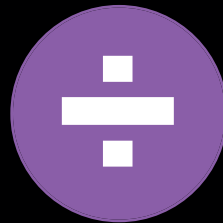
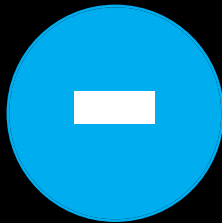


THE **WHOLE** IS GREATER  
THAN THE SUM OF ITS **PARTS**



**2015-2016** ANNUAL REPORT

**BIG**<sup>®</sup>  
ACADEMIC ALLIANCE

IDEAS  (SPEED  SCALE) = IMPACT<sup>14</sup>

14 universities  48,804 faculty  593,708 students = **Big Ten Academic Alliance**

## WE ARE **ALL** PART OF THE EQUATION



The beauty of a mathematical equation is that it is constant even as the variables change; one can always trust a proven equation to operate in a predictable fashion. So it is with the powerful network of trusted partners and established operating principles within and across the Big Ten Academic Alliance. While the individuals within the system are variable (fun fact: more than 148 Provosts have served on the board of the organization since our founding in 1958), one can predict that powerful results will occur when the right variables are included.

What are those variables? **Opportunity** pursued at the right time (some ideas are too early, some too late); **initiatives** aimed at solving immediate or imminent challenges (the practical is imperative over the imagined); **leveraging** and **building** on existing institutional competence or strength; and reliance on the **wisdom** and **experience** of the individuals who are actually responsible for the resources that must be aligned to make the effort work.

When these variables are aligned and coupled with the brilliant leadership from the campuses, the math just works.

In 1958, at the founding of the then-Committee on Institutional Cooperation (CIC), Herman B Wells noted “The working philosophy of the CIC has always been to help each member institution develop in depth and to exploit its own areas of strength, and then to make the combined strength available to all.

For almost 60 years, Big Ten universities have worked together on equations large and small. The pressures on research universities are enormous. Struggling alone to offset those pressures is fraught with potential peril. Big Ten universities, thankfully, have found a way to work together to make the best use of the resources available.

It all adds up.

Sincerely,

Barbara McFadden Allen  
Executive Director  
Big Ten Academic Alliance

COLLABORATION



TRUST = OPPORTUNITY

## THE GREATEST **COMMON** DENOMINATOR



There is a valuable dynamic at work when individual effort meets collective power in a common purpose. Promise comes to fruition and results are multiplied. What's the common denominator? Collaboration.

The Big Ten Academic Alliance provides the infrastructure—**a network of trust**—that advances collaboration, creates synergies, and establishes a platform for innovation.

Christopher Long, Professor of Philosophy and Dean of the College of Arts and Letters at Michigan State University, explains the impact of the collaborative equation: "The only thing more transformative for society than a world-class university is a network of leading-edge universities working in cooperation with one another. The Big Ten Academic Alliance is a **catalyst of collaboration**; it extends the reach and amplifies the power of the education we provide.

When talent and potential meet collaboration and trust, opportunity abounds. New alliances are forged, and new pathways to progress are opened. The establishment of the Institute for Research on Innovation & Science (IRIS) is a case in point.

"The Big Ten Academic Alliance was an absolutely **essential seedbed** for IRIS, says Jason Owen-Smith, IRIS Executive Director and Professor of Sociology at the University of Michigan. "The long history of inter-university collaboration across multiple levels and functions of campus administration creates a sense of trust and mutual engagement that is unique in my experience. It also provided me with a model for how to engage with many institutional partners. I don't think IRIS could have gotten its start anywhere else.

The success of such collaborative initiatives can often be measured in programmatic and scholarly **results**, in efficiencies and cost effectiveness, and in community impact. But even when the benefits are less tangible, they are no less important, says Mark J.T. Smith, Professor of Electrical and Computer Engineering, Dean of the Purdue University Graduate School, and a Principal Investigator of the Professorial Advancement Initiative.

"As a dean in this remarkable alliance, I feel truly blessed to have trusted colleagues with whom I can consult on even the most sensitive of issues. For me, this unique network of peers has been an **amazing resource** for benchmarking, sharing of ideas, strategic planning, leadership development, and collaboration.

SHARED FOCUS



DUPLICATION = RESULTS

## SOMETIMES LESS IS **MORE**



Under the leadership of university librarians, the Big Ten libraries have a strong and successful history of collaborating for **at-scale solutions**. It's that kind of collaboration that removes duplication from the equation to create streamlined processes and accelerated service delivery. Projects such as the HathiTrust Digital Library, Google scanning partnership, and UBorrow resource sharing have mobilized the power of the collective to accelerate change and positively impact user productivity and success.

Recent collaborations have enabled the libraries to continue to maximize their space and resources to **exponentially increase access to materials** and cultivate opportunities to support students, faculty, and researchers as they create and share knowledge.

The **Shared Print Repository** allows libraries to reduce the footprint of local holdings, while maintaining access to the print copy. Participating libraries have collected enough volumes to fill 500,000 linear shelf feet, which potentially creates savings of \$890,000 per library in open-shelf storage costs.

Working together, libraries and geospatial specialists have aggregated thousands of metadata records to connect scholars across the Big Ten to geospatial data resources, including GIS datasets, web services, and digitized historical maps from multiple data clearinghouses and library catalogs. The **Geospatial Project** also provides coordinated technology project staffing and infrastructure to host the services.

Librarians throughout the consortium are sharing cataloging expertise for languages and formats that cannot be done in-house. This year, through the **Cooperative Cataloging Partnership**, 768 titles were cataloged in 27 languages, giving scholars and learners access to materials that, in many cases, are unique.

Big Ten libraries build on the trusted partnerships, communication, and collaborative spirit that already exist between member institutions to **increase and enrich opportunities** for faculty and students to access information and data in order to advance research and teaching.

179,000 academic journals  1 location = **73 miles of space saved on library shelves**  **access for all Big Ten library patrons**

COSTS  SCALE = ECONOMY

\$105 million in consortial contract spend + 50 procurement agreements = **\$15.7 million in cost savings**

## STRENGTH IN NUMBERS



Combining, leveraging, and expanding the resources of member universities is a central strategic focus of the Big Ten Academic Alliance. A large-scale solutions approach creates **efficiencies of effort** and solid purchasing power, proving that there is strength in numbers—not only the numbers represented by the collaborative academic power of our 14 member universities but by the financial numbers represented in consortial contracts, procurement agreements, and bottom-line cost savings.

For example, recently negotiated agreements for lab and office supplies, software, and visa processing have resulted in better terms and significant **price advantages**, while continuing contracts for library content licensing, fiber optic networking, and strategic sourcing are delivering cost savings and resource accountability across campuses.

By leveraging strong peer groups to identify **savings opportunities**, the 2015-2016 collaborative spend was \$76 million, with a cost-avoidance and savings of \$24 million. To date, Big Ten universities have amassed over \$600 million in aggregated savings.

This year alone, OmniPoP, the fiber network ring shared infrastructure, produced savings of \$8 million. In addition, collaborations across our libraries were responsible for savings of \$7.2 million.

Inspired leadership and strategic partnerships create opportunities for the Big Ten Academic Alliance to undertake **large-scale-projects** that make a big impact while allowing for the possibility of substantial savings for the collective. It proves that collaboration definitely pays off.

VISION  TEAMWORK = SOLUTIONS

1,023 public health faculty  11 state health departments = Improved health outcomes for 3 million vulnerable children

## HUMANIZING THE EQUATION



The work of the Big Ten Academic Alliance touches people. Exponentially increasing opportunities and access for students on all our campuses, our activity supports and enhances the work of current faculty and administrators and provides opportunities for promising academic leaders. And our innovative initiatives have direct implications for the public.

Community health is one such initiative. With nearly \$10 billion in funded research each year, the Big Ten universities are uniquely positioned to focus their research power on the issue of **health equity**. Supported by planning grants from the Robert Wood Johnson Foundation and the W.K. Kellogg Foundation, the Big Ten Academic Alliance/State Health Office Health Equity Initiative is mobilizing university faculty and state health professionals across 11 states to study and improve the health equity and health outcomes of over 3 million vulnerable children and infants living in the region.

The Big Ten/Ivy League Traumatic Brain Injury (TBI) Research Collaboration has emerged as a leader of institutional, cross-conference research focused on the prevention, detection, and treatment of **traumatic brain injury** and sports concussion. Drawing on the research as

well as the athletic and academic prowess of the 23 institutions, the TBI research collaboration is positioned to continue making significant gains in the scientific and clinical sphere of TBI.

Other important initiatives that humanize the equation include the Institute for Research on Innovation & Science (IRIS). Incubated at the Big Ten Academic Alliance, IRIS is the global source for data to support fundamental research on the results of public and private investments in **discovery, innovation, and education**. IRIS provides credible data and rigorous findings about the productivity and public value of the research enterprise to inform effective policymaking, support outreach, aid in research management, and expand the state of knowledge.

Using available data to examine the short-term economic activity generated by science funding, researchers have illuminated the breadth of the scientific workforce and the national **impact of the research supply chain** that is funded by federal grants. The latest numbers bear out the enormous financial impact of this research activity, with 9 of the universities collectively purchasing \$1.87 billion in goods and services in 1,773 U.S. counties.

INVESTMENT **X** MENTORING **=** SUCCESS

## MULTIPLYING THE EFFECT



A sustained investment of time and resources multiplies impact, and the Big Ten Academic Alliance's commitment to developing leaders has done just that. For over 30 years, the Graduate Deans have fostered pipeline programs designed to increase the number of underrepresented minority (URM) graduate student enrollments and faculty candidates. At the undergraduate level, the Summer Research Opportunities Program offers students experiences that enhance their academic and research skills by working one-on-one with faculty mentors from top-ranked research institutions.

As recently highlighted in *The Chronicle of Higher Education*, the Professorial Advancement Initiative, funded by a \$1.2 million National Science Foundation grant under the AGEP-T program, employs a multi-layered strategy with the **goal of doubling the hiring rate** of URM faculty in STEM disciplines among Big Ten campuses.

Through cross-institutional mentoring and coaching, the program is preparing more than 100 Big Ten URM postdoctoral scholars to transition to tenure-track faculty positions, including an online **professional development** program designed for focused skill development. The postdoctoral scholars also enroll in an online searchable directory used by search committees for faculty recruitment.

Increasing diversity in our institutions goes beyond developing the individual—a systemic change is also necessary. Partnering with top academics on unconscious bias, a team of trainers has developed video case studies and facilitation guides that are being used to supplement current institutional training. The **Professorial Advancement Initiative** training team offers faculty hiring workshops for campus search committees using these videos to facilitate discussion and understanding about fair and inclusive hiring practices that improve quality and diversity. The NSF funding of this project allows the training team to visit member campuses and provide these trainings at no cost.

Now seen as a **national model** for advancing underrepresented populations in STEM, this project is successful because of the collaborative work of the graduate deans, administrators, and faculty across the consortium. Recently, the project was applauded by NSF for being forward thinking in its approach to increasing the number of URM faculty in STEM.

14 universities **X** 30 years of collaboration **+** \$1.2 million NSF grant **=** **National model for diversifying the professoriate**



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

**BTAA Provosts**

July 1, 2015–June 30, 2016

**Karen Hanson**

BTAA Chair, University of Minnesota

**Edward Feser**

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

**Marjorie Kostelnik**

University of Nebraska-Lincoln

**Daniel I. Linzer**

Northwestern University

**Bruce A. McPheron**

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

**STATEMENT OF FINANCIAL POSITION**

June 30, 2016

<b>Current Assets</b>		<b>Current Liabilities</b>	
Cash	\$3,702,458	Accounts Payable, Related Parties	\$769,614
Grants Receivable	11,958	Accounts Payable, Other	1,221,852
Accounts Receivable, Related Parties	1,778,387	Accrued Compensated Absences	214,818
Prepaid Expenses	1,866,813	Deferred Revenue	1,009,647
Prepaid Leases	66,564		
<b>Total Current Assets</b>	<b>\$7,426,180</b>	<b>Total Liabilities</b>	<b>\$3,215,931</b>
<b>Property and Equipment, Net</b>	<b>\$936,442</b>	<b>Net Assets</b>	
		Unrestricted	\$5,664,979
<b>Other Assets</b>			
Deposit Receivable	\$40,000		
Prepaid Leases, Net of Current Portion	478,288		
<b>Total Other Assets</b>	<b>\$518,288</b>		
<b>Total Assets</b>	<b>\$8,880,910</b>	<b>Total Liabilities and Net Assets</b>	<b>\$8,880,910</b>

**STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2016

<b>Support and Revenue</b>		
Member Dues		\$3,390,434
Program Revenues		2,022,152
OmniPoP and Fiber Optic Ring		1,116,928
Seminars and Conferences		53,735
Member Reimbursements		17,268
Coordination Fees		31,282
Other Income		64,330
Electronic Licensing and Purchasing		
Net of Direct Costs		(17,296)
<b>Total Support and Revenue</b>		<b>\$6,678,833</b>
<b>Expenses</b>		
Program Services		\$3,819,115
Supporting Services:		
Management & General		2,709,627
<b>Total Expenses</b>		<b>\$6,528,742</b>
<b>Change in Net Assets</b>		<b>\$150,091</b>
<b>Unrestricted Net Assets, Beginning of Year</b>		<b>\$5,514,888</b>
<b>Unrestricted Net Assets, End of Year</b>		<b>\$5,664,979</b>



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



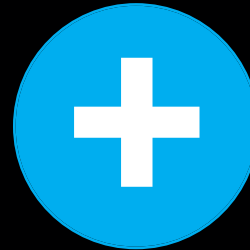
Purdue University



Rutgers University



University of Wisconsin-Madison



“The **whole** is greater  
than the sum of its parts.”

*Aristotle*



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