funding for the need-based aid programs (CICS & CAPCS).

PILOT - Maintain current Payment-in-Lieu of Taxes (PILOT) funding.

Educational Technology - Fund at a level consistent with a reasonable implementation schedule.

Fairfield University: The Value of Internships

(UNH continued from p. 1)

An internship at Wilton-based Greenfield Online led student Gina Lanzafama '03 to a full-time position as a project manager. Meanwhile, a summer internship in the Washington, D.C., offices of Jesuit Refugee Service



buoyed Michael Mercer's interest in international policy. He's applying for a Fulbright scholarship and hopes to be placed in Taiwan.

When it comes to bridging the gap between the academic and working worlds, nothing beats an internship. And like Lanzafama, a dual marketing and information systems major, and Mercer, an international studies and French major with a minor in Asian studies, more Fairfield University business students are taking advantage of the opportunity to apply what they've learned in the classroom to what's taking place in the "real world."

Between the 2001-02 and 2002-03 school years, the number of students in the Charles F. Dolan School of Business engaging in internships more than doubled, from 71 students to 147, according to Dr. Norm Solomon, dean. In fact, the program's strength was cited as a Fairfield selling point in last year's edition of The Princeton Review's *The Best 345 College Rankings*.

About 100 companies participate in the program, ranging in size from mom-and-pop operations to

corporate giants such as G.E. Capital, Merrill Lynch, and Pitney Bowes. In addition, the School is working to set up internship opportunities for business students studying abroad through Fairfield's partnerships with universities in Belgium, Finland, and France.

Hugh Davis '95 took on an internship at Greenfield Consulting in Westport during his sophomore year. By his senior year, the economics major was pretty much running Greenfield Online, an offshoot company that he conceived and co-founded. Today, he's chief technology officer of this leading, international provider of Internet-based market research. Among the company's 75 employees are more than a dozen Fairfield graduates he's hired, including two former interns - Lanzafama and Erica Lind '02.

Now sitting on the boss' side of the desk, Davis truly appreciates the value of an internship. "An internship tells me that a student has taken the initiative and that he or she already has some of the skills I'd have to train them in," he says. "I consider internships the final preparation between school and

joining the workforce."

Lanzafama, now oversees projects from start to finish at Greenfield Online, serving as a liaison between programmers, data processors, and clients. "Internships give you a wonderful opportunity to apply

everything you are learning in the classroom," Lanzafama says. "You can't really grasp the concepts until you are actually going through it yourself."

Did you Know?

- **80 Percent of jobs created over the next decade will require some degree of postsecondary training and education.** ("Rising to the Literacy Challenge")

- **While 48% of young people from high-income families graduate from college by age 24, only 7% of young people from low-income families do so.** (The Education Trust, Inc., 2001 based on Mortenson Research Seminar on Public Policy)

- **More than 4.2 million adults in New England (41% of the adult population) do not have the basic skills they need to succeed as workers, citizens, and parents in today's knowledge-based society.** ("Rising to the Literacy Challenge")

as a visiting lecturer at the University of Connecticut and then at Wesleyan University. In 1990, he joined UNH as an assistant professor, becoming an associate professor in 1995 and chair of the Economics and Finance Department of the School the following year. He was named associate dean in 1997, served as director of the Executive MBA program from 2000-to-2002, and acting dean in 2002. Widely published in the areas of international politics, policy and economics, he has provided counsel in policy to diverse domestic and international interests, ranging from S.N.E.T. in Connecticut to the Office of the President, Federal Republic of Yugoslavia.

He has been honored by awards and fellowships from UNH, University of Illinois, Yale, UCONN, the Institute of Economic Sciences and the Hungarian Academy of Science.

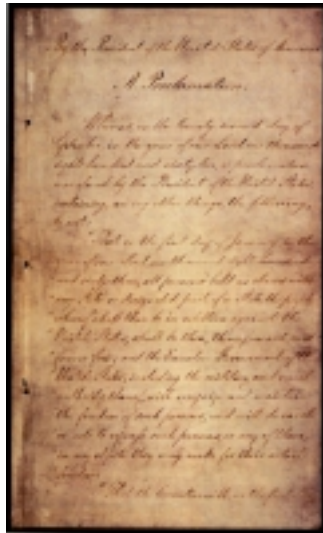
A Hamden resident and the father of one child, Dean Schuster was born in Split, Yugoslavia. His parents, Emil and Olga Suster, live in Belgrade, Yugoslavia.

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**CCIC Wishes
You a
Happy and
Healthy
New Year!**

Exhibit to Showcase American History at University of Hartford

Thousands are expected to visit the University of Hartford when 20 cases of original documents and artifacts from American history arrive on campus in February of 2004. *American Originals: Treasures from the National Archives*, will visit the University of Hartford as part of a three-year tour.



The exhibition will be open to the public from Friday, Feb. 6, through Sunday, May 16, 2004, at the University of Hartford, 200 Bloomfield Ave., West Hartford. Hours for the exhibition are Tuesday through Sunday from 10 a.m. to 5 p.m.

United Technologies Corporation is the major underwriter of the exhibition in Hartford in which visitors will see

original documents from the history of our nation. Among the documents are the



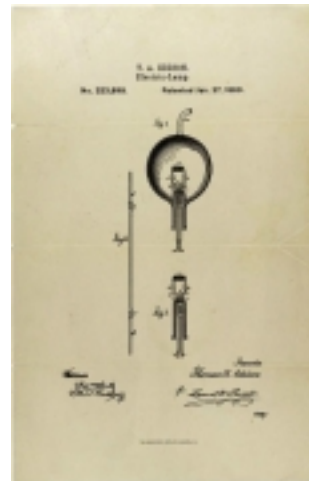
Louisiana Purchase Treaty of 1803, pages from John F. Kennedy's handwritten draft of his 1961 inaugural address, and a patent application from Thomas Edison.

The highlight of the exhibition will be a special public display of pages from the original Emancipation Proclamation of 1863 that marked a major milestone in the final destruction of slavery in the United States. Because of their fragility, these pages can be displayed for only four days from Thursday, March 25 to Sunday, March 28. There will be special viewing hours for this exhibition.

An accompanying exhibition titled "Connecticut Originals"

will be on display next to "American Originals" from Feb. 6 through May 16. Visitors will have an opportunity to see items—from a Wiffle ball to a Hamilton Standard space suit—that are embedded in Connecticut history.

"American Originals" was created by the National Archives and Records Administration in Washington, D.C. and The Foundation for the National Archives. The National Archives preserves and makes available to the



public those records of the U.S. government that have permanent value.

For more information on the exhibition, call (860) 768-4089 or visit <www.hartford.edu/ao>.



The Independent Voice is a publication of the Connecticut Conference of Independent Colleges, a public policy association representing Connecticut's non-profit independent higher education institutions.

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The Independent Voice follows a regular rotation schedule featuring four of the sixteen member institutions in each quarterly issue.

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