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REPORT HIGHLIGHTS

For the 2022-23 academic year, the College conferred 10,586 credentials, including 605 bachelor's degrees; 3,721 Associate of Arts degrees; 1,334 Associate of Science and Associate of Applied Science degrees; and 4,926 technical certificates.

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In 2023, Broward College received recognition as a finalist for the Aspen Prize for Community College Excellence and was named the number one college in the Southeastern United States for Least Debt Acquired per student.

LEARN MORE: PAGE 14

Broward College Student Jean Saintgeorges became a recipient of the Jack Kent Cooke Undergraduate Transfer Scholarship, totaling up to \$55,000 per year to pursue a bachelor's degree. He was one of only 60 students nationwide to receive the award.

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Due in part to the Dual Enrollment Scholarship Program, Broward College saw a 26 percent increase in dual-enrollment headcount, with 6,408 students enrolled in 2022-23, compared to 5,085 the previous year.

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The College entered into nine new community agency partnership MOUs (Memorandum of Understanding), which are focused on enrollment strategies, increasing Broward College's capacity to more widely share resources with Broward County residents.

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The College's Laptop Loaner program has provided 1,596 laptops to students in 2022-23, compared to 586 in the previous year, with a total of 4,118 laptops loaned since its inception in March 2020.

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7 Through the expansion of the Broward College Entrepreneurial Experience, the College introduced the Financial Wellness micro-credential and established the Financial Wellness Institute, a program that enhances participants' financial skills and relationships with money.

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The College received \$9 million dollars in cash and pledges from 781 donors, an eight percent increase in the number of donors over the last year. There were 3,058 students who benefitted from donor-funded scholarships.

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This year, the College introduced the Flexible Learning Professional Development Program, successfully completed by 48 full-time and part-time faculty, offering them necessary credentials to teach in new flexible modalities.

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To address food insecurity, the Seahawk Marketplace on the A. Hugh Adams Central Campus supported 6,243 student visits (serving 15,510 household members), an increase of 198 percent from the previous year.

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BOARD OF TRUSTEES (2022-23)



Zachariah "Reggie" P. Zachariah, Jr.



Akhil K. Agrawal Vice Chair



Cindy Kushner

LEADERSHIP TEAM



Gregory Adam Haile, J.D. President



Dr. Donald Astrab Vice Provost, Academic Operations of Analytics and Communication, Judson A. Samuels South Campus



Rabia Azhar Vice President of Procurement and Chief Financial Officer



Sophia Galvin Vice President of Talent and Culture

Dr. Jamonica Rolle

North Campus

Vice Provost of Academic Affairs,



Isabel Gonzalez Chief of Staff and Vice President of Communications and Community Relations



Janice Stubbs Vice President of **Student Services**



Lacey D. Hofmeyer General Counsel and Vice President of Public Policy and Government Affairs



Kareen Torres Vice President of Workforce **Education and Innovation**



Alexis Yarbrough Trustee



Mario Zanotti-Cavazzoni Trustee



Megan Cottle
Vice President of Advancement
and Executive Director of the
Broward College Foundation



Renée Law Vice President of Strategy, Assessment, and Research



Dr. Mildred CoyneSenior Vice President of Workforce Education and Innovation



Raj Mettai
Interim Vice President of
Information Technology and
Chief Information Officer



Dr. Stephanie J. Etter
Vice Provost of
Academic Services and
Learning Resources,
A. Hugh Adams Central Campus



Dr. Jeffrey NasseCollege Provost and Senior
Vice President of Academic
Affairs, Student Services,
and College Operations

STUDENT GOVERNMENT ASSOCIATION LEADERS

A. HUGH ADAMS CENTRAL CAMPUS



Juan Diego Galindo GonzalezPresident

Associate of Arts
Area of Study: International Affairs



Booseong (Eric) Seo
Vice President
Associate of Arts
Area of Study: Biology

NORTH CAMPUS



Estherling Charles
President
Associate of Arts
Area of Study: Criminal Justice



Ameshia Giles
Vice President
Associate of Arts
Area of Study: Biomedical Sciences

JUDSON A. SAMUELS SOUTH CAMPUS



Maryamm Fatima
President

Associate of Arts
Area of Study: Biological Sciences



Artem Burtserv
Vice President
Associate of Arts
Area of Study: International Relations









MESSAGE FROM THE PRESIDENT

Dear Broward College Community,

With profound gratitude, we reflect upon the last year and acknowledge the remarkable milestones that we have achieved together. Undoubtedly, we stand at a new zenith of community college excellence. These accomplishments are our shared victories, reflected in the invaluable support of our District Board of Trustees, the work of our dedicated faculty and staff, the contributions of our esteemed partners across the community, the assistance from various municipalities, nonprofit and other civic organizations, the guidance of our collaborative workforce affiliates, and the financial support from our generous donors. Equally, these accomplishments are a credit to the students who have made this institution their home, trusting us with their academic dreams and grounding our pursuit of excellence in the communities we serve.

Among our collective efforts in 2022-23, we celebrate the honor of being named an Aspen Prize for Community College Excellence finalist for the fifth time, as well as the distinguished recognition by U.S. News & World Report as the number one college in the Southeastern United States for Least Debt Acquired by Students. The American Association of Community Colleges

(AACC) recognized Broward College in three of 10 separate categories. The College was recognized for the Broward UP™ model, which improves job opportunities and economic mobility in areas with the greatest need; a corporate partnership with Bank of America to eliminate barriers for job training and education; and an Artificial Intelligence Incubator to create an AI workforce pathway. A crowning achievement among national accolades is the recognition accorded to Jean Saintgeorges, a recipient of the Jack Kent Cooke Foundation Undergraduate Transfer Award. He is one of only 60 student scholars selected from across the nation for this prestigious scholarship and the eighth in Broward College history to win this award.

At the core of our achievements is the framework that has guided our path over the last year and continues to propel our mission ahead—the Social Enterprise Plan (SEP). Approved by our Board of Trustees in 2022, the SEP centers on a singular imperative: to elevate the entire Broward County community through post-secondary education, opening avenues to inclusivity and socioeconomic advancement. The SEP is structured around the aspirational "Big Bet" strategies: Guarantee **Access to Higher Education, Empower Student Development, and Create Impactful Career Connections** for our students. To support the aspirations and main strategies of the SEP, we developed 10 tactics intended to be fluid and responsive to the needs of our community.

The Social Enterprise Plan has already yielded noteworthy results. Under the banner Guarantee Access to Higher Education, we have **Accelerated Entry into College** through learning opportunities and resources to increase the college-going rate for different learners across the community. Among the notable achievements is a 26 percent increase in Dual Enrollment, as well as an expansion of our Upward Bound initiative from three to four high schools, with 96 percent of the graduating class starting their post-secondary education between the summer and fall of 2023.

In our pursuit to Lift Every City, we have fortified our engagement with the community, re-engaging our nine existing municipal partners and signing two new agreements. We expanded Broward UP from six to 11 zip codes (15 of 31 cities), reaching over 5,900 students spanning multiple zip codes, and bestowed workforce credentials upon more than 2,500 learners, epitomizing the impact of our Promise Neighborhoods grants that have touched the lives of over 11,000 participants. As we seek to **Expand Multilingual Support**, we have embraced modern communication platforms by implementing the TargetX Customer Relationship Management tool. This innovation has galvanized communication with prospective students, reflected in a remarkable 37 percent conversion rate. Our student engagement was further enhanced through updates to our Chatbot and SMS text campaigns, fostering connections with over 44,000 users and half a million SMS text inquiries. To Overcome the Digital Divide, we have fortified our technological infrastructure, outfitting classrooms with new computers and laptops and bolstering network reliability. We also continued helping our students with technology resources through the College's Laptop Loaner program, distributing 4,118 loaner laptops.

Our work to Empower Student Development is embedded in the tactic to help students **Develop** Sustainable Financial Independence. The inaugural Financial Wellness Institute resulted in participants earning 88 badges and five micro-credentials, alongside an increase in BCEx programming that engaged over 400 participants. The substantial increase in donor support—totaling \$9 million from 781 generous contributors and benefiting over 3,000 students through scholarships underscores the community's steadfast belief in our mission. Under this "Big Bet" strategy, we also seek to Customize Learning Experiences through Multiple Learning Modalities. In 2022-23, using insights from a survey completed by more than 2,100 students to inform our class modalities, we increased the number of faculty trained to deliver blended, online, and BC online live classes to 520. Our relentless pursuit to Provide Best-In-Class Student Experience was marked by expanding our

Coordinated Care Network, which helped us realize an eight percent increase in student persistence. By opening an additional on-campus food pantry (Seahawk Marketplace), over 6,000 students or over 15,500 household members were supported. Mindful of students' challenges, we have engaged in extensive mental health training, empowering more than 1,500 students and 93 faculty members to recognize and address mental health concerns.

At the heart of our ambition to Create Impactful Career Connections, one of our main tactics is to Advance a Market-Driven Curriculum. We have launched several new workforce programs funded by external grants, including the Commercial Driver's License and the Drone Racing Operations. We have also increased the number of Broward College students who earn the Florida Ready to Work Credential to 310. In our approach to **Answer** the Call for Health Care Professionals, we have increased the course success rate for Health Science students enrolled in Anatomy and Physiology by 7.3 percent. Through grant funding and partnerships with local hospitals, we offered continuing education courses to train health care professionals. The culmination of our efforts finds resonance in our commitment to Actualize Employment. More than 10,000 credentials have been conferred. attesting to our dedication to shaping graduates equipped for the workforce. Our apprenticeship and pre-apprenticeship training programs have exceeded enrollment goals and paved the way for underrepresented individuals to excel in technology fields. We also increased the number of Memoranda of Understanding with Industry partners from 12 to 16.

As you read this report, you will find details of the strategies and their outcomes. These achievements are a testament to your dedication, passion, and shared purpose. Together, we continue to raise the bar of excellence, illuminating pathways to transformation and opportunity for all.



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 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.

BROWARD COLLEGE | 2022-23 ANNUAL REPORT

2022-23 NEWS HIGHLIGHTS



Making It Impossible to Miss Out on Community College for People Who Need It

On Thursday, May 4, 2023, the online publication *Governing* featured an interview with President Haile about the power of proximity to help underserved populations complete their dreams of higher education.



As Population Spikes, Florida Targets Waning Nurse Numbers with 'Historic' \$125 Million Investment

On Tuesday, March 21, 2023, WLRN Miami featured Broward College's Nursing program as a beneficiary of the Florida Legislature's \$125 million investment in high-performing nursing schools, most of it through a fund called PIPELINE.



Becoming Proximate to the American Dream

An Opinion Editorial written by President Haile was featured in *Community College Daily* on Monday, September 26, 2022. Titled "Becoming proximate to the American Dream," the article focused on three proximities that are imperative to enhancing college access: physical, social, and financial.



Food for Thought: Broward College Pantry Helps Students Dealing with Food Insecurity

As part of a "Food for Thought" segment aired on Tuesday, Sept. 12, 2022, ABC Local 10 News featured a profile on Broward College's Seahawk Marketplace and the College's mission to help students overcome food insecurity.



Artificial Intelligence in the Classroom: Teachers Debate Challenges, Benefits of Using Al

NBC 6 Miami featured several Broward College experts in a story about artificial intelligence in higher education on Tuesday, April 18, 2023.



Broward College Swaps the Courtroom with the Classroom

In a Monday, March 20, 2023, episode of the In the Margins podcast, a production of the publication *Diverse Issues in Higher Education*, President Haile joined host David Pluviose to discuss several initiatives he is spearheading to provide individuals in the justice system a second chance at higher education.



Preparing the Next Generation for a Career in Hospitality | Opinion

In an op-ed article published in the *South Florida Sun Sentinel* on Thursday, September 22, 2022, Dr. Paul Moore, dean, Business and Management Studies at Broward College, outlined a plan for how the business community can rethink how it approaches workforce education in the hospitality industry.

Washington Watch: ED Summit Emphasizes Completion with Equity, Mobility

The South Florida Sun Sentinel published an opinion piece by Broward College Senior Vice President of Workforce Education and Innovation Dr. Mildred Coyne and Lori Chevy, Bank of America's Broward County market executive, on Sunday, July 31, 2022. The oped highlighted how Broward College is working with partners like Bank of America to successfully fill critical needs in the workforce through Broward UP.

NEW BACHELOR'S DEGREES

PROGRAMS OF STUDY

CAREER **PATHWAYS**

CAMPUSES AND CENTERS ACROSS BROWARD COUNTY

NEW EDUCATION LOCATIONS (VIA NO-COST FACILITIES PARTNERSHIPS)

3,804

EMPLOYEES

1,402 2,402 FULL-TIME

PART-TIME

55,835

53,670

ENROLLED LOCALLY

2,184

ENROLLED IN INTERNATIONAL PARTNERSHIP CENTERS AND ASSOCIATES

57%

39%

20%

80%

38%

32%

15%

57% PELL-ELIGIBLE

FIRST GENERATION 46% IN COLLEGE

138 NATIONALITIES

LANGUAGES 52 SPOKEN

10,586

CREDENTIALS CONFERRED

605 BACHELOR'S DEGREES

ASSOCIATE OF ARTS DEGREES **3,721**

ASSOCIATE OF SCIENCE AND ASSOCIATE 1.334 OF APPLIED SCIENCE DEGREES

4.926 TECHNICAL AND OTHER CERTIFICATES



FOR EVERY STUDENT

- For every \$1 invested, Broward College students can expect to earn \$6.63 in additional personal income over a working career
- Holistic support inside and outside the classroom—on-campus food pantry, laptop loaner program, transportation assistance, mental health counseling, peer mentoring, and other academic and student services
- Save thousands in tuition and receive guaranteed* transfer to a Florida public university with an associate degree

FOR EVERY BUSINESS

- Meeting workforce needs with more than 160 areas of study—certificates, two-year career degrees and bachelor's degrees
- Second in the state for the number of industry certifications
- Internships and externships to make sure graduates are ready to meet employer needs from day one

TO LEARN MORE, VISIT

BROWARD.EDU

*Students must meet admission guidelines to be accepted into specific programs.

NATIONAL AND STATE RECOGNITION OF THE COLLEGE

Broward College received 14 national and state awards for excellence, innovation, diversity, and business impact.

- ▶ In 2023, the College received a platinum-level Bell Seal from Mental Health America for supporting and fostering workplace mental health among its employees.
- In 2023, Broward College was recognized by the Aspen Institute as one of the Top 10 colleges in the nation. This is the fifth cycle in the prize's seven-cycle history that the College is recognized as a Top 10 college among more than 1,000 colleges across the nation. The Aspen Institute honored Broward College for its strong transfer partnerships with two universities—Florida Atlantic and Florida International—increasing access and community partnerships through Broward UP™, the Lyft partnership to support student persistence, significantly decreasing the student to advisor ratio, its career-oriented pathways, and its courage to make difficult decisions that have the greatest impact on students. Broward College was the only college in Florida to receive this recognition, and one of only two colleges in the nation to be recognized five times.
- In 2023, The American Association of Community Colleges (AACC) recognized Broward College in three of 10 separate categories. Broward College received recognition for the Broward UP model which improves job opportunities and economic mobility in areas with the greatest need; a corporate partnership with Bank of America to eliminate barriers for job training and education; and an Artificial Intelligence Incubator to create an AI workforce pathway. Broward College was recognized more than any other college in America.
- In its 2023 issue, *Diverse: Issues in Higher Education* awarded Broward College its prestigious Most Promising Places to Work in Community Colleges award. The College was one of 20 institutions awarded throughout the nation for its success in categories such as family friendliness, salary, benefits, and professional development opportunities.
- ▶ In 2023, Broward College was showcased as a successful case study in the use of Microsoft Azure Machine Learning and Microsoft Power BI during the 2023 Microsoft CEO Summit in Redmond, Washington. The case study, which focused on degree-seeking students in the business pathway, revealed how the College was able to successfully use Azure Machine Learning and responsible AI to identify five key predictors of student attrition, leading to more data-driven and actionable strategies to help Broward College students reach their academic goals. Learnings will also inform how the College approaches the replacement of the student information system and help establish a modern data warehouse.
- Broward College was among the seven colleges and universities honored as "Movement Makers" at the Association of College and University Educators (ACUE)'s 2023 National Higher Education Teaching Conference in New York City.
- ▶ The College's Respiratory Therapy program was recognized by the Commission on Accreditation for Respiratory Care (CoARC) as a recipient of the 2022 Distinguished Registered Respiratory Therapist (RRT) Credentialing Success Award. CoARC presents this award in an effort to value the RRT credential as a standard of professional achievement. The College's full-time, two-year program offers a guaranteed internship and hands-on training with state-of-the-art equipment.
- In 2022, the College's International Student Services Office received a **Certificate of Export Appreciation from the U.S. Commercial Service at the NAFSA: Association of International Educators conference.** The recognition follows two years in which the College has actively engaged in virtual outreach opportunities with U.S. Commercial Services providing presentations to U.S. Embassy representatives in Trinidad and Tobago and Brazil.





- ► The 2022-23 U.S. News and World Report Best Colleges listed Broward College as one of the Top Southern Regional Colleges and Number One in Least Debt Acquired by Students in Southern Regional Colleges. The College has also improved its rankings in Best Southern Regional College and Top Performer on Social Mobility Among Southern Regional Colleges.
- In 2022, Broward College's Peer Mentoring Program was recognized as the Florida Program of the Year by AmeriCorps. The program was honored for its commitment to serving low-income, first generation, first time in college minority students and students facing barriers to success in their post-secondary education.
- Broward College was the winner of the 2022 National Council of Workforce Education (NCWE) Innovative Workforce Programming Award. The College received the award for its efficacy in disrupting the traditional model of higher education and changing the narrative on poverty and mobility by creating access to non-credit workforce education and good jobs through its Broward UP model.
- ▶ In 2022, Broward College received the Gore Foundation You Matter Award from the Fort Lauderdale Independence, Training, and Education (FLITE) Center. The award recognizes unsung heroes in the community who champion young people aging out of foster care, students experiencing chronic homelessness, and victims of human trafficking.
- ▶ In 2022, Broward College was awarded a Gold Level Cigna Healthy Workforce Designation for demonstrating a strong commitment to improving the health and well-being of its employees through a workplace wellness program.
- Newsweek and Statista Inc. recognized Broward College Online as one of America's Top Online Colleges 2023. The ranking highlights the nation's top colleges based on a survey of students who participated in online degree programs and learning courses in the United States. The parameters considered include institutional indicators, rating of experience, overall satisfaction, and student recommendations.



STUDENT RECOGNITION

The College celebrated six stellar state and national recognitions of our students and student clubs—a testament to the anticipated contribution of our students to the community.

- ▶ Student Jean Saintgeorges won the Jack Kent Cooke Foundation Undergraduate Transfer Award. He is one of only 60 Scholars selected from across the nation for this prestigious scholarship. Recipients receive up to \$55,000 per year toward tuition, living expenses, books, and required fees to complete their bachelor's degree.
- Six Broward College students were named among the 459 national semifinalists selected for the highly competitive Jack Kent Cooke Undergraduate Transfer Scholarship. The Jack Kent Cooke Foundation named Faheedat Adetayo, Philippe Lyberal, Lynn Pierre Etienne, Hailey Thompson, Anthony Vitiello, and Jean Saintgeorges as semifinalists.
- ▶ Broward College Dual Enrollment student Maria Balhara was one of 30 researchers whose abstracts were highlighted by the ENDO 2022 conference of the Endocrine Society. Her research evaluated trends in consumption of ultra-processed foods from adolescence to young adulthood, focusing on the implications for human health.
- ▶ The Broward College Math Team traveled to Jacksonville in April 2023 to compete in the Mathematics Olympics statewide competition. Competing against other colleges, they excelled in both the team and individual events.
- ▶ Eight students received Phi Theta Kappa All-Florida Academic Team Scholarships, which recognize high-achieving college students who demonstrate academic excellence and intellectual rigor combined with leadership and service that extends their education beyond the classroom to benefit society. The students are Phillippe Lyberal, Lynne Pierre Etienne, Alissa Durand, Alina Obukhova, Jean Saintgeorges, Faheedat Adetayo, Malena Maxwell, and Stephanie Williams.
- ▶ Seven Broward College Future Business Leaders of America Collegiate (FBLA) members received multiple awards at the Florida State Leadership Conference in March. Students Charles Johnson, Monorath Khinsim, Ben Cadet, Dorothy Pierre, Priscilla Renje, Natalia Bain, and Michelletha Previlus won four first-place awards, a second-place prize and three third-place awards. Among the highlights, the Broward College FBLA Collegiate chapter won the Pansy B. Read Gold Seal Chapter Award of Merit, and team captain Charles Johnson was selected for first place in the Who's Who in Florida FBLA. Charles Johnson was also chosen to receive the Rob Kelleher Award. This is the first time the award has been presented to anyone other than a Florida State Officer.



Student publications also excelled, winning a total of 28 awards during the 63rd annual Florida College Systems Press Association (FCSPA) Conference in February 2023 in Jacksonville.

- ▶ The student newspaper, **The Observer, won 13 awards across multiple categories.** The awards ceremony, which was held from February 9 to 11, recognized The Observer and its editorial and design staff with multiple honors.
- ▶ Editors and contributors to Broward College's literary magazine, *P'an Ku*, brought home 15 awards and won first place in General Excellence during the Florida College System Publications Association Awards Ceremony. *P'an Ku* earned awards for its fall 2021 and spring 2022 issues.

Exceptional academic pass rates:

- ▶ Between June 2022 to May 2023, graduates of the Corrections Officer Academy at the Institute of Public Safety who took the State Officer Certification Exam (SOCE) received a 95 percent pass rate on their first attempt. Graduates of the Police Academy who took the SOCE achieved a 93 percent pass rate on their first attempt. Out of 41 academies in the state, Broward College ranks in the top 10 percent of first-time passers of the SOCE.
- Associate of Science in Nursing (ASN) graduates from Broward College who also took the National Council Licensure Examination (NCLEX) achieved a first-time pass rate of 81.6 percent. This is based on 256 Broward College ASN graduates who took the exam from January to June 2023. By comparison, the state average first-time pass rate was 76.7 percent.



STAFF AND FACULTY RECOGNITION

- Dr. Mildred Coyne, senior vice president, Workforce Innovation and Education, was appointed by Governor Ron DeSantis to the Florida Commission for Independent Education.
- ▶ Deborah Czubkowski, associate vice president, Facilities Design and Construction, was named president of the Florida Educational Facilities Planners' Association (FEFPA).
- Dr. Lilia Chavarria, senior director, Health Sciences Simulation Center, was recognized for her leadership and expertise in health care by the American College of Healthcare Executives (ACHE) for Women's History Month 2023.
- Dr. Stephanie Etter, vice provost, Academic Services and Learning Resources, was appointed by the Davie-Cooper City Chamber of Commerce and Educational Foundation to their Educational Foundation Board of Directors.
- ▶ Jacqueline Gordon, pathway advisor, STEM (Science Technology Engineering Math), received the Rising Star Award for the 2023 FLACADA (Florida Academic Advising Association) Conference.
- ▶ Lacey Hofmeyer, general counsel and vice president of Public Policy and Government Affairs, was among the 34 women named to the National Association of Women Lawyers (NAWL) Rising List. Hofmeyer was also appointed Chair of the Education Law Committee of the Florida Bar.
- ▶ Dr. Billy Jones, associate professor, English, was among the 24 education professionals recognized by Legacy Magazine Miami as a Top Black Educator of 2023.
- Dr. David Kenton, dean, Student Services was named a South Florida Business Journal 2023 40 Under 40 Honoree. In January 2022, Dr. Kenton was also appointed Chair for the Children's Services Council of Broward County.
- Laura McDermott Matheric, professor, English, was appointed the first Poet Laureate of the City of Coconut Creek. The city made the announcement in August 2022 during its monthly City Commission meeting. Professor McDermott Matheric was also named a 2022 Distinguished Professor by the Association of Florida Colleges (AFC).
- ▶ Anthea Pennant, associate vice president, Advancement Services, was named a City of Tamarac Black History Month 2023 Honoree.
- Rosezza Miller, senior director, Financial Aid, was invited to give testimony during a hearing by the House Committee on Veterans' Affairs Subcommittees on Economic Opportunity and Technology Modernization, on how these pieces of legislation improved delivery of student veteran benefits through the Digital GI Bill and broader GI Bill modernization efforts.
- ▶ Dr. Amoy Reid, dean, Academic Affairs, was one of 11 "Mothers of the Year" recognized by the Healthy Mothers, Healthy Babies (HMHB) Coalition of Broward.
- ▶ Scott Rivinius, associate vice president, Development, received the Grover C. Wrenn '64 Service Award from his alma mater, Eckerd College.
- ▶ Dr. Jamonica Rolle, vice provost, Academic Affairs, was one of 35 leaders selected for the 2023-24 class of the Aspen Rising Presidents Fellowship. Dr. Rolle was also named a 2022 "Shining Star" by the Pompano Beach Chamber of Commerce and was recognized at an awards ceremony in August 2022. She was also appointed by the American Association of Community Colleges (AACC) Commission on Student Success to one of the nine commissions authorized by the AACC board.
- ▶ Dr. Jennifer Saint Louis, associate vice president, Strategic Partnerships and Innovation, was named an honoree for the third annual South Florida Business & Wealth (SFBW) Prestigious Women Awards.
- ▶ Janice Stubbs, vice president, Student Services, was honored at the 6th annual Girls Scouts Lead the Way Luncheon as one of five exceptional women leaders in Broward County.



- ▶ Sara Turpel, dean and Nursing Administrator, was named one of the 2023 Health Foundation of South Florida Inspiring Women of Health in honor of Women's History Month.
- ▶ Esmeralda Sweeney, associate vice president, Student Achievement, was selected as a 2023 Hispanic Woman of Distinction Honoree. Sweeney was also elected to the Board of Directors for the Fort Lauderdale Independence, Training & Education (FLITE) Center organization.
- ▶ Dr. Quakish Williams Liner, dean, Academic Services, was awarded the Dr. Charles L. Faires Outstanding Doctoral Research Award for the 2022-23 academic year by Nova Southeastern University.
- ▶ Eight faculty members were selected for an Endowed Teaching Chair award for the 2023-24 academic year. The 2023-24 Endowed Teaching Chair (ETC) recipients were: Dr. Andrea Apa, Dr. Mirella Baker Bemmel, Dr. Dominique Charlotteaux, Professor Ryan Davis, Professor Kari Hebert, Dr. Billy Jones, Dr. Angel Rodriguez, and Professor Claudia Sahagún.
- ▶ Ten outstanding employees were nominated by their peers for the 2023 Professional and Technical Staff Outstanding Achievement Awards. The award winners were recognized for the enormous contributions they make to the organization at all levels. The 2023 winners are: Angela Rodriguez-Soto, Anthony Stewart, Brittany Valera, Holiday Bugge, Juan Rosa, Leonel Rodriguez-Coordinator, Tatian Martinez-Barreto, Tsz Law, Mark Apicella, and Melanie Gnaizda.
- Twelve outstanding faculty members were recognized as Professors of the Year and Adjunct Professors of the Year for the 2022-23 academic year. They were Cynthia Addae, Dr. Domenica Diraviam, Jose Garcia, Yamilca Gomez, Dr. Vanessa Hormann, Dr. Shakira Khan, Dr. Robert Morris Jr., Stephen Muffler, Michael O'Neill, Laura Rambarose, Dr. Todd Price, and Alberto Rodriguez Sanchez.
- ▶ The Broward College Marketing Department and its partner agency Pace Marketing and Branding were awarded three gold prizes in the billboard, outdoor transit, and social media categories of the national 2022 Collegiate Advertising Awards which honors Excellence in Marketing and Advertising in the Field of Higher Education.

COMMUNITY RECOGNITION OF PRESIDENT HAILE

Broward College President Gregory Adam Haile, J.D., in his fifth year as leader of the institution, continued to elevate the College's brand and name recognition and identified opportunities and resources for its students and community through his appointment to three national board positions. Service on these various boards allows the president unique insights into the nation's leading practices for supporting students and the macroeconomic influences on post-secondary education and workforce needs. President Haile also received seven special recognitions and awards.

- Named to the U.S.-EU Trade and Technology Council's Talent for Growth Task Force which will encourage public and private sector initiatives to drive development of the talent and skills needed for emerging and existing technologies. President Haile is one of only six Americans; the other five members include the Chair and CEO of Cisco, the Chair of Snap Inc., the President of the AFL-CIO, the Secretary-Treasurer of the Communications Workers of America, and the Founder and CEO of the Khan Academy.
- ▶ Appointed by the Federal Reserve Board of Governors to deputy chair of the board of directors of the Federal Reserve Bank of Atlanta. The term as deputy chair began on Jan. 1, 2023, and runs through Dec. 31, 2024. President Haile is the first education leader to serve as deputy chair of the Federal Reserve Bank of Atlanta in approximately 70 years and is the first public college president to serve in the position.
- Achieving the Dream (ATD), a national nonprofit that is dedicated to helping more community college students, particularly low-income students and students of color, stay in school and earn a college certificate or degree, named President Haile to its Board of Directors. In this capacity, he will continue his work toward removing barriers to higher education on a national scale.
- During their 2022 "First But Not the Last" Gala, YWCA South Florida recognized President Haile as the first recipient of the organization's Man-Kind award. This designation is presented in recognition of President Haile's efforts to break barriers and make way for the next generation of leaders.
- Among 17 leaders recognized with the Men Who Lead Award during the International Career and Business Alliance (ICABA) Salutes Men Who Lead Luncheon and Leadership Summit at Nova Southeastern University.
- Among the featured guests at the Harvard Seminar for New Presidents held at the Harvard Graduate School of Professional Education in Cambridge, Massachusetts. President Haile delivered a 30-minute lecture on fiscal strategy to an audience of approximately 60 new college and university presidents. The in-person event featured presidents from military institutes, Ivy League universities, Historically Black Colleges and Universities, and technical schools around the United States.
- Named for the third consecutive year as one of the Florida 500, Florida Trend magazine's list of the most influential business leaders in Florida. Now in its fifth year, the Florida 500 is the product of a year-long research initiative by the editors of Florida Trend that results in a personal, engaging look at the state's most influential business leaders across major industries.
- ▶ Ranked as one of the top 100 figures in politics, business, and law in South Florida by City & State Florida, which is dedicated to covering Florida's local and state politics and policy. The list was designed to highlight residents of the Gold Coast whose accomplishments resonate on a state and national level.
- ► For the fourth consecutive year, selected as one of the 250 power leaders in South Florida by the South Florida Business Journal.
- ▶ Recognized by the Greater Pompano Beach Chamber of Commerce as the "Community Visionary Leader" in June 2023 in recognition of bringing the Promise Neighborhoods grant funding and work to its community.





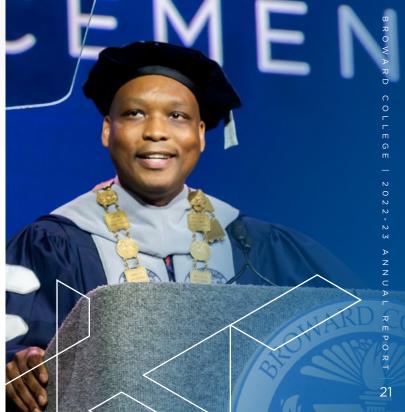












GUARANTEE ACCESS TO HIGHER EDUCATION

One of the College's primary goals is to develop individuals and strengthen communities through expanded access to higher learning and resources across the county. This "Big Bet" **Guarantee Access to Higher Education** is being achieved through several supporting tactics, namely to **Accelerate Entry into College** by expanding our programs and services for every potential Broward College student. The College's commitment is to **Lift Every City** across Broward County and enhance the economic mobility of residents by expanding access to Broward College programs and resources through partnerships and jointly assessed community-wide strategic points of collaboration. To broaden its impact, Broward College has also added initiatives to **Expand Multilingual Support**, reducing barriers to entry and completion for prospective and existing students who have faced language barriers and responding to changing demographic needs of the community. Likewise, the College is leveraging technology to drive engaging learning experiences for students, developing digital literacy competencies for learners across different communities. To **Overcome the Digital Divide**, the College is committed to expanding access to tools and resources for its students.



PHILIPPE KEVIN LYBERAL | 23

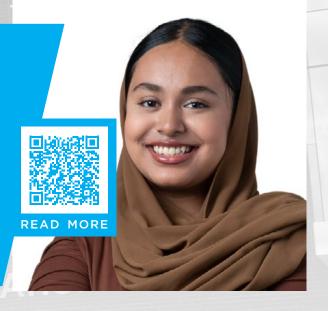
Born in Haiti, Philippe wanted to pursue an education in America, but his parents were hesitant. He chose to attend Broward College for the quality of education and affordability. In Florida, he relied on scholarships and Academic Success Centers to get acclimated and succeed academically. He graduated in May 2023 with an A.S. in Mechanical Engineering. His parents were present at his graduation.



READ MORE

TASFIA TAZRI HOWLADER | 17

Tasfia was in the 10th grade when she came to Broward College as a Dual Enrollment student. As a Bangladeshi American and first-generation college student, she looked for a way to diversify her education and secure opportunities for her future. Tasfia was fortunate enough to travel to Ghana for the summer through a fellowship with the Nyah Project. As one of 12 annual fellows that went to Ghana, she learned firsthand how travel and philanthropy awaken leaders. Looking back on her experience with The College Academy, Tasfia is grateful for the bridge from high school to college that allowed her to accelerate her academic goals and dreams of becoming a leader in international medicine.





HERBERT AND HARRYSON FERREIRA | 18

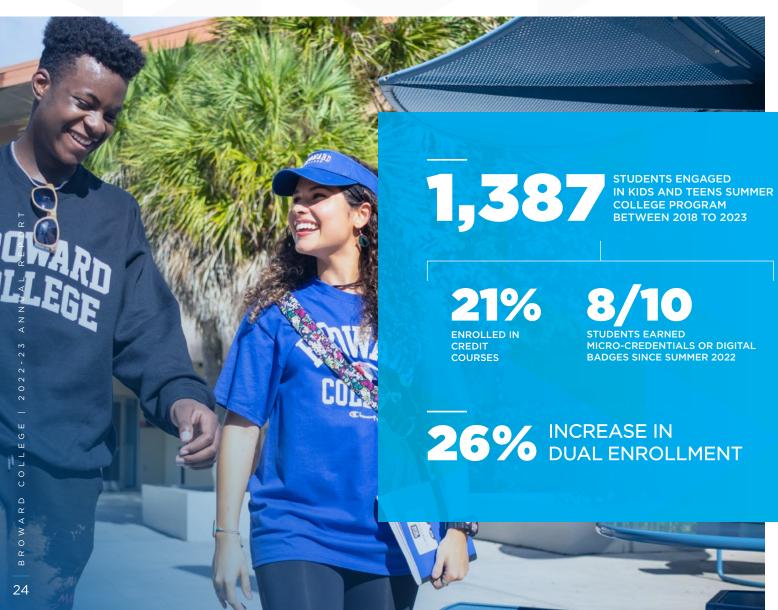
Twins Herbert and Harrison are both graduates of the College Academy, having taken similar courses and joining similar clubs while enrolled. They were unaware of the academy until they received a flyer about it in the mail. They attribute their success to the Academic Success Center. They both graduated in May 2023 with A.A. degrees (with 3.8 and 4.0 GPAs, respectively) and received scholarships to Williams College in Massachusetts. Both plan to major in Software Engineering.

ACCELERATE ENTRY INTO COLLEGE

I love that as a Broward College recruiter I get to speak to high schoolers, community partners, and adult learners about what we have to offer. Broward College provides services such as career services, academic assistance, free food for students, and our entrance requirement of a high school diploma or GED truly helps to meet many students where they are. Broward College gives students a chance to further their education with support on all ends."

 Juanita Lankford Recruiter, Broward College

Broward College continues its work to expose local high school students to higher education. In the area of **Accelerate Entry into College**, Broward College has achieved significant progress in its educational programs and student support initiatives, leading to improved student access and success. One key outcome is the success of the Dual Enrollment program. The Dual Enrollment Scholarship Program, created in 2022 by the Florida Legislature, allows dual enrollment providers, including Colleges, to be reimbursed on a pro-rata basis for private school and home school dual enrollment students during the fall and spring terms, and for all students—public, private, and home school in the summer term. This has contributed to an increase in enrollment at Broward College with 6,408 students enrolled in 2022-23 compared to 5,085 the previous year, a 26 percent increase in headcount. The Kids and Teens Summer College (KTSC) Program, designed to provide engaging curriculum and expose young students to Broward College programs worked with 1,387 students between 2018 to 2023. Over the last five years, 293 KTSC alumni (21 percent) moved on to enroll in credit courses. Since the summer of 2022, an impressive eight in 10 students earned digital badges as a result of the program's engaging activities and gamified approach.





PARTNERSHIP SUPPORT FOR PROGRAMMING

Additionally, the College continues to work through grants and other partnerships to ensure the connection of high school students to higher education. One highlight of 2022-23 is the expansion of the Broward College Upward Bound (BCUB) program from three to four Broward County Public School grant sites. BCUB is a year-round college preparatory program for students enrolled at Deerfield Beach High School, McArthur High School, South Broward High School (since 2017), and now Northeast High School (since 2022). The BCUB office is located on the A. Hugh Adams Central Campus, but throughout the year, academic coordinators are based at each high school to discuss and support students' educational goals. The program is fully grant funded, offers all academic services and experiences free to participants. Notable program highlights include: 100 percent (76 of 76) of the 2023 graduating class received a standard high school diploma; 96 percent (73 out of 76) of the 2023 graduates enrolled in post-secondary studies during the 2023 summer or fall terms and 18 percent (13 out of 73) of the 2023 graduating class choose to enroll at Broward College. Similarly, the TRIO Educational Opportunity Center (EOC), another federally funded, grant-supported high school connection to postsecondary education, achieved a 29 percent increase in eligible program applicants, reaching 915 participants in the 2022-23 grant cycle.

PARTICIPANTS
SERVED THROUGH
TRIO EDUCATIONAL TRIO EDUCATIONAL **OPPORTUNITY CENTER**

HIGH SCHOOLS SERVED THROUGH UPWARD BOUND WITH THE ADDITION OF NORTHEAST HIGH SCHOOL IN 2022

100% IN THE THREE ESTABLISHED HIGH SCHOOLS EARNED A SCHOOLS EARNED EARNED A SCHOOLS EARNED

OF PARTICIPANTS HIGH SCHOOL DIPLOMA

OF GRADUATES ENROLLED IN POST-SECONDARY STUDIES IN 2023 SUMMER OR FALL TERM

OF GRADUATES ENROLLED OR FALL TERM



Another demonstration of partners working with the College over the last year to improve post-secondary access is through the launch of two Transformational Justice Programs to enhance college access to those facing barriers such as incarceration or involvement in the justice system. The Court-to-College Program, a collaboration with the Broward County State Attorney and Defender's Office, allows firsttime offenders charged with a third-degree felony or lower offense to avoid a criminal conviction by having their case diverted from the trial court process and instead provided the opportunity to pursue technical certificates in high-demand industries in Automotive Service Technician, Marine Technician, or Logistics and Transportation Specialist. One unique approach

SQUARE FOOT FACILITY AT THE YMCA L.A. LEE/MIZELL COMMUNITY CENTER TO OFFER ADULT EDUCATION COURSES

374 STUDENTS STUDENTS HAVE TAKEN COURSES AT THE NEW LOCATION

TRANSFORMATIONAL JUSTICE PROGRAMS LAUNCHED

PARTICIPANTS ENROLLED IN THE COURT-TO-**COLLEGE PROGRAM**

PARTICIPANTS ENROLLED IN THE CORRECTIONS-TO-COLLEGE PROGRAM

to this program is that courses are open to the defendant and the listed victim. There were 14 students enrolled in the program since it started in October 2022. Similarly, the Corrections-to-College program supports women in the last 18 months of their sentence through a partnership with the Florida Department of Corrections. The program helps women housed at the Hollywood Community Release Center to successfully transition back to the community. Courses include Lean Six Sigma Yellow Belt Certification, Supply Chain Certification, Marketing, and Amazon Web Services Cloud Practitioner Technical Essentials. There are 13 students enrolled in the program since classes began in May 2023.

Additionally, the opening of a 10,000-square-foot facility at the YMCA L.A. Lee/Mizell Community Center on historic Sistrunk Boulevard in Fort Lauderdale expands post-secondary education access for residents facing barriers, thanks to grants and partnerships with Promise Neighborhoods, Bank of America, DeLuca Foundation, and the Fort Lauderdale CRA. Broward College has been using the facility to support eligible residents with adult education courses that can lead to an associate degree, a nationally recognized certification, or a license in specific high-demand industries or professions. To date, 374 students have taken courses at this location.

The prospect of having classes in our city will increase the skills of our citizens, which should translate to increased employability for them and better jobs."

— Rex Hardin Mayor, Pompano Beach

As the College continues to find new ways to **Lift Every City**, it has renewed and established partnership agreements to enhance its outreach and community involvement. Working with cities and various partners invites them to join the College in strategically ensuring that residents from across all 31 cities know of the opportunities offered at Broward College. The College renewed nine municipal partnership agreements with the City of West Park, Miramar, Tamarac, Lauderhill, Lauderdale Lakes, Hollywood, North Lauderdale, Pompano Beach, and Fort Lauderdale. In addition, two new municipal partnership Memoranda of Understanding (MOUs) were executed with Deerfield Beach and Coral Springs. The agreements allow for resource-sharing and increased access to post-secondary education. Broward UP, a nationally recognized model aimed at improving access to post-secondary education, expanded to five additional zip codes, representing 15 of Broward County's 31 cities. The results of this impact across the 11 zip codes includes

12,329 students who reside in Broward UP communities enrolled in credit and non-credit programming, a four percent increase from 11,870 the previous year. A total of 245 students have transitioned from Continuing Education (noncredit) to degree programs (for-credit Technical Certificates, associate and bachelor's degrees), resulting in a three percent increase from 237 the previous year.

There was also the execution of nine new community agency partnership MOUs which focused on enrollment strategies, increase Broward College's capacity to more widely share resources with Broward County residents and have additional opportunities to leverage space and communication channels to increase post-secondary access and enrollment.





















RENEWALS
AND 2 NEW MUNICIPAL
PARTNERSHIP MOUS

INCREASE
IN STUDENTS ENROLLED
IN CREDIT AND NON-

CREDIT PROGRAMS FROM BROWARD UP COMMUNITY

12,329

STUDENTS SERVED FROM 11 ZIP CODES SINCE 2018

3%

INCREASE IN STUDENTS WHO TRANSITIONED FROM CREDIT TO NON-CREDIT PROGRAMS

CREATING COMMUNITY CONNECTIONS

11,503

PARTICIPANTS

5,033

CHILDREN SERVED THROUGH PROMISE NEIGHBORHOODS

The Promise Neighborhoods, a federal grant-supported component of the Broward UP model, successfully completed its first year of implementation and reporting cycle, achieving performance goals for 13 out of 28 projects. This \$30 million grant over five years allows the College to reach earlier into the education pipeline, providing cradle-to-college-to-career support for those in Broward UP communities. As the lead agency, Broward College coordinates the grant program with 13 sub-recipients of community partner agencies. The program served an impressive 11,503 participants, including 5,033 children, and was recognized as a model Promise Neighborhood by the U.S. Department of Education technical assistance provider.

EXPAND MULTILINGUAL SUPPORT

I love helping all students on their new academic journey. Students often face personal challenges, so I confidently offer my help during the admissions process. Any time I am able to help a student whose first language is not English, I identify with them instantly. I help them feel confident, and that in turn makes them feel they can achieve their goals for a successful future."

— Gloria Martinez

Admissions Officer, Judson A. Samuels South Campus

Work in this area has begun with the framework for helping students and prospective students overcome language barriers already being laid through a plan for expanding internal capacity for multilingual support. The College has also started laying the groundwork to expand further by acquiring and implementing the TargetX Customer Relationship Management (CRM) platform. In addition to CRM functionality, which allows for better communication with prospective students and applicants, the platform includes a new mobile-first online inquiry form and application for admission and is used for all programs.

Students and other users continued to be engaged through the Sammy Seahawk Chatbot, which is accessible on the Broward College website by using A.I. technology and automation. There were 44,703 users who engaged with the Chatbot, with 28,836 conversations on a desktop, while 15,867 were serviced on mobile devices. The College also updated the Chatbot, adding live chat agent support. This addition allows the College to reach students where they are by offering an additional avenue for students to engage. Since the launch, Ambassadors have serviced 578 unique chats.



OVERCOME THE DIGITAL DIVIDE

This tactic is working at multiple levels to overcome the digital divide. At one level, we are making sure that all of our students are connected and have access to technology like laptops for their school work. At the same time, we are ensuring our students are digitally literate and proficient in using different kinds of technology. Navigating our digital world is a major focus of this team."

— Dr. Jeffrev Nasse

Provost and Senior Vice President, Academic Affairs, Student Services and College Operations

Broward College has made significant advancements in its technology infrastructure to Overcome the Digital Divide, resulting in improved learning experiences for students and enhanced efficiency for faculty and staff. The College has modernized 122 classrooms with 1,403 new computers, Mobile Computer Classroom carts have been refreshed with 2,190 new laptops, and over 150 network closets were refreshed to improve connection reliability and internet speed for students faculty, and staff creating a more technologically advanced and interactive learning environment.

CLASSROOMS REFRESHED

NEW COMPUTERS

2,190 150



NEW LAPTOPS ADDED TO MOBILE COMPUTER **CLASSROOM CARTS**



NETWORK CLOSETS REFRESHED TO IMPROVE INTERNET CONNECTION AND RELIABILITY



ENHANCED TECHNOLOGY

Additionally, the College has secured eight Anatomage tables to enhance health science education, providing students with realistic representations of anatomy and valuable training experiences. The first Artificial Intelligence Classroom and Lab have been installed at the A. Hugh Adams Central Campus, which showcases the institution's commitment to embracing cutting-edge technology in education. The College has incorporated Virtual Reality (VR) technology into Continuing Education Health Science programs to further enrich the educational experience, empowering students with immersive learning experiences and advanced training opportunities. These additions include virtual reality through Lifelige Oculus headsets, CNASIM CNA Simulators, Semitics software — EKG and Phlebotomy, and Body Interact for RN (post-licensure learning) — Virtual Patient Simulator to enhance clinical reasoning and decision-making skills that boosts confidence and promote team collaboration.

The College's commitment to technological excellence and student support is also evident in the expansion of the Laptop Loaner Program. The program has provided a remarkable 1,596 laptops to students in 2022-23, compared to 586 in the previous year, with a total of 4,118 laptops loaned since its inception in March 2020.

LAPTOPS PROVIDED TO STUDENTS VIA LAPTOP LOANER PROGRAM

ANAMOTAGE TABLES TO **ENHANCE** HEALTH SCIENCE **EDUCATION**

ARTIFICIAL INTELLIGENCE CLASSROOM LAB-A. HUGH ADAMS **CENTRAL CAMPUS**

EMPOWER STUDENT DEVELOPMENT

A top priority for Broward College is to provide a customized learning experience by responding to the distinct needs of students and the community. One way to achieve this is to help students **Develop Sustainable Financial Independence.** Instruction will help build relevant financial competencies in every Broward College student and community member who participates in continuing education training. The College also seeks to Customize Learning Experiences Through Multiple Modalities. The goal is to expand course and program offerings through the use of technology and innovative approaches to meet students' learning needs. This is part of an ongoing effort to **Provide A Best-In-Class Student Learning Experience** by examining all points along the student journey and planning for even the most aspirational enhancements to outreach, processes, services, and programs.



JEAN SAINTGEORGES 20

aptitude for learning. He excelled in high school, but with the onset of the COVID-19 pandemic, he wasn't sure college was in his future. After taking a leap of faith, Jean started his journey at Broward College, drawn there by the College's high-quality education, flexible schedule, and affordability. He quickly found motivation and strength in Dr. Billy Jones, a mentor who unlocked Jean's passion for helping and mentoring others. Today, Jean is one of only 60 students in the nation to receive the Jack Kent Cooke Undergraduate Transfer Scholarship Award, worth up to \$55,000 per year.



READ MORE

CAROLINA RAMOS 20

Music student Carolina valued the student body at Broward College, whose music program, like the community it represents, comprises a range of perspectives, ideas, backgrounds, and experiences. Just one year into her studies, however, she discovered she had focal dystonia, a neurological condition that made it difficult to perform fine motor functions. But with the assistance of her teachers and colleagues, she learned to manage her focal dystonia and pressed on. In fact, she thrived. In April 2022, she was nominated for and received a scholarship from the National League of American Pen Women, and earlier this year was awarded scholarships to Florida Atlantic University and Berklee College of Music.





RAFAEL VIDA, JR. | 19

Growing up in the Bronx as a member of the LBTQ+ community, Rafael faced great challenges. His one respite: academics. He excelled in high school, but when it came to college, his guidance counselor told him his finances would hold him back. Refusing to guit, Rafael applied for a Helios Education Foundation Scholarship, which awards scholarships to first-generation and lowincome students to study in Florida. His \$10,000 award covered his first two years at Broward College, and will now cover up to three years at Florida International University. Today, he is one step closer to achieving his dream job in criminal justice.

DEVELOP SUSTAINABLE FINANCIAL INDEPENDENCE

The Financial Wellness Institute made me more aware of the importance of savings, including all the things I can save up for. I had two financial emergencies during the FWI cohort, and I was more consciously able to practice the lessons I learned."

— Student Response Broward College Financial Wellness Institute Testimonial Survey



Among the College's chief aspirations to **Empower Student Development** is to Develop Sustainable Financial Independence. Students and potential students with strong financial competencies are more likely to stay in college because they have the ability to make informed decisions about budgeting and career growth. Through the expansion of BCEx, the Broward College Entrepreneurial Experience, the College has introduced the Financial Wellness Institute, a program that enhances participants' financial skills and relationships with money. The Financial Wellness Micro-credential was established. This micro-credential covers the areas of savings, debt, budgeting, investing, credit, and retirement. Of the 17 students who enrolled in the MicroHE through the FWI, four earned a micro-credential and 13 earned digital badges which recognize sub-sets of skills attained that ladder to the FWI micro-credential.

Additionally, BCEx engaged 2,460 students, faculty, staff, and community members through events this year, an 37 percent increase in participant engagement from last year. Events included workshops and book clubs, held to foster an entrepreneurial mindset throughout the College and the community. Programs offered by BCEx, including Ideation, Accelerator, Financial Wellness Institute, and the Broward UP Promise Neighborhoods Small Business Bootcamp, have proven highly popular and impactful, with 147 participants engaged. Notably, 90 students completed all four programs, highlighting the effectiveness of BCEx in fostering an entrepreneurial mindset and providing valuable resources and support to aspiring entrepreneurs.

Broward College's dedication to students' financial needs is also evident in the support the institution receives from its donors. In 2022-23, the College received nine million dollars in cash and pledges from 781 donors, an eight percent increase in the number of donors over the previous year over the previous year, and was able to award 3,058 students with \$2.8 million in scholarships. In addition, The Open-Door Last Dollar Program provided scholarship funding for 481 students.

\$9 MILLION

IN CASH AND PLEDGES RECEIVED THROUGH **782 DONORS**

INCREASE IN THE NUMBER OF DONORS OVER LAST YEAR

\$2.8 MILLION IN DONOR-FUNDED SCHOLARSHIPS TO 3,058 STUDENTS

ST FINANCIAL WELLNESS

56 PARTICIPANTS 88 BADGES 5 MICRO-CREDENTIALS AWARDED TO COMPLETERS

481

STUDENTS SUPPORTED THROUGH OPEN-DOOR LAST DOLLAR PROGRAM

PARTICIPANTS ENGAGED IN BCEX PROGRAMMING: IDEATION. ACCELERATOR. **FINANCIAL WELLNESS INSTITUTE AND THE NEIGHBORHOODS**

90 PARTICIPANTS COMPLETING ALL

FOUR PROGRAMS

BROWARD UP PROMISE SMALL BUSINESS BOOTCAMP

36% 1

INCREASE IN PARTICIPANTS IN VARIOUS BCEX EVENTS

ASPEN

FOR COMMUNITY COLLEGE EXCELLENCE

aspen institute

FINALIST





CUSTOMIZE LEARNING EXPERIENCES THROUGH MULTIPLE MODALITIES

I believe that Broward Online is a wonderful resource for students who have busy schedules. Broward Online allows me to learn and do whatever my life requires at the same time. I love the D2L shell, and the professors are wonderful. I couldn't ask for a better online experience."

— Student Response
Broward College Learning Modality Survey

The College continued to offer four learning modalities. However, to cater to students' preferred learning modalities, Broward College conducted a survey with 2,126 student responses, allowing the institution to better **Customize Learning Experience Through Multiple Modalities**. The survey results helped create the academic schedule for the fall 2023 and spring 2024 terms. Faculty training was also prioritized, resulting in an increased count from 430 to 504 trained faculty members capable of delivering blended, online, and flexible modalities, ensuring better alignment with student needs. The College introduced the Flexible Learning Professional Development Program, successfully completed by 48 full-time and part-time faculty, offering them the necessary credentials to teach in the new flexible modality, allowing students to attend classes either in person or virtually. Additionally, a new credit Technical Certificate for BCEx empowers students to earn 12 college credits when they complete BCEx's Accelerator and Launch programs, expediting certificate and degree completion for around 50 percent of BCEx entrepreneurs.

LEARNING MODALITIES 2,126

STUDENT RESPONDENTS TO SURVEY HELPED CREATE THE FALL 2023 AND SPRING 2024 CLASS SCHEDULES 74

ADDITIONAL FACULTY (FROM 430 TO 504) TRAINED TO DELIVER EITHER BLENDED, ONLINE, AND FLEXIBLE MODALITIES 48

FULL-TIME AND PART-TIME FACULTY PARTICIPATED IN THE NEW FLEXIBLE LEARNING PROFESSIONAL DEVELOPMENT PROGRAM





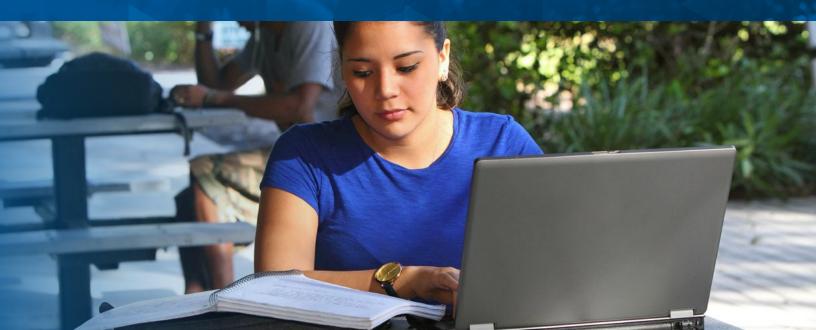




12-CREDIT

TECHNICAL CERTIFICATE EARNED
BY STUDENTS ENROLLED IN 12-WEEK
ACCELERATOR AND LAUNCH PROGRAMS

50% OF BCEX ENTREPRENEURS TO RECEIVE COLLEGE CREDIT FOR PRIOR LEARNING TO ACCELERATE CERTIFICATE AND DEGREE COMPLETION





PROVIDE A BEST-IN-CLASS STUDENT EXPERIENCE

As a member of the Broward College family, I take great pride in being able to support, mentor, and inspire students so that they leverage the experience and learning outcomes towards a positive impact on their lives."

— Farah Pierre

Senior Director, Student Achievement Initiatives

COMPREHENSIVE CLASSROOM CARE

Pivotal to the College's commitment to Provide A Best in Class Student Experience is to support every student's journey by ensuring the necessary processes, services, and support systems are available inside and outside the classroom. The Coordinated Care Network (CCN), which comprises service areas across the College mutually committed to meeting students' needs, achieved an impressive eight percent boost in student persistence rate as a result of program interventions, demonstrating the College's dedication to comprehensive care and support for students' educational endeavors. Interventions are also correlated with slightly higher GPAs and credit completion. As of May 2023, the CCN allows faculty and staff who identify an acute student need to alert any one of 16 support departments about 40 alert reasons through a single portal.

SUPPORT BEYOND THE CLASSROOM

Outside the classroom, Broward College's Student Service Support has made significant strides in improving students' access to resources through the Single Stop application. Launched in September 2022, this has reduced the time it takes students to access available support from an average of 48 hours to 15 minutes. Single Stop provides students with immediate feedback on resources available at the College as well as at the state and federal levels. The total value of benefits confirmed to be received by students is an impressive \$318,478, with 906 students applying for assistance through Single Stop and 1,548 students and their dependents benefiting from the support.

The Food Insecurity Initiative has also shown positive outcomes, resulting in a seven percent increase in students reporting food security from 27 to 34 percent based on an annual survey of students. The College provided support for 6,243 student visits to the Seahawk Marketplace on the A. Hugh Adams Central Campus. That is an increase of 198



percent compared to the previous year (from 2,092 to 6,243) and almost triple the number of household members served (from 5,836 to 15,510). Efforts in this area were also realized through the official opening of the Judson A. Samuels South Campus Food Pantry (the second of three being opened on each of the College's main campuses) and partnerships with organizations like the American Heart Association have been instrumental in providing healthier food options and supporting a significant increase in student visits to the marketplace.

\$318,478

IN CONFIRMED BENEFITS THROUGH THE NEW SINGLE STOP APPLICATION OFFERING SUPPORT TO

1548 STUDENTS AND THEIR DEPENDENTS

6,243 STUDENTS VISITED THE SEAHAWK MARKETPLACE ON THE A. HUGH ADAMS CENTRAL CAMPUS, A

198% INCREASE

INCREASE IN FOOD SECURITY

Furthermore, Broward College's retention advising, mental health initiatives, and engaging Student Life events have further enhanced student success and well-being. The retention advising program achieved successful re-enrollment and registration. Newly launched, retention advising provides the opportunity to re-engage students to complete their degrees at Broward College. The outcomes include 511 students who were not enrolled responding, resulting in 288 (56 percent) registering for spring and 184 (36 percent) registering for summer. Another 238 students who were withdrawn due to non-attendance responded and 220 of the 238 students (92 percent) registered for spring and 105 of the 238 (44 percent) registered for summer.

511

STUDENTS WHO WERE NOT RE-ENROLLED WHO WERE ENGAGED THROUGH THE RETENTION ADVISING PROGRAM

56% REGISTERED FOR SPRING

36%

REGISTERED FOR SUMMER

92% OF 238 STUDENTS WHO WERE WITHDRAWN

DUE TO NON-ATTENDANCE RE-ENROLLED

STUDENT ENGAGEMENT

The College's commitment to providing enriching experiences for students was evident through 245 in-person and virtual Student Life events engaging approximately 14,459 students. The results showed that the greater the level of involvement, the more likely a student will enroll the following academic term. Students engaged in more than 15 events had a retention rate of 92.5 percent, students who engaged in 10 to 14 events had a 91 percent success rate; those who engaged in six to nine events had a retention rate of 89.5 percent, and those who engaged in one to five events had a retention rate of 84 percent. In addition, 1,500 students were trained to recognize signs of mental health conditions through the "Ending the Silence" courses offered through a Memorandum of Understanding with the National Alliance on Mental Illness (NAMI). Overall, these achievements underscore the College's dedication to providing a supportive and enriching environment for all students, ensuring they have the tools and resources to thrive in their academic journey.

IN-PERSON AND VIRTUAL STUDENT LIFE EVENTS, **ENGAGING AROUND 14,459 STUDENTS**

STUDENTS ENGAGED IN MORE THAN 15 EVENTS

RETENTION RATE FOR STUDENTS ENGAGED IN 10 TO 14 EVENTS

90% RETENTION RATE FOR STUDENTS WHO PARTICIPATED IN 6 TO 9 EVENTS

RETENTION RATE FOR 84% STUDENTS WHO PARTICIPATED 1 TO 5 EVENTS

1500 STUDENTS TRAINED TO RECOGNIZE SIGNS OF MENTAL HEALTH

CAMPUS SAFETY ENGAGEMENTS





INVESTMENT IN FACULTY AND STAFF

A significant part of the student sentiment on experience correlates to their interaction with faculty and staff at the institution. With this in mind, the College in 2022-23 redoubled its investment in faculty and staff development. The implementation of the Mindfulness in the Post-Pandemic Classroom professional development course has shown remarkable results, with 90 percent of participants reported using or intending to use mindful practices in their classrooms daily, leading to positive responses from students. The 15-credit course, which enables faculty to help students manage stress and develop greater capacity to focus, learn, and function well in their busy lives, was completed by 93 faculty members. Additionally, Broward College's efforts to enhance leadership skills and approaches through programs like BC LEAD have been successful, with two additional cohorts with a total 37 employees honing their professional skills and knowledge. In July 2022, BC LEAD also introduced mentor pods where a mentor is matched with a mentee to provide guidance, perspective, and collaborative learning experiences based on the five competencies of the leadership framework (Competence, Character, Composure, Courage, and Care for people). BC LEAD mentors supported mentees throughout the program and have committed to supporting them as they integrate into their respective work units throughout the College.

The College's Campus Safety Training Academy has trained 100 percent of the current Public Safety staff, enhancing their professionalism and knowledge in vital areas such as Florida Law, Broward College policies, and Crime Scene Management. There was also the introduction of a Third-Lieutenant's Program that provides campus safety staff with management training opportunities, strengthening leadership competencies and succession planning, and the re-certification of more than 20 Public Safety employees with additional skills and professional growth. The College also launched CPR training for the Broward College community.

Continuing its commitment to recognizing and rewarding excellence among its faculty members, eight faculty members were awarded Endowed Teaching Chairs, while 12 were recognized as Professors of the Year and Adjunct Professors of the Year. The revamped Professional Technical Staff Outstanding Achievement Awards continued its yearly recognition of 10 outstanding support staff as nominated by their peers, and tuition assistance benefits were extended to part-time employees, with 56 employees capitalizing on this opportunity which encourages professional development and growth.



















CREATE IMPACTFUL CAREER CONNECTIONS

When Broward College thrives, its community thrives. The College uplifts students and communities through career opportunities that help to power South Florida's economy. By ensuring that curriculum offerings meet the current needs of employers, we will **Advance A Market-Driven Curriculum.** Among the highest priority industries is health care. We will **Answer The Call For Health Care Professionals** by preparing students for work in community health care organizations. The plan seeks to create a Health Sciences Academy and offer pre-requisite support for students in the Health Sciences Pathway. Likewise, the College is steadfast in its commitment to **Actualize Employment** by providing life-changing career paths for students through meaningful employment for career growth while meeting the needs of our local economy. To support its work, the institution has secured significant grant funding to support various health care initiatives. These initiatives include career and technical education, STEM education and artificial intelligence programs, and more. The funding has been utilized to enhance specialty nursing programs, establish clinical affiliations with renowned health care institutions, and provide immersive skills training for students.

PATRICIA MORGAN | 60

Prior to her studies at Broward College, Patricia had a two-decade career with Motorola. She worked hard to climb the career ladder and by 2019, she had set her sights on working straight up to her retirement. But when the pandemic hit, management suggested that she take that retirement a little earlier than she expected. Rather than view this as a setback, she ultimately used the opportunity to fulfill a lifelong dream of becoming a registered nurse by pursuing an Associate of Science in Nursing (ASN). Her graduation in December 2022 became the first step in what will be her new career as a health care professional.





KARIN JORDAN | 30 MARINA BERTRAND | 40

Sisters Karin and Marina have been in sync since birth. They both attended the University of Florida and after graduating, both got jobs at Broward College in the Science Laboratory. Together, the sisters have faced the ups and downs of life, including COVID-19, personal health scares, and motherhood. Inspired by their own experiences in the health care field and their passion for helping others they decided to pursue careers in Nursing, graduating in May 2023.



READ MORE

NICHOLAS RANGEL DEL PINTO | 20

Nicholas was born in Venezuela and faced constant political turmoil. He always had a passion for education, and when his family relocated to Florida, he was excited to start school in a new location. As he adjusted to life in U.S., however, his teachers told him he wasn't college material. He overcame adversity and proved his doubters wrong by attending Broward College and graduating with an Associate of Science degree in Hospitality and Tourism in December 2022.



ADVANCE MARKET-DRIVEN CURRICULUM

Broward College's IT apprenticeship program was an excellent opportunity for personal and professional growth. I have been able to acquire valuable skills and knowledge that will undoubtedly serve me well in my future career. Working alongside experienced professionals has been a rewarding experience, and I am grateful for the chance to contribute to the team's efforts."

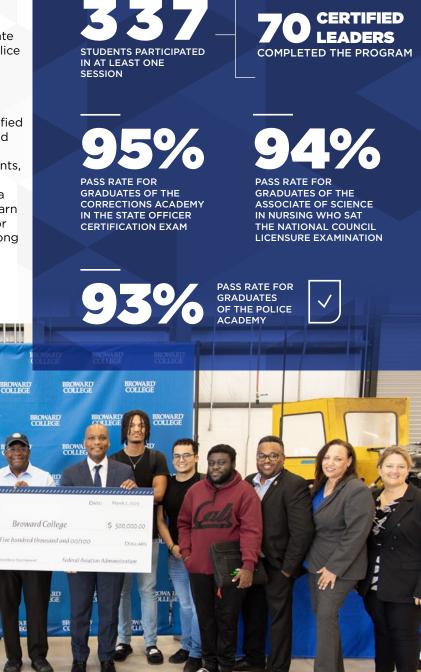
— Samantha Dupuy Information Technology Apprenticeship Graduate

Broward College has achieved significant milestones in its effort to Advance Market-Driven Curriculum to support student success. The quality of Broward College's curriculum in its various programs is also exemplified in the exceptional academic pass rates attained by students. In the last year, students from the Institute of Public Safety attained 95 percent and 93 percent pass rates on the State Officer Certification Exam for Corrections Officer and Police Academy graduates, respectively. Nursing students who sat the National Council Licensure Examination (NCLEX) achieved a 94 percent pass rate. The first-time pass rate for Broward College ASN graduates was 76.71 percent, compared to the state average of 58.2 percent. The Certified Leader Program which was launched in 2022-23, engaged a total of 337 students in at least one session and 70 students have completed the program. Open to all students, the free program allows students to participate in hourlong leadership seminars, reflective journaling, and earn a Florida Ready to Work Soft Skills Certificate. Students learn skills for working in groups in their classes, in their club or organization, and in their current jobs, and help set a strong foundation of leadership for their future, gaining skills in conveying professionalism, communicating effectively, teamwork and collaboration, and problem solving.

BROWARD

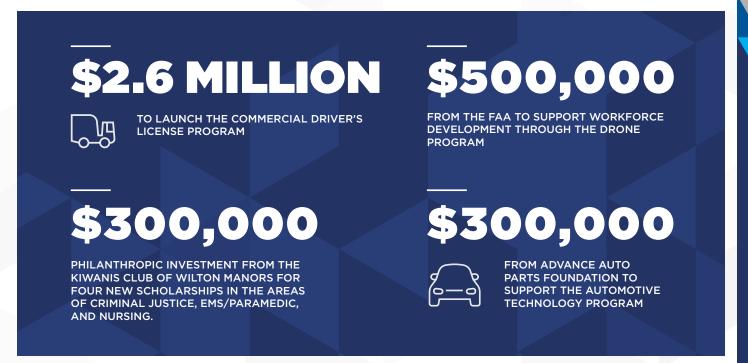
BROWARD COLLEGE

BROWARD COLLEGE



Broward College secured \$30.78 million in external grant funding for various programs and initiatives, supporting career and technical education, workforce training, aviation industry workforce development, and more. Included in those awards was funding that has helped the college Create Impactful Career Connections such as the \$4 million Employer Community College Partnership Challenge funding from the Strada Education Network. In addition, the College was selected to lead a statewide consortium of five state colleges in addressing the shortage of commercial truck drivers, allowing Florida to play a critical role in the global supply chain. This opportunity came with a \$2.6 million Florida Job Growth Grant. Through a collaboration with FleetForce Truck Driving School, students complete the training in as little as four weeks. Since the College started enrolling students on April 3, 2023, 59 students have successfully completed the program.

A \$500,000 grant was also received from the FAA for the Drone Racing Operations and Navigation Education (DRONE) Project, a workforce development initiative that uses drones to expose high school students to careers in aviation. There was also a \$300,000 donation from the Advance Auto Parts Foundation to support the Automotive Technology program and a \$300,000 philanthropic investment from the Kiwanis Club of Wilton Manors, which established four new scholarships: Criminal Justice, EMS/Paramedic, and Nursing.



The College continued to improve its verifiable skill attainment through Micro-Credentials/Digital Badges. Continuing Education provided over 100 corporate learners with micro-credentials/digital badges. From July 1, 2022, to June 30, 2023, 456 of these credentials were issued to students through rapid career training programs. Badge collections include Allied Health, Corporations Learning, Workforce Certification, Soft Skills, and Kids and Teens College. The MicroHE Program at Broward College offers Aviation Maintenance Management and Automotive Service Management Micro-credentials, providing students with specialized knowledge and skills. Since September 2022, 17 students achieving micro-credentials for Airframe and Powerplant. Meanwhile, the newly introduced Automotive micro-credential offers students the opportunity to acquire specialized knowledge and skills related to various ASE certifications, further enhancing their employability and advancement in the automotive industry.

Industry certificates and technical certificates are another way the College is supporting the labor market demands. In 2022-23, students surpassed the previous year's achievement with 1,153 industry certificates accepted by the state.







ANSWER THE CALL FOR HEALTH CARE PROFESSIONALS

Broward College has been our community partner in developing our future clinicians. They are true partners who are vested in developing the best through feedback and ensuring they are ready for practice. They are grounded in ensuring clinical skills and knowledge acquisition. They are committed to producing the best possible clinician."

- Jean B. Seaver MSN, Broward Health

To fulfill its goal to **Answer the Call for Health Care Professionals,** in 2022-23, the College celebrated significant outcomes in its health science programs through various partnerships and initiatives. There were collaborations with 11 acute care hospitals within the Broward Health, Memorial Healthcare, and Holy Cross systems to increase the number of skilled health care professionals. Specialty nursing programs, such as Critical Care, Perioperative Nursing, and Progressive Care, have been enhanced to provide immersive skills training in a secure learning environment. In addition, clinical affiliation agreements were signed with Cleveland Clinic and HCA Healthcare to offer more clinical sites for students.

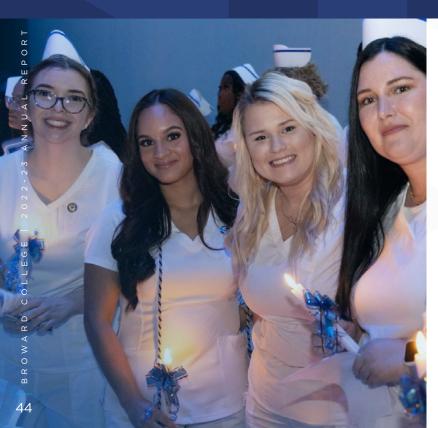
To better prepare students to pass the HESI A2 exam, which is required for admission to Nursing school, in 2022-23, the College implemented workshops covering Math, Vocabulary and Grammar, Anatomy and Physiology, and Reading and Comprehension. There were 69 sessions held during fall and spring with 733 participants, with modest improvements in outcomes for on-campus testing in the areas of math and reading comprehension. The most significant changes for on campus were in the areas of Math, which went from a pass rate of 39.4 percent in 2022 to 49.3 percent in 2023, and Reading Comprehension which went from 63 percent in 2022 to 70 percent in 2023. Pre-term Anatomy and Physiology review sessions for Nursing students were also introduced, resulting in an overall 92 percent success rate for various nursing and lab courses. In 2022, 388 students completed the Associate of Science in Nursing (ASN) program, showcasing significant student achievement in the health science pathway.

10%

PASS RATE

INCREASE IN READING
COMPREHENSION
PASS RATE

INCREASE IN ON-CAMPUS
PASS RATES FOR HESI A2 EXAMS



Broward College integrated Virtual Reality (VR) technology into its Continuing Education Health Science programs, enhancing skills-based training with immersive learning environments. The addition of technology and infrastructure such as Oculus headsets, CNA simulators, Anatomage tables, and Virtual Patient Simulators has boosted clinical reasoning and decision-making skills, increasing student confidence and promoting team collaboration.

92%
SUCCESS RATE FOR PRE-TERM ANATOMY AND PHYSIOLOGY REVIEW SESSIONS

2 UCCLINICAL AFFILIATIONS SIGNED WITH CLEVELAND CLINIC AND HCA HEALTHCARE

ACUTE CARE HOSPITAL COLLABORATIONS
BETWEEN THE COLLEGE AND HOSPITALS FROM:
BROWARD HEALTH, HOLY CROSS HEALTH, AND
MEMORIAL HEALTHCARE SYSTEM

ADDITIONAL STUDENT SUPPORT FOR HEALTH CARE SUCCESS

In June 2023, the U.S. Department of Labor awarded more than \$78 million under its Nursing Expansion grant to support workforce training programs in 17 states. As part of that funding, Broward College received \$3 million for its **Answer the Call for Healthcare Professionals** (HealthPro) Project, which aims to increase the number of nurses. Broward College's HealthPro aims to support the development of three nursing career pathways-Nursing Assistant, Medical Assistant, and Home Health Aid.

Another \$1.6 million was received from the Department of Education to support PIPELINE (Prepping Institutions, Programs, Employers, and Learners through Incentives for Nursing Education) which supports students grants and other initiatives to ensure the success of the College's Nursing students.

The Health Foundation of South Florida (HFSF) provided a philanthropic investment of \$500,000 over two years to support student success in the Health Science pathway. The initiative aims to increase educational attainment and employment opportunities for health science graduates in local hospitals and health care facilities. Retention specialists were hired to help students persist in their studies, and HFSF Scholarships and Book Fund aid Broward UP participants and prospective students enrolling in Health Science degree programs. This investment serves as a



ACTUALIZE EMPLOYMENT

As an IT student, I was looking for new opportunities in the tech industry. The Pre-Apprenticeship program was a huge help. Meeting co-workers in the industry, seeing how work gets done, working with actual projects—it was incredible. Projects grow your resume, and if you can put your experiences into words, people will take notice."

— Daniel Murcia

Network Administrator at Blue Realty and former Broward College Pre-Apprentice

Broward College has demonstrated a solid ability to **Actualize Employment** opportunities for its graduates through its 167 programs of study which offer credentials in technical and other certificates, Associate of Arts, Associate of Science, Associate or Applied Science and 10 bachelor's degrees across eight career pathways. In 2022-23, the College conferred 10,586 credentials across various academic programs. This includes 605 Bachelor's degrees, 3,721 Associate of Arts degrees, and 1,334 Associate of Science and Associate of Applied Science degrees. Additionally, the College awarded 4,926 Technical and other Certificates to students. The number of technical and other certificates awarded indicates the College's robust vocational and technical training programs. These certificates equip students with practical skills and industry-recognized qualifications, preparing them to enter the workforce in high-demand fields.



10,586 CREDENTIALS

4,926 3,721 1,3

TECHNICAL AND ASS

ASSOCIATE OF ARTS 1,334

ASSOCIATE OF SCIENCE AND ASSOCIATE OF APPLIED SCIENCE

605

BACHELOR'S













PROVIDING JOB OPPORTUNITIES

We understand that the commitment to educating students is more than simply providing them with a credential, but connecting them to employment that helps fulfill their career dreams and provides family-sustaining wages. Broward College is fulfilling this commitment starting internally, finding ways to hire its students. There was a 21 percent increase in student hires through its internal Information Technology Internship Placement program, successfully placing 23 interns from July 2022 to May 2023. In July 2022, Broward College received funding from the Florida Department of Education for its apprenticeship and pre-apprenticeship training program aimed at under-represented individuals in technology fields. The program offers six months

RESIDENTS PLACED IN A JOB WITHIN THEIR CAREER PATHWAY THROUGH EMPLOYS ENROLLED IN INFORMATION TECHNOLOGY SUPPORT POSITIONS

INTERNSHIPS AT THE COLLEGE



of entry-level training for pre-apprentices, leading to the State of Florida Pre-apprenticeship Certificate upon successful completion. Apprenticeship programs, lasting one year, follow the earn-while-you-learn model with on-the-job training from employers and technical instruction from Broward College. The College enrolled 147 preapprentices: 94 in Information Technology Support and 53 in Network Support/Telecommunications, along with eight apprentices. The College is working to approve two new apprenticeship occupations, Cybersecurity Support Technician and Information Security Analyst, in collaboration with the Florida Department of Education.

EMPLOYS, which stands for Employment Management Program for Labor Opportunities that Yield Success, was funded by the Community Foundation of Broward's Be Bold Grant. With this grant, the College placed 165 residents in a job within their career pathway, a 211 percent increase, compared to the 53 placed last year.





















A. HUGH ADAMS CENTRAL CAMPUS

3501 Davie Rd., Davie, FL 33314

NORTH CAMPUS

1000 Coconut Creek Blvd., Coconut Creek, FL 33066

JUDSON A. SAMUELS SOUTH CAMPUS

7200 Pines Blvd., Pembroke Pines, FL 33024

CYPRESS CREEK ADMINISTRATIVE CENTER/ONLINE CAMPUS

6400 N.W. 6th Way, Fort Lauderdale, FL 33309

MIRAMAR TOWN CENTER

2050 Civic Center Place, Miramar, FL 33025

MIRAMAR WEST CENTER

1930 S.W. 145th Ave., Miramar, FL 33027

PINES CENTER

16957 Sheridan St., Pembroke Pines, FL 33331

TIGERTAIL LAKE RECREATIONAL CENTER

580 Gulfstream Way, Dania Beach, FL 33004

WESTON CENTER

4205 Bonaventure Blvd., Weston, FL 33332

WILLIS HOLCOMBE CENTER

111 East Las Olas Blvd., Fort Lauderdale, FL 33301

BROWARD COLLEGE @ YMCA

1409 Sistrunk Blvd., Fort Lauderdale, FL 33311

