



BROWARD COLLEGESM

THE NEXT ERA

BUILDING ON 60 YEARS OF
INNOVATION AND EXCELLENCE

2019-20 ANNUAL REPORT

REPORT HIGHLIGHTS

- 1 NAMED ONE OF THE TOP TEN COLLEGES IN THE NATION** eligible for the Aspen Prize for Community College Excellence, a four-time achievement.
Learn more: [PAGE 8](#)
.....
- 2 ADDED 12 NEW PROGRAMS AND COURSES** and improved outreach to high school students.
Learn more: [PAGE 12](#)
.....
- 3 STRENGTHENED BROWARD UP** increasing municipal and agency partners and serving a total of 1,378 participants throughout the year.
Learn more: [PAGE 14](#)
.....
- 4 AWARDED 12,120 DEGREES AND CERTIFICATES** to students diverse in age, race, sex and nationality.
Learn more: [PAGE 16](#)
.....
- 5 COMMISSIONED FLORIDA TAXWATCH TO EVALUATE THE ECONOMIC IMPACT OF BROWARD COLLEGE.** The study shows Broward College substantially increases the earnings of its graduates, giving almost ten percent return on investment, and provides a substantial economic impact of nearly \$1.7 billion.
Learn more: [PAGE 16](#)
.....
- 6 ADDRESSED EQUITY BY CLOSING RACE AND INCOME ACHIEVEMENT GAPS** for students taught by the Association of College and University Educators (ACUE) credentialed faculty.
Learn more: [PAGE 17](#)
.....
- 7 DEVELOPED AND IMPLEMENTED THE BROWARD COLLEGE CULTURE TRANSFORMATION PLAN** to enhance institutional culture and better leverage the talents and aspirations of employees.
Learn more: [PAGE 20](#)
.....
- 8 REALIZED \$11.7 MILLION IN NEW GRANT AWARDS** to support childcare access, workforce education and training, fellowships in transportation and aviation, and at-risk students.
Learn more: [PAGE 25](#)
.....
- 9 DEMONSTRATED CAPACITY FOR RAPID CHANGE** transitioning 3,566, or 93 percent of courses, from a face-to-face or blended modality to remote learning within ten days.
Learn more: [PAGE 28](#)
.....
- 10 DEVELOPED A PRIORITY-BASED FUNDING MODEL** and reinvested resources to improve advising, tutoring, equity, and food insecurity through the Greater Impact Budget: Prioritizing Equity and Impact for our Students and Community.
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MESSAGE FROM THE PRESIDENT

Colleagues and Friends,

For 60 years, Broward College has served as a pathway to the American Dream of equality and economic mobility for many students and their families, a commitment embedded in our mission, “Transforming students’ lives and enriching our diverse community through academic excellence, innovation, and meaningful career opportunities.” This commitment is even more relevant as we face the unforeseeable challenges of the COVID-19 pandemic and the health and economic crisis that could further impact our nation and community for years to come, as well as the outcry against racial injustice brought about by the death of George Floyd.

As you read through the pages of this report, our achievements over the past year show the strides we have made in meeting the goals of our strategic plan under the categories of **START, SUCCEED, SOAR, and SYNERGIZE**. They highlight accomplishments from improving post-secondary access, strengthening programs and services, connecting students to the workforce, to finding new ways to collaborate with our community to support student success. Importantly, they show that even before the challenges of the last five months, Broward College has been strategically focused on ensuring we provide hope to everyone in our community through high-quality, affordable, and accessible education.

Among the achievements we celebrate is our continued recognition as a college of excellence, evident in the many accolades received by students, employees, and the institution. The most notable is being named a Top Ten college in the nation for the fourth time by the prestigious Aspen Institute, and achieving top rankings for the number of degrees conferred to minority students, campus safety, and low student debt.

Our accomplishments include the expansion of our service model to ensure improved access to post-secondary education under our **START** goal. In addition to increasing high school outreach activities, we directly addressed barriers to post-secondary education faced by some of our residents through Broward UP, finalizing five new municipal partnerships and four new agency partnerships. This allowed us to take college courses from our campuses directly into Broward County communities, serving a total of 1,378 participants.

Our students demonstrated exceptional grit and determination in completing their academic milestones. We celebrated 12,120 degrees and certificates awarded to students under our **SUCCEED** goal, many of whom persisted in our spring semester despite changes in their learning and home environment due to the pandemic. Also, critical to our students' success is the success of our employees and their contribution to the work we do as an institution. We invested in improving our organizational culture, rebranding our Human Resources department to Talent and Culture, revised our organizational chart to better support the College's needs, and offered numerous development opportunities, including training in Diversity, Equity, and Inclusion Management.

A part of the incredible work we do is to ensure our students succeed, even after they complete their academic credentials at Broward College. We are helping our students **SOAR** with more accessible paths to further their studies, through 12 new transfer agreements. We are also moving our community forward through collaborative efforts that demonstrate our continued support. In 2019-20, we fostered volunteer opportunities among our staff, advanced 19 partnerships, and 60 in-kind donations with organizations that drive college and career readiness and economic development, in line with the College's mission.

Throughout the year, we focused on our **SYNERGIZE** goal by maximizing opportunities to generate non-traditional revenue that would help support student success. This included the launch of an Invitation to Negotiate (ITN) to lease land on the A. Hugh Adams Central Campus in Davie, and meeting the targets for non-traditional revenue. One significant outcome is \$11.7 million in new grant awards to the College to support childcare access, workforce education and training, fellowships in transportation and aviation, support for at-risk students and refugees, and English language instruction.

In perhaps the most exceptional example of our capacity for rapid change, flexibility and readiness to support our students and the community was our success in transitioning 93 percent of our courses from face-to-face or blended modality to a remote learning modality, within ten days. All while maintaining academic continuity and the high quality of our programs and services. We also offered free workforce training to 1,000 residents to improve their skills and prepare them for future job opportunities.

The successes we celebrate would not be possible without our employees' hard work, the confidence entrusted to us by the Broward College District Board of Trustees, and the partnerships and engagements we have with local organizations, agencies, businesses, and donors. These results represent our cumulative efforts and demonstrate what is possible when we serve together. Together, we have worked to ensure quality educational access, regardless of wealth, gender, sexual orientation, nation of origin, or race. We know that even with these stellar achievements, there is more to be done.

Looking ahead, we have set a clear path to improve our financial stewardship. On June 30, 2020, the Board approved **The Greater Impact Budget: Prioritizing Equity and Impact for our Students and Community**. The 2020-21 budget focuses on investments that yield the most significant return to our 63,000 students, our College, the taxpayers, and our community. Through this budget, we have prioritized improving the student to advisor ratio, embedding tutoring in some of our courses with high failure rates, addressing equity issues, and establishing food pantries to assist our most vulnerable students. As we prepare to help our community recover from the economic setback of the pandemic, we are committed to maximizing our resources for the benefit of everyone.

Broward College brings new hope to our region every day, as we equip thousands of men and women with relevant new skills, confidence, knowledge, and the ability to create a bright future for themselves.

Thank you for your continued support.

TOGETHER WE SERVE!



Gregory Adam Haile, J.D.
President

MISSION

Transforming students' lives and enriching our diverse community through academic excellence, innovation, and meaningful career opportunities.

VISION

Broward College will be a destination for academic excellence, serving students from local communities and beyond. The College will embrace diversity — student, faculty, staff, and business partnerships — and foster a welcoming, affirming, and empowering culture of respect and inclusion. The College will stand at the leading edge of technological and environmentally sound innovation, providing attainable, high quality educational programs. Broward College will be recognized for its recruitment and retention of diverse, outstanding faculty and staff whose primary focus will be to promote the success of each individual student while supporting lifelong learning for all students. As a model post-secondary institution, the College will connect its students to diverse local and global communities through technical, professional, and academic careers.

CORE VALUES

ACADEMIC EXCELLENCE AND STUDENT SUCCESS Achieving student success through high-quality, learning centered programs and services while continuously evaluating and improving student learning outcomes that reflect the highest academic standards. This is accomplished by providing flexible educational opportunities accessible to all students, regardless of time or place.

DIVERSITY AND INCLUSION Creating a community that celebrates diversity and cultural awareness while promoting the inclusion of all its members.

INNOVATION Developing and implementing the most emergent technologies and teaching/learning methods and strategies to create learning environments that are flexible and responsive to local, national, and international needs.

INTEGRITY Fostering an environment of respect, dignity, and compassion that affirms and empowers all its members while striving for the highest ethical standards and social responsibility.

SUSTAINABILITY Ensuring effective, efficient use of college resources while implementing fiscally sound practices and environmentally sustainable initiatives that can be modeled in collaboration with our community.

LIFELONG LEARNING Promoting the educational growth and development of all individuals through a variety of post-secondary professional, technical, and academic programs and services.

NATIONAL AND STATE RECOGNITION



In 2020, the Aspen Institute for the **FOURTH TIME** named Broward College as one of the Top Ten Institutions eligible for the Aspen Prize.



The 2020 U.S. News & World Report, the global authority in education, ranked Broward College as **ONE OF THE TOP REGIONAL COLLEGES IN THE SOUTH**. The College is also ranked one of the top performers in the region on social mobility.



SafeHome.org

In its 2020 report, SafeHome.org identified Broward College as having the **SAFEST CAMPUSES IN THE STATE OF FLORIDA**. The report on some of the largest public and private colleges recognized Broward College as having the lowest violent-crime rate per 1,000 students in Florida and one of the lowest nationwide from among 500 institutions.



The 2020 U.S. News Short List recognized Broward College graduates as having the **THIRD LEAST AMOUNT OF DEBT** among the 1,031 colleges that reported data to U.S. News & World Report. According to that study, the average debt load of the College's graduating class of 2018 was \$3,617, where only 48 percent of graduating students borrowed money for tuition.



In 2020, the College ranked second in the state for the number of industry certifications awarded to students. **STUDENTS EARNED 1,208 INDUSTRY CERTIFICATIONS OR LICENSES** in public safety, healthcare, information technology, manufacturing, and transportation. The College received the largest industry certification incentive funding of \$1.2 million.



In 2019, Diverse Issues in Higher Education ranked Broward College **FIRST IN THE NATION** for the number of associate degrees conferred to African-American students, second for all minority groups and seventh for Hispanics.



Broward College nurses consistently pass the National Council Licensure Examination (NCLEX) at a higher rate than graduates from similar institutions. In 2019, Broward College had a **96.7% PASS RATE** compared to 71.8% for the State of Florida.



In 2020, University HQ Most Affordable Four Year Colleges and Universities by State, named Broward College **THE MOST AFFORDABLE COLLEGE IN FLORIDA** among more than 100 institutions of higher education across the state.

EXEMPLARY LEADERSHIP



President Haile was among 25 community college leaders chosen for the 2020-21 inaugural cohort of the Aspen Presidential Fellowship for Community College Excellence.



President Haile was named the 2019 Tripp Scott Diversity Champion Award recipient by the Urban League. The award recognizes an individual, group, or institution for outstanding efforts to foster an environment in which diversity and inclusion are valued.



President Haile was named among South Florida Business Journal's Annual Power Leaders 250 List, 2020.



President Haile was selected to serve as chair-elect of Leadership Florida for the 2019-20 term, and is now chair of Leadership Florida for the 2020-21 term.

OVERVIEW OF THE BROWARD COLLEGE STRATEGIC PLAN

The Broward College Strategic Plan for 2017-22 has four priority goals: **START**, **SUCCEED**, **SOAR**, and **SYNERGIZE**. These goals focus the College's efforts and resources on measurable improvements to provide the best pathway to academic and career success and ultimately better lives for our students and our community. The Strategic Plan targets improvements from the point of access to students taking their place in the workforce.



Increase new students enrolled. The five-year average of new credit, non-credit, and dual enrollment students will be 1% higher than the previous five-year average, from **27,976 to 28,256*** by **June 1, 2022**.

+1%



Increase awards earned. The five-year average of awards earned will be 10% higher than the previous five-year average, from **11,029 to 12,132** by **June 1, 2022**.

+10%



Increase post-completion placements. The five-year average of students transferring, placed in jobs, or returning to Broward College will be 10% higher than the previous five-year average, from **13,901 to 15,291** by **June 1, 2022**.

+10%



Increase non-traditional revenue by **10%** by **June 1, 2022**.

+10%

**Numbers updated to reflect additional student populations as of September 2018.*

START

REALIZING POTENTIAL—SUPPORTING DREAMS

Focused on increasing access to post-secondary education, our **START** goal expands the reach of Broward College beyond our campuses and centers, to the community, high schools, and businesses. We believe that higher education is for everyone regardless of age, race, nationality, or socio-economic background. In 2019-20, we developed new academic programs, increased outreach activities and student support services to reduce barriers and improve access for all.

GENERAL ENROLLMENT

63,736

AVERAGE AGE

24

OLDEST STUDENT

81

YOUNGEST STUDENT

16

COLLEGE ACADEMY
STUDENTS

493

DUAL ENROLLMENT
STUDENTS

6,433

FIRST TIME IN COLLEGE
STUDENTS

47%

RACE

28%

BLACK

34%

HISPANIC

16%

WHITE

22%

IDENTIFY AS TWO OR MORE RACES,
ASIAN, NONRESIDENT ALIEN OR OTHER

Critical to improving our accessibility is ensuring that those who chose to pursue a post-secondary education at Broward College are benefiting from high-quality programs.

ACCREDITATION

To offer the programs for which we have become nationally recognized, Broward College must maintain its accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate and baccalaureate degrees. This accreditation includes a five-year interim report and on-site visit, including visits to new locations. The College successfully completed the interim report in February 2020. At the end of the visit, the SACSCOC team provided positive feedback. They offered no official recommendations for changes, which they indicated was an extremely rare achievement, speaking to the College's focus on continual improvement.



Broward College and SACSCOC representatives at the on-site visit in Marbella, Spain.

FIRST MARINE DUAL ENROLLMENT PROGRAM



Students from grades 10 to 12 at South Broward High School were the first cohort in September 2019 who will take classes at the College over the next three years toward certification as marine technicians. The 29 students will earn four short-term technical certificates that prepare them to meet the needs of one of the fastest-growing industries in the region.

FIRST ASSOCIATE OF SCIENCE IN AVIONICS IN FLORIDA



The program was launched with the generous support of the Bryant-Taylor Foundation. The first cohort of 18 students started the program in August 2019. A new cohort of students will begin in August 2020.

NEW DEGREES AND CERTIFICATES:

The College continued to strengthen its offerings with 12 new programs.

- Associate of Science, Avionics
- Associate of Science, Health Navigator
- Technical Certificate, Nuclear Medicine Specialist
- Technical Certificate, Laboratory Eyecare Technician
- Technical Certificate, Ophthalmic Eyecare Technician
- Technical Certificate, Informatics Specialist (HIT)
- Technical Certificate, Medical Coder Biller (HIT)
- Technical Certificate, Medical Sonography Specialist
- Technical Certificate, FAA Aircraft General Mechanics
- Technical Certificate, FAA Aircraft Airframe Mechanics
- Technical Certificate, FAA Aircraft Powerplant Mechanics
- Advanced Technical Certificate (Baccalaureate Level), Spatial Computing



REACHING STUDENTS BEFORE THEY START

In 2019-20, we enhanced our outreach to high school students and the community through expanded activities and new initiatives.

IMPROVED HIGH SCHOOL OUTREACH

Between October 2019 and May 2020, the College recruitment team offered eight Pathway fairs to high school students, many of whom live in or attend a school in one of the Broward UP zip codes.

800
STUDENTS SERVED

HOSTED THE FIRST TEEN EMPOWERMENT SUMMIT

Students from Broward County Public Schools participated in the summit hosted on the A. Hugh Adams Central Campus in December 2019. The students received information on the College's eight pathways and financial aid.

600
STUDENTS SERVED

CREATED A NEW ARTICULATION PROCESS TO CONNECT WITH STUDENTS FROM TECHNICAL HIGH SCHOOLS

This seamless articulation onboarding model called Broward Tech Connect offers accelerated opportunities for prospective students between Broward College and Broward County Public Schools. The articulation provides credit for prior learning.

ENROLLED
79
TECHNICAL COLLEGE STUDENTS SERVED
BETWEEN AUGUST AND DECEMBER 2019

TAKING COLLEGE TO OUR COMMUNITIES

In 2018, the College launched Broward UP, the UP, meaning Unlimited Potential. This community-centric movement aims to raise education access and attainment levels and drive economic mobility across Broward County. Broward UP continued solidifying its presence across the county through Memorandums of Understanding (MOU) with additional municipal and agency partnerships.

9

MUNICIPAL PARTNERS
*FIVE NEW
IN 2019-20*



10

**COMMUNITY
AGENCY PARTNERS**
*FOUR NEW
IN 2019-20*



The College also operationalized Broward UP through the ten Commission teams staffed by more than 160 College employees. The teams are focused on the areas of Business Development; Community Engagement; Financial Services; Locations, Branding and Service Projects; Programs, Skills, and Courses; Resource Development; Retention; Service Learning; Social Support Services; and Technology.

The work of these collaborative teams led to the following:

- Broward College presence at 30 events in Broward UP communities
- Bridged the digital divide at seven Broward UP partner locations through a laptop loan program
- Creation of an Emergency Fund for Broward UP to help with costs associated with educational supplies
- Distribution of over 200 bags of food to students experiencing food insecurity
- Creation of ongoing service-learning projects within the curriculum to benefit Broward UP communities
- Engaged 242 faculty and staff through six professional development opportunities
- Raised \$5,888,550 in grants and cash donations to help fund programming and activities

We expanded the College's student services reach to Broward UP communities with the recruitment of three Broward UP case managers. The case management model is based on research and college and community agency best practices. They have improved outreach to these communities to offer residents with the following:

914 REMOTE COACHING SESSIONS

102 REFERRALS FOR INTERNAL AND EXTERNAL SUPPORT RESOURCES

147 COMPLETED THE FULL INTAKE PROCESS CONSISTING OF A CAREER ASSESSMENT, GOAL-SETTING EXERCISE, SWOT ANALYSIS, AND EDUCATIONAL PLAN

PROVIDED INTERNSHIP OPPORTUNITIES

Through the Get REAL! program, students from Broward UP communities are placed in internship roles. The students, ages 17 to 24, experience barriers including homelessness, prior exposure to the justice system, and placement in the foster care system.

40 STUDENTS WERE PLACED IN INTERNSHIPS ACROSS THE COLLEGE

DEBT FORGIVENESS

A critical part of Broward UP is to remove barriers to enrollment. Thousands of former students who owed the College money and were prevented from enrolling or completing their courses now have the opportunity to achieve their academic journey thanks to the Debt Forgiveness Program.

18,600 FORMER STUDENTS HAVE BENEFITED

ENCOURAGING WORKFORCE READINESS

Throughout the year, Broward UP communities were offered opportunities to fuel their business drive. Training included workshops from the Broward College Entrepreneurship Experience (BCEx) on entrepreneurship, resume writing, financial literacy, and other Microsoft-sponsored courses.

7 TRAINING OPPORTUNITIES OFFERED

Three participants of the entrepreneurial workshops are now part of the Broward College Business Accelerator.

SUCCEED

EDUCATE, ENGAGE, EMPOWER

According to a 2020 independent study from Florida TaxWatch, a degree from Broward College significantly impacts a student's quality of life and future wages. Students see a return on investment of nearly ten percent and the College has a substantial economic impact of nearly \$1.7 billion. This outcome supports Florida's high-skill, high-wage economic development strategy. The study was commissioned by the Broward College Foundation to independently assess the economic impact of the College and the return on investment to students who complete our programs.

The College's selection as a Top Ten college in the nation for the fourth time, recognizes our ability to achieve strong student outcomes across four key areas: teaching and learning, degree completion and successful transfer to four-year institutions, success in the workforce, and equitable outcomes for diverse student groups.

Our **SUCCEED** strategy is aimed at extending this kind of impact by increasing the total number of awards earned by our students through retention and completion. The College enhanced student engagement, workplace culture, improved technology to create a more holistic experience, and invested in teaching and learning excellence. We are committed to helping our students get to the finish line by removing barriers to their success and closing equity gaps. We continue to see results not only through state and national recognitions but also through our students' stellar accomplishments.

TOTAL NUMBER OF GRADUATES

12,120

ASSOCIATE
DEGREES AWARDED

4,553

BACHELOR'S
DEGREES AWARDED

514

CERTIFICATES
AWARDED

7,053

BACHELOR OF SCIENCE IN
AEROSPACE SCIENCES* GRADUATES

15

**FIRST COHORT*



INVESTING IN QUALITY TEACHING TECHNIQUES TO CLOSE ACHIEVEMENT GAPS

A 2020 study from the Association of College and University Educators (ACUE) shows that students enrolled at Broward College were more likely to complete and pass their courses when taught by ACUE-credentialed faculty, with the impact being significantly larger on achievement outcomes for Black and low-income students. The research conducted over the 2017-18 and 2018-19 academic years indicated that an additional 282 students completed their courses than would have otherwise when controlling for student demographics and other factors. Similarly, researchers found that an additional 435 students passed their courses than would have otherwise. Among Pell-eligible students, the gap in passing rates was eliminated and more significant impacts were seen on course completion rates (compared to students not Pell-eligible). For Black students, the gap in course completion closed and the gap in passing rates was cut in half compared to White students.

The College has focused on improving teaching and learning outcomes in the classroom through a five-year partnership with ACUE. For the academic year 2019-20, a cohort of 59 faculty completed the ACUE course in Effective Teaching Practices.

BETWEEN THE 2017-18 AND 2018-19 ACADEMIC YEARS

282

MORE STUDENTS COMPLETED THEIR COURSES

435

MORE PELL-ELIGIBLE STUDENTS PASSED THEIR COURSES

SHARING BEST PRACTICES

The Center for Teaching Excellence and Learning (CTEL) offers year-round training opportunities for faculty to develop their teaching skills. Among the new initiatives were two to help faculty share best practices and facilitate the transition to a remote learning format.

- Since March 13, the Remote Learning Community of Practice for faculty facilitated over 200 training opportunities
- 'Bird's Eye View,' a faculty webinar series, aired four episodes



PEER MENTORING

In 2019-20, the College established a student and faculty leadership and mentoring program. The number of peer leaders serving college-wide is 34. Each peer leader has a caseload of six mentees and there are 230 active mentees. Key performance mentee measures include:

100%

OF PARTICIPANTS ENROLLED IN SIX OR MORE CREDITS FOR SPRING 2020

MORE THAN

50%

OF PARTICIPANTS ENROLLED IN SIX OR MORE CREDITS FOR SUMMER 2020

100%

COMPLETED THEIR FAFSA APPLICATIONS

OTHER ACHIEVEMENTS RANGED FROM PROVIDING SUPPORT TO THE CLASSROOM CURRICULUM...

HACKATHON



2019-20 winners, ARTivisim, developed a project on combined augmented reality, art, and activism. Supported by local tech business partners, the third annual software competition challenged Broward College students and students from other higher education institutions and select high schools to develop a new software program in a collaborative and fast-paced environment.

HONORS COLLOQUIUM



The annual Colloquium organized by the Robert "Bob" Elmore Honors College allows students to present scholarly research with the support of their faculty members. The 2019-20 Colloquium featured an academic service-learning component — facilitating a food drive.

STUDENT AWARDS AND RECOGNITION

Seven students were named to Florida College System 2020 All-Florida Academic Team.

Davidson Nzekwe Daniel was selected as one of ten students to receive Phi Theta Kappa's 2020 Hites Transfer Scholarship.

In January 2020, the **Broward College Seahawk Flying Team** was recognized for outstanding performance, receiving the Society of Experimental Test Pilots Foundation Challenge Trophy.

In February 2020, **seven** Broward College students took home nine awards at the annual ADDY® Awards for the development of advertising materials.

In March 2020, Broward College student **Nolan Creary** was one of 12 national finalists in the Kennedy Center acting competition. Broward College has only had one other student reach this level of recognition in the College's history.

In October 2019, the **Broward College Model United Nations (MUN)** team won **three** awards at the Florida MUN Competition in Gainesville, Florida.

In December 2019, **Panku and The Observer**, student publications, received top honors from the Florida College System Publications Association; Panku for excellence in poetry and The Observer for in-depth writing.

In 2019, the **Student Life Leadership Retreat** won the Association of Florida Colleges' Student Development Commission's Exemplary Practice Award.

EMPOWERING STUDENT LEADERS

Established a chapter of the National Society of Leadership and Success (NSLS) through Student Life. More than 1,300 students became active members of the Broward College chapter of NSLS.



AND FACILITATING OPEN DIALOGUE...

STUDENT VILLAGE SQUARE



Hosted college-wide discussions on gentrification and the 2020 Census. More than 390 students and 200 members of the community participated.

SOCIAL JUSTICE PROGRAMS



Throughout the year, the College offered a Social Justice series on each campus to help students understand issues regarding social mobility, economic justice, environmental issues, and violence. Events ranged from the third Annual Environmental Justice Fair and Symposium, and the tenth annual Women in Distress event, to the history of the census and the importance of participating in it. Hundreds of students and community members attended.

...TO ADDRESSING DAILY CHALLENGES



COMFORT CLOSET

We expanded the number of Comfort Closets from two to three. An additional Comfort Closet was created on the Judson A. Samuels South Campus to assist students who discreetly need personal hygiene products and food.

LYFT RIDESHARE PARTNERSHIP

In August 2019, to address the need for reliable transportation between campuses for students who take classes on multiple campuses, the College teamed up with Lyft to offer an affordable transportation option between campuses at reduced rates. The pilot program was available to approximately 250 students who received discount credits of \$6, \$10, and \$13 based on the distance between campuses.



EMPLOYEE SUCCESS

FACULTY RECOGNITION

2019 Professors of the Year

Professor Laura Raymond
Communications

Dr. Noelle Crooks
Psychology

Professor Wesley B. Wright
English

Professor Michael O'Neill
Social Behavioral Sciences

Professor Valorie Ebert
English

Professor Rhonda Bobb
English

Dr. Brandi Coverson-Ridore
Speech

Professor Jillian Wojcik
Social Behavioral Sciences

Professor Jason Aiken
Business Administration

Felicidad Archilla, assistant professor, Computer Science, was named the 2020 Dale P. Parnell Faculty Distinction Award recipient. The award is bestowed to educators who are making a difference in the classroom.

Dr. Andrea Apa, associate professor of English for Academic Purposes and Faculty Senate president, was named a 2019 Hispanic Woman of Distinction for contributions to South Florida communities.

The success of our employees is integral to our students' success. Building on our mantra, 'Together we serve,' our efforts for 2019-20 focused on improving employee culture and organizational efficiency. Among the achievements we celebrated during the year were:

RECRUITMENT AND RETENTION

- Launched "Inside First" which allows the Attraction and Selection team to identify internal candidates who may fit the required education and skills for open positions
- Improved New Hire Orientation, to make the onboarding experience seamless and consistent across the College, and created the Soaring Seahawk First Year Guide to improve the onboarding program. The Guide offers a phased approach, tying in the College's core values
- Development and year one implementation of the Broward College Culture Transformation Plan
- The Human Resources department was rebranded as Talent and Culture and restructured to better support the needs of the College
- Established the Advisory Council for the Advancement of Diversity, Equity, and Inclusion — a task force of faculty and staff designed to create action plans that build a workforce grounded in equity and inclusion
- Provided the Diversity, Equity, and Inclusion Management training series
- Worked with faculty and employees to develop a more robust culture of shared governance. In 2019-20, through several focus groups and a college-wide workshop, the College produced the first version of the Shared Governance Principles and Practices

KEY SENIOR LEADERSHIP APPOINTMENTS



CALEB CORNELIUS

Caleb Cornelius was promoted to vice president, Finance.



DR. MILDRED COYNE

Dr. Coyne was promoted to senior vice president, Workforce Education and Innovation.



DR. MARIELENA DESANCTIS

Dr. DeSanctis was selected as provost and senior vice president, Academic Affairs and Student Services, after a national search.



JOHN DUNNUCK

John Dunnuck was promoted to senior vice president, Finance and Operations.



ISABEL GONZALEZ

Isabel Gonzalez was promoted to chief of staff and vice president, Communications and Community Relations.

STAFF RECOGNITION

Dr. Mildred Coyne, senior vice president, Workforce Education and Innovation selected to participate in the 2020-21 Aspen Rising Presidents Fellows Program and honored as one of the 2020 Women of Distinction by the Lauderhill Chamber of Commerce.

Jennifer Shapiro-Sacks, coordinator, Student Publications, was inducted into the Florida College System Activities Association for the publications division in November 2019.

Anthea Pennant, district director of Supplier Diversity, was named 2019 Advocate of the Year by the Florida State Minority Development Council.

Legacy South Florida magazine named **Dr. Paul L. Moore, Esq.**, dean, Academic Affairs North Campus and Business and Management Pathway, to its August 2019 list of "40-Under 40 Black Leaders of Today and Tomorrow."

FROM INCREASED EMPLOYEE DIALOGUE...

Through various platforms, President Haile and members of the senior leadership team facilitated continued open dialogue with employees.

- President Haile, the College Provost, and the Executive Director of Talent and Culture met with staff, faculty, and students on more than 65 occasions to discuss improvements and concerns
- A college-wide recess from meetings was launched in August 2019 to allow time for employees to gather for intentional dialogue through a town hall, or focus on work without interruption
- Throughout the year, the recess from meetings allowed the College to convene 17 virtual town halls, 11 of which were specific to the pandemic and have served as a pivotal point of communication during the remote learning and work environment. There were 25 advisories to students and employees, and four video messages from President Haile to students, employees, donors, and the general community

PROVIDING ONGOING LEARNING

While college-wide training is offered throughout the year to help faculty and staff improve their skills, the College's annual Professional Development Day brings all employees together for a day of training and fun. More than 1,000 employees participated in 90 course offerings.

Staff and faculty earned 18 degrees through the College's tuition reimbursement program, which supports professional development and academic aspirations. Five of those degrees were acquired at Broward College.

...TO CELEBRATING ACCOMPLISHMENTS

THE OSPREYS

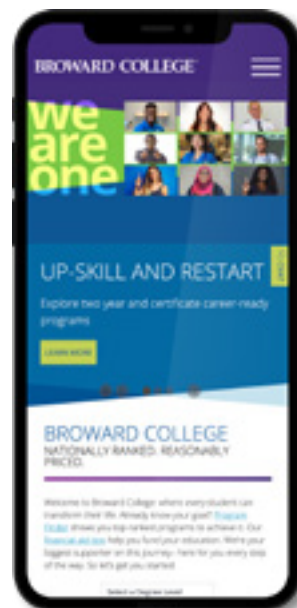
The rebranded employee recognition awards ceremony breathed new life into celebrating the accomplishments of employees.



TECHNOLOGY UPDATES

We could not close our highlight on accomplishments under our **SUCCEED** goal without sharing the impact of two notable improvements that propelled student and employee success. These include:

- Migrating the College website to a cloud-based technology platform and new design which focuses on student recruitment and retention. The site offers a new search engine, is easier to navigate, tracks visitors, and allows for better outreach to potential students
- Implementing a new telephone system that allows the College to operate seamlessly 24 hours a day, seven days a week. Thanks to this upgrade, our remote workforce was able to conduct business as usual and provide students and staff with essential support for success



SOAR

GUIDING OUR COMMUNITY TO GREATNESS TOGETHER

At Broward College, we know that a pathway to the American Dream of equality and economic mobility moves beyond conferring an academic degree or certificate. Our strategic goal, **SOAR**, focuses on job placements and connecting our students to other opportunities for higher education. Our comprehensive approach is built on enhancing the learning experience through technology, partnerships with other post-secondary institutions for transfer opportunities, and expanding our corporate partnerships for job placements.

Among the highlights this year are:

12 NEW TRANSFER AGREEMENTS

Graduates of Broward College now have easier paths to pursue further studies thanks to new articulation agreements finalized in 2019-20.

ADELPHI
UNIVERSITY

ALBIZU
UNIVERSITY

Alliant
International
University

FIU
FLORIDA
INTERNATIONAL
UNIVERSITY

JOHNSON & WELLES
UNIVERSITY

Miami Dade
College

RENNES
SCHOOL
OF BUSINESS

TROY
UNIVERSITY

U
MIAMI

UNIVERSITY of
WEST FLORIDA

WASHBURN
UNIVERSITY

WGU

ENHANCED CURRICULUM

In 2019-20, the College developed a Bachelor of Science in Environmental Science with a concentration in Teacher Education to **INCREASE THE NUMBER OF SCIENCE TEACHERS** in the county. The new program will launch in fall 2020. Students will earn their teaching certificate upon completion and be ready to be hired as a science teacher for grades 6 to 12.

We established a partnership with Airbus to acquire the Airbus ACT Academy Software package, an Airbus A320 simulation training tool. The state-of-the-art simulation software is the same one used by airlines worldwide and will be used by students in the Avionics program. Broward College is **ONE OF ONLY THREE** colleges/universities in the country to use this tool.

FROM PARTNERSHIPS THAT SUPPORT OUR STUDENTS...

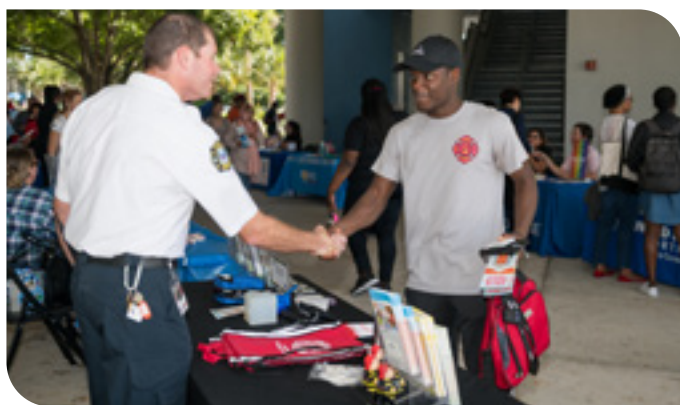


Partnered with City Furniture to collaboratively create a unique Sales Academy Certification program, free to qualified students. Over the three-year contract, Broward College will provide 30 to 50 students per year with a tuition-free sales program to develop in-demand skills that may lead to possible employment at City Furniture.



Launched the Broward College Alumni and Friends Network to connect Broward College graduates through a variety of events. We re-established contact with hundreds of alumni through in-person, virtual events, and volunteer opportunities on campus and in the community,

AND PARTNERSHIPS THAT IMPROVE OUR COMMUNITY...



- Accelerated mathematics instruction and learning for marginalized learners in grades 9 to 12. The College developed the model in collaboration with the Algebra Project and Broward County Public Schools
- Successfully launched 12 new health career-focused online courses that offer training for a variety of healthcare professions
- Advanced partnerships with over 19 organizations that drive college and career readiness and economic development, serving 1,672 students and providing 60 in-kind donations with a combined value of value of \$81,127
- Offered more than 100 crime prevention and public safety engagement programs to increase awareness and community outreach
- Supported 58 Upward Bound seniors through the TRIO program to access higher education scholarships. The students received 166 college acceptances reflecting \$1,717,395 in scholarships

...TO CIVIC ENGAGEMENT

Fostered civil dialogue at two Village Square Dinners, engaging 237 attendees, including 32 students.



Panelists and moderator join some members of the Village Square Advisory Board for the first Dinner at the Square "The Politics of Counting: Fear, Fairness and Partnerships around the 2020 Census" on Wednesday, October 23, 2019.

Spurred new and innovative ways for residents to serve the social, educational, and environmental needs of Broward County by awarding \$121,763 in MLK Day of Service grants for 29 projects led by local entities. This year's grant program engaged 2,312 volunteers and logged 8,283 hours of community service.



President Haile joins representatives of the City of Lauderdale Lakes on January 20, 2020 for their MLK Day of Service Project.

Strengthened the servant leadership culture of the institution through BC Cares service events, which offer done-in-a-day volunteer opportunities in Broward County throughout the year. More than 114 faculty and staff members accompanied by 56 friends and family members participated in two outreach events.



Volunteers at the Action for Literacy event at the Joseph C. Carter Park in Fort Lauderdale on October 12, 2019.

SYNERGIZE

CONNECTING COMMUNITY TO SUPPORT STUDENT SUCCESS

To continue serving our students and the community with excellence, the College focused its efforts on strengthening our partnerships and remaining financially sound and innovative. Through the **SYNERGIZE** goal of the Strategic Plan, we have worked collaboratively to identify new ways to generate income through innovative, entrepreneurial, and philanthropic activities to support student success.

GENERATED NON-TRADITIONAL REVENUE

\$28.85 MILLION

IN CARES ACT FUNDING,
\$13.6 MILLION TO STUDENTS

\$1.2 MILLION

IN INDUSTRY CERTIFICATION FUNDING

\$11.7 MILLION

IN NEW COMPETITIVE GRANTS

to support childcare access, workforce education and training, fellowships in transportation and aviation, support for at-risk students, refugees, and English language instruction.

HELIOS EDUCATION FOUNDATION GRANT

Helios[®]
Education Foundation

A \$1.2 million grant was awarded from the Helios Education Foundation to Broward College and Florida International University (FIU) as part of a four-year plan to increase the number of students who complete their Associate of Science degree at the College, and transfer to an FIU baccalaureate program. The scholarship will support studies in the high-demand fields of Criminal Justice, Health Services Administration, Hospitality and Tourism Management, and New Media Communications.

R. MOTWANI FAMILY ACADEMY OF HOSPITALITY AND TOURISM MANAGEMENT



Nitin Motwani, Ramola Motwani, President Haile, and Dev Motwani

A Motwani Gala held in November 2019 raised more than \$200,000 in net revenue in support of the R. Motwani Family Academy of Hospitality and Tourism Management at Broward College.

LARGEST PHILANTHROPIC GIFT

The College received the largest non-estate gift ever made to the institution — reflecting the donor's commitment to supporting students and members of the community who have the drive to succeed but lack the financial resources to make their dreams a reality.

THE BRYANT-TAYLOR AVIONICS HONORS SCHOLARSHIP

Transformative supporters Nancy Bryant and Jerry Taylor had the opportunity to meet three of the students who received the Bryant-Taylor Avionics Honors Scholarship during a luncheon on August 26, 2019, at Broward College's Emil Buehler Aviation Institute on the Judson A. Samuels South Campus. To date, they have provided more than \$1.1 million in support of aviation scholarships, programs, and facilities at Broward College.



Paul Devanesan, Nancy Bryant, Arantxa Villegas, Jerry Taylor, and Jairo Vargas

RECOGNIZING HERITAGE SOCIETY DONORS



The Broward College Office of Advancement Heritage Society recognizes individuals who have indicated their intention to leave a gift to Broward College in their estate plans. President Haile hosted the annual luncheon in summer 2019 to celebrate donors.

BANK OF AMERICA AWARD TO BROWARD UP



As part of its Neighborhood Builders® grant program, Bank of America's Charitable Foundation awarded the College \$200,000 in support of Broward UP. The check was formally presented in November 2019 at the Broward Center for the Performing Arts. The funding facilitated expanded classes at no cost to municipalities and other locations that have partnered with the College under Broward UP.



THE CENTRAL CAMPUS REAL ESTATE DEVELOPMENT PROJECT

In April 2019, the College launched an Invitation to Negotiate (ITN) to realize financial return by leasing land on the A. Hugh Adams Central Campus. The Central Campus Real Estate Development Project is expected to generate annual lease income through a ground-lease or joint venture partnership.

Increased non-traditional revenue through contracts with nine clients generating

\$115,966
GROSS REVENUE

through customized training for workforce development, skills enhancement, professional outsourcing, training plans, and tuition assistance plan support for corporate partners.

Launched the corporate relations outsourced training program 'BAS Initial Training' for new Bombardier Aviation Technicians which began July 2, 2020.

THIS INITIATIVE WILL
GENERATE REVENUE OF

\$206,800

AND TRAIN AN ESTIMATED

200 BOMBARDIER
EMPLOYEES

RESPONDING TO A CRISIS

FINDING OPPORTUNITY IN TIMES OF CHALLENGE

The pandemic presented several opportunities for the College to face unprecedented challenges with resilience, agility, and achievement. Some of these operational changes will be maintained to improve how we serve students, employees and the community.

The continued upgrading of our information technology system over the years significantly paid off as the College was fully prepared to address almost any emergency without spending additional funds. This was the case with COVID-19, as we:

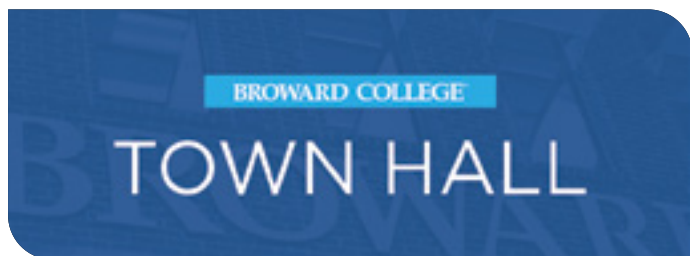
- Provided several specialized configurations to support staff and students who had to work and learn remotely. This included 900+ laptops, 100+ webcams, and 100+ headsets to students, faculty, and staff during the transition
- Transitioned 3,566, or 93 percent, of our classes to remote learning in ten days
- Transitioned all student support services online, including academic advising, tutoring, financial aid; and launched virtual recruitment
- Established a Remote Learning Community of Practice for faculty to share best practices, challenges, triumphs, and resources

OFFERED SCHOLARSHIPS TO HELP AFFECTED NURSING STUDENTS PURSUE AN ADVANCED COURSE

We established a special Fredrick A. DeLuca Foundation scholarship to allow students to take a baccalaureate-level Nursing course during the summer 2020 session. This was done in response to student clinical experiences being canceled due to the pandemic, thereby delaying their graduation from the Associate of Science Nursing program. A total of 37 students took advantage of the opportunity to gain a competitive edge and move toward earning a baccalaureate degree.



ENHANCED COLLEGE-WIDE ENGAGEMENT



The College already had platforms of engagement in place and we were quickly able to adjust these to keep students and employees informed. Since March 13, 11 COVID-19 town halls were hosted with employees, and two for students.

PROVIDED SPECIFIC SUPPORT TO AFFECTED STUDENTS

The College received more than \$28.5 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act funding due to the COVID-19 pandemic, of which \$13.6 million went toward supporting students in need. Broward College was ahead of the curve with assisting some of our most vulnerable students by redirecting \$150,000 from the spring 2020 graduation, which transitioned to a virtual format, to provide grants of \$450 to 330 students.

PROVIDED FREE WORKFORCE TRAINING

More than 1,000 residents took advantage of free online skills courses, a cost-effective option to improve their knowledge and prepare for job searches. Our Corporate Relations team also led the design, development, production and dissemination of 13 general education webinars and four aviation education webinars to help employees upskill.

SUPPORTED THE IMMEDIATE NEEDS OF OUR COMMUNITY

Responding to the critical need for Personal Protective Equipment (PPE) for front-line healthcare workers, the College transferred PPE supplies we had in stock to Memorial Healthcare System, Broward Health hospitals, and the local FBI field office.

1,200

BOXES OF EXAMINATION GLOVES

187

BOXES OF GOWNS

108

BOXES OF FACIAL MASKS



We also facilitated the loan of 20 computers for telemedicine, eight ventilators, and used our 3D printers to produce 1,000 face shields.

ADDRESSING CALLS FOR RACIAL EQUITY AND JUSTICE

In response to the nationwide protests against racism following the death of George Floyd, the College has undertaken several initiatives to increase awareness of issues facing the Black community. We know our community and students are not immune to the pain of these injustices.

In late May and early June, President Haile sent letters to students, employees, and an open letter to the community, encouraging everyone to choose love. On June 1, the College Provost issued a message which included points on our responsibility to instill Broward College values into the cadets who train at our Institute of Public Safety.

In addition to student and employee town halls on this issue, we expanded webinars on Equity, Empathy, and Learning, which began before the crisis. We have also established the Advisory Council for the Advancement of Diversity, Equity and Inclusion to steward our Culture Transformation Plan, ensure our institution does not perpetuate inequities, and guide the College and the community around social justice matters. On June 19, the Black Lives Matter Scholarship Fund was launched to help students who actively participate in campus organizations that raise awareness and celebrate the diversity of the College's student population.



LOOKING AHEAD

The next year provides a renewed challenge and an even greater opportunity to excel at fulfilling our mission. Our team at Broward College is committed to the task and will work with our partners and the community to expand access to higher education and help students and residents overcome many of the barriers to post-secondary education. We have already started the process with a 2020-21 budget that better aligns our resources with our priorities.

THE GREATER IMPACT BUDGET: PRIORITIZING EQUITY AND IMPACT FOR OUR STUDENTS AND COMMUNITY

Through the priority-based funding model, we are prioritizing investments in programs and activities that will lead to more equitable outcomes for students and a better return to the community. These changes build toward the creation of a resilient organization that can continually improve, year after year, even when faced with an inevitable cycle of challenges. **The Greater Impact Budget: Prioritizing Equity and Impact for our Students and Community** will focus on helping our students overcome many of the challenges they face toward post-secondary success. Our priority areas include improving the student-to-advisor ratio; embedding tutoring in courses with high failure rates; establishing on-campus pantries to serve students facing food insecurity; and engaging in evidence-based work to equitably improve persistence, graduation and transfer rates, and close achievement gaps based on race, ethnicity, income, and age.

INCREASED ADVISING

IMPACTING APPROXIMATELY
63,000
STUDENTS ANNUALLY

EMBEDDED TUTORING

IMPACTING APPROXIMATELY
9,750
STUDENTS ANNUALLY

ESTABLISH FOOD PANTRIES

IMPACTING APPROXIMATELY
2,700
STUDENTS ANNUALLY

ENSURING EQUITY

IMPACTING APPROXIMATELY
33,500
STUDENTS ANNUALLY

The long-term impact of the COVID-19 pandemic is not yet clear, but Broward College is committed to the role of helping our community and our residents through this recovery. We commit to improving not only access but support to our residents regardless of their background or neighborhood.

The logo for Broward College, featuring the words "BROWARD" and "COLLEGE" stacked vertically in a white, serif font. A small "SM" trademark symbol is located to the upper right of the word "BROWARD". The text is centered against a background of dark blue wavy lines above a solid light blue area.

BROWARDSM
COLLEGE