



NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS

Annual Report

2025

Welcome

Public higher education stands at a pivotal moment.

Across the country, systems are navigating demographic shifts, workforce transformation, fiscal pressures, and rapid technological change. Expectations are rising. Students, families, employers, and policymakers are looking to public higher education systems not simply to adapt—but to lead.

We believe this is precisely the moment for systems.

Over the past year, NASH members have demonstrated the power of coordinated action. Systems strengthened transfer pathways and addressed interoperability barriers that slow student progress. They deepened employer partnerships and expanded workforce-aligned credentials. They invested in data and analytics to sharpen strategy and measure results. And through collaborative initiatives, system leaders shared solutions and scaled promising practices across states.

NASH has continued to build the infrastructure that enables this progress. By supporting systems with improvement

science, data strategy, workforce and P–20 partnerships, and solution design, we help move effective ideas from seed to test to scale. Our role is to convene, catalyze, and amplify the efforts of systems so that successful strategies benefit students nationwide.

The progress reflected in this report affirms a central truth: public higher education systems are among the nation’s most effective drivers of affordability and social and economic mobility. When systems act with intention and alignment, they create clearer pathways to completion, expand opportunities for upward mobility, and reduce the financial burden on students and families.

Together with our members and partners, NASH will continue to activate the power of systems, advancing student success at scale and strengthening the communities and economy that depend on it.



A white, cursive handwritten signature of Nancy Zimpher on a blue background.

Nancy Zimpher
President

Proven Performance

NASH BY THE NUMBERS

16M+ STUDENTS

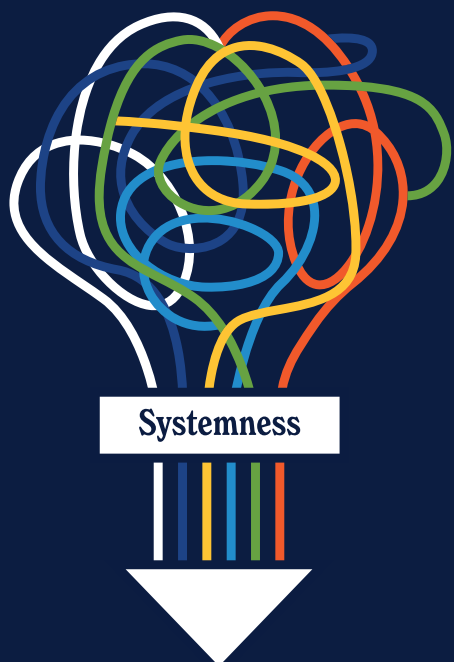
100+ PUBLIC HIGHER ED SYSTEMS ENGAGED

1450+ INSTITUTIONS FROM ALL SECTORS OF POSTSECONDARY EDUCATION

\$700K DEPLOYED THROUGH CATALYST FUND

18M+ INVESTED IN SYSTEMS THROUGH PHILANTHROPIC PARTNERSHIPS

65 SYSTEMS & INSTITUTIONS FUNDED



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.

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.

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.

Governance & Leadership

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Our Goals

NASH seeds, tests, and scales practices that support these three goals and move the dial on student success across the nation.



**Reducing
Student Debt**



**Increasing Degree
Completion**



**Improving
Social Mobility**

2025 Work In Review

In 2025, NASH worked alongside our systems to turn strategy into action, driving progress, scaling solutions, and delivering real results.

Driving Success

Turning strategy into measurable gains for students and systems.

Center for Data & Analytics

COURSEWISE

NASH, with input from our system members and in partnership with the [University of California, Berkeley](#), Equivalence Systems, and multiple public higher education systems, expanded [CourseWise](#), an AI-assisted platform for credit mobility. The momentum is already building, with 120+ campuses now piloting AI-powered credit mobility through CourseWise, signaling strong demand for smarter, more connected systems. In an exciting new development, the platform has already expanded into beta testing with a major new feature: the Transfer Planner.

Center for Postsecondary Improvement NICS

[NASH Improvement Communities](#) (NICs) are central to NASH's work in improvement science, bringing systems and institutions together to solve complex challenges through practical, results-driven cycles. Rather than just discussing problems, over 21 participating systems, over 90 institutions, and more than 400 participants are focusing on testing, refining, and implementing solutions that lead to measurable progress. Through this hands-on approach, systems and campuses build a culture of continuous improvement where real change takes root. The Transfer Student Success NIC and Higher Education in Prison NIC are just the beginning, with many more opportunities ahead to scale what works. The results from the Transfer Student Success NIC are already clear: participating systems are seeing **+57% transfer enrollment growth in Kentucky partnerships**, **+72% at Kutztown**, and **+20% at Texas A&M**, alongside a **22-point increase at UIUC**, powerful proof that small, intentional changes can drive big outcomes.

Strategic Guidance

Equipping system leaders - and the next generation of system leaders - with the insight and tools to lead through complexity.

EXECUTIVE FELLOWS

The [NASH Executive Fellows Program](#), curated for NASH members, builds the leadership capacity of current and rising executives across public higher education systems. This cohort-based program equips current and aspiring system leaders to meet the demands of today's most complex challenges, while leveraging systemness to scale shared goals that serve students, communities, and the nation.



Reinforcing Value

Strengthening the case for higher education through evidence, access, and impact.

PARTNERSHIPS

NASH and [Google](#) are partnering through a multi-year grant to scale industry-recognized microcredentials and AI training across public higher education systems nationwide.

NASH and [Liaison](#) are partnering to support public systems across the nation in supporting access and success by enhancing Liaison's Centralized Application Service (CAS) with NASH Enrollment Intelligence (EI).

NASH is proud to showcase our affiliate partners, including [Coursedog](#), [EdSights](#), [InsideTrack](#), [Mantra Health](#), [OnBoard](#), [Constructive Dialogue Institute](#), [Parchment](#), [ReUp Education](#), [Student Ready Strategies](#), and [World Education Services \(WES\)](#). Together, we champion systemness, innovation, collaboration, and access to ensure a brighter future for students and communities nationwide.

WEBINARS AND LEADERSHIP COUNCIL

NASH is happy to continue collaboration within public higher education through webinars and role-alike Leadership Councils including the System Heads Council, Senior Academic Officers Council (SAOs), Chief Financial/Business Officers Council (in partnership with NACUBO), Council on Student Success, Council on Communications and Government Relations (CGR), the NASH Transfer Network, and the Council on Institutional Research. These are curated to help leaders in the field share best practices, collaborate, and innovate solutions across higher ed.

Building Capacity

Developing the infrastructure and capabilities systems need to scale solutions.

SYSTEMS DASHBOARD

NASH published the [Systems Dashboards](#), a suite of interactive tools designed to help higher education stakeholders transform complex institutional data into actionable, system-level insights for strategic decision-making. Each dashboard provides intuitive, visual access to system-wide trends across key areas, including enrollment, transfer, and human resources. With just a few clicks, system leaders can benchmark data, customize visualizations for strategic discussions, and respond quickly to emerging challenges. Additional dashboards highlighting data on completion, finances, graduation, and trends over time will be released in 2026.

METRICS ACADEMIES

The [Metrics Academies](#), a partnership between NASH and [WestEd's Center for Economic Mobility](#), launched in 2025 to empower faculty and staff to leverage labor market information to inform academic planning, advising, and align degrees with workforce needs at scale. In its first year, more than 60 postsecondary leaders from two systems participated, with four additional systems joining in 2026 including a diverse mix of two- and four-year institutions, rural and urban settings, and both large and small campuses.

COURSE SHARING IN ACTION

The Center for Data & Analytics released [Course Sharing in Action: A Practical Guide for Higher Education Systems](#), a first-of-its-kind resource demonstrating how course sharing enables systems to strengthen student success and advance institutional sustainability through scalable practices.

Advancing Prosperity

Connecting education, workforce, and communities to drive long-term economic mobility.

Workforce Development

TALENT READINESS-NEW ENGLAND

Laid the groundwork for a 7-state effort to connect education and workforce systems designed to reach 250,000 students through aligned, employer-driven pathways.

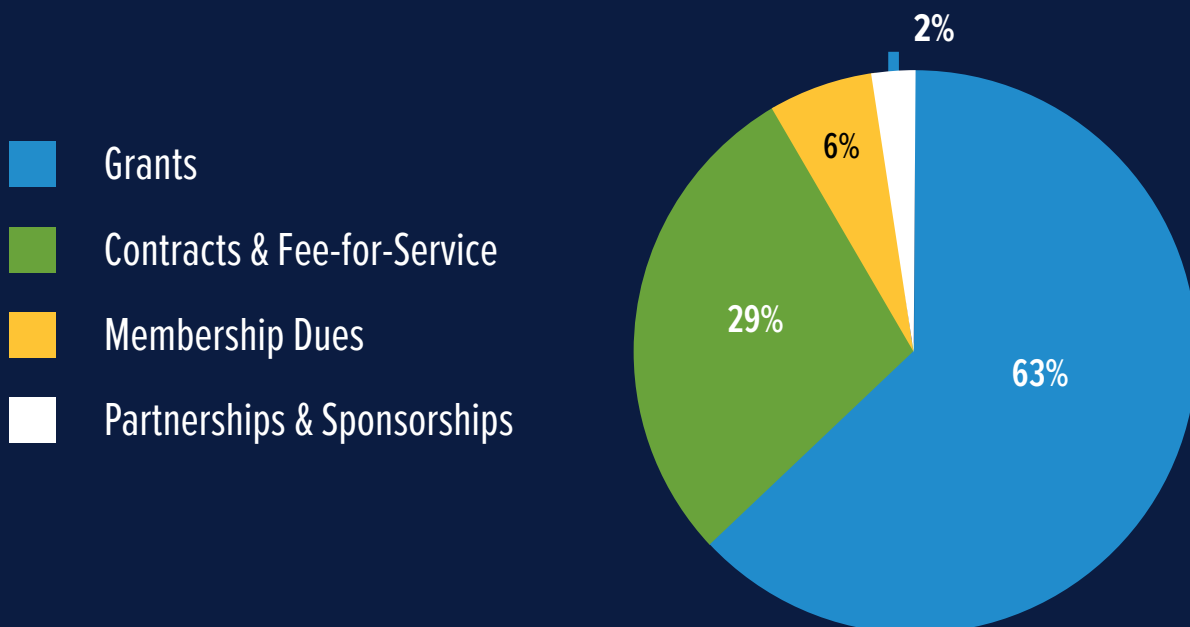


Fiscal Year 2025 Revenue

NASH continues to strengthen both its impact and financial position, supported by a diversified mix of grants, contracts, earned revenue, membership support, and partnerships. Since FY2021, the organization has increased its net assets by more than \$5 million, reflecting expanded program activity and increased operational scale.

NASH directs the majority of its resources toward programmatic work and staff capacity while maintaining a balanced approach to operations and reserves. This supports the long-term sustainability of current initiatives and the ability to invest strategically in advancing student success at scale.

ACTIVITY	TOTAL	% OF TOTAL
Grants	\$3,846,222	63%
Contracts & Fee-for-Service	\$1,757,833	29%
Membership Dues	\$387,505	6%
Partnerships & Sponsorships	\$122,000	2%
Other	\$10,333	0.2%
	\$6,123,893	100%



Partners & Supporters

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



Looking Ahead

NASH is entering its next chapter with a clear purpose: advancing the power of systemness to drive meaningful, large-scale change. As public higher education faces growing complexity and urgency, our work is focused on helping systems move beyond isolated innovation toward coordinated action that can deliver broader, more lasting results.

In the year ahead, we will continue building the infrastructure,

partnerships, and shared strategies that allow systems to learn from one another, act with greater alignment, and scale what works. By strengthening collaboration across institutions and leveraging data to guide action, NASH is helping create the conditions for transformation.

This is where our role is most critical, and where our impact can be greatest. We believe the future of public higher education depends on the ability of systems to act boldly and collectively, and NASH is committed to leading that work so students, communities, and the nation can thrive.



LEARN MORE
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