

**OVERVIEW**

The University Innovation Alliance is dedicated to expanding opportunity and improving our nation's economic potential by helping more students from all socioeconomic, racial, and ethnic backgrounds graduate from one of our nation's leading public research universities. Our eleven member institutions are working together to develop, scale, and share innovative solutions that help students overcome academic, financial, and personal obstacles to success and earn a high-quality college degree from a major research university.

By virtue of their continuous pursuit of innovation, UIA member institutions are preparing students to graduate with the advanced skills necessary to thrive in the contemporary workforce. Race, income, or zip code should not be predictors of educational or professional attainment. In a global economy that values applied knowledge, students from every background must have access to high-quality degrees from world-class research universities that are advancing knowledge and discovery.

**INSTEAD OF ELBOWS OUT, WE'RE GOING TO LINK ARMS TOGETHER.**

Collaboration among universities is in itself an innovation in higher education. Finding the best students and faculty and conducting the most effective research is inherently competitive, so meaningful collaboration among institutions to advance student success is not the norm. But competition among universities is counterproductive when it keeps institutions from sharing best practices and developing cost-effective strategies for teaching, advising, and graduating students.

Alliance member institutions are testing, improving, and adopting innovative new strategies that help students complete college in an academic setting that prioritizes big thinking. Through comprehensive offerings in science and the arts, major research universities impart critical analytical skills and offer undergraduates opportunities to participate in groundbreaking specialized research.

**IMPROVING OUTCOMES FOR LOW-INCOME STUDENTS AND STUDENTS OF COLOR.**

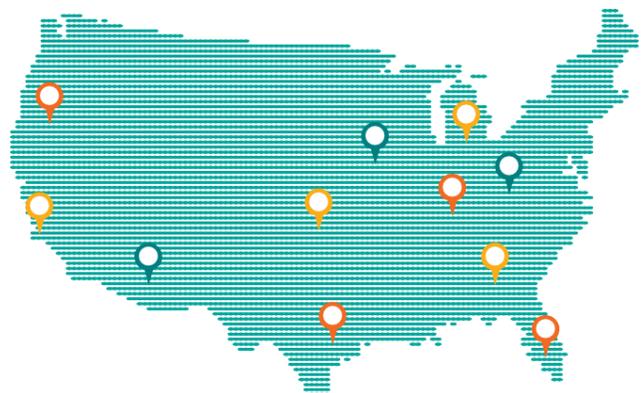
The UIA is unique in developing more effective ways to scale and share innovative strategies so underrepresented and underserved students can benefit. By working as an innovation cluster, UIA member institutions are identifying proven interventions to help close gaps in attainment by race and income and ensure students from all backgrounds graduate and succeed.

Through such innovations as predictive analytics, proactive advising, completion grants, redesigning the college-to-career transition, and AI chatbot technology, individual institutions have each already met with success. Scaling each of these interventions across the Alliance means thousands more students can stay enrolled, improve their academic performance, and graduate with significant cost savings.

Our collaborative strategy is led and championed by the presidents and chancellors of UIA member institutions, who are committed to:

- Identifying new solutions to improve student success;
- Scaling proven interventions from campus to campus;
- Communicating and sharing what works and how.

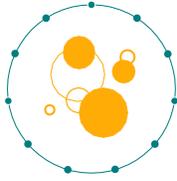
At the launch of the Alliance in 2014, UIA members collectively committed to graduating an additional 68,000 students by 2025, with at least half of those degrees to low-income students. While this goal was intentionally ambitious, UIA members have risen to the challenge: the latest forecasts project that the 11 UIA universities will graduate an additional 130,000 students by that time. To drive this progress, the UIA has scaled the use of predictive analytics across the campuses; established student success teams on all campuses; deployed an innovative new staffing model to ensure that campuses have the capacity to drive and sustain change; launched the largest-ever impact study of student advising; implemented a completion grants initiative to help students with financial barrier to graduation; led redesign of the college-to-career transition for member campuses, and scaled AI chatbot technology across UIA campuses to ensure students timely access to information and support as they navigate college and pursue their degrees.



**MEMBER INSTITUTIONS**

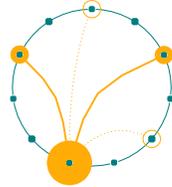
- |                           |                                     |
|---------------------------|-------------------------------------|
| Arizona State University  | The Ohio State University           |
| Georgia State University  | Purdue University                   |
| Iowa State University     | University of California, Riverside |
| Michigan State University | University of Central Florida       |
| Oregon State University   | University of Kansas                |
|                           | University of Texas at Austin       |

OUR PROCESS



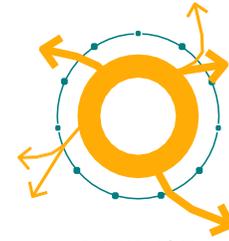
INNOVATE.

Test and verify new methods of improving student success on individual campuses.



SCALE.

Gather member institutions to learn and iterate. Replicate successes on new campuses.



DIFFUSE.

Document and share successes. Be transparent about what works, so others can repeat.

OUR IMPACT

UIA institutions have granted over 53,000 additional degrees above baseline in just six years. Members are on track to exceed the original 10-year goal of 68,000 additional degrees by 90%. As of 2019, UIA degrees to low-income students have increased by 32%, and degrees to students of color have increased by 56%. By 2022-2023, UIA total annual degree production is projected to have increased by 27%.

Five UIA institutions currently show positive outcomes on student academic performance after scaling Georgia State's proactive advising model to support low-income and first-generation students.

Over 3,000 UIA completion grants have been awarded to Pell-eligible students who are on track to graduate within 1-2 semesters, but face financial hurdles that impede their ability to graduate. Data show

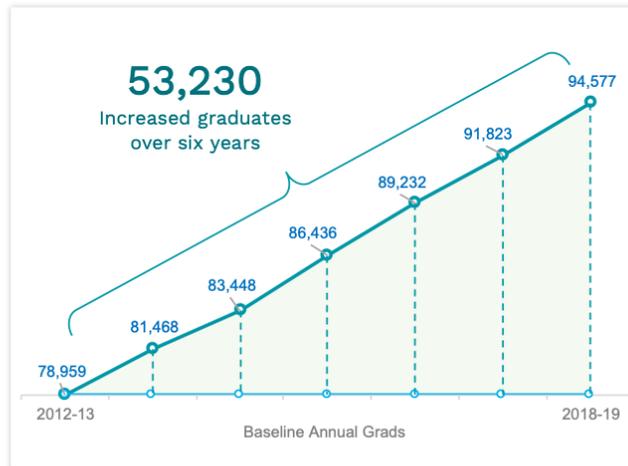
85% of recipients persist or graduate within 2 semesters.

UIA institutions are changing how they engage with employers to prepare students for the workforce. Through the UIA's Bridging the Gap from Education to Employment (BGEE) project, institutions are now pilot testing solutions emerging from two years of cross-campus, student, and employer collaboration.

The UIA has led the national conversation around student success, serving as a go-to source for national and education media. The UIA has been mentioned in nearly 400 articles published in a variety of outlets, from local newspapers and TV to education trades and national outlets. Nine of the UIA institutions have been recognized by U.S. News & World Report as among the most innovative institutions in the country.

Annual Bachelors Degrees Awarded

	2012-13	2018-19	% Change
All	78,959	94,577	+20%
Low-Income	22,286	29,337	+32%
Students of Color	15,715	24,534	+56%



How A Culture Of Innovation On Campus Can Solve The College Graduation Gap

"The University Innovation Alliance (UIA) is turning this assumption on its head. By sharing their experiences, its members are taking good ideas from one campus and transplanting them to other campuses, advising each other on how to avoid past mistakes. They have found that showcasing another campus's success actually generates buy-in from their own colleagues and allows a new idea to be adopted more smoothly."



To Improve Student Success, a University Confronts the Email Deluge

"The inspiration for Michigan State's communication project came from a meeting that half a dozen of its administrators attended through the University Innovation Alliance, a coalition of public research universities working to spread novel approaches for furthering student success. At the meeting, attendees learned about how the host university, Georgia State, had improved its student advising."



Will You Graduate? Ask Big Data "In 2016, Georgia State's four-year graduation rate rose 5 percentage points, to 27 percent, and the six-year rate rose 6 points, to 54 percent. Georgia State is sharing technology with 10 other universities in a coalition called the University Innovation Alliance. The alliance has pledged to graduate an additional 68,000 students in the next eight years."



Three Questions for Higher Education

"Institutions like Arizona State University, Georgia State University, and other members of the University Alliance deserve credit and, more important, support for their efforts to redefine excellence not in terms of whom they exclude but whom they include -- and how well those students succeed."