

AT GEORGIA STATE UNIVERSITY



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A MESSAGE FROM OUR EXECUTIVE DIRECTOR

From the inception of the National Institute for Student Success, the issue of scalability has driven our work. One-on-one attention, seminar-size classes, and teams of professional tutors are great, but they are not realistic solutions to the student-attrition challenges faced by the vast majority of higher-ed institutions. They simply cost too much to scale.

When the NISS began delivering its services to partner schools two-and-a-half years ago, we made a commitment to broadly disseminate evidence-based student-support programs that could be implemented at scale by community colleges, regional publics, HBCUs, and Minority-Serving Institutions—schools that disproportionately enroll our most vulnerable learners and that are chronically underfunded.

In only our third year of operations, the NISS has reached a significant milestone. The NISS has now partnered with institutions collectively enrolling more than one million students. This number includes 292,000 Pell students, 148,000 Black students, and 126,000 Hispanic students. Across our partner colleges and universities, the NISS has engaged 2,000 student-success practitioners—directors, chairs, associate deans, advisors, and other professionals who work in the student-success space on a day-to-day basis. We have presented diagnostic findings and recommendations to 70 college presidents and their cabinets. The reach of the NISS has been broad, and there is a waiting list for our services. Our work has scaled.

Is it having an impact? The seven schools in our first cohort of public universities in Georgia have now completed the NISS Diagnostic and Playbook and had a year to implement Playbook recommendations, most of them with the formal support of NISS coaches. Across the cohort, the average increase in retention rates is 8.8 percentage points—four times the average increase in retention rates nationally over the same period. For Black students at these NISS partner schools, the average gain is 10.8 percentage points. One of the HBCUs in the cohort, Albany State University, increased its retention rate 17.6 percentage points overall, with its retention rate for Black students climbing from 57.9% to 80.3%.

These transformative results are testimony to the effective leadership at our partner institutions and the hard work of the campus practitioners who are implementing a suite of cost-effective, systematic changes to their student supports.

The results are also testimony to another point: What works and what is scalable need not be mutually exclusive.

The NISS is very appreciative of the institutional and philanthropic partnerships that made reaching the one-million-student milestone possible.

Sincerely,

Tim Renick, Ph.D. Executive Director





OUR MISSION

The mission of the NISS is to improve graduation rates and reduce equity gaps nationally by partnering with colleges and universities to identify institutionally created obstacles to degree completion and to implement proven and scalable solutions that allow students from all backgrounds to succeed.

THREE CORE PRINCIPLES GROUNDING THE WORK OF THE NISS



Institutions inadvertently hinder their students' success through policies, practices, and structures that are among the key drivers of student attrition and equity gaps.



Institutions can use data to identify and to understand these institutionally created barriers to completion.



Institutions can deploy data to create more effective systems and produce stronger and more equitable enrollment, retention, and graduation outcomes.



The NISS was formally established three years ago as a non-profit Institute within Georgia State University in response to heightened demand from institutions for help and guidance in **implementing** student success **strategies that increase enrollment and graduation rates**. Before the NISS opened its doors, more than **500 institutions visited Georgia State University** to learn from the practitioners who participated in GSU's years-long effort to design and scale **evidence-based**, **data-driven solutions** to improve student **enrollment**, **retention**, **financial wellness**, and **degree completion**.

For more than a decade, Georgia State pioneered the use of **predictive analytics**, proactive advising tracking systems, Al-enhanced communication platforms, analytics-driven micro-grants, structured careers pathways with block schedules, data-scraping tools, and other innovations that have transformed the field of student success nationally, particularly at public universities with large enrollments and limited resources. Georgia State not only dramatically improved outcomes for minoritized students and eliminated its achievement gaps based on race, ethnicity, and income, but it also demonstrated that these approaches are

67% Increase in the graduation rate at Georgia State **University between** 2010 and 2020

transferable, with partner institutions seeing comparable results when they worked with Georgia State to implement the same evidence-based programs.

Founded on the principle that institutions inadvertently hinder their students' success through policies, practices, and structures that drive student attrition and equity gaps, the NISS was created to disseminate scalable, institutional practices proven to change outcomes for all students,

especially first-generation and Pell-eligible students. With a dedicated team of close to forty full-time professionals, the institute has partnered with more than 70 institutions that collectively enroll one million students. These 70 institutions have embraced the evidence-based model of the NISS. These institutions are making systematic, datainformed changes to student advising, communications, onboarding, financial aid, course scheduling, and other student-support systems. Most exciting, these institutions have realized initial striking improvements in critical student outcomes such as progression and retention rates.

+3500 Increase in degrees awarded annually at Georgia State **University between** 2010 and 2020

Seventy institutions and one million students represent a great start, but there are almost 4,000 colleges and universities in the United States and hundreds of thousands of students who are dropping out of college every year. The NISS's work is only beginning.



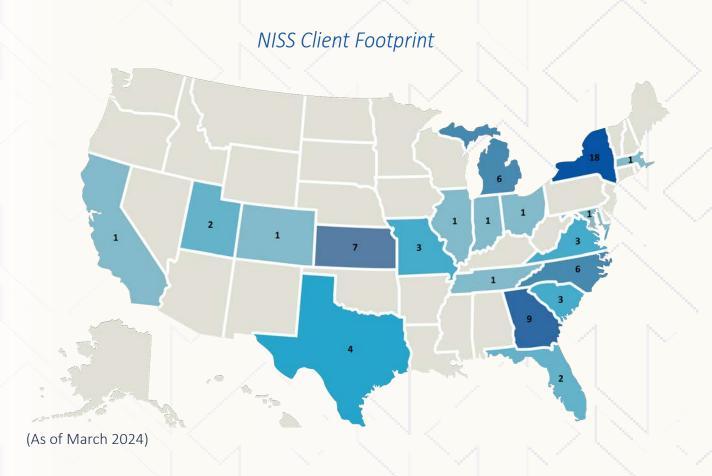
OUR REACH

PARTNER INSTITUTIONS

The NISS began client service offerings in 2022. Since then, the NISS has partnered with over 70 higher ed institutions to improve student success outcomes for more than one million students nationwide. By working with **2,000** campus practitioners across the country to identify barriers to college completion, the NISS has assisted partner institutions in conferring 162,901 degrees. We prioritize working with HBCUs, federally designated Minority Serving Institutions (MSIs), Hispanic Serving Institutions (HSIs), and community colleges—institutions that faced unprecedented enrollment and completion obstacles during the pandemic.

70+
Partner
Institutions
with Collective
Enrollment of

1,007,805



854,800 Undergraduates Enrolled at NISS Partner Institutions (Fall 2021)

129k

151k

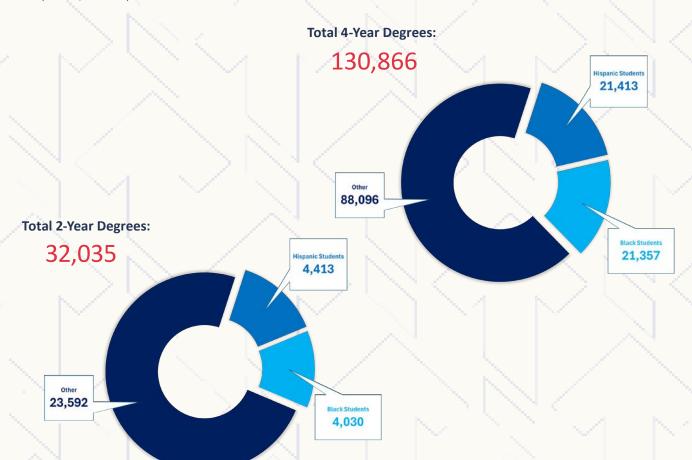
295k

HISPANIC

BLACK

PELL

Total Undergraduate Degrees Awarded by NISS Partners: 162,901 (2022, IPEDS)



NISS PARTNER OUTCOMES

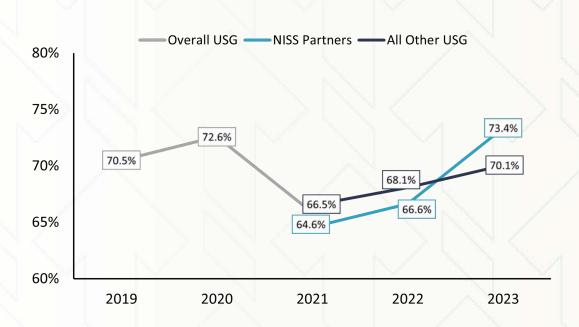
UNIVERSITY SYSTEM OF GEORGIA COHORT

Starting in 2022, the NISS partnered with seven University System of Georgia (USG) institutions to address declining enrollments, decreasing retention rates, and overwhelmed student support systems. Within two years, these partners improved their average first-time freshman retention rates from 64.6% to 73.4%. The 8.8 percentagepoint average increase far outpaces gains seen at the USG institutions that were not part of the NISS cohort. In fact, unlike other USG institutions, the NISS partner schools have reversed the pandemic's devastating

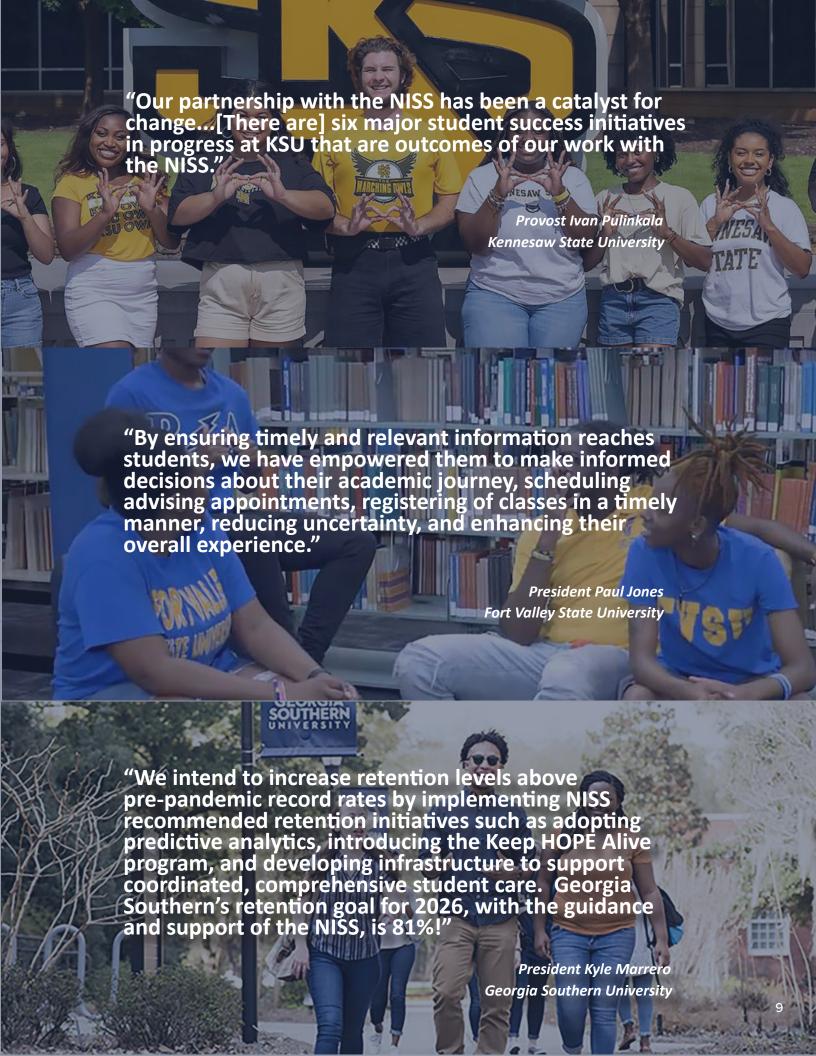
1,259
Additional **Students Retained Among NISS Partners**

impacts on student retention rates and are now retaining their students at higher than pre-pandemic levels.

USG Freshman Retention Rates



Note: Retention rates reflect average retention rates; revenue estimates assume \$6K/student per year



All seven USG institutions in the cohort engaged in a 5-month-long NISS Diagnostic process that included an analysis of ten years of data, a deep dive into

institutional outcomes, benchmarking of key performance indicators against peer institutions, in-depth interviews with dozens of campus stakeholders, and a 90-minute presentation of findings to the president and cabinet. The Diagnostic process also provided each institution with a Playbook—a customized set of recommendations with a detailed plan for implementation. Campuses then received implementation support from the NISS

Average
Retention Rate
Increase Among
NISS Partners

through such resources as the NISS Accelerator, intensive coaching, site visits, instructional modules, workshops with subject matter experts, and Acceleration Grants.

After two years, all seven USG partner institutions have seen improvements in retention rates that far outpace national averages for the same period. Albany State University, the largest HBCU in Georgia, and Valdosta State University, a regional public university, saw the largest increases in **freshman retention rates**: **17.6** points and **13.3** points, respectively. It should be noted that these partner institutions also started with the lowest retention rates and, therefore, had more growth potential.

The NISS worked with each institution on improving its student-support systems for **all** of its students by resolving systemic barriers in areas such as registration, onboarding, advising, course bottlenecks, and financial aid. While the work led

to improvements benefitting all students, the removal of these institutional barriers had the greatest positive impact on students who were struggling the most before the NISS engagement. While retention rates improved by an average of 8.8 percentage points overall, they improved by an average of 10.8 points for Black students and 12.7 points for Hispanic students. At Albany State University, retention rates for Black students increased from 57.9% to 80.8%, an incredible 22.4-point increase.

10.8 & 12.7 pp
Average
Retention Rate
Increase for Black and
Hispanic Students,
respectively,
Among
NISS Partners

These transformative gains are testimony to the hard work of campus teams and leadership at each of the seven institutions. The increases also show that significant improvements in student outcomes can be accomplished over a relatively short period of time. We fully expect that these initial gains seen by NISS partners will grow in the years ahead as the re-tooled student-support systems mature, are refined, and are scaled across the entire study bodies.

Outcomes by Partner Institutions

Institution	2021 Fall Retention	2022 Fall Retention	2023 Fall Retention	Percentage Point (pp) Increase (2021 to 2023)
Albany State University	59.2%	61.9%	76.8%	+17.6pp
Fort Valley State University	64.9%	65.5%	71.2%	+6.3pp
Georgia Southern University	71.2%	71.4%	76.3%	+5.1pp
Kennesaw State University	72.7%	73.3%	78.0%	+5.3pp
Savannah State University	63.2%	64.6%	69.3%	+6.1pp
University of West Georgia	67.4%	71.4%	75.3%	+7.9pp
Valdosta State University	53.4%	58.3%	66.7%	+13.3pp
		N.		
Non-Partners*	64.6%	66.6%	73.4%	+8.8pp
Non-Partners	66.5%	68.1%	70.1%	+3.6pp

^{*}Source: 2019-2020, IPEDS; 2021-2023, USG By the Numbers Retention Rate Reports

Retention Rate Increases by Demographic

Student Population	Non-NISS Partner Avg. Retention Increase	NISS Partner Avg. Retention Increase
Black Students	+2.7pp	+10.8pp
Hispanic Students	+6.3pp	+12.7pp
White Students	+3.7pp	+4.7pp
Overall	+3.6pp	+8.8pp

OUTCOMES FOR IMPLEMENTATION PARTNERS

Early data show that the implementation coaching, access to subject matter experts, and participation in workshops and learning modules are having a measurable impact on elevating student success on our client campuses.

25

Implementation Support Modules with

215 Practitioners Enrolled



4%

Growth in Student
Credit Hour Intensity
at Kennesaw State
University

6
New MetaMajors at College
of Charleston





\$10 Million+

in Funding for Partner Institutions



One-year
Increase in Fall
Enrollment at₁₂
Fort Valley State
University

6.3%

27-99%

Increase in Engagement with Advising at Georgia Southern University





OUR APPROACH

The NISS works to (1) help our partner institutions make scalable, sustainable changes to student-support systems and (2) improve the skill sets of student-success professionals nationally. We achieve these goals through a targeted set of strategies.

OPEN-ACCESS LEARNING



Accelerator Courses Practitioners at the initial stages of student success programming or those looking for a self-help approach to the issues they face on their campuses can access our free NISS Accelerator Learning Portal. This portal connects practitioners to 35 courses designed to provide an overview and a quick-start-guide to each of our student success solution areas. More than 250 practitioners from 139 institutions have registered for the Accelerator in the past year. Our most popular courses are in the areas of Proactive Advising, First Year Support, Financial Wellness, and Career-oriented Learning.

FEE-BASED CLIENT SUPPORT SERVICES

Institutions ready to engage with our team more formally start with the NISS Diagnostic and Playbook, a five-month engagement that includes weekly meetings with NISS coaches, analysis of institutional data, benchmarking of key performance indicators against peers, and surveys and interviews of campus leadership and practitioners—all culminating in a Playbook. The Playbook provides partner institutions with a customized set of recommendations designed to bring about measurable change, and the plan is delivered to campus leadership both in a written report and during a 90-minute presentation to the president and cabinet.



70+ Playbooks Completed

For institutions wanting sustained support in putting Playbook recommendations into action, the NISS offers Implementation Support. This one- to three-year engagement empowers partners to efficiently and effectively implement key recommendations from the Playbook through scoping sessions, project mapping, site visits, regular meetings with NISS coaches, and workshops with NISS Subject Matter Experts. We currently work with **35 implementation support clients**.

NISS fee-based client support services allows us to meet clients wherever they are in the process of building (or reimagining) their student success goals. Our team stands ready to help institutions address challenges with enrollments, retention, graduation rates, and equity gaps.

LEADING WITH EXPERIENCE

The NISS elevates student success nationwide through sustained collaboration with campus leaders. Our approach to this work is unique in that it is one-hundred percent practitioner-led. NISS clients are paired with coaches and professionals with know-how in the student success sub-fields critical to driving improved student outcomes. Through workshops, webinars, online courses, and coaching meetings led by our staff and subject matter experts, NISS clients have access to years of practical expertise grounded in realworld experiences that have produced transformative change.



Subject Matter **Experts**

PIPELINE FOR FUTURE LEADERS



Fellows

The NISS is also focused on training the next generation of student success leaders. The NISS Fellowship Program provides in-house, intense training to early-career professionals focused on advancing student success leadership in higher education. As project directors, NISS Fellows work at the NISS fulltime for a year or more, providing guidance, vision, and applied learning to a variety of initiatives. The fellows also develop meaningful professional relationships with NISS subject matter experts and hone their leadership skills through intentional professional development and mentoring.

In addition to the NISS Fellowship Program, the NISS Graduate Student Pipeline invites students at the graduate level to work alongside members of the NISS coaching, research, and educational programs teams to enrich their graduate studies with hands-on student success leadership training. When these students complete their graduate degrees, they carry with them into their professional careers the NISS mission and its focus on evidence-based student support innovation.



Graduate **Students**

CONTRIBUTING TO THE NATIONAL CONVERSATION

The NISS Incubator team generates new research critical to advancing the field of student success nationally. Team members incubate new innovations at both Georgia State University and NISS partner campuses. They present their findings at national conferences and in leading publications. The team's research not only shapes the national conversation on student success, it helps to ensure that NISS client support services continue to be grounded in the most current findings from the field.



Ben Brandon and Dr. Jessica Rowland-Williams attended the U.S. Department of Education's Raising the Bar Summit, where Ben led a session on "Leveraging Data and Technology for Equitable Advising."



At the ASU/GSV Summit in San Diego, CA, Dr. Tim Renick discussed Georgia State's groundbreaking work with the ChatBot and its impact on student success.

ChatBots for Academic Success

breaking chatbot that supports student matriculation through datainformed, proactive outreach. This chatbot sends direct text messages
to students about critical tasks that they must navigate in order to
remain in good standing. Through a 2023 research partnership with
Dr. Lindsay Page, the Annenberg Associate Professor of Education
Policy at Brown University, we found evidence that the chatbot is
an effective strategy in significantly increasing students' grades and
reducing the likelihood that students drop a course. 92% of
students surveyed report they would recommend expanding the
use of the course chatbot to other classes at GSU. Read Dr. Page's
article "Let's Chat: Leveraging Chatbot Outreach for Improved Course
Performance."

The TEACH ME project aims to build upon the success of GSU's chatbot by scaling and evaluating the use of AI-enhanced classroom chatbots as an academic support tool in gateway math and English courses. The four-year project will touch the lives of more than 20,000 students through partnerships with three institutions: Morgan State University, an HBCU, University of Central Florida, a Hispanic Serving Institution, and Georgia State University, a Minority Serving Institution. The project is funded by a competitive \$7.6M grant from the U.S. Department of Education.



TEACH ME



Emergency Micro-grants

The Panther Retention Grant (PRG) program at Georgia State University is one of the nation's first and largest completion grant programs. The 2022 research report "Understanding the Impacts of Emergency MicroGrants on Student Success" is the first comprehensive analysis examining the causal impacts of PRG on student outcomes and institutional finances, and highlighting outcomes for Pell recipients and students from underrepresented racial and ethnic minority groups. The study finds that Panther Retention Grants significantly increase the recipient's likelihood of graduating, reduce students' time to degree, and decrease the amount of debt incurred post-receipt by an average of \$3,700.

The Monitoring Advising Analytics to Promote Success (MAAPS) project is a randomized controlled trial designed to validate the effectiveness of intensive, proactive, and technology-enhanced academic advisement for underserved student populations. The study includes over 10,000 low-income and first-generation students enrolled at 11 public universities nationwide to address barriers to college persistence and completion. At Georgia State University, Ithaka S+R, the independent evaluator, found that students receiving this intervention graduated at a 7 percentage point higher rate than their peers. Black students graduated at a 15 percentage point higher rate, had a GPA of .22 points higher, accumulated 12 more credit hours, and achieved a persistence rate of 12 percentage points higher than their peers. The report "MAAPS Advising Experiment" details the findings.



MAAPS



WHAT OUR CAMPUS PARTNERS

HAVE TO SAY

STRONG POSITIVE FEEDBACK FROM NISS PARTNERS

The NISS values feedback from clients to help us improve upon the services we offer. We have engaged in collaborative conversations with more than 2,000 practitioners from our partner institutions, including project leads and campus leaders. This opens a dialogue that allows us to survey clients about our work with them, whether they are self-directing through the Accelerator platform, implementing recommended actions after the Diagnostic and Playbook (D&P) process, or engaging with purpose-built Implementation Support modules. We continually seek to understand the ways in which our services are helpful as well as how we can increase our effectiveness.





Clients gave an average 4.5 star rating to the quality and effectiveness of our implementation



92%
of D&P clients
reported
satisfaction with
coaching team

94%

of D&P clients stated that they were satisfied with NISS deliverables



92%

of D&P clients stated that they were likely to recommend NISS services to other institutions 98%

Campus visit attendees were satisfied with the event





97%

of D&P clients were satisfied with their engagement with the NISS

CLIENT TESTIMONIALS



Well-coordinated process overall that produces illuminating findings

"The NISS process provided us the extra voice we needed to finally advance some key changes on our campus."

Diagnostic and Playbook findings are data-driven and thorough

"The frequent/weekly meetings to discuss data and the evolution of the diagnostic analysis were very helpful."





The process fosters collaboration and thoughtful introspection

"The information we received in our playbook was right on track. This confirmed what we believed we needed to focus on and provided us with resources."

NISS staff are professional, thoughtful, and collaborative

"Engagement allowed stronger collaboration internally with clarification and crucial conversations within the institution."





The deliverable provides a clear, tailored, measurable path forward

"The NISS team was extremely professional in all our interactions, and they were very thoughtful and deliberative to listen to us and create recommendations based on our unique conversations."



NISS CAMPUS VISIT DAYS

Many of our institutional partnerships begin at a NISS Campus Visit Day. Our Campus Visit Days introduce higher education professionals from across the country to NISS methodology, approaches, and strategies to student success. These in-person, full-day convenings on the campus of Georgia State University connect practitioners from other institutions with student success professionals from across GSU to discuss lessons learned on their journey to improve student success through using data and analytics. At the end of these visit days, attendees leave with a breadth of knowledge about data and innovative practices and are also motivated to spur systemic shifts for student success at their home institutions.



Campus Visit Days
Hosting
106 Visitors

Dr. Allison Calhoun-Brown's presentation on academic advising explores how and why fostering a data-driven culture for student success requires a strategic and deliberate approach. Improving academic advising systems and processes through the use of predictive analytics and proactive interventions has been crucial to Georgia State's progress in retention and graduation. By emphasizing the importance of professional advising and personalized student attention, the presentation illuminates how institutions can decrease time-to-degree and better support their students throughout their academic journeys.



Scott Burke and Lindsey Fifield present research about Georgia State University's ground-breaking work leveraging Artificial Intelligence Chatbots for student success. Chatbot messages help students navigate college life by sending timely reminders, relevant information about enrollment tasks, survey prompts, and instant answers to students' questions around the clock.



CLIENT SITE VISITS

Our Coaching team travels to campuses engaged in NISS Implementation Support services to meet with project teams, institutional leaders, students, and other campus stakeholders. Over the past year, NISS teams have visited seventeen campuses across eight states.

"Washtenaw Community College's partnership with the Detroit Drives Degrees Community College Collaborative (D3C3) has provided the opportunity to work with NISS. The members of the NISS team who visited WCC, facilitated conversations with our advising team allowing our leadership team to hear previously unshared concerns. The insights provided to our team during the visit were invaluable as WCC reimagines the advising experience for students with proven NISS strategies."

Clarence Jennings Jr.
Vice President of Student Services
Washtenaw Community College





"Working with the NISS site visit team was incredibly affirming. Being able to bounce ideas and receive feedback from colleagues with varying perspectives was key to our change process and provided an additional layer of insight that only comes from an outside perspective."

Jennifer C. Markin, Ed.S.
Interim Director of Academic Advising
Coordinator of Improvement and Effectiveness
Henry Ford College

"Partnering with NISS has been a catalyst for our institution to build goaloriented teams around our key areas of improvement for student success. The resources they provided have been excellent material to educate our campus partners with and use as a tool to bridge disparate parts of campus around a centralized goal. Having NISS visit our campus was in fact a celebration! Not only that we were selected for the Acceleration Grant, but also to celebrate the progress we had made and the potential that our future partnership with the NISS held. Our campus was thrilled to host

the team and share the work we had done and planned to do with their

support."

Amy Salazar, Ed.D.
Associate Vice Provost
Sam Houston State University





THE NISS

TEAM

Leadership

Tim Renick, PhD

Founding Executive Director

Benjamin Brandon

Senior Director, Student Success Analytics

Angela Christie, PhD

Senior Director, Educational Programs

Jessica Rowland-Williams, PhD

Senior Director, Client Services Delivery

Client Service Delivery

Matthew Dischinger, PhD

Assistant Director, Client Service Delivery

Sadé Tramble

Assistant Director, Client Service Delivery

Briana Dayton

Senior Program Advisor

Quiana Gordon

Senior Program Advisor

Stefanie Wright

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Engrid Roy, EdD

Program Advisor

Abigail Ruth, PhD

Program Advisor

Iris Trejo Valencia

Program Advisor

Educational Programs

Julie Fowkes

Associate Director, Educational Programs

Caroline King

Lead Educational Technology Specialist

Tanya Stuhr

Lead Educational Technology Specialist

Arnecia Watson

Lead Educational Technology Specialist

Dionne Clark

Project Director: NISS Fellow

Genesis Thigpen

Project Director: NISS Fellow

Operations

Darryl Stephens

Grants Manager

Sandra Bethea

Grants Officer

Destiny Boyd

Business Manager

Kidist Daniel

Administrative Specialist

Christina Woodward

Human Resources Administration

Research & Analytics

Priscilla Bell, PhD

Associate Director, NISS Incubator

Tim Fulton, PhD

Senior Data Analyst

Monique Farone

Data Analyst

Aditi Kar

Data Analyst

Raj Kiran Katru

Data Analyst

Lindsey Fifield

Project Director

Postsecondary Student Success Grants

Emily Buis

Program Coordinator

Postsecondary Student Success Grants



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Jessica Rowland-Williams

Sr. Director, Client Services National Institute for Student Success

Through the hard work and efforts of our team, the guidance of our board of directors, and the generous support of our funders, the NISS is able to serve our partner institutions and develop innovative programs that elevate student success at scale.

ISS NATIONAL INSTITUTE FOR STUDENT SUCCESS

ELEVATING STUDENT SUCCESS AT SCALE

OUR FUNDERS

We owe immense gratitude to our funders for making the work of the NISS possible. Through their generous support, the NISS has formed partnerships with dozens of institutions across the nation, increased student access to resources and innovative tools, fostered student engagement and better retention rates, and scaled data-driven strategies to decrease dropout rates. In addition, through the NISS Acceleration Grant program, which is entirely funded by philanthropy, the NISS has awarded more than \$5.3 million dollars directly to our partners to help them implement the recommendations identified in their Playbooks. Thanks to the generous support of our funders, the NISS will soon have a new home in the former Southern Bell Telephone Company Building. The historic building is located on Auburn Avenue in downtown Atlanta at the entrance to the Martin Luther King Jr. National Park Service Historical District. The building, which is currently being renovated, is expected to open in 2025.

Anonymous Funder	Hecksner Foundation
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Greater Share



