

Annual Report

2024

NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS



Leadership

BOARD OF DIRECTORS

“The initiatives undertaken by NASH are integral to advancing higher education nationwide and demonstrate the true value that systems can provide in the reimagining of American academia.”



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LEADERSHIP COUNCILS

In service to our members, NASH coordinates a number of role-alike leadership councils for system leaders. By engaging with our leadership councils, system leaders have the opportunity to:

- Participate in an open forum for the exchange of ideas,
- Share problems of practice and learn potential solutions,
- Network with colleagues who share the distinct challenge of leadership at the system level,
- Provide feedback on proposed NASH policies and programs, and
- Receive updates on NASH's transformation agenda.

Each leadership council has a NASH liaison that works with representatives from its membership to design agendas, invite presentations, and facilitate discussions. The leadership councils and their respective member co-chairs are as follows:

SENIOR ACADEMIC OFFICERS COUNCIL

Gireesh Gupchup
Southern Illinois University

Alison Wrynn
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CHIEF FINANCIAL/BUSINESS OFFICERS COUNCIL

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Angela Melton
Nebraska State College System

COUNCIL ON COMMUNICATIONS AND GOVERNMENT RELATIONS

Tiffany Carpenter
University of Tennessee System

Judi Yorges
Nebraska State College System

SENIOR STAFF



Jessica Todtman
Interim President &
Chief Operating Officer



Nancy Zimpher
Special Advisor to the
President



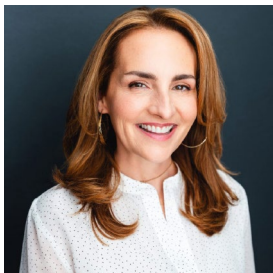
Carleen Vande Zande
Chief Academic Officer



Rico R. Reed
Chief Partnerships Officer



Daniel Knox
Director, Institute for Systems
Innovation and Improvement



Colleen Thouez
Founder & Director, NASH TIER



Jim Johnsen
Senior Fellow & Director of
the Leadership Academy



David Belsky
Chief Communications Advisor



Kate Alcorn
Development Manager



Lilly Lavner
Strategic Project Manager

Welcome

Dear NASH Members, Partners, and Supporters,

As we reflect on the past few years and present NASH's first-ever annual report, we are more confident than ever about the unique and impactful role that higher education systems play in shaping a more vibrant future. Our systems stand at the crossroads of unprecedented challenges and opportunities, navigating urgent issues such as enrollment cliffs, rapidly emerging technologies, political pressures, and more.

In this pivotal moment, NASH remains steadfast in its mission to empower systems to meet this moment head-on and to serve as the fuel for transformative change. The concept of systemness has never been more vital as we address shared challenges and seize opportunities to lead. We can achieve so much more together than we ever could on our own.

Throughout 2024, NASH has worked alongside its 54 member systems—representing over 700 institutions and more than 8.2 million students—to tackle some of the most pressing concerns facing higher education today:

- **Driving Success:** We supported systems in improving student transfer pathways, expanding access to career-connected credentials, and increasing degree completion while reducing student debt.
- **Navigating Crises:** Whether addressing the impact of the migrant crisis on campus communities or working to modernize outdated infrastructures, NASH has equipped systems with resources to adapt and lead effectively.

- **Reinforcing Value:** A cornerstone of our shared work this year has been the College Is Worth It (CIWI) national marketing campaign, underscoring the essential role of higher education in driving economic mobility and community resilience.
- **Building Capacity:** Recognizing the power of data, we have prioritized strengthening systems' capacity for data-informed decision-making, enabling members to set benchmarks and measure progress with confidence.
- **Advancing Prosperity:** By preparing an educated workforce, fueling innovation, and promoting economic mobility, systems strengthen communities and boost our global competitiveness.

As the nation's only membership organization dedicated exclusively to public higher education systems, NASH remains committed to amplifying the voices of systems, fostering collaboration, and delivering impactful programs and resources. From awarding over \$500,000 in direct grants for members, to laying the groundwork for the nation's first benchmarking tool for systems, this year furthered our work to build on the power of systems to advance prosperity for the nation.

Thank you for your unwavering belief in the mission and value of public higher education systems. Together, through the collective strength of our systems, we are building a brighter tomorrow—not just for the students of today but for generations to come.



Jessica Todtman

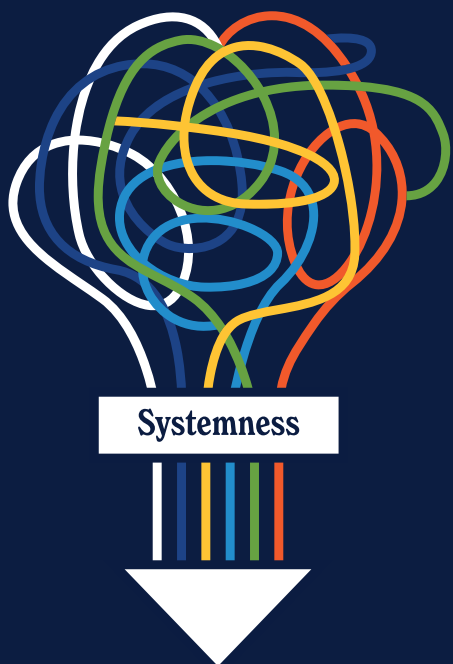
Jessica Todtman
Interim President & Chief Operating Officer



the **POWER** of **SYSTEMS**

The National Association of Higher Education Systems (NASH) is the only membership organization representing the voice of public higher education systems across the United States, including more than 700 individual institutions serving over 8 million students. Founded in 1979 as a forum for exchanging views and information amongst chief executives, today NASH activates the power of public higher education systems to cultivate a more accessible, resilient, and innovative postsecondary education sector that enables students and communities to thrive.

NASH members demonstrate the notion that “if you’ve seen one system, you’ve seen one system.” Public higher education systems vary in size, scope, geography, context, and more. Our daily work embraces both the similarities and distinct strengths of our systems and the students they serve. NASH promotes systems as coordinated actors that are uniquely positioned to leverage their power to convene and facilitate – along with their governing and policy-making authority – to tackle issues critical to the future of the regions and states they serve and support student success at scale.



OUR MISSION

NASH activates the power of systems to cultivate a more accessible, resilient, and innovative postsecondary sector that enables students and communities to thrive.

OUR VISION

Systemness unlocks the power of postsecondary education to advance prosperity for the nation.

WHAT IS A SYSTEM?

Public higher education systems, as defined by NASH, are groups of two or more colleges or universities, each with substantial autonomy and headed by a chief executive. They operate under a single governing board that is served by a system president or chancellor. NASH member systems represent institutions from all sectors, including community and technical colleges, liberal arts institutions, flagship research universities, and medical centers.

WHO DO WE SERVE?

NASH convenes networks of system leaders to share best practices, expand their knowledge base, and collaborate on shared problems of practice. By bringing together system leaders both by role and by topics of interest, we maximize opportunities to spread and scale interventions proven to move the dial on student success.

SYSTEMNESS *(NOUN)*

the coordination of multiple components that, when working together, create a network of activity that is more powerful than any action of individual parts on their own.

Proven Performance

NASH BY THE NUMBERS

700+ INSTITUTIONS FROM ALL SECTORS OF POSTSECONDARY EDUCATION

8.2M STUDENTS

1M+ FACULTY & STAFF

1.1M+ DEGREES AWARDED ANNUALLY

35% OF PELL GRANTS

70% SOCIAL MOBILITY STUDENTS FROM FAMILIES IN THE BOTTOM 40 PERCENTILE OF INCOME MOVE TO THE TOP 60

“WES is proud to partner with NASH to advance inclusive educational systems, workplaces, and communities for newcomers throughout their journey to American citizenship. By scaling innovative programs in a way that only higher education systems can, we are building a national movement of colleges and universities that are welcoming to all. Through the power of systems, WES and NASH are expanding career readiness and educational opportunities for individuals across the United States.”



ESTHER BENJAMIN
CEO & Executive Director
World Education Services

“Google is proud to partner with NASH to provide thousands of college students with our Google Career Certificate and AI Essentials programs. Together, we’re equipping students with the job-ready skills they need to thrive in today’s job market and advance their economic potential.”

Grow
with
Google

LISA GEVELBER
Founder
Grow with Google

“We’ve been involved in the last three rounds of NASH Improvement Communities focused on transfer students, and it’s been a game changer for us. The NIC approach puts change in the hands of those closest to the challenges on campus. It’s been amazing to see our offerings and initiatives evolve with a focus on quick, actionable tests that help us learn and adapt. The knowledge we’ve gained from other systems has been invaluable, ensuring we’re contributing to broader solutions that can scale across the country.”

ISAIAH VANCE

Assistant Vice Chancellor for Advising
Texas A&M University System



“NASH provides a vital platform for higher education systems to connect, learn, and advocate for our shared goals. Serving on the Council on Communications and Government Relations and collaborating with fellow NASH members has been an incredibly rewarding experience. This past year, I’ve especially found the conversations on critical issues like the value of higher education, FAFSA challenges and solutions, and pressing campus communication issues vital for our collective success.”

TIFFANY CARPENTER UTSMAN

Vice President for
Communications and Marketing
University of Tennessee System



Our Work

NASH advances our mission through three strategic priorities that serve as the foundation for all we do:

1. Champion the power of public higher education systems to serve as key agents of change in shaping the future of postsecondary education.

NASH creates and shares resources to help operationalize systems' transformative potential, advocates for systems with policymakers and key partners, and serves as a voice for systems in the postsecondary landscape. These efforts advance a greater understanding of systems and their potential to drive large-scale change.

2. Enhance the capacity of public higher education systems to identify and respond to emerging student, community, and state needs.

NASH offers professional development, facilitates NASH Improvement Communities, and provides tailored technical assistance to address sector-wide issues. As a result, system leaders understand how to leverage systemness to advance their goals and have the tools to cultivate a culture of continuous improvement to meet the needs of their students, communities, and states.

3. Foster community amongst NASH members to maximize the impact of public higher education systems.

NASH amplifies the reach of systems, fostering peer networks that serve as a foundation for collective impact. By harnessing our members' range of perspectives and expertise, we tackle shared challenges, exchange best practices, and expand our influence on the postsecondary sector.

HOW DOES NASH MAKE AN IMPACT?

NASH's network of public higher education systems collaborates to improve student outcomes. We do this work through a unique Seed-Test-Scale approach.

SEED

To move the dial on student outcomes, you need to start small. NASH identifies and invests in promising practices proven to work at one institution or system on the road toward lifting them up as examples for potential replication.

TEST

NASH embraces a "fail before scale" approach that encourages institutions to make small policy and practice changes, monitor impact, and hone interventions before investing in time- and resource-intensive pilots or programmatic overhauls.

SCALE

Once a solution has been proven to reliably support student success across contexts, NASH disseminates learnings to take what works to scale to the benefit of students and communities nationwide.

This approach empowers members to implement data-proven interventions, scaling impact across their institutions and the nation. Members gain access to valuable insights, research, and innovative ideas that advance our collective impact.

Throughout this report, we will lift up examples from our current work that demonstrate the impact of our seed-test-scale approach.

Driving Success

NASH is passionate about the public service mission of our members and endeavors to design programs and resources that ensure all learners, regardless of background or zip code, benefit from high-quality educational opportunities.

FACULTY TRAINING

In partnership with the Association of College and University Educators (ACUE), NASH built systems' capacity to improve outcomes for all students by offering training to nearly 1,000 postsecondary faculty and staff on effective teaching practices. Course participants learn tangible strategies for creating classroom environments that foster belonging as well as ensuring that courses, programming, and the campus community are accessible for all.

P-20 CATALYST FUND

NASH recognizes the inherent interdependence between K-12 and postsecondary education -- higher education prepares the teachers who teach the students who come to college, ready or not. In 2024, NASH undertook a project to understand the ways system members partner with K-12 schools, districts, and agencies, which we hope to use as a foundation from which to spread and scale best practices in what we refer to as "P-20 Partnerships." NASH solicited examples of impactful and ongoing P-20 partnerships from across the nation, awarding \$180,000 through a P-20 Catalyst Fund. While the nominated partnerships varied in structure and scale, they revealed priority areas for collaboration: early college high school; career pathways; educator recruitment and preparation; and longitudinal data systems.

STUDENT SUCCESS FRAMEWORK

NASH enhanced its System Student Success Framework and assisted four member systems in applying it to their local contexts. The Framework enables systems to take a holistic approach to student success and ensure their policies and practices are aligned to support increased degree completion, decreased gaps between student groups, and reduced student debt. Using the Framework, the participating systems analyzed their policies and structures around student success, completed action plans, and identified metrics to monitor progress.



COMING IN 2025

ACUE Teaching Partnership: ACUE and NASH have established an official partnership for member systems to benefit from their unique approach to faculty professional development. A recent study on ACUE's faculty professional development programs found that instructors who completed the coursework saw significant improvements in student engagement, higher retention rates, and increased academic performance, demonstrating the tangible impact of evidence-based teaching practices on student success. ACUE's model has proven to improve faculty confidence, decline DFW (drop-fail-withdraw) rates, and be scalable across systems small and large.

P-20 Catalyst Fund Impact Summary: As with the first recently published Impact Summary for the 2024 California-focused Catalyst Fund which highlighted standout initiatives for their innovative approaches and potential to inspire others as models for replication, NASH will publish a second Impact Summary spotlighting its work to advance new ideas in the P-20 partnership space.

Navigating Crises

NASH remains nimble so we can support members in responding to new and urgent challenges. NASH empowers systems to lead through difficult times, marshaling institutions to meet the moment.

FAFSA COMPLETION

Challenges with the new FAFSA rollout created uncertainty for students and families navigating the financial aid process as well as for institutions trying to accurately plan for fall enrollment. NASH stepped up to support systems in ensuring that students and families had the information and resources they needed to pursue college. NASH received a \$150,000 grant to support efforts to increase FAFSA completion. Building on the success of our College Is Worth It campaign, NASH leveraged the reach of influencers including celebrities like Mario Lopez, actor and host of “Access Hollywood” and community college student Gabi Butler of Netflix’s “Cheer.”

SUPPORT FOR NEW AMERICANS

In August 2021, in response to the urgent needs of newly arrived Afghans, NASH launched the Refugee Resettlement Initiative (RRI). The initiative quickly grew to support displaced individuals from around the world, working alongside the U.S. federal and state governments, as well as our valued partners in higher education to create communities of welcome. Over the past 3.5 years, the RRI:

- Collaborated with more than 650 higher education leaders, 250 higher education institutions, and nearly two dozen NASH member systems to create scholarships, continuing education opportunities, temporary housing, and pathways to stability and success for thousands of students and families;
- Partnered with Every Campus a Refuge (ECAR) to deliver “Training of Trainers” to more than 400 individuals across 79 institutions;
- Co-designed and launched innovative statewide programming; and
- Secured \$49 million in public funding to support programs that provide educational and workforce opportunities to new Americans and those on the path to citizenship.

As of February 2025, the RRI has officially concluded its work.

LAUNCHED THE FIRST EDUHUB IN THE UNITED STATES

NASH partnered with the City Colleges of Chicago and the Ukrainian Association of Innovative and Digital Education to establish the United States’ first Educational Hub for Displaced Ukrainians (EduHub) at Wright College, Humboldt Park. The Chicago EduHub is part of the Network of Ukrainian Educational Hubs launched by the Ministry of Education and Science of Ukraine and coordinated by the Association of Innovative and Digital Education. The Network includes more than 70 EduHubs in Europe, the UK, Japan, and Ukraine, offering continuing education, job preparation, and psychosocial support to Ukrainians displaced by the war since February 2022.

COMING IN 2025

TIER: NASH’s new initiative, Training Individuals for Economic Readiness (TIER) supports NASH members in addressing local labor needs by enabling the economic and social integration of new Americans and those on the path to American citizenship. TIER will work directly with systems and states to be responsive to local needs, providing solutions including stakeholder convenings, policy recommendations, continuing education, scholarships, talent development, and technical expertise.

Reinforcing Value

We believe that by reinforcing the message that education is not just a personal achievement but a pivotal investment in the future of our communities, we can create a stronger, more prosperous society for everyone.

AFFORDABILITY

In July of 2024, NASH launched a California-focused Catalyst Fund to identify and uplift initiatives that remove cost as a barrier to higher education. NASH invited institutions within California's three public higher education systems to share promising practices that help students tackle financial hurdles to persistence and success. NASH received 39 responses and ultimately made 32 awards totaling \$220,000. NASH published a report of learnings from the Catalyst Fund, highlighting initiatives in five categories: basic needs support, proactive student support models, reactive student support models, programs for special populations, and reducing time-to-degree.

COLLEGE IS WORTH IT 2

In late 2023 NASH launched College Is Worth It (CIWI), a first-of-its-kind national digital marketing campaign targeted to students and their families with the goal of using data to demonstrate the value of a degree from a public higher education institution. In 2024, CIWI2 is actively showcasing the long-term value of a college degree with an added emphasis on the importance of FAFSA as a key step in making higher education accessible. Backed with funding from the national FAFSA Student Support Strategy, the campaign features young content creators and parent influencers sharing personal stories about how their college experiences shaped their careers, opportunities, and personal growth. Through these authentic narratives, CIWI2 highlights how higher education opens doors to better job prospects, financial stability, and lifelong success. As of late February 2025, the campaign's videos have been played 2.3 million times, generating 81,600 clicks to the CIWI webpage—reinforcing the message that investing in a degree pays off in both the short and long term.



COMING IN 2025

CIWI3 Campaign: Building on the success of CIWI2, the third iteration of NASH's national marketing campaign will again harness the power of influencer marketing to drive a national conversation about the true value of a college degree. This next phase will shift focus beyond FAFSA, centering on personal stories that highlight how higher education transforms lives, opens career opportunities, and leads to long-term financial and personal success. In addition to external funding, NASH member systems will once again have the opportunity to participate in multiple tiers of engagement.

Superconvening: NASH's Superconvening, the premier and only national conference focused entirely on systems of higher education, typically attracts over 200 attendees, including leaders from postsecondary, philanthropy, business, government, and more. The conference theme for 2025 is "Systemness in Action," which showcases proven programs and strategies, data-informed advancements, and the expansion of successful approaches across campuses and regions. NASH is already hard at work planning this gathering for 2026, which will be the fifth-ever Superconvening.

Building Capacity

We are committed to providing resources and support to systems as they seek to optimize systemness and lead student-centered transformation. We aim to create an environment where informed choices lead to measurable success and growth.

METRICS ACADEMIES

Understanding the immense potential that data holds, NASH has made it a priority to enhance systems' ability to make data-informed decisions. In partnership with WestEd, NASH Metrics Academies support the capacity of participating systems to use labor market data to produce actionable insights that enhance the economic mobility of graduates. Two cohorts will participate in quarterly academy sessions in 2025 and 2026 where they will:

- Receive customized labor market and educational data tools;
- Engage with colleagues from their system on topics related to enrollment, completion, student debt, and employment;
- Develop skills in how to find, interpret, and apply labor market information and other data to improve economic mobility; and
- Create action plans using labor market information and the academy insights to improve student outcomes.

The Metrics Academies were designed to directly address the gaps in data and skills identified through work with our members and experts.

COURSE SHARING

Sometimes referred to as cross-registration, course sharing enables students to take courses at another institution while remaining enrolled at their home campus. Course sharing benefits students by providing a workaround for bottleneck courses, expanding course options, providing flexibility in scheduling, and reducing transfer shock. It also helps campuses offer students expanded learning opportunities, accommodate more seats in high-demand courses, and address under-enrollments and staffing constraints. Perhaps most importantly, course sharing is a problem that systems are purpose-built to address.

In 2024, Montana University System, Southern Illinois University System, University of Hawai'i System, and Texas State University

System presented the findings from their participation in NASH's Course Sharing NIC. As a result of their participation in the NIC, three of the four systems began offering course sharing for the first time, and the fourth increased course sharing by 300% between fall 2023 and spring 2024. In addition, NASH awarded \$100,000 to four systems through a Catalyst Fund to support their efforts to replicate the learnings of the NIC participants. Together, these four systems represent 35 campuses and approximately 250,000 students who have the potential to benefit from new course sharing opportunities.

COMING IN 2025

Systems Benchmarking Tool: NASH members frequently request information on peer systems to compare across areas such as organizational structure, student enrollment and outcomes, and system policies. NASH is developing a Systems Benchmarking Tool for comparing and contrasting public higher education systems that will benefit not only members but also education policymakers and stakeholders. Expected in fall 2025, the benchmarking tool will be paired with National Student Clearinghouse data to enable insights related to disaggregated transfer student outcomes, degree completion outcomes, and labor outcomes.

Course Sharing Implementation Guide: In the summer of 2025, NASH will publish an implementation guide that reflects the lessons learned by both the NIC participants and Catalyst Fund awardees. It will include a deeper exploration of how systems and their campuses can effectively adopt strategies that leverage course-sharing to improve learner outcomes. The guide will provide actionable insights for systems seeking to implement or enhance course sharing and address myriad aspects of course sharing, including data, technology, culture, stakeholder engagement, financial aid alignment, revenue sharing, and student and faculty supports.

Advancing Prosperity

By working collaboratively and thinking creatively, we can ensure that our educational institutions are not just places of learning, but also catalysts for growth and development, equipping students with the skills they need to thrive in an ever-changing world.

MICROCREDENTIALS

While critics question the value of traditional college degrees, it is increasingly important that learning experiences and credentials are career-connected and relevant. NASH is proud to be at the forefront of supporting system members in defining and maximizing systems' roles in workforce development. NASH partnered with Google to launch a Microcredentials Community of Practice, bringing together administrators and faculty from 11 systems to receive technical assistance and professional development related to establishing co-curricular and extra-curricular offerings of Google Career Certificates.

Google Career Certificates are online, self-paced programs designed to equip learners with in-demand job skills in fields like data analytics, IT support, project management, UX design, and cybersecurity. These certificates require no prior experience and can be completed in three to six months. Students benefit from earning industry-recognized credentials, access to job placement resources, and connections to a network of over 150 employers committed to hiring graduates.

COLLEGE-IN-PRISON

NASH is partnering with the State University of New York system to better understand the landscape of college-in-prison programs in light of the 2023 reinstatement of Pell grants for incarcerated students. SUNY supports 14 institutions that deliver degree programming inside 23 correctional facilities and serve 1,000 students each year. SUNY and NASH are collaborating on a national research study to better understand how systems of higher education are responding to the return of federal and state public funding to bring educational opportunity programs to incarcerated students.



COMING IN 2025

10,000 Learners Benefit from Microcredentials: The Community of Practice will provide 10,000 learners free access to Google Career Certificates (GCCs) by the end of 2025, preparing them for jobs in fast-growing, high-demand fields: Cybersecurity, Data Analytics, Digital Marketing and E-Commerce, IT Support, Project Management, and UX Design.

College-in-Prison NIC: NASH will apply its improvement science methodology to the college re-entry process for formerly incarcerated individuals, building on the learnings from the landscape analysis.

Systemness in Action: Transfer

According to the National Student Clearinghouse Research Center, around one-third of college students transfer between institutions before completing their degree, and transfer rates continue to increase annually. Public higher education systems are ideally suited to support seamless transfer and to serve as national models for ensuring transfer student success. NASH is committed to supporting systems in improving both policy and practice in the complex landscape of student mobility. Currently, NASH is supporting systems' efforts to streamline transfer in two ways: through our Transfer NASH Improvement Community (NIC) and through the application of artificial intelligence.

TRANSFER STUDENT SUCCESS NIC

Through NASH Improvement Communities (NICs) we apply improvement science methodologies proven to work in healthcare, the military, and other sectors to stubborn policy and process barriers that inhibit progress in the postsecondary sector. To date, NASH has hosted NICs on three topics – completion, course sharing, and transfer – engaging 19 systems, over 50 institutions, and with the potential to scale improvements to over 3 million students. By piloting small changes to policy and practice and closely monitoring outcomes, NIC participants collectively craft a theory of improvement on the selected NIC focus area that can be scaled within and across NASH systems and the nation.

In 2024, NASH completed Series 2 and launched Series 3 of the Transfer Student Success NIC. To date, NIC participants have completed over 350 tests of change, yielding critical insights into effective interventions for improving transfer student outcomes. The Transfer NIC has uncovered several practices that when implemented, reliably lead to improved transfer rates. In fact, participating institutions have seen transfer enrollment increases ranging from 19% to 72% over baseline enrollments after implementing NIC change ideas. Transfer NIC Series 3 is the first to include community college systems, reflecting a critical milestone in expanding partnerships between two- and four-year institutions to enhance transfer student success.



ARTIFICIAL INTELLIGENCE

NASH is revolutionizing transfer student advising by leveraging artificial intelligence to create individualized transfer plans. This shifts the focus from institutional policies to student-centered solutions. In reframing articulation as student-centered, two key gaps emerge.

- First, course equivalency data are essential to mapping transfer pathways, but they are created and maintained via manual review. The sheer volume of course combinations prevents the creation of comprehensive course equivalency data between institutions. For example, identifying equivalent courses at the California Community College System to the University of California system would involve considering approximately 36 million course pairs.
- Second, academic advising is essential to help students navigate transfer pathways across institutions, especially if we are open to the possibility of individualized pathways rather than pre-mapped programs that reduce the burden on institutions while limiting students' options. The students most in need of academic advising have access to the fewest resources. At public two-year institutions, the student-to-advisor ratio is approximately 1,000 to 1, and is undoubtedly growing worse given the resource constraints of the current environment. Now more than ever, there is an urgent need for innovative technology solutions to support academic advisors and the students they serve.

Through a partnership with Dr. Zach Pardos and the Computational Approaches to Human Learning Lab at University of California, Berkeley, a future where students can access individualized transfer pathways is becoming a reality. Our research team has developed new artificial intelligence-based transfer tools that can help advisors develop personalized transfer plans and solve data gaps in course articulations, putting students at the center of policy and practice.



COMING IN 2025

Transfer Student Success Change Packages and Measurement Sets: “Change packages” capture interventions that result in measurable improvement and can be reliably replicated across contexts with a high likelihood of success. NASH will publish transfer change packages that have already been tested iteratively from small to medium scale across varying institutional contexts and are ready to be adopted at institutions and systems across the nation. In addition, each of the Change Ideas will have an accompanying measurement set of high-leverage variables. This measurement set will enable institutions to identify the necessary data points and apply business rules to benchmark baselines and measure improvements over time.

Evaluation of the NIC Model: NASH’s model of improvement science was externally evaluated by WestEd, including observations of the Transfer Student Success and Course Sharing NICs. The results of the evaluation will be published in 2025 and is an important milestone in NASH’s ambition to expand the application of improvement science to additional pressing challenges facing the postsecondary sector.

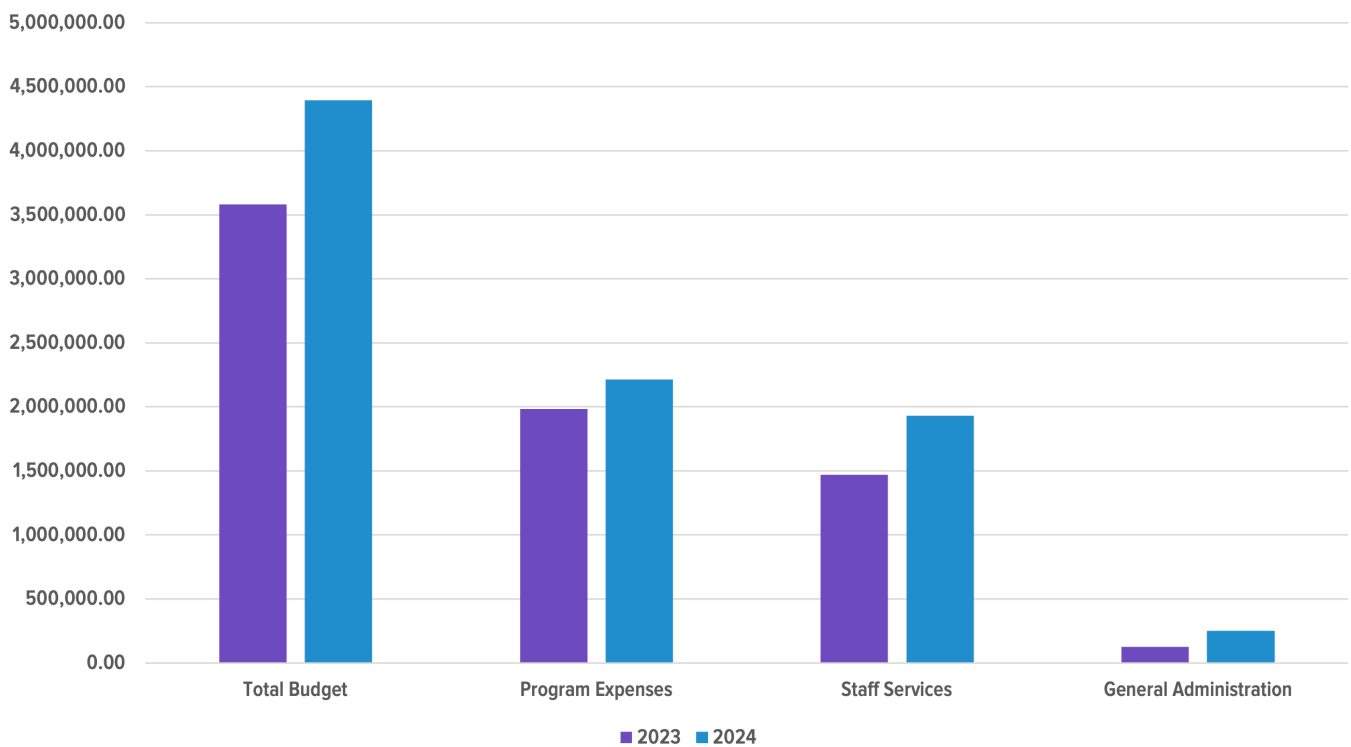
AI Credit Mobility Community of Practice: NASH will launch a community of practice, scaling AI-powered tools to four additional systems and convening cross-functional practitioners to develop and share best practices for maximizing AI to enhance credit mobility.

Financials

When the COVID-19 pandemic forced an immediate transition to remote learning in early 2020, NASH system leaders took time to reflect on the big picture. Over an 18-month period during 2020-21, a group of 100 system leaders supported by five design teams developed a transformation agenda centered on the power of systems to close gaps in student access and college completion and advance prosperity for the nation. Since 2020, NASH's annual budget has grown by 800%, with growing support from our philanthropic and business partners who believe in our work to advance student success at scale.

Thanks to our valued members, funders, and partners, NASH has grown its program offerings substantially. We maintain a lean core staff and rely on expert consultants to deliver high-quality member services, technical assistance, and targeted programming that supports our membership in enabling student success. As we have grown, we've also prioritized organizational sustainability, and now employ six full-time staff responsible for operations and major program areas.

NASH Expenses 2023 vs. 2024



Partners & Supporters

We are grateful to our partners for their role in advancing our work.



Grow with **Google**

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Science
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JOIN TODAY!

NASH is proud to be the only national membership organization dedicated to the unique and critical role of public higher education systems and the distinct opportunities and challenges of system-level administration. Specific benefits to our members include:

Representation on NASH Leadership Councils, which convene system heads, chief academic officers, chief financial officers, student success leads, and communications and government affairs leads quarterly to hear from experts, share best practices, network, and collaborate to solve common challenges;

- Special funding opportunities, for example, through our Catalyst Funds;
- Invitations to join topical NASH Improvement Communities and communities of practice, which provide systems with stipends for staff participation or travel;

- Discounted registration to NASH events and professional development offerings;
- Access to relevant webinars and resources; and
- Tailored offerings like centralized application services through Liaison, faculty development through ACUE, and micro-credentials through Google.

In addition, NASH is proud to offer each member system at least one customized presentation per year. For example, in 2024 NASH presented to governing boards, policymakers, presidents councils, or systemwide workgroups in Arkansas, California, Kentucky, Minnesota, and Pennsylvania in response to member requests.

**LEARN MORE AND
JOIN TODAY**

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