**Vision**
Be the most responsive and effective framework for academic collaboration

**Mission**
Advance the academic excellence of member institutions through national leadership, collaboration, and co-investment
GUIDING PRINCIPLES

VALUE
Programs and initiatives must create strategic and demonstrable value for member institutions.

COMMONALITY
Supported programs and initiatives must have a clear and common differentiator such as geography, strong member affiliation, or a collection of unique resources.

DIVERSITY
Collaborative efforts should value and advance diversity, equity, and inclusiveness across our member institutions.

DATA
Data should play a central role in both informing and evaluating our programs and initiatives.

SUPPORTING GOALS

STRATEGIC THEMES

NATIONAL LEADERSHIP & INFLUENCE
- Be vocal leaders about the vital role research universities play in creating knowledge, fueling economic growth, developing talent, and improving quality of life.
- Support member universities’ efforts to expand their impact regionally, nationally, and internationally.
- Deepen our investment in the future through enhanced and expanded professional development programs designed to cultivate the next generation of academic leaders.

SUSTAINABLE CULTURE OF COLLABORATION
- Model collaboration through a proactive, responsive, and adaptive culture.
- Encourage stakeholder groups to work together and with cross-sector partners to generate new solutions that incorporate multiple perspectives and expertise.
- Build upon existing networks of trust to empower stakeholders to create bold new opportunities, take calculated risks, and discover novel solutions.

CO-INVESTMENT, COST SAVINGS, & EFFICIENCIES
- Realize cost-savings and efficiencies by utilizing joint procurement processes, developing intentional interdependencies, co-investing to distribute costs, and sharing best practices.
- Leverage emerging technology to enhance programs and support member institutions while realizing efficiencies.

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