Developing Diversity, Equity, and Inclusion Outcomes and a Long-Term Evaluation Plan

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Introduction

Based at The University of Texas at Austin’s LBJ School of Public Affairs, the RGK Center for Philanthropy and Community Service is an academic center whose mission is to prepare the next generation of nonprofit and philanthropic leaders. The CONNECT Program was incubated at the RGK Center in partnership and financial support from the Michael and Susan Dell Foundation, Bill Wood Foundation, and St. David’s Foundation, and aims to:

- Increase data, measurement, and evaluation capacity within community organizations and
- Expose future leaders to the social service sector and enhance their education through increased applied learning opportunities in the community.

With the rise of Diversity, Equity, and Inclusion (DEI) standards across the world, the CONNECT Program seeks to model leadership regarding DEI policies, practices, and deliverables.

Research Goal

The goal of this project was to reflect on the first 8 CONNECT program pilot cohorts completed between January 2019 and Summer 2021.

Participant and organizational data were collected to inform the development of a Diversity, Equity, and Inclusion logic model, focused on the CONNECT Program’s outcomes and long-term evaluation plan.

Methods

Surveys and focus group requests went out to the first 8 pilot cohorts.

Survey Response Rates
- 49 students (out of 89) responded = 55.1%
- 37 organizations (out of 83) responded = 44.6%

Focus Group Response Rates
- 5 students participated = 5.6%
- 4 organizations participated = 5%

Averages were calculated for quantitative data and overarching themes were recorded for qualitative data.

DEI Logic Model Outcomes & Evaluation Plan

Upon completion of the program, students and organizations were asked to complete an exit survey. Of the questions we included, the following data collection tools were used to track our long-term outcomes:

Outcome #1: Increased student cohort diversity (See baseline data below)

Note: Data will also be collected for citizenship status and (Dis)Ability Status.

Outcome #2: Increased partnering organization and resident diversity (See baseline data below)

Outcome #3: Positive student experiences regarding their perception of the program’s commitment to diversity, equity, and inclusion (See data collection measures below)

Recommendations

- Include demographic data in the closeout survey for both organizations and Fellows, as well as space to share their experiences regarding their perception of the program’s commitment to diversity, equity, and inclusion
- Incorporate a more strategic recruitment process that targets marginalized communities and organizations led by people of color
- Offer DEI workshops or other learning experiences to both Fellows and partner organizations
- If Fellows need to dedicate more hours than what was initially estimated for their projects, consider adjusting fellowships accordingly
- Ensure partner organizations are aware that Fellows might not have all the relevant lingo or background experience going into the project
- Create a more streamlined list of expectations for both Fellows and partner organizations with a heavy focus on guidelines for a successful and collaborative Fellow-Client relationship
- Include a section in the CONNECT application that allows students to indicate specific populations or fields that align with their personal and professional goals

Acknowledgments

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References

- Building Movement Project
- Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap (2020)
- The Nonprofit Racial Leadership Gap in Central Texas: A Race to Lead Brief (2020)
- Rachel Barnett
- Leading with Meaning: Why diversity, equity and inclusion matters in US higher education (2020)
The Giraffe in the Room: Designing Internal Training Processes and Materials for Capital IDEA

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Introduction
Capital IDEA’s mission is to provide support to low-income adults through education and career advising. The organization provides financial aid and professional guidance to students looking to advance in career fields such as information technology and healthcare.

Career Navigators are Capital IDEA staff who work individually with students. They are trained to use a goal-centered approach, coaching students to adopt new and effective life skills and partnering with them to eliminate barriers to success. Career Navigators receive ongoing training, but at the start of this project did not have access to a centralized, process-oriented training resource.

Methods
I executed this project in collaboration with Capital IDEA Program Manager William Askew and Director of Development Amy Silvey. Key methods include:

- Meeting with Capital IDEA to gauge shortcomings of current training materials.
- Identifying client priorities: Eye-catching and engaging design, content that adheres to process-centered approach, mechanisms for applying principles of goal-centered methodology.
- Assessing current training materials to identify content gaps and possible improvements based upon client needs/priorities.
- Brainstorming and selecting common student scenarios according to three areas of conflict: academic, financial, and situational.
- Assembling a focus group of Career Navigators to respond to select scenarios using Capital IDEA’s goal-centered methodology.

Outcomes & Rationale
This project resulted in a 59-paged training manual with multifunctional uses, including in group training sessions as either a presentation or a handbook, or for individual use as a PDF document. This training manual is not intended for completion in a single session. Each scenario can stand alone and/or be discussed out of order.

Content Elements
- The manual uses a modeling approach to training, where scenarios based on real-life conflicts help users practice a goal-centered approach to student support. Scenarios have the following benefits: They 1) illustrate theoretical principles with concrete examples; 2) Enable learning based in practice; and 3) Facilitate the repetition of key concepts with varying contexts and circumstances.
- Each scenario asks both short response and multiple choice questions. The manual includes explanations and sample responses for each.
- The final three scenarios include an additional “next steps” section. As users become attuned to applying goal-centered strategies, they are invited to progress toward considering long-term outcomes.
- The giraffe figure is an (at-first unanticipated) mascot of this project, checking in with users as they progress. It contributes to visual engagement and speaks to the personality of the Program Manager who oversees Capital IDEA’s training; we wanted the training manual to channel to the manager’s style and pedagogy.
- Quotes from famous figures bookend the manual. We hope to contribute not only to the users’ developing case management skills, but also to hone their approaches to goal-centered case management.

Design Elements
- We chose to design the project on Canva because it offers 1) visually engaging design components, 2) a user-friendly and customizable platform, 3) the option to save within the system for the client to edit later as new needs arise, and 4) ability to download projects as PDF or use in presentation mode.
- PDF editing software enabled the addition of text fields, such that users working digitally from a PDF can interact directly with the file.
- The color palette comes from the Capital IDEA logo for added brand synchronicity.
- We selected characters for each scenario from unDraw, an open source illustration website. We wished for the characters to represent the population of students Capital IDEA serves, particularly with regard to gender and racial diversity.

Conclusion
Since the completion of this project, the Capital IDEA team has been using the new training material to facilitate both group trainings and self-guided practice for Career Navigators.

The new materials have supported Capital IDEA’s efforts to restructure their approach to internal training and apply creativity to their learning practices. Both new and experienced Career Navigators use the scenarios included in this manual to hone their approaches to goal-centered case management.

Our friendly giraffe mascot seems to be at home in the new training manual. He continues to serve as a reminder that training need not be mundane and can be fun, surprising, and motivating — endowed with the same energy Capital IDEA hopes to instill in the students it supports.

Acknowledgements
So much of my gratitude goes to William and Amy at Capital IDEA. Thank you for cultivating an energetic work environment and welcoming me into the project so readily.

I also want to express thanks to the RGK Center for sponsoring this project, and especially to Alyssa Studer for running CONNECT and providing opportunities for graduate students to practice our disciplines in non-academic contexts.

Lastly, thanks to all who helped organize the community showcase! I am honored to be included and to help represent all the important work being carried out through Project CONNECT.
To strengthen and improve Young Invincibles’ capacity on data tracking, management, and collection from Young Advocates Alumni Survey

How does the data collection align to YI’s

Provide recommendations and implications on

Find existing research on the best ways to track

Review YI’s previous surveys and processes to

Recommendations on the best strategies to

Condense and package research into a literature

Google Form

Young Advocates Pre

Ask critical questions.

Assess the landscape and overview the

Condense and package research into a literature

Learn from the experts, the Young Invincibles (YI)

Recommendations on why it’s crucial to

semi

51. Retrieved from

Young Advocates Post Survey

Ensure leadership and advocacy skills.

Distribute the survey to your participants

What is the best strategy to collect demographic data from youth participants?

Search for existing surveys focused on youth

How do they plan to use the data?

Distribution of the survey to participants

Equity at the Forefront of Survey Design
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Young Invincibles
Young Invincibles is a mission-driven organization dedicated to amplifying the voices of young adults in the political process and expanding economic opportunities for the next generation.

Young Advocates Program
Young Advocates collaborate with the Young Invincibles team to strengthen and empower the voices of individuals across the country on issues of education, workforce, and health. The program is a paid leadership opportunity for young adults that is designed to support future leaders in developing advocacy and public policy skills.

The Road to Success

1. Relationship Building
   - Assess the landscape and overview the organization.
   - Learn from the experts, the Young Invincibles (YI) Team.
     - What are the next steps for the organization?
     - How do they plan to use the data?
     - How does the data collection align to YI’s Theory of Change and strategic plan for the organization?

2. Review and Ask Questions
   - Review YI’s theory of change and program documents to get the lay of the land.
   - Review YI’s previous surveys and processes to distribute surveys.
   - Ask critical questions.

3. Landscape Analysis
   - Search for existing surveys focused on youth leadership and advocacy skills.
   - Find existing research on the best ways to track and measure outcomes around youth leadership.
   - Condense and package research into a literature review for the YI team.
     - Recommendations on the best strategies to distribute the survey to participants successfully.
     - Recommendations on why it’s crucial to adopt a culturally responsive and equitable lens when creating demographic questions.

4. Create
   - Search for existing surveys focused on youth leadership and advocacy skills.
   - Find existing research on the best ways to track and measure outcomes around youth leadership.
   - Condense and package research into a literature review for the YI team.
     - Recommendations on the best strategies to distribute the survey to participants successfully.
     - Recommendations on why it’s crucial to adopt a culturally responsive and equitable lens when creating demographic questions.

5. Plan for Distribution
   - Provide recommendations and implications on the platform to best distribute the survey.
     - Google Form
     - SurveyMonkey
     - Qualtrics
   - Upload survey into the right platform and collect as many responses as possible.

6. Collection
   - Distribute the survey to your participants and collect as many responses as you can.

The YI team plans to analyze the YAP Survey data. This would serve as the foundation to update the curriculum and future programming of the Young Advocates Program.

The data from this survey is also a jumping-off point for the YI team to do exploratory work around data points that require further follow-up or investigation that can only be answered through qualitative methods. The YI team plans to conduct semi-structured interviews.

Da’Shon’s Experience
Because of YI and the CONNECT Program, I was able to continue my passion for program evaluation and help mission-driven organizations improve their services and programs by strengthening their data and evaluation efforts.

Equity was key driver for this work. If it wasn’t prioritized, this work wouldn’t have been accomplished.

Goals for the Project

- To strengthen and improve ‘Young Invincibles’ capacity on data tracking, management, and collection from a culturally responsive and equitable lens.

- Create the following deliverables:
  - Young Advocates Pre-Survey
  - Young Advocates Post Survey
  - Young Advocates Alumni Survey
  - Literature Reviews
    - How do youth leadership programs collect and track outcomes?
    - What is the best strategy to collect demographic data from youth participants?
    - What is the best survey platform to collect data?

Resources


Refereed Research: Examining How Well Foundation Communities’ Services Address the Barriers That Affect Its Residents’ Ability to Stay Housed

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Introduction

Foundation Communities (FC) is a local nonprofit that provides affordable, attractive homes and free on-site support services for thousands of families with kids, as well as veterans, seniors, and individuals with disabilities. Its model empowers residents and neighbors to achieve educational success, financial stability, and healthier lifestyles.

Most of the Foundation Communities’ residents face several barriers to find housing, such as financial history, mental health, substance use, homelessness, and incarceration history. These barriers have a deep impact on residents’ lives and affect their ability to stay housed. FC on-site support services are expected to address these barriers and minimize the negative impact they may have.

Research Goal

To understand which barriers/factors are impacting FC residents' ability to stay housed and to what extent FC's services are addressing these barriers.

Methods

- **Stage 1: Data collection and analysis.** We focused on two communities, Arbor Terrace and Capital Studios. We divided the individuals into 3 groups: residents, former residents with a regular exit, and former residents with a negative exit. The analysis included descriptive statistics and regression models to understand the relationship between barriers and negative exits.
- **Stage 2: Qualitative methods.** We conducted surveys and interviews to understand resident awareness of services and the barriers they face.
- **Stage 3: Triangulate results.** We analyzed the results to better understand the problem and relationships among barriers, services, and negative exits. Then we provided recommendations to improve services and address the specific barriers that affect residents’ ability to stay housed.

Figures and Results

For this study, we considered all the exits from the years 2017 to 2019. We also considered a random sample (20%) of the current residents to compare the residents and exits as general categories (Table 1). Table 2 shows the individuals with mental health or other disabilities. Individuals that had a negative exit present a higher average of mental health, 33% for negative exits versus 19% among the regular exits and 20% for current residents.

We also considered the association between barriers and barrier indicators, for example income, rent and balance due notifications are related to the financial stability barrier (Figure 1). Individuals in the negative exit group present higher percentages in almost every barrier indicator analyzed.

We analyzed the total number of services provided during the period 2017-2019 and the number of people from our sample (177 individuals) that used each service. When we separated the use of services by type of exit, we found that the negative exit group is at the top of the use in almost every service. Therefore, even though people at risk of a negative exit are using the services provided, they still fail to stay housed.

The survey and interviews showed that financial stability and health and wellness are the most known services among residents. However, the percentage of residents that use these services is less than 20% in most cases. The qualitative analysis also showed that many residents (50%) feel that some housing barriers still remain. However, the overall satisfaction with services is very high, with values close to 4 and above (5: highest level of satisfaction).

Conclusion

Our logistic regression model found that a resident’s risk of negative exit is related to their race, income level, and number of lease violations (see Figure 2). Also, financial stress and mental illness seem to be important remaining barriers after getting housed, and may lead to a negative exit. These results can help FC focus their efforts on specific resident populations and redesign their services to prevent negative exits in the future.

Most residents appreciate the services provided by FC and recognize they share an important part of the responsibility of using these services appropriately. Finally, it is important to highlight the outstanding quality of the institution and how residents and staff are grateful for their involvement in this community.

Acknowledgments

I'd like to acknowledge the Foundation Communities team; Sofia, Eric, Shandell, Carla, Chelsea and especially, Chris Larson and Elizabeth Halprin, for their collaboration and valuable feedback. I also want to thank the RGK Center staff, especially Alyssa Studer, for her enthusiasm and supportiveness. This project means a lot to me, I met amazing people and I learned a great deal from the FC model to provide affordable housing. I am eager to apply all this knowledge in order to improve housing policies when I'm return back to Chile.

References

Wood, B. (2010). Barriers to Housing For Single Adults in the U.S. Literature Review. Foundation Communities, Housing & Services [https://foundcom.org/]


Interview - Residents’ feedback

“I'm happy and I'm grateful that I have my housing and for the help from Foundation Communities I really am, I'm so thankful.”

“I can call this home now.”

“There’s nothing better than saying hey, I made it.”

Table 1. Mental Health and Disabilities reported

<table>
<thead>
<tr>
<th>Mental Health</th>
<th>Physical</th>
<th>Disability Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>FC</td>
<td>FC</td>
</tr>
<tr>
<td>RESIDENTS</td>
<td>51%</td>
<td>23%</td>
</tr>
<tr>
<td>FC%</td>
<td>4%</td>
<td>12%</td>
</tr>
<tr>
<td>FC% Residents</td>
<td>51%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Table 2. Partial survey results for evaluation of services

<table>
<thead>
<tr>
<th>Satisf. Level</th>
<th>1: lowest satisfaction</th>
<th>5: highest satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>I received</td>
<td>I received</td>
</tr>
<tr>
<td>Financial Stability</td>
<td>Tax notifications</td>
<td>51%</td>
</tr>
<tr>
<td>Health and Wellness</td>
<td>Medical Services</td>
<td>45%</td>
</tr>
<tr>
<td>Emotional Support</td>
<td>Counseling</td>
<td>40%</td>
</tr>
<tr>
<td>Site Support</td>
<td>Maintenance</td>
<td>39%</td>
</tr>
<tr>
<td>Overall</td>
<td>Services</td>
<td>51%</td>
</tr>
</tbody>
</table>

Figure 1. Percentage of individuals for each barrier indicator, by type of exit

Figure 2. Logistic regression results
Mental Health Resource Landscape in Higher Education Institutions across Texas

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Organization
Young Invincibles is a mission-driven organization dedicated to amplifying the voices of young adults (ages 18-34) in the political process and expanding economic opportunities for the next generation. Key issue areas include health care, higher education, and economic security.

Data Challenge
This particular project focused on mental health access for students in post-secondary institutions across Texas. Mental health services are understaffed leaving students with long wait times. Students struggling with their mental health are nearly twice as likely to stopping out of school. YI wants to create a task force to address these concerns with innovative mental health services offered on campus.

Project Focus
The project focus was two-fold:
1. To better understand the mental health resource landscape of college campuses across Texas
2. The identify institutions for YI to include in its upcoming listening tours.

Methods
- **Stage 1: Identify data sources.** YI expressed interest in public, 2-year colleges, so I referred to the institutions in the Texas Association of Community Colleges. We also focused on HBCUs and HSIs and some other public, 4-year institutions to complete the scope of this report.
- **Stage 2: Data collection.** I discerned the relative web pages communicating mental health resources offered to students and surveyed all the web pages with their own customized structure to scale data collection in an efficient manner.
- **Stage 3: Data analysis.** I analyzed the data in detail and provided a detailed report of the distribution of resources and recommendations for YI to conduct upcoming listening groups.

Explanatory Analysis

Public, 4-year or above, 48%
Public, 2-year, 52%

Total Count: 80

Conclusion
Key findings from this project included:
- Institutions located in Southeast, West, and East Texas have fewer resources than those North, Central and South Texas.
- Public, 4-year institutions are more likely to have their own self-operated, mental health clinic compared to public, 2-year institutions.
- On average, public, 4-year institutions, offered more services than public, 2-year institutions. Crisis counseling was the most common service offered across all public, 4-year institutions examined.
- 32.5% of institutions examined explicitly state (via their websites) that their mental health services are free for students.
- Most institutions’ mental health service website contain contact information for campus police, 911, national suicide prevention line, Ulifeline, The Trevor Project, veteran crisis line, and Texas 2-1-1.

Where would you like to see more resources?
- Crisis Counseling
- Suicide Prevention
- Stigma Reduction and Awareness
- Drug, Substance, and Alcohol Abuse Prevention
- Peer Support Groups
- Telehealth

Acknowledgements
Thank you to Young Invincibles, the RGK Center’s CONNECT Program, Texas Association of Community Colleges and all the other institutions for making this project possible.
INTRODUCTION
The Contemporary Austin (TCA) is a local nonprofit organization that provides the Austin community with meaningful experiences related to contemporary art.

As the organization grows more complex and serves more people, the importance of measuring its impact on its visitors has become a priority. The Contemporary Austin matched with the CONNECT Program to establish an organization-wide, universal system to measure community impact while also adapting each department’s protocol to fit their workflow and aligning their approaches.

By measuring its organizational impact, creative organizations like The Contemporary Austin can provide real metrics to support their efforts in making a difference in their communities through art and demonstrate their value in a standard, quantifiable way.

RESEARCH GOALS
The goals of this project were to:
1. Investigate current methods of tracking data and impact, if any.
2. Identify what software would best track departmental data while supporting interoperability with current systems.

METHODS: PHASE 1 & 2
A logic modeling approach was determined as the best framework to use to identify internal needs and optimize directions for each department to take to begin efficiently collecting data that could illustrate organizational impact. Departmental leads (N=5) were identified and interviewed using a semi-structured interview guide.

The project is currently transitioning from Phase 2 to Phase 3.

LOGIC MODEL FRAMEWORK
Semi-structured baseline interviews sought to understand inputs, activities, and desired outcomes that result in organizational impact.

METHODS: PHASE 1 & 2
A logic modeling approach was determined as the best framework to use to identify internal needs and optimize directions for each department to take to begin efficiently collecting data that could illustrate organizational impact. Departmental leads (N=5) were identified and interviewed using a semi-structured interview guide.

The project is currently transitioning from Phase 2 to Phase 3.

LOGIC MODEL FRAMEWORK
Semi-structured baseline interviews sought to understand inputs, activities, and desired outcomes that result in organizational impact.

RESULTS: STRATEGY
1. Identify desired impact measure, either by department or organization as a whole.
   ASK: What do you want to score? These will be the defined indicators of impact.
2. Determine scoring methods.
   ASK: Do we want high and low scores to measure impact? Setting these metrics will help show where the organization needs to focus on improvement.
3. Identify each department’s mission and universally integrate this into data collection processes.
   ASK: Are our questions asking what we really want to collect?
4. Adjust a social impact scale to the measurement needs of TCA.
   ASK: What type of impact do we want to measure? E.g., social, health and wellness, emotional...
5. Onboard data manager with TCA to the new methods of collection and logistic regression analyses.
   ASK: Who will be in charge of maintaining this process?

PROJECT TAKEAWAYS
Measuring impact is one of the best ways to legitimize the efforts of an organization, whether it collects quantifiable data or measures more vague concepts like social impact. The Contemporary Austin does amazing community-facing work, and establishing a rigorous process to show proof of that hard work is valuable for both its visitors and the passionate teams at TCA.
Developing a Logic Model for Monitoring and Measuring the Impact of Philanthropy on the Local Community

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Introduction
Impact Austin unlocks the potential of our community through trust-based philanthropic collective giving.

Members ensure the sustainable growth and collective impact of Impact Austin by cultivating their philanthropic learning — “Changing our community by changing ourselves first (Impact Austin’s member).”

Project Goal
To design a framework for measuring the impact of Impact Austin on its members and Impact Austin members on the community.

Methods
A logic model:
- is developed through combining a an organization’s Theory of Change with its Theory of Action.
- helps an organization and its stakeholders understand how it can track and measure its impact in a systematic and visual way.

Figures & Results
Outcomes Indicators (long-term):
- % of increase in new members
- % of increase in renewed members
- % of increase in contributions
- % of increase in partnerships
- % of increase in educational seminars
- % of increase in members’ satisfaction
- % of increase in grantmaking events
- % of increase in philanthropic members
- % of increase in survey response rate
- % of increase in attendees, etc.

Next Steps:
- Data Organization
- Impact Indicators

Conclusion
Creation of a Logic Model requires the following, at minimum:
- Understanding the mission, visions, and values of the organization.
- Collecting primary data or organizing secondary quantitative and qualitative data that include internal perspectives within the organization.
- Analyzing the common language or key phrases frequently mentioned in the data and incorporating them into outcome and impact phrases.
- Collaborating* with the organization staff, leadership and stakeholders to ensure accuracy of the logic model contents.

*Frequent communication with the organization staff, leadership and stakeholders is the key to developing a useful and effective logic model.

Acknowledgements
I would like to acknowledge and give my warmest thanks to Impact Austin (Ms. Christina Goczyński; Ms. Nicole Genovese; Ms. Risé Lara) who supported me throughout this project with their guidance and constructive feedback. Also, I would like to thank other Impact Austin members for incorporating internal perspectives to my project.

References & QR Code
Fitz (2020) “How to use the logic model to make your plan stick.” Steep (2017) "Logic Models in Theories of Change"

Secondary Data: 2021 Annual meeting, Membership Info Session 2020; Collective Giving Tuesday; Member Profile on Meeta Kothare; Bite Size Learning; Impact Indicators; 2020 Town Hall Sponsor Presentation; Bite Size Learning + IBM Calling All Sheroes; Get to Know Grants 2020 Meeting the Board; 2011 Public Service Announcement; #joinImpactAustin 15th Anniversary