

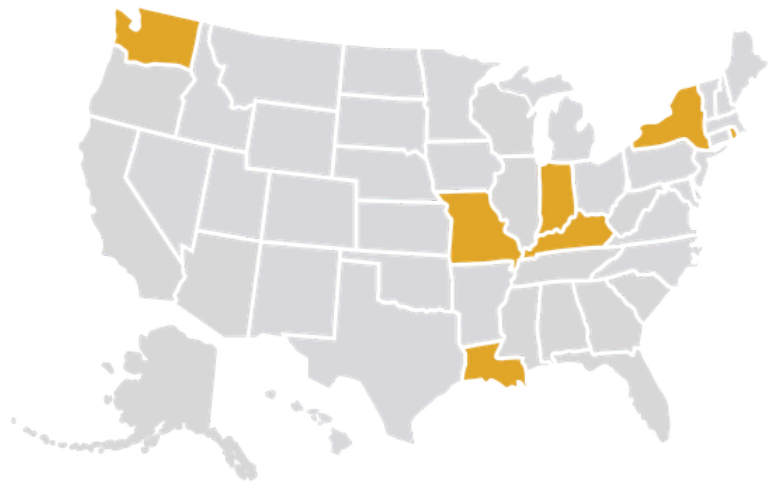


*A catalytic coalition to position higher education
as a core driver of talent and prosperity*

The Opportunity Alliance empowers state higher education agencies to lead the charge in aligning education and the modern workforce. These pioneering states are not just connecting systems; they are building powerful talent ecosystems to fuel economic growth for years to come.

**INDIANA
KENTUCKY
LOUISIANA
MISSOURI
NEW YORK
RHODE ISLAND
WASHINGTON**

The Opportunity Alliance states represent a combined enrollment of approximately **2.7 million students** and produce a total of **480,000 graduates** annually (across Associate and Bachelor's levels).



The Opportunity Alliance focuses efforts across three transformative pillars of work:

ECONOMIC RETURN	Increase Return on Investment for Graduates <i>Are degrees and credentials delivering on their promise? Are students landing high-paying careers quickly enough to make their educational investment a clear win?</i>
	Increase Return on Investment for the State <i>Is higher education paying dividends for the public? How much are states gaining in tax revenue and saving in social services as a result of having a highly skilled workforce?</i>
CAREER-ALIGNED LEARNING	Expand Work-Based Learning <i>Do students have opportunities to learn by doing? How many are gaining "real world" experience through apprenticeships and internships before they graduate?</i>
	Align Academic Programs with Workforce Needs <i>Are programs keeping pace with employer needs? How well are degrees and industry credentials mapped to the specific skills employers are hiring for right now?</i>
INNOVATION	Accelerate Agile Learning Models <i>Can the system pivot as fast as the economy? Are institutions offering the stackable, flexible credentials needed for lifelong upskilling and career shifts?</i>
	Reposition Research to Drive Opportunity <i>Is academic research driving job creation? Is it leading to innovation with impact beyond campus walls?</i>

For more information, please contact Annie Phillips at aphillips@edstrategy.org