



Moon Shot for Equity: Fall 2023 Convening

East Tennessee State University

September 19, 2023

- 1 Moon Shot: Year in Review
- 2 Coordinate Care
- 3 Hold Reform
- 4 Microgrants
- 5 Transfer Student Experience

Meet Your Team



Linda Marchlewski

ETSU Lead Moon Shot Consultant

lmarchlewski@eab.com



Terri Houston

Moon Shot Principal Consultant

thouston@eab.com



Rich Staley

Moon Shot Executive Sponsor

rstaley@eab.com

College Greenlight



Wenie Lado

Senior Success Manager

Navigate



Aaron Rutledge

Strategic Leader

Research



Kimpton Farren

Strategic Leader

EAB – On a Mission Together for Greater Student Success and Equity



A **transformational partnership** to improve student outcomes and close equity gaps across race, gender, financial status, and others through:

- Increasing Degrees Conferred
- Reducing Time and Cost to Degree
- Improving Social Mobility for Graduates

Erasing Equity Gaps Demands Scale



III. Scalars accept the challenge to **act on these ideas nationwide**



II. Incubators funded research to **prove out ideas**



I. Innovators and risk takers **pioneered inspiring ideas**



Four Areas | 15 Best Practices

Moon Shot for Equity

Leadership

- Change management
- Equity Mindedness Leadership Development
- Campus climate assessments

Access and Enrollment

- Community-based recruitment and partnerships
- Adult student re-enrollment

Academic Policy and Practice

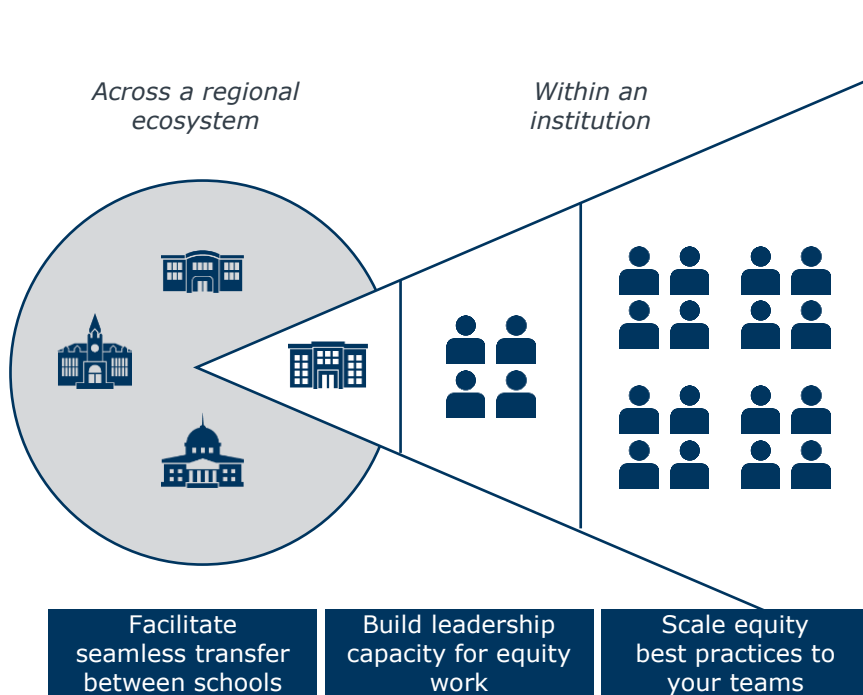
- Hold reform
- Microgrants
- Math pathways
- Developmental course reform
- Academic maps
- Meta majors
- Transfer pathways

Student Support

- Foster Student Belonging
- Proactive academic advising
- Coordinated Care Network

Creating Your Scale On Campus

How to Scale Capacity For Closing Equity Gaps Across an Entire Region



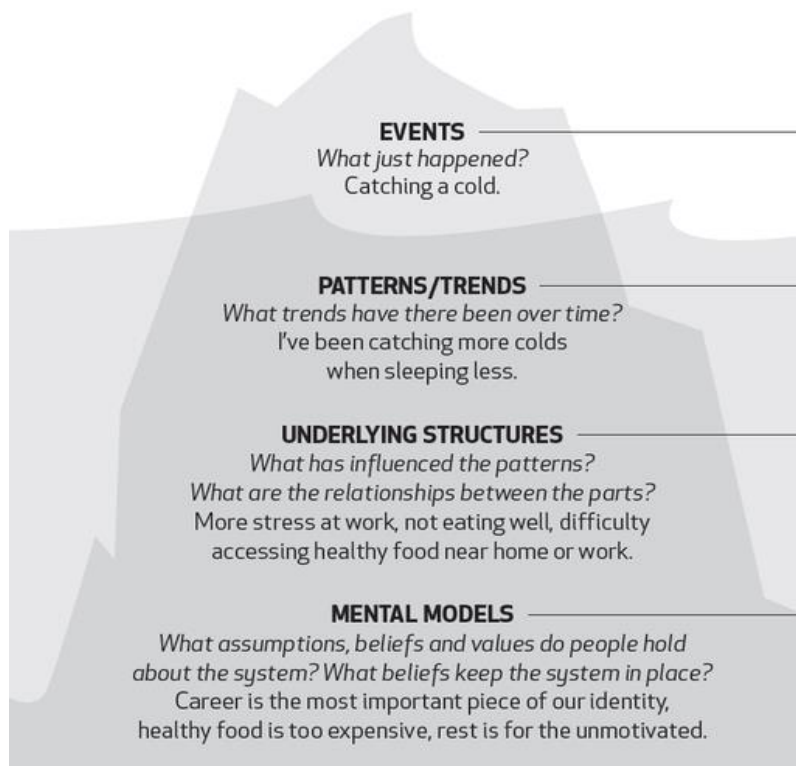
What Does EAB Provide?

- **Practice Expertise**
Support teams with the playbooks and tools they need to successfully implement the practices
- **Equity Focus**
Help institution and leaders view challenges and historical decisions with an equity lens
- **Change Coaching**
Educate and empower your leaders and teams to install best practices
- **Technology Enabled**
Implement the tools and visibility into data needed to achieve scale on the front lines
- **Learning Together**
Create the communities to learn, discover and gather support from exemplars and other Moon Shot institutions

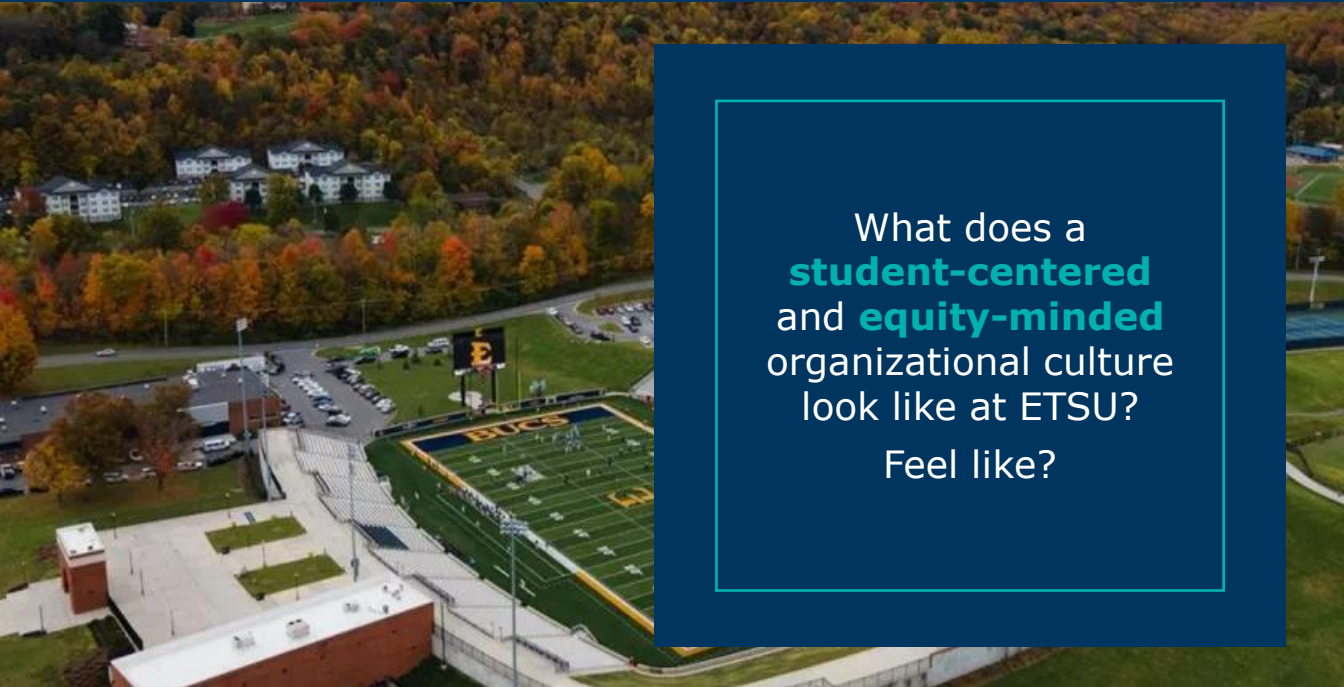
Initiatives vs. Transformations



Systems Thinking Tool: The Iceberg



What transformation are we seeking?



What does a
student-centered
and **equity-minded**
organizational culture
look like at ETSU?
Feel like?

From Student Deficits to Institutional Barriers



A Sampling of How to Shift Toward Greater Equity Mindedness



A Student Deficit Approach

Campus Leadership Mindset

Equity-Minded Introspection



The Easier Questions...

- Why are students so unprepared for our courses?
- Why don't students respond to our messages and outreach?
- Is this student willing to prioritize their education above their other responsibilities and needs?
- Are some student groups always going to persist and graduate at lower rates than others?



...but Not the Right Ones

- Are we providing engaging learning opportunities and academic support?
- Does our outreach match student preferences and build trust?
- How does our culture and infrastructure make a student want to prioritize their education?
- Which policies and practices disproportionately make some students feel less welcome and supported on campus?

Targeted Universalism (john a. powell)



**Establish
Universal Goal**



⋮

**Assess Overall
Performance**

**Disaggregate
Data**



⋮

Assess Structures

**Implement
Targeted
Strategies**



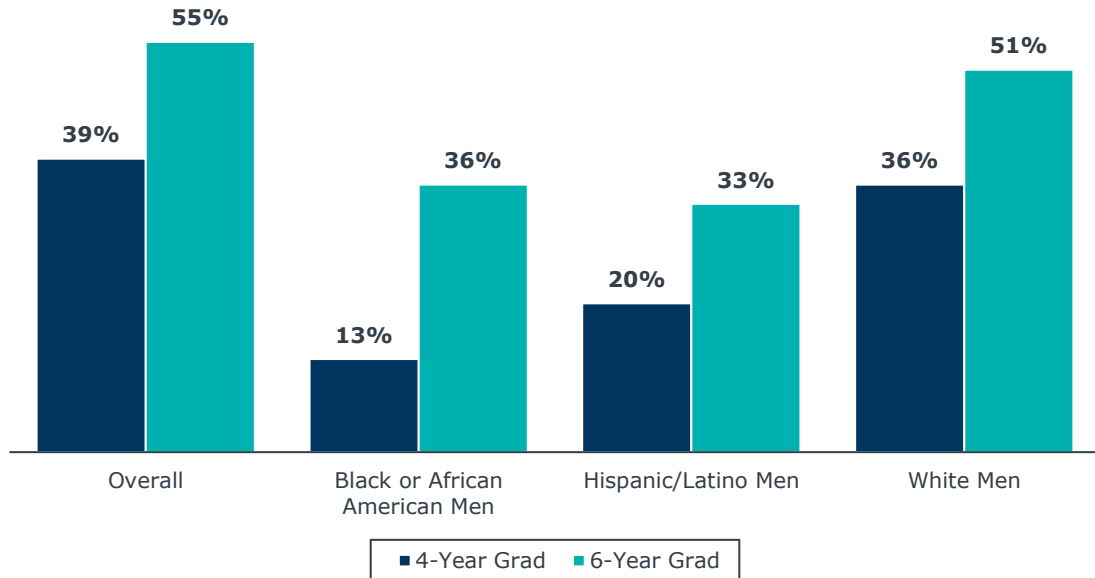
Fostering Student Sense of Belonging



ETSU Moon Shot Convening (March 2023)

ETSU Student Graduation Rate

Fall 2016 Cohort



Building a Sense of Belonging for Black and Latino Men

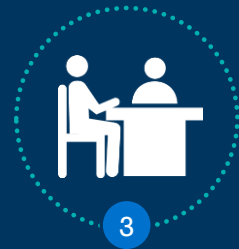
3 Existing Relationships to Maximize for Student Success



Relationships with **peers**



Relationships with **families**



Relationships with **mentors**



Moon Shot Baseline Data

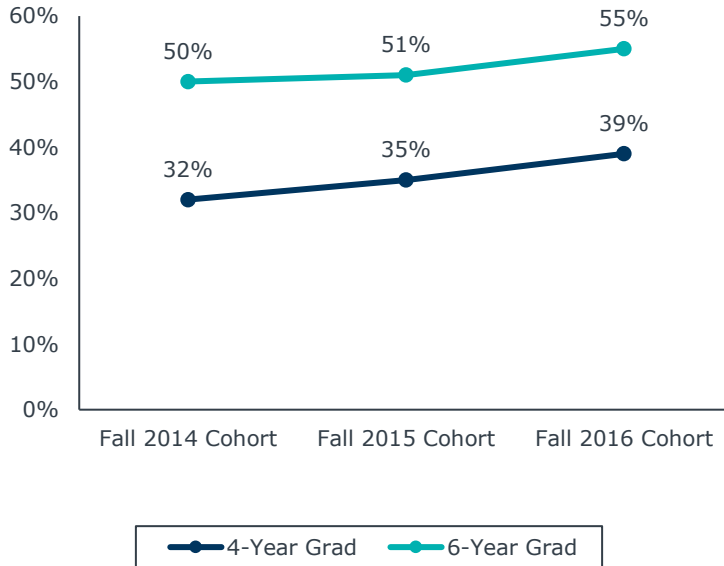
Fall 2022 Student Outcomes and Equity Gaps



ETSU Graduation Rates



Seeing Consistent Overall Gains



And Major Progress Compared to Fall 2010 Cohort

19%

Increase in 4 Year Graduation Rate

15%

Increase in 6 Year Graduation Rate



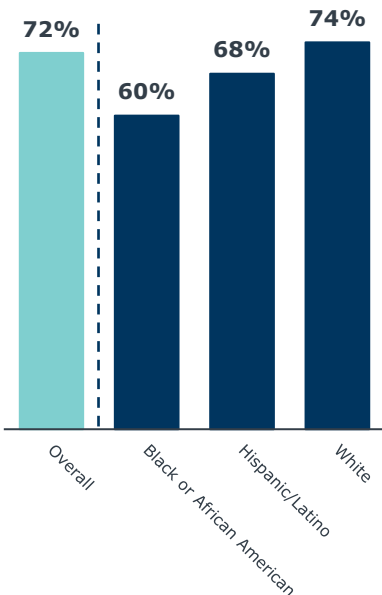
ETSU Student Outcomes



By Race/Ethnicity

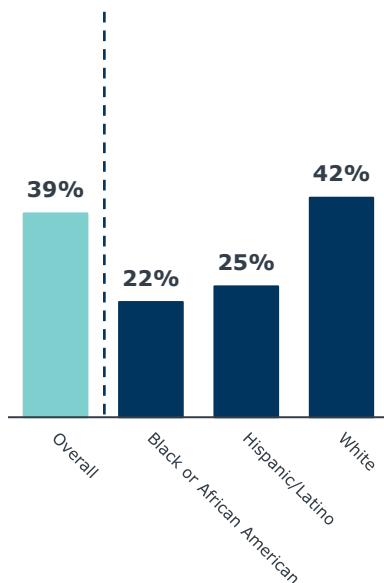
Retention

Fall 2021 Cohort



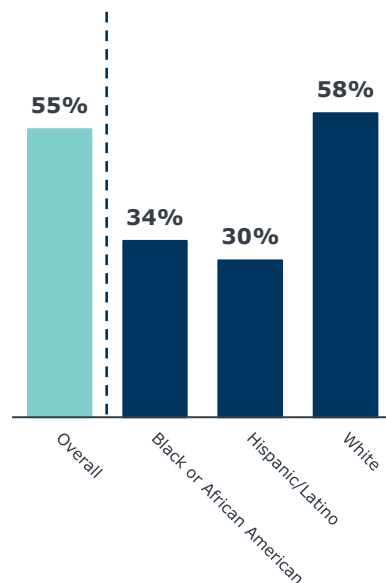
4-Year Graduation

Fall 2018 Cohort



6-Year Graduation

Fall 2016 Cohort



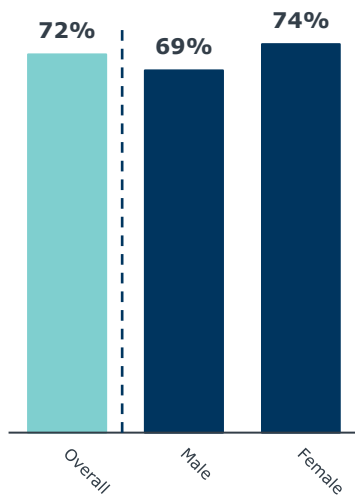
ETSU Student Outcomes



By Gender

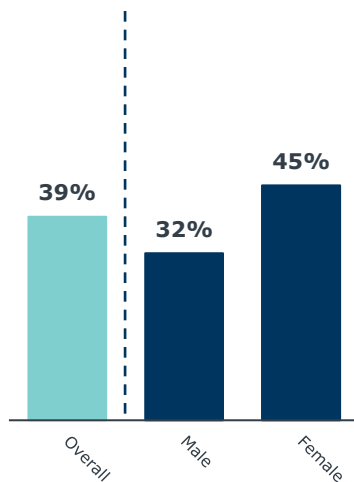
Retention

Fall 2021 Cohort



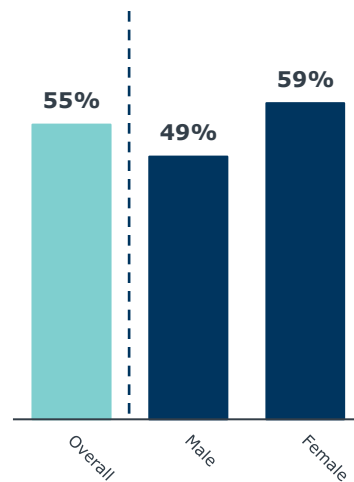
4-Year Graduation

Fall 2018 Cohort



6-Year Graduation

Fall 2016 Cohort



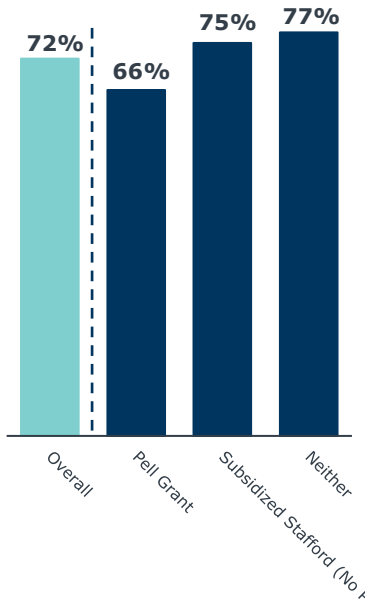
ETSU Student Outcomes



By Financial Status

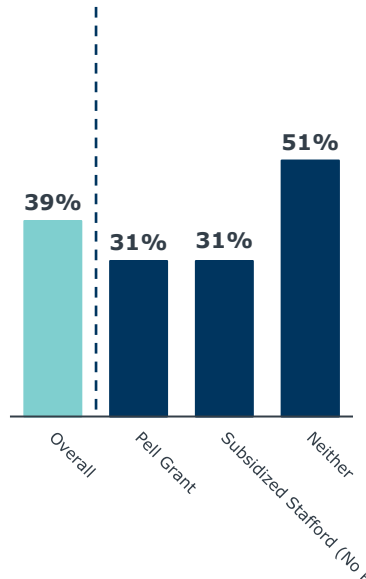
Retention

Fall 2021 Cohort



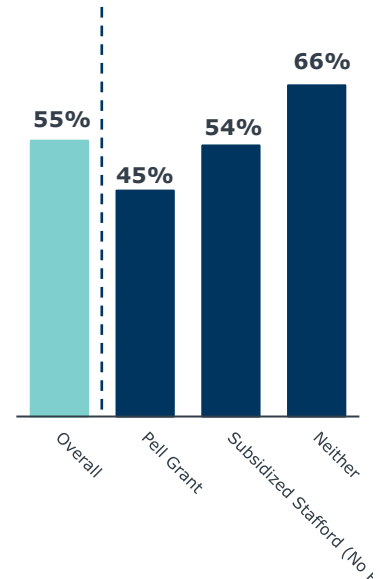
4-Year Graduation

Fall 2018 Cohort



6-Year Graduation

Fall 2016 Cohort



Moon Shot: Year in Review



Moon Shot Launch

- Executive Kickoff Summit (Aug 22)
- Steering Committee formed (Aug 22)
- Diagnostics (Sep 22)
- Tier 1 Practices selected (Oct 22)
- Team members selected (Dec 2022)

Fall 2022



Team Launch

- Best Practice Leadership Institute (Jan 6)
- USC sessions begin
- Team launch (Feb 23)
- Navigate Student launch (Feb 23)
- Moon Shot convening (Mar 23)

Spring 2023



Moving to Action

- Team inquiry
- Best Practice Team Recommendations (Today)
- **Next:** Implementation

Fall 2023





Fall 2023 Actions



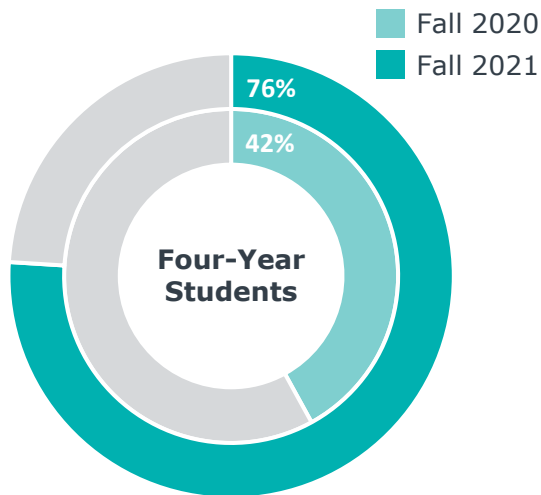
Student Mental Health and Well-Being



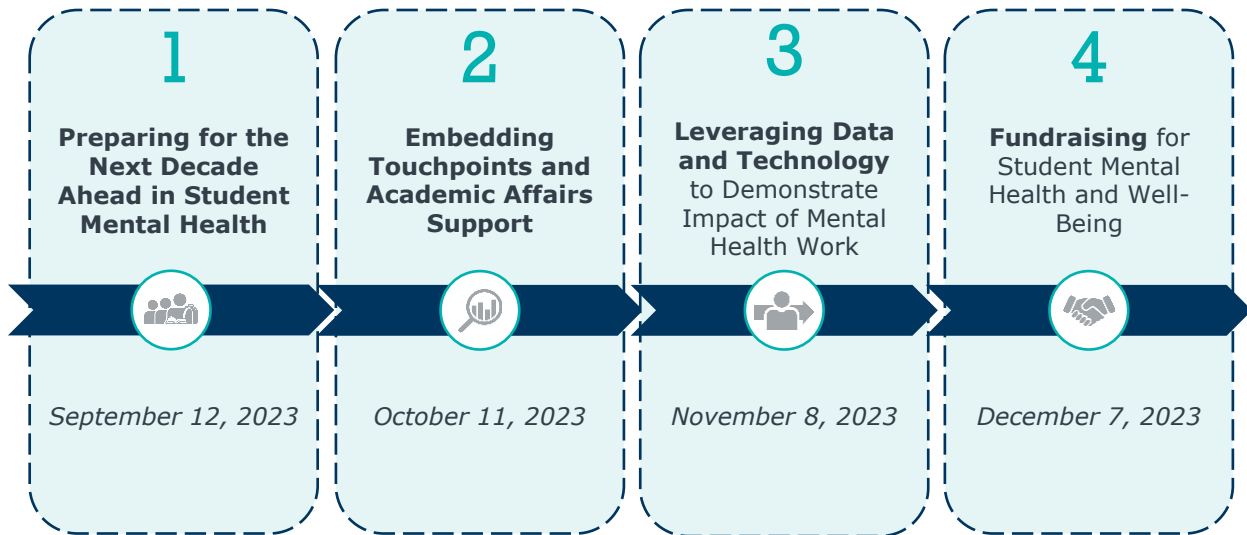
A Growing Threat to Retention

In the past 6 months, have you considered stopping-out due to emotional stress?

Gallup/Lumina Survey



Mental Health and Wellbeing Collaborative



Fall 2023 Moon Shot Cohort Participants:

Alison Davis, Director of Counseling

Michelle Byrd, Dean of Students

Fall 2023: Access ETSU Data

Examine Student Outcomes and Equity Gaps by Cohort

Cohort

Fall 2016

Gender

All

Race/Ethnicity

All

Status

All

College

All

Department


All

Program

All

Student Type

Multiple selections



General

Individual Race/Ethnicities

Multi-Year Retention by Race/Ethnicity

Multi-Year Graduation Rate by Race/Ethnicity

Multi-Year Retention by Gender

Multi-Year Graduation Rate by Race/Ethnicity

Individual Race/Ethnicities

Department, Level, Program, and Gender												
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022					
1	3	1	1	2	3	3	3					
2	1	2	2	1	1	1	2					
1	2	5	3	6	2	1						
6	6	4	1									
4	5	1					1	1				
04	189	195	207	204	206	221	265					
59	64	58	53	45	53	50	48					
40	35	40	40	36	37	40	68					
16	15	14	16	19	20	24	19					
14	14	8	10	6	12	11	14					
5	3	2	2	2		1	2					
4	4	5	6	3	5	4	3					
22	10	17	27	44	31	34	47					
1	1											
13	13	20	24	27	34	39	36	29	33	41		
890	798	845	892	833	911	887	860	875	852	832		
295	251	271	246	237	281	241	234	217	194	166		
132	116	118	163	143	159	158	120	145	153	159		
4	2	4	3	3	5	3	5	9	6	9		
16	16	14	13	14	18	21	18	22	25	32		
						10	16	23	24	22		
1	3	3	3	1	3	5	1	11	14	13		
38	37	46	62	54	59	38	18	9	3			
5	6	1	1	3	2	1						
33	31	45	61	51	57	37	18	9	3			
						2	12	13	22	20		
**	**	**	**	**	**	**	**	**	**	**		
**	**	**	**	**	**	**	**	**	**	**		
Total	14536	14080	13822	13727	13419	13765	13725	13589	13140	12750	12974	

Individual Race/Ethnicities

	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Continuing studies	4	2	3	5	3	2	2
Medicine Biomedical Sciences	2	3	3	4	4	5	6
No College Designated	20	26	17	22	10	17	27
Nursing	19	17	24	20	17	16	15
Pharmacy						1	2
Public Health	13	13	20	24	27	34	39
Blacks or African American	890	798	845	892	833	911	887
Arts & Sciences	295	251	271	246	237	281	241
Business & Technology	132	116	118	163	143	159	158
Accounting	4	2	4	3	3	5	3
Computing	16	16	14	13	14	18	21
Digital Media						10	16
Economics & Finance	1	3	3	3	1	3	5
Eng Tech, Surv & Digital Media	38	37	46	62	54	59	38
Graduate	5	6	1	1	3	2	1
Undergraduate	33	31	45	61	51	57	37
Eng., Eng. Tech., & Surveying						2	12
Minor, Minor, and Pre-Health	**	**	**	**	**	**	**
Total	14536	14080	13822	13727	13419	13765	13725

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Fall 2023: Investing in Staff Capacity



Manager: Strategic Initiatives Project

- Senior Project Management of Moon Shot for Equity
- Change Management and Equity Leadership Development
- Coordination with Academic Policy/Practice, Advising and Student Support
- Data and Assessment

New role designed to add project management capacity to Moon Shot for Equity efforts at ETSU. Interviews in Progress.

Opportunities to Engage Today

25

USC Race and
Equity Center

eConvenings:
Available to all ETSU
campus leaders

[Meaningfully Integrating Racial Topics
Across the Curriculum](#)

Friday, September 29 | 1-3pm EST

[Engaging Students of Color in High-Impact
Educational Practices and Experiences](#)

Tuesday, October 24 | 1-3pm EST

[Using Disaggregated Data to Identify and
Address Racial Inequities](#)

Thursday, November 9 | 1-3pm EST

[Strategic Planning and Action for Racial
Equity](#)

Tuesday, December 5 | 1-3pm EST



Moon Shot Roundtables:
Available to all Moon Shot
campus leaders

[Change Management in the Moon Shot
for Equity with Dr. Vanessa Kahen](#)

October 19, 1-2pm ET

[Moon Shot Roundtable - BIPOC Faculty
Retention](#)

November 2, 1-2pm ET



[WICHE No Holding Back - Results of
Administrative Holds Research](#)

October 10, 4-5pm ET

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Coordinated Care



Faculty Engagement

20-25%

Average rate of participation for faculty teaching undergraduate courses during weeks 3-5 of the term for past 6 semesters



Academic Alerts are not currently included in faculty 'important dates' email

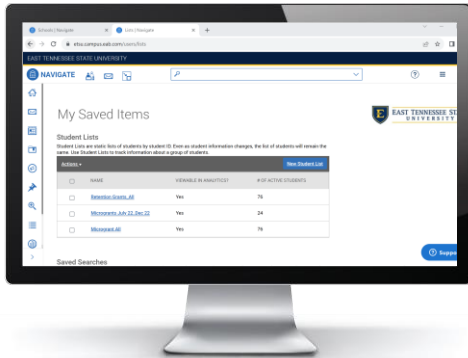
► Advisor Capacity

- Limited capacity to reach out to students marked as At-Risk; currently reaching out to students with 2+ alerts.
- Reaching out to students with any alert would increase their outreach load from ~20 to ~90 students

► Outreach Participation

Campus units with an assigned relationship in Navigate demonstrated interest in supporting outreach efforts:

- Athletics
- Disability Services
- Fraternity & Sorority Life
- Multicultural Affairs
- Roan Scholars
- ROTC
- Military Affairs



Participation

- Navigate offers multiple options for participating in the Coordinated Care Network.
- Each student support unit tailors their own functions and workflows to meet their needs

Optional Workflows



Become a referral site



Provide appointment availability



Receive alert notifications for specified populations



Input appointment summaries



Assign staff to students' success team

ETSU's Coordinate Care Network



Currently Implemented

Unit	Referral Site	Outreach After Early Alerts	Outreach After EPSR (Midterm)	Student Appt Scheduling	Notes / Summaries	Reporting Tools
Access ETSU				x	x	x
Athletics		x	x	x		x
Academic Advising		x	x	x	x	x
Career Services	x			x	x	x
CFAA	x		x	x	x	x
Dean of Students	x			x		
Financial Aid*	x					
First Year Experience*			x	x	x	x
Fraternity / Sorority Life		x	x	x		x
Military and Veteran Services	x	x	x	x		x

*Represents expansion since March 2023 Moon Shot Convening

ETSU's Coordinate Care Network



Fall 2023 Additions

Unit	Referral Site	Outreach After Early Alerts	Outreach After EPSR (Midterm)	Student Appt Scheduling	Notes / Summaries	Reporting Tools
International Student Support	x	x	x	x	x	x
Culp Center Student Staff		x	x	x		x
Libraries				x		x

Expand Academic Alerts Participation and Efficacy

Action steps to increase faculty and support staff participation:



- 1 Faculty Training:** In collaboration with the Provost, Deans, and Departments Chairs, short, 30-minute trainings will be provided to professors and lecturers who teach undergraduate courses on an overview of the Academic Alerts process, the value of submitting and responding to Academic Alerts and success metrics, and how to use Navigate to submit Academic Alerts for students who are experiencing barriers to success in their courses and monitor outcomes.
- 2 TA and GA Training:** In collaboration with the Graduate School short, 30-minute trainings will be provided to teaching assistants and graduate assistants who teach undergraduate courses on an overview of the Academic Alerts process, the value of submitting and responding to Academic Alerts and success metrics, and how to use Navigate to submit Academic Alerts for students who are experiencing barriers to success in their courses and monitor outcomes.
- 3 Support Staff Workshop Series:** In collaboration with the Division of Student Life and Enrollment, providing a workshop series which prepares support staff to outreach to students, document outreach efforts, utilize advising tools and resources, understand and interpret academic policy and procedure and registration processes, refer students to campus resources, and engage in developmental conversations with students about their academic trajectory and success skills.

Recommendation

Address Capacity Limitations that Impede Growth

To enable proposals for *Expanding the Efficacy of Academic Alerts*, ETSU will need to invest in a Navigate Coordinator role to report to the Navigate Campus Administrator to serve as a system specialist.



End User Support

- Meet needs of a large faculty user base
- Be timely to user questions and issues



Curated Reporting

- Assist with assessing impact of support unit efforts
- Package relevant data insights to respond to student success questions



Refinement of Workflows

- Meet the expanding demand
- Continue to iterate on existing workflows

Questions?
Feedback?



Hold Reform





Data Collection: Examined holds data going into Fall 2023, including Bursar holds.

(Data inquiry informing new focus on student financials)



Hold Review

- Registration Committee conducted an annual review of registration holds, including holds no longer in use.
- Reviewed current communication plans per hold by the owning department.



In-Progress: Discussions focusing on reduction of currently active registration holds, their associated processes, and communications.

Discovery: Financial Holds



Black or African American students are overrepresented in the financial hold population relative to campus representation

Student financials remain an area of opportunity to improve student retention, graduation, and equity.

44%

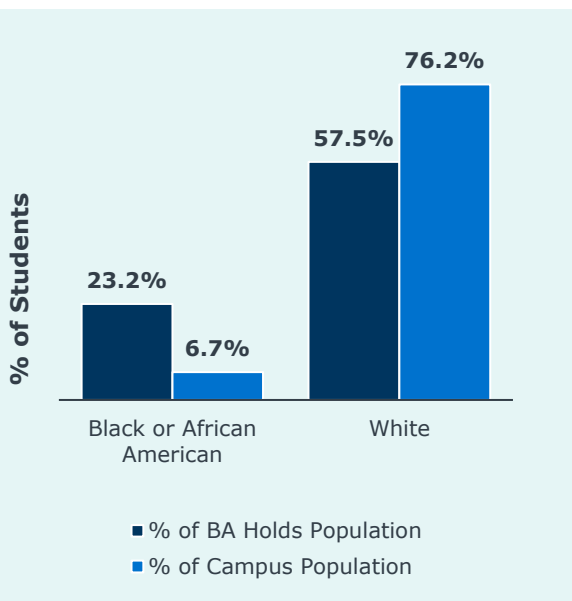
Of ETSU students are Pell-Eligible (NCES)

6%

Of ETSU students are sent to debt collections, compared to 3.4% national average (NACUBO)

\$2,640

Average unpaid balance for ETSU students sent to collections in 18-19



A Guiding Framework



Follow AACRAO and NACUBO Guidance on the use of administrative process and student success related holds:



- 1 Ensure Necessity of Hold:** Limiting the use of holds to legal requirements and areas in which practice has been proven to produce desired outcomes.
- 2 Holds Governance:** Maintain a process to manage the creation of new registration holds.
- 3 Communication:** Maintain clear, concise, timely and multimodal communication with students about the existence of a hold, including the reason for the hold, the impact of the hold, how to resolve the hold and whom to speak to about the hold.
- 4 Equity-Minded Monitoring:** Routinely examine the use and impact of holds on students for issues of equity.



Gap Analysis



	ETSU Baseline	Opportunities
Ensure Necessity of Hold	Most holds reduced to those legally required (i.e. financial debt, immunizations, selective service)	List holds with legal requirements and their criteria.
Holds Governance	No formalized process.	Formalize process/guidelines to manage the creation of new registration holds based on data and specific criteria.
Communication	No consistent formalized process. Each dept. manages their own communication plan for students, faculty, and staff.	Audit and revise student financial communications. Could be used as a template for other hold areas to evaluate and improve their communication plans.
Equity-Minded Monitoring	Annual review of registration holds. Not consistently disaggregating data.	Use disaggregated data to examine the impact of holds on specific student populations; embed in annual review.



Registration Committee

Formalize registration committee's role in holds governance; develop procedure



Data Transparency

Create dashboard to make registration holds data accessible to those charged with interventions



Undergraduate advising holds

Review limiting to students with 60 or fewer credit hours



Student Financials Charter

- Audit and revamp communications on student financials, including upstream and downstream of financial holds
- Leverage Navigate to increase visibility of hold resolution info to students

Data Dashboard

- ▶ Develop a Power BI Dashboard for Holds
- ▶ Utilize dashboard to create more transparency around the impact of holds

Registration Committee

- ▶ Formalize annual audit process to include disaggregated data
- ▶ Develop rubric to assist with creation of more comprehensive and multi-modal comm plan for holds

Questions?
Feedback?

Hold Reform: Actions

Moon Shot Hold Reform Team Impact

HS Transcript Holds



Registration Holds

For: Final transcripts needed

- Process Change: Now removed upon student confirmation of request
- Baseline: Removed upon receipt of transcripts

Financial Holds



Unfavorable Balance Holds

For: Unpaid balances \$2,500+

- No financial holds placed on students for Fall '22 registration
- Ended drop for non-payment
- Intensive outreach across summer to resolve balances

Financial Communications

- Increased proactive outreach to students to complete FAFSA in a timely manner.
- Increased personalized outreach to students with a registration-preventing balance.
- Implemented new 3rd party payment system that was easier to understand, use and partner with parents to improve bill paying transparency and processing



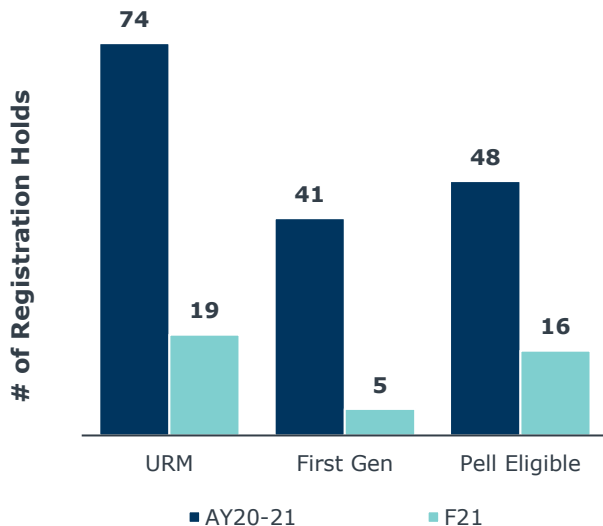
CARTHAGE
COLLEGE

Hold Reform: Impact

Moon Shot Hold Reform Team Impact



CARTHAGE
COLLEGE



Early Optimism

- Boost in first to second term retention of F22 cohort
- *Awaiting fall-to-fall retention metrics*



20%

Increase in Fall to Spring retention of Black students



37%

Reduction in hold resolution time for Reg. Hold, from 63 days to 40 days

Moon Shot Hold Reform Example



Registrar's Office

Holds Policy

Holds on student accounts can effectively prompt student action to satisfy a requirement, but they can also create barriers to enrollment, retention, and graduation. This policy establishes requirements for the creation and maintenance of holds across the University.

Any unit wishing to create a new hold must submit a request through the University Holds Committee. After review by the committee, the unit will be notified in writing whether the request has been approved or denied within two weeks. When a request is made for a new hold where a similar hold already exists, the unit will be asked to utilize the existing hold, but a new reason code can be created if necessary. Holds that are approved will be created in the student information system by the Registrar's Office. Holds that are denied can be appealed in writing to the Senior Vice Chancellor of Finance and Administrative Affairs.

All requests must include:

1. Language and contact information to be listed on the holds themselves. This language should be current and student-friendly.
2. An outreach plan to communicate both with current and former students about holds.
3. A plan on how the unit will follow up with those who have outstanding holds and need to take action to resolve them.
4. A process to identify and write-off any financial holds that are beyond the statute of limitations. This is typically six years after the last voluntary payment.¹
5. A process to identify and appropriately remove any holds that are on the accounts of former students in cases where the hold no longer applies.
6. Requests for enrollment holds must provide justification indicating why a hold is deemed necessary. This must include information about other options considered and why those options are not sufficient.

Additionally, all units must perform an annual audit of their holds. The Registrar's office will assist units in providing data for these audits.

Units should take into consideration staffing levels when requesting holds to ensure that they can be removed in a timely manner.

Students must be afforded the opportunity to appeal a hold. Units should have an established appeal process in place.

Financial holds² are permitted for total balances of \$1,500 or greater. Units requesting financial holds must accept payments online or over the phone, while complying with all PCI compliance standards. Financial holds cannot require in-person payment.

Non-financial holds must have an end date associated with them to ensure they lapse automatically (ex. If there is an advising hold for a specific semester, it should lapse after the add deadline for that term.) Units can request an exemption to this in certain circumstances.

¹ Exceptions to this include situations involving judgement and bankruptcy. Please contact the Bursar's Office for more information and guidance.

² Total balances under the enrollment threshold amount will prevent the issuance of transcripts and diplomas. Total balances greater than the enrollment threshold amount will prevent enrollment as well as the issuance of transcripts and diplomas.

2023 Holds Policy

New policy formalizes implemented reforms and establishes accountability for new processes.

Approved Spring 2023 and represents the culmination of the hold reform team's work.



BREAK

TAKE A SHORT BREAK AND WE WILL RECONVENE





Microgrants

Michelle Byrd





Timing of Data Gathering is Crucial

- Aid application
- Student ability to pay
- Purge dates



Student Life & Enrollment Microgrants

85%

Of funded students complete the term successfully, graduate, or continue enrollment in a subsequent term



Recommendation: Identify additional funds to pilot a new grant program:

- Foundation/private donation funds
- Repurposed institutional funds



Reviewed Existing Grant Programs:

- University of Wisconsin, Milwaukee
- Georgia State University
- University Innovation Alliance



Recommendation: New Grant Program



Currently Identifying Appropriate Population of Focus and Funds

2024-2025 AY Pilot: Proactive awarding to students with small un-paid balances via a pre-set eligibility criteria.

Metrics for Success:

- *% of recipients who enroll in upcoming term*
- *% of recipients who graduate within two and three semesters of grant*

Completion Grant

- Pre-set eligibility criteria
- Target seniors in good academic standing who are likely to complete within two semesters of receiving grant



Re-Enrollment Grant


- Pre-set eligibility criteria
- Target adult learners who have stopped out; use funds to incentivize re-enrollment




Questions?
Feedback?



York Technical College's Re-Connect Program

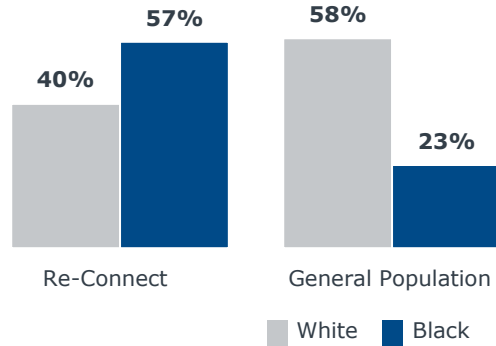
Filling Critical Workforce Needs And Graduating Stopouts



-  One year of funding to finish existing or new program
-  50+ Credit and continuing education programs
-  250 Students enrolled via Re-connect in Fall 2019

Student Demographics, Fall 2019

Re-Connect Versus General Student Population



How does a focus on early alert and intervention support help?








Reach Out and Reengage



Several Successful Models to Incent Students Who Left 2+ Years Ago

Targeted Reenrollment Campaign Components

College or University	Student Qualifications	Financial Incentive	Annual Institutional Costs	ROI
 <p>Wayne State University</p> <ul style="list-style-type: none"> GPA of 2.0 or better Completed FAFSA 		 <p><i>Up to \$1,500 in across three terms</i></p>	 <p>\$0K Annual budget allocation</p>	 <p>\$500K+ net revenue earned in one year after debt buyout</p>
<p>Pueblo Community College</p> <ul style="list-style-type: none"> 30+ credits Owe college <\$1,000 		<p><i>One-time debt forgiveness up to \$1,000</i></p>	<p>\$79K Spent in student debt repayments</p>	<p>\$300K+ net revenue earned in 2018-19 after debt repayments</p>
<p>Bossier Parish Community College</p> <ul style="list-style-type: none"> Within 20 credits of graduation Reenroll full-time 		<p><i>Tuition waiver for one free course</i></p>	<p>\$30K Annual costs of reenrollment campaign</p>	<p>\$500K+ Net revenue after waivers and outreach</p>



Transfer Student Experience



Discovery: Transfer Student Experience



Strengths

Strong articulation agreements; caring faculty and institution; interest in transfer student success; admissions staff who focus on transfer, including embedded advisors

S

Weaknesses

Excess credits for transfers; limited awareness of transfer students on campus; lack of data sharing between institutions to track student outcomes

W

Opportunities

Organizational structures to better support the transfer student experience; build on strong partnerships with community colleges

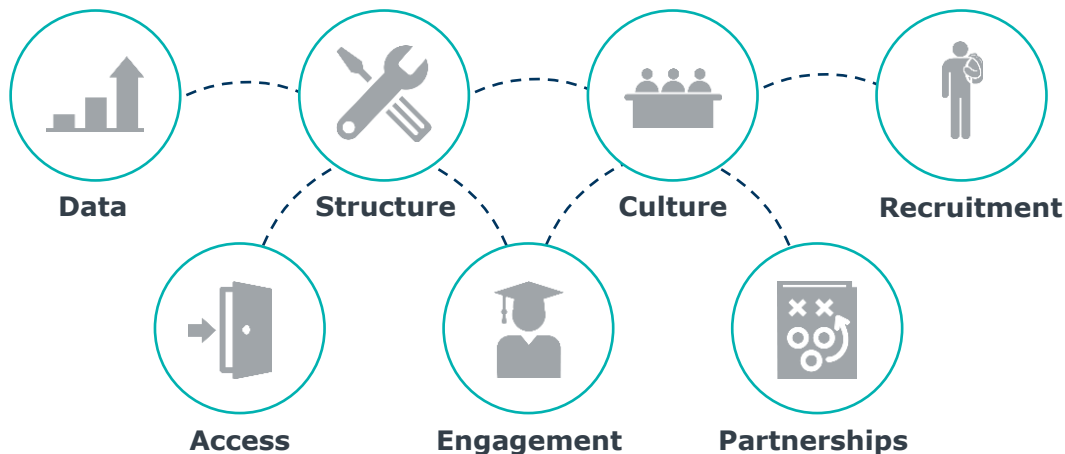
O

Threats

Lack of data internally and between institutions threatens to limit success; declining community college enrollment

T

2023-2025 Transfer Action Plan



“ The key concepts identified for this plan are interlinked. Much like a chain, each link supports the other. As the University implements this plan, each link will need to be addressed concurrently as these are interdependent issues...”

Structure



EAB website audit:

Committee reviewing web pages across campus and revamping to create more seamless experience for prospective transfers, including creation of a hub-and-spoke model.

Structure



Aligning Transfer Org:

Cross-campus group to review existing transfer student organization and adjust alignment

Access



Online Programs:

Two undergraduate programs are now available in a fully online modality this term—English and Sociology.

Questions?
Feedback?

Opportunities to Engage Today

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USC Race and
Equity Center

eConvenings:
Available to all ETSU
campus leaders

[Meaningfully Integrating Racial Topics
Across the Curriculum](#)

Friday, September 29 | 1-3pm EST

[Engaging Students of Color in High-Impact
Educational Practices and Experiences](#)

Tuesday, October 24 | 1-3pm EST

[Using Disaggregated Data to Identify and
Address Racial Inequities](#)

Thursday, November 9 | 1-3pm EST

[Strategic Planning and Action for Racial
Equity](#)

Tuesday, December 5 | 1-3pm EST



Moon Shot Roundtables:
Available to all Moon Shot
campus leaders

[Change Management in the Moon Shot
for Equity with Dr. Vanessa Kahen](#)

October 19, 1-2pm ET

[Moon Shot Roundtable - BIPOC Faculty
Retention](#)

November 2, 1-2pm ET



[WICHE No Holding Back - Results of
Administrative Holds Research](#)

October 10, 4-5pm ET

Thank you!

