1. Moon Shot: Year in Review
2. Coordinate Care
3. Hold Reform
4. Microgrants
5. Transfer Student Experience
Meet Your Team

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**Terri Houston**  
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**College Greenlight**

**Wenie Lado**  
*Senior Success Manager*

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**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. Scalers 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

**Academic Policy and Practice**
- Hold reform
- Microgrants
- Math pathways
- Developmental course reform
- Academic maps
- Meta majors
- Transfer pathways

**Access and Enrollment**
- Community-based recruitment and partnerships
- Adult student re-enrollment

**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

Across a regional ecosystem

Within an institution

Facilitate seamless transfer between schools

Build leadership capacity for equity work

Scale equity best practices to your teams
Initiatives vs. Transformations

Systems Thinking Tool: The Iceberg

EVENTS
What just happened?
Catching a cold.

PATTERNS/TRENDS
What trends have there been over time?
I’ve been catching more colds when sleeping less.

UNDERLYING STRUCTURES
What has influenced the patterns?
What are the relationships between the parts?
More stress at work, not eating well, difficulty accessing healthy food near home or work.

MENTAL MODELS
What assumptions, beliefs and values do people hold about the system? What beliefs keep the system in place?
Career is the most important piece of our identity, healthy food is too expensive, rest is for the unmotivated.

Source: The Iceberg Model.
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

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?

Campus Leadership Mindset

Equity-Minded Introspection

...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?
Our Equity Approach

Targeted Universalism (john a. powell)

1. Establish Universal Goal
2. Assess Overall Performance
3. Disaggregate Data
4. Assess Structures
5. Implement Targeted Strategies

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Fostering Student Sense of Belonging

ETSU Moon Shot Convening (March 2023)

ETSU Student Graduation Rate

*Fall 2016 Cohort*

- Overall: 39% 55%
- Black or African American Men: 13% 36%
- Hispanic/Latino Men: 20% 33%
- White Men: 36% 51%

4-Year Grad | 6-Year Grad
Building a Sense of Belonging for Black and Latino Men

3 Existing Relationships to Maximize for Student Success

1. Relationships with peers

2. Relationships with families

3. 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

Fall 2014 Cohort  Fall 2015 Cohort  Fall 2016 Cohort

4-Year Grad  6-Year Grad
ETSU Student Outcomes

By Race/Ethnicity

Retention
Fall 2021 Cohort

- Overall: 72%
- Black or African American: 60%
- Hispanic/Latino: 68%
- White: 74%

4-Year Graduation
Fall 2018 Cohort

- Overall: 39%
- Black or African American: 22%
- Hispanic/Latino: 25%
- White: 42%

6-Year Graduation
Fall 2016 Cohort

- Overall: 55%
- Black or African American: 34%
- Hispanic/Latino: 30%
- White: 58%
ETSU Student Outcomes

By Gender

**Retention**
*Fall 2021 Cohort*
- Overall: 72%
- Male: 69%
- Female: 74%

**4-Year Graduation**
*Fall 2018 Cohort*
- Overall: 39%
- Male: 32%
- Female: 45%

**6-Year Graduation**
*Fall 2016 Cohort*
- Overall: 55%
- Male: 49%
- Female: 59%
ETSU Student Outcomes
By Financial Status

**Retention**
*Fall 2021 Cohort*
- Overall: 72%
- Pell Grant: 66%
- Subsidized Stafford (No): 75%
- Neither: 77%

**4-Year Graduation**
*Fall 2018 Cohort*
- Overall: 39%
- Pell Grant: 31%
- Subsidized Stafford (No): 31%
- Neither: 51%

**6-Year Graduation**
*Fall 2016 Cohort*
- Overall: 55%
- Pell Grant: 45%
- Subsidized Stafford (No): 54%
- Neither: 66%
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*

![Graph showing percentage of students considering dropping out in Fall 2020 vs Fall 2021](image-url)
Mental Health and Wellbeing Collaborative

1. Preparing for the Next Decade Ahead in Student Mental Health
   - September 12, 2023

2. Embedding Touchpoints and Academic Affairs Support
   - October 11, 2023

3. Leveraging Data and Technology to Demonstrate Impact of Mental Health Work
   - November 8, 2023

4. Fundraising for Student Mental Health and Well-Being
   - December 7, 2023

Fall 2023 Moon Shot Cohort Participants:
Alison Davis, Director of Counseling
Michelle Byrd, Dean of Students

Source: EAB interviews and analysis.
Fall 2023: Access ETSU Data

Examine Student Outcomes and Equity Gaps by Cohort
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

**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

**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
1. Moon Shot: Year in Review
2. Coordinate Care
3. Hold Reform
4. Microgrants
5. Transfer Student Experience
Coordinated Care
Discovery: Academic Alerts

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
ETSU’s Coordinated Care Network

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

<table>
<thead>
<tr>
<th>Unit</th>
<th>Referral Site</th>
<th>Outreach After Early Alerts</th>
<th>Outreach After EPSR (Midterm)</th>
<th>Student Appt Scheduling</th>
<th>Notes / Summaries</th>
<th>Reporting Tools</th>
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<tr>
<td>Access ETSU</td>
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<td>Military and Veteran Services</td>
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</tr>
</tbody>
</table>

*Represents expansion since March 2023 Moon Shot Convening*
# ETSU’s Coordinate Care Network

## Fall 2023 Additions

<table>
<thead>
<tr>
<th>Unit</th>
<th>Referral Site</th>
<th>Outreach After Early Alerts</th>
<th>Outreach After EPSR (Midterm)</th>
<th>Student Appt Scheduling</th>
<th>Notes / Summaries</th>
<th>Reporting Tools</th>
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<td>International Student Support</td>
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<td>Culp Center Student Staff</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<td>Libraries</td>
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<td>x</td>
<td>x</td>
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</table>
Recommendations

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
Hold Reform
Hold Reform: Spring/Summer 2023 Activity

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.
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
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

<table>
<thead>
<tr>
<th></th>
<th>ETSU Baseline</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ensure Necessity of Hold</strong></td>
<td>Most holds reduced to those legally required (i.e. financial debt, immunizations, selective service)</td>
<td>List holds with legal requirements and their criteria.</td>
</tr>
<tr>
<td><strong>Holds Governance</strong></td>
<td>No formalized process.</td>
<td>Formulate process/guidelines to manage the creation of new registration holds based on data and specific criteria.</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>No consistent formalized process.</td>
<td>Audit and revise student financial communications.</td>
</tr>
<tr>
<td></td>
<td>Each dept. manages their own communication plan for students, faculty, and staff.</td>
<td>Could be used as a template for other hold areas to evaluate and improve their communication plans.</td>
</tr>
<tr>
<td><strong>Equity-Minded Monitoring</strong></td>
<td>Annual review of registration holds.</td>
<td>Use disaggregated data to examine the impact of holds on specific student populations; embed in annual review.</td>
</tr>
</tbody>
</table>
Hold Reform: Recommendations

**Registration Committee**
Formalize registration committee’s role in holds governance; develop procedure

**Undergraduate advising holds**
Review limiting to students with 60 or fewer credit hours

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

**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

**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.

**Registration Holds**

*For: Final transcripts needed*

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

**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 Holds**
Hold Reform: Impact

Moon Shot Hold Reform Team Impact

![Column chart showing # of Registration Holds](image)

<table>
<thead>
<tr>
<th>Category</th>
<th>AY20-21</th>
<th>F21</th>
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<tbody>
<tr>
<td>URM</td>
<td>74</td>
<td></td>
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<tr>
<td>First Gen</td>
<td>41</td>
<td>19</td>
</tr>
<tr>
<td>Pell Eligible</td>
<td>48</td>
<td>16</td>
</tr>
</tbody>
</table>

**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
Holds Governance

Moon Shot Hold Reform Example

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.

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

Financial holds 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 extension to this in certain circumstances.

---

1 Exceptions to this include situations involving judgment 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.
BREAK

TAKE A SHORT BREAK AND WE WILL RECONVENE
Microgrants
Michelle Byrd
Initial Discovery and Next Steps

**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?
Supporting Returning Students

York Technical College’s Re-Connect Program

Filling Critical Workforce Needs And Graduating Stopouts

Student Demographics, Fall 2019
Re-Connect Versus General Student Population

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

Tag Students
Academic Planning
Targeted Communication
Coordinated Care

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

<table>
<thead>
<tr>
<th></th>
<th>Re-Connect</th>
<th>General Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>40%</td>
<td>58%</td>
</tr>
<tr>
<td>Black</td>
<td>57%</td>
<td>23%</td>
</tr>
</tbody>
</table>

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Incentivize return

## Reach Out and Reengage

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

### Targeted Reenrollment Campaign Components

<table>
<thead>
<tr>
<th>College or University</th>
<th>Student Qualifications</th>
<th>Financial Incentive</th>
<th>Annual Institutional Costs</th>
<th>ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayne State University</td>
<td>• GPA of 2.0 or better&lt;br&gt;• Completed FAFSA</td>
<td>Up to $1,500 in across three terms</td>
<td>$0K Annual budget allocation</td>
<td>$500K+ net revenue earned in one year after debt buyout</td>
</tr>
<tr>
<td>Pueblo Community College</td>
<td>• 30+ credits&lt;br&gt;• Owe college &lt;$1,000</td>
<td>One-time debt forgiveness up to $1,000</td>
<td>$79K Spent in student debt repayments</td>
<td>$300K+ net revenue earned in 2018-19 after debt repayments</td>
</tr>
<tr>
<td>Bossier Parish Community College</td>
<td>• Within 20 credits of graduation&lt;br&gt;• Reenroll full-time</td>
<td>Tuition waiver for one free course</td>
<td>$30K Annual costs of reenrollment campaign</td>
<td>$500K+ Net revenue after waivers and outreach</td>
</tr>
</tbody>
</table>

Source: EAB interviews and analysis.
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

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

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

**Threats**
Lack of data internally and between institutions threatens to limit success; declining community college enrollment
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..."
Immediate Actions for Fall 2023

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.

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

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

Change Management in the Moon Shot for Equity with Dr. Vanessa Kahan
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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Thank you!