

Florida SouthWestern State College

Strategic Directions 2020-2025



2023-2024 Report

Collected and edited by

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FSW STRATEGIC DIRECTIONS

2020-2025 STRATEGIC PLAN

Mission Review 2020: Renewing our efforts to Dedicate to Graduate: Update 2023

Every three years, the College conducts an extensive review of its mission and submits revisions for District Board of Trustees (BOT) approval through the College planning process. As part of that review, administrators and faculty leaders provide input. The lessons learned from the 2016 Dedicate to Graduate initiative provided a framework for how the Strategic Directions needed to be updated to better reflect the current focus of the College. The strategic planning process continued to be informed by publications of governing bodies in the State of Florida and benchmark data from national surveys. In response to the pandemic of 2020, leadership determined a stay of course for an additional two years, through 2025, to more effectively fulfill the directives set in order at the onset of the campaign.

VISION

Florida SouthWestern State College will be a catalyst for educational success by providing innovative open-door pathways that prepare students to be knowledgeable, skilled and productive members of their communities.

VALUES

We value student success, integrity, intellectual inquiry, and academic rigor.

MISSION

The mission of Florida SouthWestern State College is to provide affordable and exceptional academic, cultural and workforce opportunities in a supportive environment that productively transforms the lives of our students and enhances the economic vitality of the communities we serve.

STRATEGIC DIRECTIONS

- 1. Expand educational opportunities**
- 2. Advance a world-class educational experience**
- 3. Innovate classroom and distance education delivery methods to support optimal learning experiences**
- 4. Prepare students for a competitive, skilled workforce**
- 5. Create a culture focused on continuous improvement**

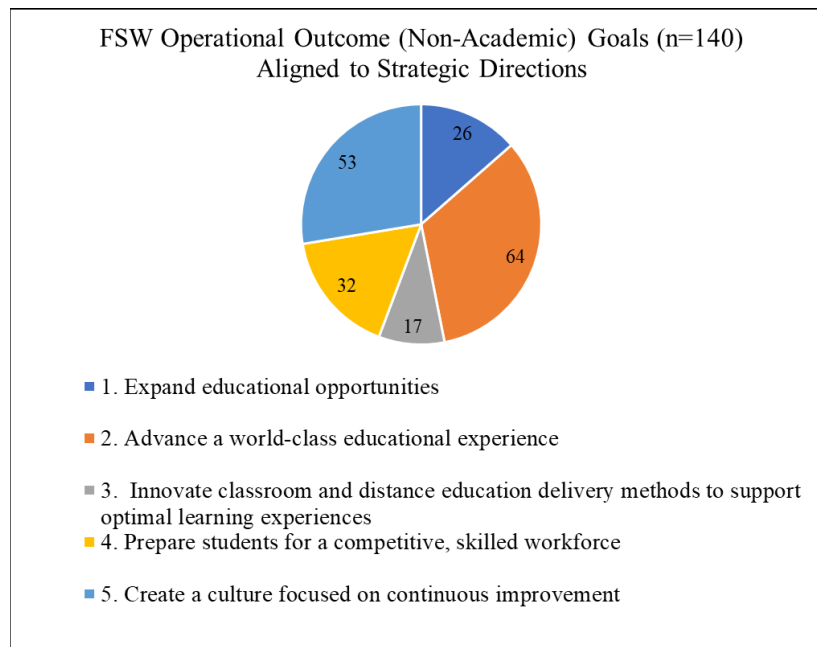


Figure 1. Strategic Directions as mapped by department/office within effectiveness plans. Source: Compliance Assist 2023-2024 Effectiveness Plans

What follows are selected highlights from 2023-2024.

To the reader: Keep in mind when reviewing this report that what follows is what is practiced. In other words, just as this report was developed to provide an update on the practices at the College, so too does leadership provide opportunities regularly for all active areas of the College to embrace growth, change, and strategic implementations.

This is done through regularly scheduled ‘College Conversations’ held by Dr. Allbritten and Dr. Bilsky. The

most recent ‘College Conversations’ were held on February 6 and 7, at the Thomas Edison (Lee) campus, Hendry/Glades Center, and Charlotte Campus, respectively. In each session, both Dr. Allbritten and Dr. Bilsky attended for two hours and encouraged thorough discussion of the topics that arose.

One final note when reviewing this report is to consider the view of this report as a snapshot of the many projects and achievements across the institutions’ wide variety of departments. As such, it is important to keep in mind that some projects are complete, while others are in mid-stride at the time of writing. Throughout these chapters, the reader is encouraged to note the varying ways in which the College evolves and adapts throughout a given academic year in support of the community and the College.



Figure 2. The College Conversations logo.

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2 EXPAND EDUCATIONAL OPPORTUNITIES

2.1 ADMISSIONS

2.1.1 Inbound High School Students

FSW receives new First-Time-In-College (FTIC) applications from students who come from a wide variety of high schools and locations. However, the bulk of those students hail from a common set of high schools in the Lee, Collier, Charlotte, Hendry, and Glades county school districts. Below are the top ten most represented high schools for FTIC student in Fall 2023. Shown below is also a headcount of new high school graduates from the five-county area who applied, were admitted, and registered at FSW for AY 2023-24 (Summer, Fall, Spring).

<i>Number of New Students Registered in Fall 2023</i>	
<i>Lehigh Senior High</i>	160
<i>Palmetto Ridge High School</i>	133
<i>Ida S Baker High School</i>	131
<i>Golden Gate High School</i>	115
<i>South Fort Myers High School</i>	109
<i>Gulf Coast High School</i>	109
<i>Cape Coral High School</i>	93
<i>Mariner High School</i>	92
<i>East Lee County High</i>	91
<i>North Fort Myers High</i>	90

Table 1. Top ten high schools by new students registered in Fall 2023 at FSW.

<i>Unduplicated Headcount</i>	
<i>Applied</i>	4412
<i>Admitted</i>	4011
<i>Registered</i>	2007

Table 2. Distribution of local high school graduates who applied, admitted, and registered at FSW in the last academic year (Summer 2023, Fall 2023, Spring 2024).

2.1.2 Scholarships

Beginning with Summer 2023 term through Spring 2024 term, FSW students have been awarded a total of 3,358 scholarships. In total, 2,426 of these scholarships stem from either FSW or the FSW Foundation, while an additional 932 are funded from external sources. A listing of all scholarships, the number of awards, and the value of those awards is shown in the table below.

	<i>Number of Scholarships Awarded*</i>	<i>Total Amount of Awards Accepted</i>	<i>Average Amount of Award Accepted</i>
<i>Institutional & Foundation Total</i>	2426	\$2,415,380	\$1,170
<i>Academic Achievement</i>	23	\$55,000	\$2,391
<i>Academic Advancement</i>	82	\$121,500	\$1,482
<i>Academic Endurance</i>	57	\$57,000	\$1,000
<i>Academic Excellence Schl</i>	50	\$125,000	\$2,500
<i>Academic Perseverance</i>	3	\$7,500	\$2,500
<i>Academic Promise Scholarship</i>	46	\$68,000	\$1,478
<i>Ambassador Scholars</i>	24	\$48,000	\$2,000
<i>Athletics Scholarships</i>	536	\$675,971	\$1,261
<i>Cohort Scholarship</i>	1	\$250	\$250
<i>Curtis Books</i>	95	\$91,753	\$966
<i>Curtis Memorial Misc</i>	9	\$4,861	\$540
<i>Curtis Memorial Scholarship</i>	118	\$234,053	\$1,983
<i>Curtis Misc. Scholarship</i>	1	\$750	\$750
<i>EMS Scholarship</i>	29	\$18,440	\$636
<i>Fine Arts Scholarship</i>	34	\$43,791	\$1,288
<i>First Generation Grant/Schl.</i>	245	\$122,500	\$500
<i>Florida Blue Scholarship</i>	69	\$37,236	\$540
<i>Foundation Annual Scholarship</i>	187	\$111,935	\$599
<i>Foundation Certificate Schl.</i>	6	\$6,050	\$1,008
<i>Foundation Merit Scholarship</i>	8	\$7,049	\$881
<i>Foundation Scholarship</i>	153	\$80,830	\$528
<i>Future Makers Program</i>	3	\$7,500	\$2,500
<i>Helios Scholarship</i>	37	\$18,612	\$503
<i>Hendry Family Scholarship</i>	6	\$12,000	\$2,000
<i>Honors Scholarship</i>	60	\$52,378	\$873
<i>Lee/All District General Schl.</i>	13	\$9,024	\$694
<i>Merit/General Scholarship</i>	162	\$94,306	\$582
<i>Nanda Trust Scholarship</i>	18	\$12,500	\$694
<i>Need/General Scholarship</i>	171	\$106,965	\$626
<i>Nursing/Health Scholarship</i>	127	\$115,760	\$911
<i>PSAV Scholarship</i>	2	\$2,000	\$1,000
<i>PT Presidential Scholarship</i>	2	\$3,375	\$1,688
<i>PTCurtis Memorial</i>	17	\$34,227	\$2,013
<i>Sch Lee Memorial Reim/Misc</i>	1	\$862	\$862
<i>Sch Lee Memorial/ Tuit</i>	31	\$28,405	\$916
<i>External</i>	932	\$1,174,093	\$1,429
<i>American Rescue Plan</i>	112	\$131,394	\$1,173
<i>Collier Community Foundation</i>	74	\$211,590	\$2,859
<i>Earn to Learn Scholarship</i>	2	\$2,833	\$1,416
<i>General Donor Scholarship</i>	355	\$593,774	\$1,673
<i>Grow Your Own Teacher Sch</i>	6	\$15,972	\$2,662
<i>Open Door Grant Stipend</i>	272	\$111,014	\$408
<i>Return to FSW Scholarship</i>	12	\$12,000	\$1,000
<i>Transforming Lee County</i>	27	\$32,250	\$1,194
<i>Transforming SWFL</i>	44	\$27,499	\$625
<i>WIOA Grant</i>	28	\$35,767	\$1,277

Table 3. Institutional and external scholarships awarded from Summer 2023 through Spring 2024. *denotes number of scholarships awarded, not the number of students awarded scholarships (often one student may be awarded multiple scholarships).

2.2 CHARLOTTE COLLEGIATE HIGH SCHOOL

Charlotte Collegiate High School is expanding educational opportunities by providing high school students the opportunity to earn their Associate in Arts (AA) degree by the time they complete their high school diploma. Charlotte Collegiate High School has been a top performing school within the state, earning the School of Excellence distinction for all five years of the state's accountability system. In 2022, the collegiate high school placed seventh among 33 School of Excellence schools who have earned the distinction for five years. In the 2022-2023 school year, the school has also tested higher in English language arts, mathematics, biology, and US history than the state and county average. The quality education students receive paired with the accelerated pathway to the AA degree demonstrate Charlotte Collegiate High School's commitment to broaden educational opportunities for student within Charlotte County.



Figure 3. The Charlotte Collegiate High School logo.

2.3 EARLY CHILDHOOD EDUCATION (AS PROGRAM)

The Early Childhood Education program continues to expand the educational opportunities of its students by increasing the number of Open Education Resource (OER) texts it offers. These OER texts ensure students have access to affordable textbooks. Of the program's twelve core courses, nine of them use OER texts, with about seven of them taught each semester. The program hopes to utilize OER/low cost textbooks for all of their fourteen courses in the future as part of their commitment to saving students money while providing innovative, accessible, and rigorous courses.

2.4 FSW COLLEGIATE HIGH SCHOOL-LEE

FSW Collegiate High School-Lee, like Charlotte Collegiate High School, expands education opportunities by providing high school students the opportunity to earn their Associate in Arts (AA) degree by the time they complete their high school diploma. Since the school's opening in 2013, the high school has graduated 925 students, with the 1000th graduate anticipated this academic year. The school has documented over 54 million dollars in tuition saved and scholarships offered. In addition to these impressive numbers, FSW Collegiate High School-Lee continues to be a high performing school. The Lee Collegiate High School, like the Charlotte Collegiate High School, has earned the School of Excellence distinction for all five years of the state's accountability system, and ranked third of 33 School of Excellence school who have earned the distinction for five years. In the 2022-2023 school year, the school tested higher in English language arts, mathematics, and biology than state and county averages, sometimes as much as 45% higher than the state average. FSW Collegiate High School-Lee is expanding education opportunities to Lee county students by offering both a high-quality education and an accelerated pathway to the AA degree.

2.5 FSW FOUNDATION

FSW Foundation provides student scholarships and program support to expand educational opportunities at FSW. In academic year 2022-2023, the FSW Foundation disbursed \$1.93 million in scholarships, \$1.06 million in program funds, and \$1.2 million in hurricane emergency funds. The funds aid students in the pursuit of their academic goals and expands educational access to students who may not otherwise be able to afford college. In addition to the distribution of these funds, FSW Foundation received a number of large gifts in academic year 2022-2023. The Frank G. Daveler Foundation gave \$1.92 million to create the Daveler Entrepreneurship Institute while the Rist Family Foundation donated \$1 million to create the Rist Cybersecurity Institute and another \$500,000 to support the Respiratory Care program. Nursing programs received a \$1 million gift from the Copham Family Foundation to expand nursing graduates over a five-year period, and a \$300,000 bequest from Shady Rest

Foundation to endow scholarships for the bachelor's degree in nursing program. The JJ Jones Estate provided \$250,000 to support the nursing program, and SWFL Children's Charities Inc. donated \$156,000 to create an advanced pediatric simulation environment. The Richard M. Schulze Family Foundation contributed \$250,000 to support workforce training and career services, and the FSW Golf Classic raised \$109,000 to support scholarships and championship travel for FSW student athletes. These generous gifts greatly expand educational opportunities at FSW and highlight the important work of FSW Foundation.

2.6 SATURDAY SCHOLARS PROGRAM

The Saturday Scholars program expanded educational opportunities by offering the swift completion of sequential general education requirements through Saturday courses beginning in January 2023. The Saturday Scholars initiative provides accelerated courses each week, allowing students to earn 12 semester hours of general education credit in one day on campus each term. The cohort receives support from FSW departments and a financial incentive of \$250 for new participants to jumpstart their educational journey. The program particularly addresses the educational needs of full-time professionals and offers both flexibility and quality for First-Time in College students. The first Saturday Scholars initiative was launched in AY 2023-2024 on the Lee Campus, where students received instruction from 8:30 a.m.-2:30 p.m. The program will continue to grow and expand educational opportunities to busy professionals in Academic Year 2024-25.

2.7 SCHOOL OF ARTS, HUMANITIES AND SOCIAL SCIENCES

The School of Arts, Humanities and Social Sciences is expanding educational opportunities for its students by providing events and exhibits to showcase student work. The department of Digital Arts and Multimedia Production hosted *Art 24*, a 24-hour art challenge aimed to bridge disciplines while creating beautiful artwork. *Illuminations*, a literature and art journal at FSW, is published online and is in its third issue. Students from across FSW can publish their fiction, creative nonfiction, poetry, and art with the journal, while Design Studio work-study students implement the design and layout online. Design Studio students are working to produce 3-D models of historic buildings from the Dunbar district. The students have worked on this project for the last year and are preparing to install the models in the Williams Academy Black History Museum on Henderson Avenue in Fort Myers. A pop-up video exhibition of motion graphics artworks is also planned to highlight past and present Digital Arts students' artwork. Finally, the School of Arts, Humanities, and Social Sciences is hosting a Capstone Exhibition in Spring 2024 that showcases 18 artists' and designers' artwork, all of which was produced during the semester specifically for the event. Through these events, the school hopes to provide additional educational opportunities that highlight the work of their students.



Figure 4. FSW students performing for the Fall 2023 Jazz Concert.

In addition to these events, the School of Arts, Humanities and Social Sciences is also creating a new certificate program. This certificate program, CCC Social Media Communications, will offer interested students the opportunity to explore the field while still completing their AA degree.

2.8 SCHOOL OF BUSINESS & TECHNOLOGY

Throughout the academic year, the School of Business and Technology has offered a diverse array of events aimed at fostering community interaction. One such initiative is a partnership with the United Way, culminating in a series of events held in March 2024 to provide free tax preparation services for households earning \$66,000 per year or less. These events are held at each FSW service location. Appointments can be scheduled by contacting the local United Way or through their website (www.UnitedWayLee.org/FreeTaxPrep).

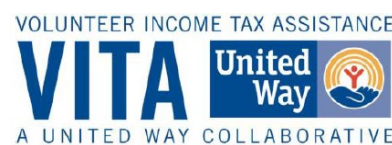


Figure 5. Volunteer Income Tax Assistance with United Way.

In Summer 2024, the Computer Science Department will sponsor a Cyber Patriots Camp in collaboration with the Lee County School District for the second consecutive year. The program helps middle schoolers and high schoolers navigate basic computer operations and introduces the world of cyber security. The program will feature both beginner and advanced classes, with FSW computer science students serving as mentors.

A new Associate in Science (AS) degree program in Supply Chain Management, led by Dr. Timothy Lucas, will commence in Fall 2024. Dr. Lucas has actively participated in local supply chain events in the Fort Myers area and will play a pivotal role in preparing students to meet industry demands in the five-county area. AS Supply Chain Management will expand the educational opportunities for those interested in the degree and given its anticipated home on the Charlotte campus, it will also expand educational opportunities for those in Charlotte county.

Thanks to the generosity of the Rist Family Foundation, the Associate in Science in Cybersecurity Operations program is expanding. The program started with 30 students in Fall 2022, but that number exploded to 104 in Fall 2023. An expected class of four AS Cybersecurity Operations students will graduate in May, marking the completion of the inaugural cohort from the program.

In Fall 2024, the Daveler Entrepreneurship Center will debut in a newly renovated building. The center is made possible by a generous \$1.9 million gift from the Frank G. Daveler Foundation. Over the next year, a new Associate of Science in Entrepreneurship program will be developed and an Innovation Lab is being planned thanks to the financial support from this gift.

2.9 SUMMER BRIDGE PROGRAMS

The Buccaneer Bound Summer Bridge program focuses on recent graduates from three local high schools, but is available to all eligible students. The focal schools are East Lee County High School, South Fort Myers High School, and Dunbar High School.

The Summer Bridge program for new FTIC students will be launched during Summer B, 2024 at both Lee and Collier campuses, giving new students a jumpstart on earning their degrees. This program will include enhanced and entrenched advising, student success sessions, registration assistance, and academic support. The first cohort course packet will include the College's Cornerstone Experience course coupled with Mathematics for Liberal Arts. The target eligibility criteria include being First-Time in College, AA-seeking, and college ready. Up to 25 students enrolled at each location will receive a \$1,000 scholarship.

3 ADVANCE A WORLD CLASS EDUCATIONAL EXPERIENCE

3.1 AASPIRE {ACCOUNTABILITY~ASSESSMENT~SPONSORED PROGRAMS~IR~EFFECTIVENESS}

3.1.1 Grants and Outreach

The Office of Sponsored Programs and Research (OSPR), a part of AASPIRE and led by Assistant Vice President of Institutional Research, Assessment and Effectiveness, Dr. Joseph F. van Gaalen, assists faculty, staff, and administrators in grant submission and management, monitor legislation and appropriations that impact grant programs, serve as liaison with funding agencies and proposal partners, monitor completion and submission of projects and final reports on funded projects, ensure that proper documentation is maintained on all budget expenditures and that projects are actively managed and closed out according to the funding agency's guidelines/policies, and provide support for proposal routing and submissions; review submissions for compliance with formats required by agency guidelines; and monitor grant projects to assure compliance with policies for expenditures.

To support FSW faculty/staff in advancing their research, the OSPR annually sets a series of goals towards that end. For AY 2023-24, the goal was to send a minimum of 40 outreach emails/meetings to build interest in grants and/or grant awareness, jointly submit at least 10 proposals, and be awarded at least three grants. Thus far in AY 2023-24, OSPR has:

- Sent 10 outreach emails to specific FSW stakeholders based on the latest research grant announcements
- Submitted 7 grants
- Been awarded 4 grants
- Totaling \$282,741

3.1.2 Research Conference hosted by FSW

In September, 2023, biology professor, Jordan Donini, of the Collier campus, in conjunction with Team AASPIRE's Office of Sponsored Programs, held the first ever Herpeton: South Florida Herpetological Conference hosted by Florida SouthWestern State College. The event was attended by approximately 100 researchers from the southeastern USA, included nearly a dozen vendors, and brought in over \$9,000 intended to support the future continuation of the conference.

3.1.3 ARC Grants

The Academic Research Council (ARC) grant has been established at the College to engage faculty in the support of scholarly student projects that positively contribute to a culture of creativity, innovation, and intellectualism. In AY 2023-24, a total of seven faculty were awarded research funding totaling \$32,583. Those projects include:

- **Biology (Professor Amanda Zirzow):** Antifungal activity of phytochemicals extracted from Florida plant species
- **Biology (Dr. Gerald Anzalone):** POGIL in the microbiology lab for using PCR and gel electrophoresis
- **Microbiology/Biochemistry (Dr. Michael Witty):** Preparative scale chromatography of bilirubin
- **Humanities (Dr. Myriam Mompont):** Florida heritage project and broadcasting hope in media podcast series



Figure 6. The Herpeton Conference logo.

- **Libraries (Professor Arenthia Herren):** Exploring Information Literacy Instruction and Curriculum Integration
- **Biology (Professor Jordan Donini):** Continued Monitoring of Freshwater Turtle and Large Mammal Populations in Caribbean Costa Rica as Part of a Long-term Plan for Student Study Abroad Research Opportunities
- **Oceanography (Dr. Michael Sauer):** Phytoplankton absorption variability and its contribution to total light absorption in SW Florida coastal waters

While the above projects were awarded in AY 2023-24, some ARC projects awarded in previous years continue to thrive. Dr. Gerald Anzalone’s microbiology students are the first group at FSW to ever successfully perform a genome editing experiment using state-of-the-art CRISPR/Cas9 technology, a project funded through ARC. The students successfully edited the genetic code of a bacterium to transform a colony of blue bacteria into a colony of white bacteria.

3.2 ADAPTIVE SERVICES

In alignment with FSW’s Strategic Directions of advancing a world-class educational experience, ADaptive Services became a member of the International Honor Society, Delta Alpha Pi – Theta Zeta Chapter, which recognizes the academic achievements of students with disabilities and their allies. In partnership with Campus Wellness, Care Services, and the honor society, ADaptive Services has collaborated on several events to bring mental health awareness to students. These events include Pause for Paws, Refresh Don’t Stress, and Mental Health Awareness Day. ADaptive Services and Care Services have started social media campaigns to help bring awareness to mental health by creating Mental Health Monday Tips and World Awareness Days. The membership with Delta Alpha Pi and organized events ensure ADaptive Services continues to advance a world-class educational experience.

3.3 ADVISING

3.3.1 Becoming a Buc Workshops and FSW Families

FSW’s Advising Workshops introduce First Time in College (FTIC) students to FSW’s student-support services. It is a required program and the final step in the enrollment pipeline for FTIC students. Students are grouped together by intended pathway of study and meet with their assigned Academic Advisor in a small group setting to learn about their degree requirements and register for classes on-the-spot. In academic year 2023-2024, the workshop experience was re-envisioned and re-branded as “Becoming a Buc: Your Student Success and Advising” Workshop. This effort involved collaboration among all student-facing departments at FSW, spearheaded by the Offices of Academic Advising and Student Life. A new interactive program called “FSW Families” was also created to provide meaningful guidance to families and supporters who attend the workshop with their students. In academic year 2023-2024, over 2,500 students participated in workshops, and over 90% were registered for classes upon completion. This year, Academic Advising also implemented new virtual and “mini” workshops to serve students during peak registration periods, resulting in a 20% increase in Advising interactions during Spring 2024 registration.



Figure 7. Becoming a Buc and FSW Families logos.

3.3.2 Guided Pathways Program Maps



Figure 8. Guided Pathways.

Guided Pathways are part of a continued initiative that began in academic year 2018-2019. The Florida Guided Pathways initiative is a statewide effort at the post-secondary level designed to scale learning pathways to dramatically boost degree completion rates and improve the social and economic mobility of graduates. FSW currently has over 20 “Program Maps” across 10 Academic and Career Pathway subject areas. The Office of Academic Advising has collaborated with the Guided Pathways Navigation Team and stakeholders from multiple departments to create new Program Maps for some of FSW’s most in-demand majors. New maps are in the works for Fine Arts, Humanities, Computer Science, Pre-Marine Science, Exercise Science, and more. An exciting new “Exploratory” map is also in-progress and will help

undecided students discover their passion and choose a major.

3.3.3 2+2 and Transfer Programs

The Office of Academic Advising hosted several successful 2+2 and transfer events, highlighting FSW’s bachelor’s degree programs, 2+2 articulation to state universities, and other bachelor’s degree opportunities around the country. The two flagship events were transfer fairs in March 2023 (in conjunction with FSW’s Collegiate High School) and September 2023, both attended by approximately 40 schools and hundreds of students. The Office of Academic Advising has also organized on-campus and virtual transfer events with FGCU, USF, and UCF and sponsored pre-transfer training sessions with the University of Miami and Embry Riddle Aeronautical University.



Figure 9. Recent Transfer Fair flyer from the 2023-2024 academic year.

3.4 ATHLETICS

FSW Athletics has once again set records both in the classroom and on the court/field. In the Fall 2023 semester, the FSW Athletic Department posted a 3.26 cumulative GPA, with all five Buccaneer teams registering a 3.0 or better team GPA. This is a first in FSW Athletics’ history. FSW female student-athletes had a record-breaking year in 2022-2023 as more Bucs were named to the College Sports Communicators (CSC) Academic All-District Team than any other school in the country.

The FSW Bucs Baseball program saw many former players join, and excel in, professional baseball. Eighteen former FSW players played professional baseball this season in Major League Baseball organizations, including Texas Rangers Minor League Player of the Year, Abimelec Ortiz and Milwaukee Brewers Minor League Pitcher of the Year, Carlos Rodriguez. Former Buc Carlos Rodriguez became the first FSW player in program history to participate in the World Baseball Classic when he started and pitched four innings of two-hit



Figure 10. Former Bucs Baseball player Carlos Rodriguez was named Minor League Pitcher of the Year.

baseball for Nicaragua. In November 2023, FSW had 10 players sign at NCAA Division I programs on National Signing Day, including six at the Power 5 level.



Figure 11. Former Bucs Basketball player Keon Ellis continues to play for the Sacramento Kings.

The men's and women's FSW Bucs Basketball team saw success in a variety of formats. The women's FSW Bucs Basketball team posted another 20-win season in 2022-2023, earning a pair of wins over NJCAA Top 10 ranked opponents along the way. Former Buc Keon Ellis made his second straight opening night roster with the Sacramento Kings and has played in 30 games this season in the NBA. This season, FSW has 16 former men's basketball players playing in Division 1 basketball, as well as 12 former players in the professional ranks across the world. These 12 former Bucs now play in Greece, Sweden, Brazil, and Germany, among other places.

FSW Bucs Softball enjoyed a lot of well-deserved spotlight within the past year. The Bucs put themselves in the history books, winning their third straight NJCAA National Championship. The Bucs became the first team in 30 years and just the second team all-time to win three straight National Championships. Three Bucs were named All-Americans, including Belle Sardja, who became the third player in program history to be named the NJCAA National Pitcher of the Year. Sydney McCray became the first FSW player in program history to win the NFCA Gold Glove Award. The Softball staff, led by Head Coach Robert Iamurri, was named the NFCA National Coaching Staff of the Year.



Figure 12. FSW Bucs Softball claimed their third straight NJCAA National Championship this season.



Figure 13. FSW Bucs Volleyball won back to back NJCAA National Championships.

FSW Bucs Volleyball continued to smash records both on and off the court. The Bucs became just the fifth team in NJCAA history to win back to back NJCAA National Championships. The team defeated arch-rival Miami Dade in a championship game streamed live on ESPN+. For the second straight year, Bucs Head Coach Thais Baziquetto-Allen was named the NJCAA National Coach of the Year. The Bucs also swept all three major Player of the Year honors. Setter Roberta Purashaj was named both the NJCAA and AVCA National Player of the Year while outside hitter Alondra Alarcon was named the VolleyMag National Player of the Year. A pair of Bucs made history

in the classroom and on the court as both Julia Lawrenz and Barbara Koehler were named CSC Academic All-Americans. They are the only pair of teammates in CSC history both to win a National Championship and be named Academic All-Americans in the same season.

3.5 CAPSTONE PROGRAM

In academic year 2022-2023, significant strides were made toward achieving the Capstone Program's overarching goals and advancing a world-class educational experience. The Capstone aims to enhance the Associate of Arts program by increasing access to High-Impact Practices (HIPs), providing opportunities for student research, offering a culminating experience for general education coursework, encouraging integrative and applied learning, and fostering broad knowledge of human cultures and the natural world. The Program was initiated as the focus of the College's Quality Enhancement Plan which was integral to FSW's 2022 institutional accreditation.

Academic year (AY) 2022-2023 witnessed substantial gains in faculty development, co-curricular events, and the further successful operationalization of the CREATIVE Capstone course. The additional new professional development cohorts, monthly Zoom meetings with Capstone faculty, and the creation of a Capstone Handbook illustrate the Capstone Program's commitment to continuous improvement. The Cornerstone-to-Capstone Connections Week, Behind the Research lecture series, and the initiation of the Inquiring Minds General Education Innovation Prize highlight the multi-faceted approach to achieving program goals.



Figure 14. FSW faculty at a Creative Connections professional development session.

The data-driven refinements, achievements, and reflections in academic year 2022-2023 lay a robust foundation for the continued success and evolution of the Capstone. The Capstone's commitment to transparency, creative thinking in higher education, and the enhancement of the student learning experience is evident in the concerted efforts and accomplishments from AY 2022-2023. A summary of the accomplishments and progress made in AY 2022-2023 toward the Capstone Program's goals follows:

3.5.1 Goal #1: Increase access to HIPs and transparency about academic and systems thinking.

In Fall 2022, a course change proposal for IDS 2891: CREATIVE was successfully submitted and accepted, aligning the course learning outcomes with the Capstone rubric and program goals. Certification of 34 faculty to teach the CREATIVE Capstone was achieved by Spring 2023. Throughout academic year 2022-2023, 18 sections of the Capstone were offered across four sites and two modalities (Live Online and Ground), with additional pilot asynchronous and travel abroad sections in Summer 2023.

To encourage the integration of HIPs in general education coursework, the Inquiring Minds General Education Innovation Prize was instituted and the "Be CREATIVE" Professional Development series was created for academic year 2023-2024. Two faculty members were honored for positive changes in their courses reflecting high-impact teaching practices, emphasizing the Capstone principles of "Design," "Prepare," "Create," "Communicate," and "Reflect." Furthermore, the series of professional development workshops known as "Be CREATIVE" was launched in Fall 2023 with the intention of bringing high-impact practices and student-centered learning into all general education classrooms. The engagement of faculty in these initiatives showcases a commitment to improving the learning experience for all students in the Associate in Arts program.

3.5.2 Goal #2: Provide opportunities for student research.

In AY 2022-2023, approximately 350 students completed Capstone projects. Students completed these projects on all four FSW campuses, in study abroad experiences in Amsterdam and Costa Rica, and in multiple modalities. In AY 2023-2024, that number is expected to increase to over 750, with enrollment in the Capstone increasing year-over-year.

The inclusion of FSW librarians in the CREATIVE Capstone showcases a collaborative approach to student research. Student feedback on the Embedded Librarian surveys highlighted increased confidence in navigating library search tools, validating non-academic sources, and understanding source reliability and relevance.

3.5.3 Goal #3: Provide a culminating and synthesizing experience for general education coursework.

The establishment of the Inquiring Minds General Education Innovation Prize and creation of the Be CREATIVE professional development series in AY 2023-2024 demonstrates efforts to integrate high-impact practices across all general education coursework. The Inquiring Minds General Education Innovation Prize rewards faculty for making positive changes in their general education courses that reflect high impact teaching practices, inquiry-based learning, and information literacy. The creation of thematic research guides with FSW libraries and student- and faculty-centered events such as Connections Week and the Behind the Research lecture series show Capstone's commitment to providing a comprehensive and culminating experience for students on their general education journey.

3.5.4 Goal #4: Encourage and increase the practice of integrative and applied learning.

The initiation of two study abroad sections in Summer 2023 was the first step toward implementing more sections that emphasize integrative and applied learning. The two study abroad sections encouraged students to complete creative projects and independent research, both of which embody applied, hand-on learning. In Spring 2024, the first special sections of Capstone courses are being offered in community-engaged learning and "maker" methodologies. Community-engaged learning courses inspire students to connect their education to the larger community while the "maker" courses encourage students to create projects utilizing the creative technologies around them. Both types of courses increase students' practice of applying their learning to the real world.

The establishment of the Inquiring Minds General Education Innovation Prize further emphasized the commitment to integrative and applied learning across the curriculum, particular in the natural sciences. Dr. Gerald Anzalone, a recent winner of the prize, integrated CRISPR gene-editing technology into his microbiology course, allowing students to effectively employ methods and materials in the labs to create their very own transgenic organisms. This successful utilization of technology empowered student to reflect on the wider applications of genetics and highlights the hands-on learning they received in the course.

3.5.5 Goal #5: Foster broad knowledge of human cultures and the natural world.

The establishment of thematic research guides and the initiation of library micro-workshops contributed to fostering broad knowledge among students. The attendance baseline at Capstone and Library events demonstrates an engagement level that spans across various earned credit brackets. The guides and micro-workshops engage a wide range of the student population and exposure them to new ideas and topics in research.

3.6 CENTER FOR INTERNATIONAL EDUCATION (CIE)

3.6.1 COIL Program

The Center for International Education developed a 3-week workshop last year to introduce and train interested faculty in COIL, Collaborative Online International Learning. COIL connects students and professors from across the world to collaborate on course materials and projects. Thanks to this training, the first FSW COIL course was launched in Fall 2023. Dr. Myriam Mompoin collaborated with a school in Mexico for her humanities course,

encouraging cross-cultural communication between the two classes. A new badge, FSW Global Shared Learning-COIL, was created as a result and was awarded to the students.

3.6.2 Study Abroad Programming

The Summer 2024 Study Abroad Programs include locations in Costa Rica, France, England, Greece, Ireland, Italy, and Spain. These exciting and transformative experiences grant students the opportunity both to earn credit and to engage with the local culture of the host country. Each one of these programs is detailed below and on CIE's website at <https://www.fsw.edu/internationaleducation/travelabroad>.



Service Learning in Costa Rica

Estimated Cost: \$2,500.00



Global Perspectives of Health
Dr. Tami Such (Lee campus or Live Flex)
Seminar Dates: TBD, Twice/Month, March- May 2024
Travel Dates: May 4-17, 2024

This 2 week in-country immersion, service-learning program in Costa Rica is designated to broaden student perception and understanding of health beliefs and practices. Students will expand their understanding of the impact of cultural differences on health with comparisons of differences between the United States and Costa Rica.





Study Abroad in France

Estimated Cost: \$2,800.00



HUM 2020: Transnational France: Facing the Past in the 21st Century
Dr. Myriam Mompont (Lee campus or Live Flex) (Humanities Core Class, Writing Intensive)
This course will look at France from the dual perspectives of a colonial power and a modern state. Students will study the cultural, historical, and creative output of the French, learning about the architecture, landmarks, literature, visual art, and cinema while in the cities of Paris and Nantes.

OR

FRE 1120/1121: Beginning French Language I or II in France
Professor Dani Peterson (Lee campus or Live Flex)
Study Abroad in France! Register for Elementary French 1 (or Elementary French 2) this summer and participate in a two-week travel experience in France. While we are learning French, students will take what they've learned and use it in Paris and Nantes. Get ready to practice the language while exploring French cuisine, history, and culture. Discover what it means to be immersed in France's "joie de vivre"!





Study Abroad in England

Estimated Cost: \$2,700.00



WOH 1030: 1815 to the Present: World History in England
Dr. Kaitlyn Muchnok & Dr. Brandon Jett (Hendry Glades campus or Live Flex) (Social Science Core Class)

This program will expose students to the major trends, changes, and issues that occurred in world history from 1815 to the present. Industrialization, nationalism, and imperialism dominated global history throughout the last two centuries, as well as WWII and the Cold War. The United Kingdom was at the forefront of those changes and events.

We will visit historic sites and museums, such as the Imperial War Museums, as well as the People's Story Museum to understand the experiences of working class people as they grappled with the changes that accompanied the industrial revolution. Students will visit Bletchley Park to understand how the British responded to Nazi attacks and how codebreaking assisted the Allied victory in the UK. Students will immerse themselves in cultural diversity and see how Britain's history of imperialism continues to affect the society, economy, and politics of today.





Study Abroad in Greece

Estimated Cost: \$2,700.00



SPC 2608: Introduction to Public Speaking in Greece
Dr. Bill Kelvin (Lee campus or Live Flex) (Prerequisite: ENC 1101 with a "C" or better)

This course focuses on developing effective public speaking skills and transfers well to many universities. This Study Abroad section leverages its unique location to reinforce the history and value of oratory. At FSW's Lee Campus, students will ground themselves in speech writing and delivery. Then we will explore Greek sites linked to rhetorical traditions and encounter professionals who use public speaking on the job. Many interactive excursions will be social in nature, such as attending musical performances, touring galleries and giving speeches in ancient theatres. Major assignments will be designing and delivering informative, persuasive and impromptu presentations. Students will design their own speech topics centered on Greek culture, history and language. This course uses a free digital textbook developed by FSW professors including this course's instructor.



Study Abroad in Ireland

Estimated Cost: \$2,600.00

IDS 2891: Ancestry, Assimilation, and Identity: The Culture and Landscape of Ireland

Dr. Anne Angstrom & Dr. Leslie Bartley (Lee campus or Live Flex)

Pre-requisites: Students must have earned at least 30 college credits and have taken ENC 1101 and 1102. SPC 1017 or 2608 could replace ENC 1102.

What does it mean to be American and a global citizen? What does it mean to assimilate to a new culture while preserving facets of your heritage and ancestry? For centuries, the American immigrant has explored the question of identity - what it means to assimilate in this country while holding fast to customs and traditions of our ancestry. IDS 2891: CREATIVE Capstone will present students with the opportunity to explore these questions and develop a global perspective through a study abroad experience in Ireland. Students will be encouraged to consider how cultural contributions from Irish immigrants have shaped American identity and values. Through this course, students will obtain knowledge and skills associated with transdisciplinary research to formulate, plan, and execute a creative project.



Study Abroad in Italy

Estimated Cost: \$3,700.00

FSW in Italy at Lorenzo de' Medici (LdM)

Earn 6-7 credits by choosing one class from the LdM summer catalog (to be provided), plus one FSW class below:

- **HUM 2020: Introduction to Humanities** (Humanities Core Class, Writing Intensive)
Dr. Elijah Pritchett (Lee Campus or Live Flex)
- **LIT 2000: Introduction to Literature: Florence's Literary Past and Present** (Humanities Core Class, Writing Intensive)
Dr. Scott Ortolano (Lee Campus or Live Flex)
- **IDS 2891: CREATIVE Capstone: Explorations and Adventures in Italian Culture**
Dr. Alessandro Cesarano (Pre-requisites: 30 College Credits, ENC 1101 and 1102 or SPC 1017 or 2608)



Study Abroad in Spain

Estimated Cost: \$3,700.00

Independent Travel to the International College of Seville
Intensive Spanish Language: Beginner, Intermediate or Advanced Level

Satisfy your language requirement, or attend upper level Spanish classes in Spain! In collaboration with the International College of Seville, you will take two intensive Spanish classes, earning a total of six credits.

Students travel independently to Seville, Spain to study any level of Spanish (placement test required). Your learning will be enhanced with local cultural activities including a live Flamenco dance show and weekend trips to nearby cities.

Choose between living with a Spanish host family or a shared residence with other students on the program.



In an effort to increase the number of STEM study abroad programs, CIE has collaborated with the deans of the School of Health Professions and School of Pure and Applied Sciences. In Summer 2023, CIE offered a STEM course in Costa Rica and Italy, and will offer a service learning program for the School of Health Professions in Summer 2024. These programs expand beyond the traditional Study Abroad subject areas of humanities, languages, and social science courses and allow more students the opportunity to experience cultures across the globe.

3.7 EXHIBITIONS & COLLECTIONS

Exhibitions and Collections strives to foster a world-class educational experience and to expand educational opportunities. Exhibitions and Collections consistently provides, entices and engages FSW students, faculty, staff and the community-at-large with the highest-possible level of curated exhibitions, site-specific projects, ArtSPEAK@FSW events and on- and off-site programming. Despite being a small department, Exhibitions and Collections has often been credited for punching above their weight in generating and exclusively offering critically-acclaimed exhibitions and events with internationally-renowned artists, cultural producers and creative thinkers like few other institutions regionally.

Over the last year, local curations by Bob Rauschenberg Gallery Director Jade Dellinger have travelled and safely returned from highly-successful extended presentations at the Black Mountain College Museum + Arts Center (BMCM+AC) in Asheville, NC, The University of Kentucky Art Museum in Lexington, KY, and the Museum of Contemporary Art in Jacksonville, FL. Exhibitions and Collections has partnered with the BMCM+AC on the exhibits, “RAUSCHENBERG: A Gift in Your Pocket” and “Don’t Blame it on Zen: The Way of John Cage & Friends” and is working with this prestigious institution on another Rauschenberg-themed exhibition, “RAUSCHENBERG at 100.” This birth centenary exhibition is planned for 2025 and will include a publication and related festivities. The forthcoming exhibition is tentatively scheduled to travel to the Black Mountain College Museum + Arts Center in Asheville following its 2025 premiere at FSW. Dr. Wendy Chase of FSW’s Center for Undergraduate Research & Creativity and Director Dellinger have co-authored a National Endowment for the Humanities grant application specifically for the “RAUSCHENBERG at 100” exhibition.



Figure 15. A picture of the DEVO 5-0 exhibition, exhibited at the Bob Rauschenberg Gallery.



Figure 16. A picture from the DEVO 5-0 exhibition.

Over the last six months, The Bob Rauschenberg Gallery published a handbound book documenting the “William WEGMAN & Jack MASSING: Two Clever by Half” site-specific installation, leading to a feature in *Glasstire Art Journal* and book-signing event hosted by The Menil Collection bookstore in Houston, TX. In conjunction with the Gallery’s “DEVO 5-0: The Beginning Was the End – A Fiftieth Anniversary Tribute to The De-Evolution Band” retrospective, Dellinger co-authored “The Beginning Was the End: DEVO in Ohio,” published with The University of Akron Press. The “DEVO 5-0” exhibition itself drew more than 3,000 visitors to the Bob Rauschenberg Gallery at FSW between August 28th–December 9th, 2023. The publication of the DEVO book and “DEVO 5-0” exhibition led to

lecture invitations for Dellinger at the Akron Public Library, Kent State University and elsewhere in October, as well as feature articles in *METROPOLITAN/25A Magazine*, *The Akron Beacon Journal*, *The Kent Stater* newspaper, *News-Press*, *The Florida Weekly* and others.

In conjunction with the Fall semester “DEVO 5-0” retrospective exhibition at FSW, Exhibitions and Collections worked directly with the three-time Rock n’ Roll Hall of Fame-nominated band to bring in band members and band-related people. DEVO co-founder and first guitarist Bob Lewis, Grammy-winning recording engineer and electronic music pioneer Robert Margouleff, and band director/collaborator Chuck “The Godfather of Music Video” Statler gave special ArtSPEAK@FSW presentations, lectures and screenings at FSW in November. The shown films have been featured at The Museum of Modern Art/NYC and during the Sundance Film Festival since being featured at FSW.

Exhibitions and Collections oversees the protection, maintenance and presentation of the College's permanent holdings of high-value artworks and artifacts. Exhibitions and Collections creates long-term and temporary exhibitions and is responsible for all operations and daily functions of three open-to-the-public museum spaces on the Lee County campus. These spaces are The Bob Rauschenberg Gallery, Richard & Julia Rush Collection and The Museum of Medical History.

With the passing of long-time patron Julia Rush last year, Exhibitions and Collections has worked with FSW Foundation to establish a Richard & Julia Rush Endowment. This endowment will sponsor all future ArtSPEAK@FSW events and has already sponsored award-winning and best-selling authors David Giffels and G. Neri, artist/musician Lonnie Holley and others for ArtSPEAK@FSW lectures, readings and performances. Exhibitions and Collections is also finalizing the acquisition and long-term presentation of paintings and artifacts currently on display in the Richard & Julia Rush Collection gallery.



Figure 17. Community members at an ArtSPEAK@FSW event.

Additionally, by the end of Spring 2024, the gallery will be finalizing seven newly-curated and site-specific installations in the renovated Gulf Coast Medical Center. These temporary installations will utilize items from FSW's Museum of Medical History. This project is the effort of more than three years and has been possible thanks to the generous support of the Lee Health Foundation.

3.8 FSW LEADERSHIP ACADEMY

The FSW Leadership Academy, facilitated by the team of Dr. Ian Neuhard, Deputy Chief of Staff for Strategic Priorities, Susan Bronstein, Chief Human Resources and Organizational Development Officer, and Dr. Judith Bilsky, Vice President of Academic Affairs, is designed for FSW personnel who are interested in developing leadership skills and exploring the art and dynamics of higher education leadership. The academy is a year-long program that employs different presenters, panelists, and case studies to hone and inform participants' leadership skills. The academy performs individualized assessments of exemplary leadership practices, such as modeling the way, inspiring a shared vision, challenging the process, enabling other to act, and encouraging the heart. Twenty-four rising leaders at FSW are presently participating in the academy. One of these participants, Dr. Brian Page, has already applied the materials from the Leadership Academy to his new position as the Dean for the School of Arts, Humanities and Social Sciences. The next cohort for the academy is planned to commence in 2024-2025. The FSW Leadership Academy invests in rising leaders across FSW, which, in turn, invests in the longevity and strength of the College. From this strong leadership and strong College comes the natural advancement of a world class educational experience.



Figure 18. The FSW Leadership Academy logo.

3.9 HONORS SCHOLAR PROGRAM

3.9.1 Digitizing Archives

Honors faculty Dr. Myriam Mompont is teaching a Florida History course with a mix of honors and non-honors students. Instead of completing a traditional research paper for their final assignment in this class, the honors students are being trained in how to properly scan artifacts and collect meta-data by the archivists at FGCU. The students' training will span several weeks and will immerse them in the world of digital archives.

3.9.2 Center for Undergraduate Research and Creativity (CURC)

In Spring 2023, CURC, directed by Dr. Wendy Chase, sponsored four faculty members and two administrators to be trained in COIL (Collaborative Online International Learning) pedagogy hosted by SUNY, the founder of the COIL movement. In Fall 2023, Dr. Myriam Mompont collaborated with a history professor at a technical college in Mexico to offer a 5-week COIL experience to students in her *History of Latin American Arts and Culture* humanities course. The students from FSW and the students from Mexico were taught together by Dr. Mompont and Dr. Martinez via Zoom for a 5-week period in the semester.

In addition to sponsoring COIL training, CURC is hosting the largest Research Expo to date on April 9-11. The Expo will showcase outstanding work from Creative Capstone courses and feature over 40 poster presentations. Honors students will also be presenting their current capstone projects during the event.

3.10 MARKETING AND STRATEGIC COMMUNICATIONS

In an effort to support academic leadership in further ways, Marketing and Strategic Communications, led by Assistant Vice President of Marketing and Digital Design, Kailee Mateika, has begun meeting monthly with Academic Deans to discuss program marketing efforts. Between January 1 and February 10, the department spent 18 hours in collaborative meetings and has received 141 requests in this same time window. In addition to these meetings and requests, Marketing and Strategic Communications has initiated the kickoff of a basic brand kit within Canva, a free online graphic design tool. The department hopes to launch the kit in its basic form by the end of March. These efforts by Marketing and Strategic Communications help showcase the world-class educational experience that FSW has to offer the Southwest Florida community.

3.11 SCHOOL OF BUSINESS AND TECHNOLOGY

The School of Business and Technology is scheduled to relocate to the renovated Building K on the Lee Campus in April, with classes commencing in the building in Fall 2024. The upgraded facility will house expanded Computer Science Labs, a dedicated Cybersecurity Lab, student study and meeting spaces, and a Cybersecurity War Room.

Two SoBT professors received annual awards for their commitment to FSW and the wider community. Professor William Van Glabek was honored with the college's NISOD award for College and Community Service. Professor Van Glabek assisted with the United Way tax initiative and the Insurance Village events for Hurricane Ian insurance claims. Recognized for her outstanding teaching practices, SoBT Professor Krissy Cabral received the college's NISOD award for Teaching Excellence. Her innovative crime scene technology courses offer students immersive, real-world experiences.



Figure 19. From left to right, NISOD winner Professor William Van Glabek, Dean Dr. Mary Myers, NISOD winner Professor Krissy Cabral and Associate Dean Jennifer Baker.

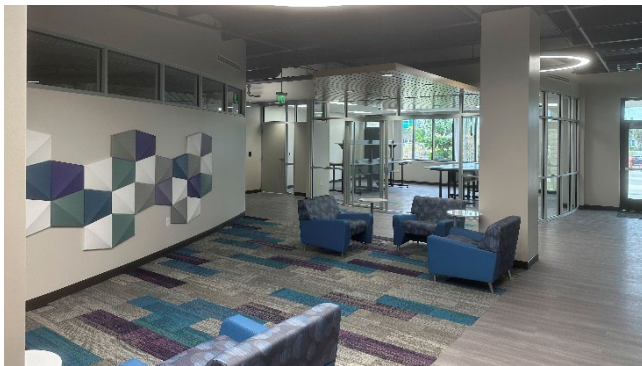


Figure 20. Pictures from inside the renovated Building K.

3.12 TESTING SERVICES

Testing Services provides optimal testing conditions by maintaining a comfortable, secure testing site. The department has testing centers at each FSW location and adheres to the standards and guidelines set forth by the National College Testing Association. As part of their commitment to advance a world-class educational experience, Testing Services recently created a questions and answers database to help students find pertinent department data. The department created 109 questions and answers for the chatbot feature on the FSW webpage, allowing students to obtain needed information without having to navigate several webpages. In addition to establishing the questions and answers database, Testing Services is creating a handbook of procedures and processes. The handbook is designed to standardize customer service and supports the department's continued membership with the National College Testing Association. The manual's content will be updated each year with relevant procedure changes and will be used to train all staff going forward.

4 INNOVATE CLASSROOM AND DISTANCE EDUCATION DELIVERY METHODS TO SUPPORT OPTIMAL LEARNING EXPERIENCES

4.1 LEARNING TECHNOLOGIES & DESIGN

The Learning Technologies and Design team's goal is to partner with faculty to create effective, engaging, and innovative online instruction, while providing Canvas support and training to the FSW community. A plan developed during AY 2022-2023 sought to implement a quality assurance strategy to ensure that all courses offered digitally at FSW are held to the highest standards. The method utilized to implement the quality assurance plan is to earn Quality Matters (QM) certifications for targeted courses. The QM certification process involves both internal and external review. So far in AY 2023-2024, 37 internal reviews have been completed since August 2023, with another 26 courses currently in the process. Thirteen courses are currently in the external review process and another 5 are awaiting submission for external review. Learning Technologies and Design, together with Online Learning, has earned the QM certification for 25 FSW courses, with another 18 courses anticipated to complete the process by June 30, 2024. Learning Technologies and Design is optimistic that even more courses will be QM certified by the end of the academic year.

Earning the QM certification for courses not only ensures online students receive an optimal learning experience, but it also sets FSW apart from peer institutions. Among Florida's 40 state institutions—universities and colleges—FSW is currently tied for 5th in the number of QM certified courses it offers. When compared to other Florida College System institutions, FSW ranks 3rd in the number of QM certified courses. These impressive rankings, made possible through Learning Technologies and Design and Online Learning, reinforce FSW's commitment to innovate classroom and distance educational delivery methods.

Learning Technologies and Design also implemented a new Online Course Design survey in Fall 2023. The department piloted the survey for ENC 1101 online courses, which ran from the newly developed online course master for the first time in Fall 2023. The survey was distributed to students who were enrolled in online sections of ENC 1101 and asked for student feedback regarding the course. The department utilized student feedback to make improvements. Learning Technologies and Design's goal is to distribute the Online Course Design survey the first term that a newly developed online courses master is used.



Figure 21. Infographic from Learning Technologies and Design outlining some accomplishment from 2022-2023.

4.2 ONLINE LEARNING

Online Learning is committed to providing students and faculty with the resources and support they need to achieve their academic and professional goals. Online Learning has been advancing that commitment through online resources, teaching support, Quality Matters (QM) course certifications, and professional development. The department is led by Assistant Vice President of Strategic Innovation and Online Learning, Dr. Rozalind Jester, who, on top of leading Online Learning, is Chair-Elect for Florida Virtual Campus (FLVC) Distance Learning Members Council and Co-Chair of Florida AI Learning Consortium (FALCON). Below are a few accomplishments made by Online Learning within the last academic year.

Tutoring.com, a 24/7 online tutoring service available to FSW students, has seen a large uptick in usage between Fall 2022 and Fall 2023. Tutor.com usage by individual sessions has increased an impressive 80% when comparing Fall 2022 to Fall 2023, while the number of individual students who utilized the resource increased 7.6% from Fall 2022 to Fall 2023. End-of-session feedback from 2023 indicated that 98% of students were glad that FSW offered Tutor.com, up 2% from 2022. This online resource continues to optimize learning experience for FSW students.

FSW earned the Quality Matters program-level certificate for Online Teaching Support. This certificate acknowledges programs and institutions that offer best practices training, pedagogical support, professional development, and assessment to online faculty. FSW is the first institution in Florida to earn one of the program-level certifications.



Figure 22. The Quality Matters Teaching Support certificate, awarded to FSW.

The image is a screenshot of a presentation slide titled "UPCOMING SESSIONS" with a sub-header "Do You Have Fifteen Minutes?" and "The Techno-Pedagogy Micro-Session Series". It features a small icon of a person running and a clock. The slide is divided into two columns. The left column is for "CARD 8: VARY ASSESSMENT STRATEGIES AND FORMATS" on Tuesday, February 6th, 2 to 2:15 on Tuesday, February 6th via Zoom. The right column is for "CARD 12: EXPLAIN THE PURPOSE OF ASSIGNMENTS AND SUPPORT AVAILABLE TO STUDENTS" on Wednesday, February 21st via Zoom. Both columns include a brief description of the session and a link to view the session in Presence and add it to the Outlook Calendar.

UPCOMING SESSIONS

"Do You Have Fifteen Minutes?"
The Techno-Pedagogy Micro-Session Series

Drawing upon work done by the Center for Teaching Excellence and Innovation at Johns Hopkins University, specifically their Effective Teaching Strategies Card Deck, this series will conduct focused discussions of effective pedagogy and the techno-tools that can be used to implement them in virtual and physical classrooms.

These micro-sessions will be quick 15-minute "get in and get out" trainings that both respect your time and offer useful tools that can immediately be implemented in your courses.

HELPFUL TEACHING STRATEGIES
CARD 8: VARY ASSESSMENT STRATEGIES AND FORMATS

2 to 2:15 on Tuesday, February 6th via Zoom

This micro-session will consider varying assessment strategies and formats for formal grading activities as well as for less formal assessment events. Doing this allows students of all learning types the ability to demonstrate their knowledge in a variety of contexts, offering a more accurate picture of their knowledge and providing different opportunities for instructor feedback and self-assessment. In particular, the session will emphasize different tech tools that can be used to vary and deepen assessment.

[Click here to view the session in Presence and add it to your Outlook Calendar.](#)

HELPFUL TEACHING STRATEGIES
CARD 12: EXPLAIN THE PURPOSE OF ASSIGNMENTS AND SUPPORT AVAILABLE TO STUDENTS

2 to 2:15 on Wednesday, February 21st via Zoom

This micro-session will focus on why it is essential to not only explain the purpose of assignments but also to connect students with effective support services. These intertwined best practices can give students the confidence and ability to be at their best in your course. In particular, this session will emphasize the various virtual resources available, such as the Writing Center's virtual support services, Tutor.com, how to manage virtual office hours, and other forms of virtual support (e.g., the Canvas Student Help Tool, the Center for Counseling).

[Click here to view the session in Presence and add it to your Outlook Calendar.](#)

Figure 23. Screen capture of February sessions of the techno-pedagogy micro-sessions series.

Online Learning, together with Learning Technologies and Design, is on-track to certify 18 individual courses with the Quality Matters certification by the end of the academic year. The certification ensures the course has met standards of online course design and furthers FSW's goal to innovate distance education delivery methods. Online Learning and Learning Technologies and Design have already certified 25 courses.

Online Learning has also hosted several professional development-related events, many of them focusing on emerging technology and artificial intelligence (AI). AI Book Club centers on Dan Fitzpatrick's book, *The AI Classroom*, and allows faculty and staff to discuss how AI is changing education. Tinker Time with FSW Online is another professional development event which explores online teaching practices, ultimately enhancing online teaching and optimal learning experiences. A third event, a techno-pedagogy micro-session series, explores effective pedagogy and techno-

tools that can enhance a virtual or physical classroom. These micro-sessions last for 15 minutes, allowing helpful faculty development in a quick manner. Online Learning also developed a new Emergency Remote online training for all faculty in 2023. The training prepares faculty for teaching fully online should emergency situations warrant it.

5 PREPARE STUDENTS FOR A COMPETITIVE, SKILLED WORKFORCE

5.1 MUSIC PRODUCTION AND TECHNOLOGY (AS PROGRAM) AND AUDIO TECHNOLOGY (CERTIFICATE PROGRAM)

The AS in Music Production and Technology program and Audio Technology CCC program continue to grow. As a result of student internship opportunities, students have secured employment at various notable organizations, including the Gulf Coast Symphony, local IATSE 647 (International Alliance of Theatrical Stage Employees), numerous local recording studios, FSW/Suncoast Arena, and The Barbara B Mann Performing Arts Hall. Participation in the Audio Technology internship program prepares students with the skills to succeed independently in the industry. The internship opportunities have also helped open doors for students seeking positions at the Artis in Naples, international film and production organizations, Show Masters Productions, as well as many other local and global audio/video production companies.

Students who participate in the Audio Technology program are also given real-world experience recording local community musicians and groups as part of the program coursework. The provided equipment enables Audio Technology students to conduct and record these sessions. This, in turn, offers an accurate workflow scenario that keeps students up to date on current technological techniques and advancements. Through both internship opportunities and real-world experience, AS Music Production and Technology and CCC Audio Technology continue to prepare students for a competitive, skilled workforce.



Figure 24. FSW students practicing with audio technology.

5.2 CYBERSECURITY OPERATIONS (AS PROGRAM)

Students in AS Cybersecurity Operations are receiving a rigorous, hands-on education through competitions, conferences, and program recognition. Five FSW students participated in the first Florida College System Cybersecurity Competition, adding FSW to the thirteen other Florida College System institutions at the event. Students were exposed to real-world cybersecurity scenarios that demanded critical thinking and hands-on experience. The competition challenged the students and provided learning opportunities about how best to rise to today's cybersecurity problems. FSW students will also be attending the bSides conference in Tampa in Spring 2024 to learn more about Information Technology security. On top of these competitions and conferences, AS Cybersecurity Operations is also in the process to receive program recognition. The Department of Defense Center for Academic Excellence accepted FSW's Cybersecurity program as a working program, and SoBT remains optimistic that the program will be fully certified in 2025. The competitions, conferences, and program recognition enable AS Cybersecurity Operations to further a world-class educational experience that ultimately prepares students for a competitive workforce in cybersecurity.

5.3 SCHOOL OF HEALTH PROFESSIONS

The School of Health Professions has made large strides within the past academic year to improve their existing, in-demand programs while also expanding and adding new programs to meet the growing healthcare needs of the Southwest Florida community. A new Advanced Medical Assisting associate (AS) degree, Medical Assisting

Specialist certificate program, and Physical Therapy Assistant associate degree are on track to be offered as accredited programs. AS Advanced Medical Assisting will be offered in Fall 2024, having recently received SACS-COC approval, while AS Physical Therapy Assisting, also SACS-COC approved, awaits Commission on Accreditation in Physical Therapy Education (CAPTE) approval before its planned start in Spring 2025. FSW will join sixteen other Florida College System institutions that offer AS Physical Therapy Assisting and will be the fifth of these institutions to offer AS Advanced Medical Assisting. These new degree programs ensure that FSW continues to prepare students for a competitive, skilled workforce and remains ahead of the curve on local healthcare needs.

Along with adding new programs, the School of Health Professions is also expanding some of their existing programs. The AS Nursing program plans to increase its closed-access enrollment by 144 students within the next two years. Thirty-six additional students have joined the program thus far, with another 72 anticipated in Fall 2024 and 36 in Spring 2025. A new Paramedic cohort was added as a satellite program at North Collier Fire Training Center in Fall 2023. This new cohort currently consists of 15 students already employed within the EMT/Firefighter field and within 18 months, will be trained to be professional Paramedics. Given the significant need to increase the number of Paramedics in the region, FSW is once again responding to the needs of the community and preparing students for a skilled workforce.

The School of Health Professions is further preparing their students for the workforce by updating existing technologies and curriculum and providing real-world experience through a study-abroad service-learning program. Renovation plans are underway to create an energized lab space for the AS Radiological Technology program. The AS Dental Hygiene program saw technology updates with the renovation of the suction system within the Dental Hygiene Lab. Given the importance of suction to drilling, polishing, and other dental work, the new system allows dental hygiene students to completed their clinical internship on-site and provide quality care to patients.

AS Health Information Technology is making strides to adapt a new competency-based model of accreditation. As well as successfully navigating the re-affirmation process of their accrediting body, Commission on Accreditation for Informatics and Information Management Education (CAHIIM), the program was also selected to be part of the HIM Future Education Model Demonstration Program through CAHIIM. FSW's AS Health Information Technology program is the only CAHIIM accredited program in the State of Florida that was accepted into this Demonstration Program. Once completed, the AS program will be a leader in the new accreditation model and will be designated as an Accredited Program with Distinction. This distinction and new model place FSW on the cutting edge of new program changes and ensure FSW students receive the quality education they need to join a skilled workforce.

A new study abroad program is also preparing student for the workforce and service to the larger community. Global Perspectives of Health is a service learning experience for student in healthcare to participate in education, screenings, community service and cultural exchange in Costa Rica. The study abroad experience currently includes 16 students from five different SoHP programs and is set to take place in May 2024. The School of Health Professions is hopeful to continue this experience annually going forward.

5.4 WORKFORCE EDUCATION

The Division of Workforce Education supports overarching workforce initiatives at FSW in all five academic schools. The Career Connection Center, the Office of Corporate and Community Education, and Workforce Recruitment and Scholarship all report through the Division, which is under the umbrella of Academic Affairs. Workforce Education has responsibility for stewardship of, and reporting for, \$4,689,606 in grants and \$730,561 in external donor funding in partnership with FSW's Foundation during academic year 2023-2024.

The largest grant operationalized within the Division this year is a \$1,980,000 Workforce Innovation and Opportunity Act (WIOA) Grant supporting the following programs: CCC Information Technology Support Specialist, CCC Network Security, AS Cybersecurity, AS Network Systems, and AS Architectural Design and Construction Technology.

5.4.1 Digital Badges

Workforce Education has worked with the School of Business and Technology and Information Technology to develop digital badges. This academic year, FSW has launched three new digital badges in Bookkeeping, QuickBooks Ready, and Risk Management and Insurance.

The Bookkeeping badge recognizes knowledge in accounting principles, accounting for assets and sales transactions, liability and equity transactions, reconciliation, and financial statement preparation. Individuals holding this badge have demonstrated the skill and knowledge needed to complete the bookkeeping industry certification successfully. FSW students completing this badge are eligible for a voucher funding the cost of their Bookkeeping industry certification.



Figure 25. The Bookkeeping badge.



Figure 26. The QuickBooks Ready badge.

The QuickBooks Ready badge notes knowledge of accrual-based accounting concepts, internal controls, financial statement preparation, ethical accounting practices, and accounting software applications. Students who complete six credit hours in specific accounting topics have the knowledge to earn the badge. Individuals holding this badge have demonstrated the skill and knowledge needed to complete successfully the QuickBooks industry certification. FSW students completing this badge are eligible for a voucher funding the cost of their QuickBooks industry certification.

The Risk Management and Insurance badge acknowledges the successful completion of nine college credit hours in personal insurance, business and property insurance, and risk management.



Figure 27. The Risk Management and Insurance badge.

Completing the coursework required to earn this badge paired with an AA/AS or BAS degree allows students to bypass state examinations for several Florida insurance licenses, type 4-40, 20-44, and 2-15. FSW students who complete the badge are eligible for reimbursement of their state license and fingerprinting fee.

Additional information about Workforce Education badges can be found at <https://www.fsw.edu/workforce/stackable>.

5.4.2 Career Connection Center

The Career Connection Center, operating under the Division of Workforce Education, is dedicated to support students and alumni throughout their career development journeys. The center is a member of the National Association of Colleges and Employers (NACE) and the National Career Development Association. FSW celebrated the establishment of the new Career Connection Center at each FSW service location with grand opening events on each campus in February, 2024. These physical locations offer regular services at all FSW

locations. The Career Connection Center services encompass three primary areas: career exploration, development, and connection.



Figure 28. The Career Connection Center logo.

Career exploration resources available through the Career Connection Center include the Career Coach assessments, selection of a major, personality inventories, and a resource library. In partnership with EMSI, FSW provides the Career Coach assessment free of charge for everyone in the region. The Career Coach assessment allows individuals to take a career assessment, investigate careers, browse academic programs, build a resume, and map civilian careers to military occupations.

To foster career development, the Career Connection Center conducts regular workshops covering resumes, interviewing skills, networking, job search strategies, and personal branding. The Career Connection Lecture Series is a hallmark of the center, bringing key business leaders from top regional employers to campus. This series allows participants to gain insights from experts about fields, industries, or organizations they may not have considered. The Career Connection Center hosted seven lectures in the fall semester and four lectures in the spring semester. The Center also offers individual career coaching, available to current students and alumni.

In support of the third pillar of career connection, Career Connection highlights twenty internship courses where students can apply academic knowledge in real-world professional settings. FSW facilitates connections to careers and employment opportunities through annual Career Fairs and FSW JobNet, an exclusive job board for students and alumni. JobNet, a contracted service with College Central, features job postings reviewed by FSW personnel and allows students and alumni to explore opportunities posted by employers seeking early talent. Additional information about FSW's Career Connection Center can be found at www.fsw.edu/careers.

5.4.3 Corporate and Community Education

The Office of Corporate and Community Education provides noncredit programming for business and community members. The department tailors business solutions that promote efficiency and enhance productivity for regional business and industry partners. With corporate training services from FSW, businesses and organizations can readily develop and promote talent from within their current organization. Trainings range in topic from management, operations and manufacturing, and computer skills to intrapersonal and team building skills and marketing.

The Office of Corporate and Community Education continues to partner with the Department of Transportation on an HMIT Grant. The HMIT Grant provides Hazmat Train-the-Trainer courses and monthly topical lectures at no cost to participants. The lectures are a new addition this academic year.



Hazmat Topics & Trainings

Available Free to SWFL Businesses and Community

Florida SouthWestern State College has partnered with industry experts, Hazmat Safety Consultants, LLC, and the Dangerous Goods Trainers Association to offer Train-the-Trainer course and Expert Insights Seminar Series free of charge to southwest Florida businesses and community members.

HAZMAT TRAIN-THE-TRAINER COURSE

Training of Hazardous Materials employees is critical to the success of the Hazmat system. An effective training program is crucial for Hazmat employees to ensure they use and implement the highest level of safety in the industry. The online Train-the-Trainer course blends industry knowledge and adult learning philosophies to prepare the participants to become a Hazmat Trainer.

Course covers the following:

- ✓ Hazmat General Awareness & Global Systems
- ✓ How to perform a Hazmat Needs Assessment for your company
- ✓ Adults learning philosophies and training plans
- ✓ Course development and delivery



Course Offerings

Nov. 5 – Dec. 3, 2023

Dec. 17, 2023 – Jan. 7, 2024

Jan. 21 to Feb. 26, 2024

March 10 to April 8, 2024

April 21 to May 20, 2024

HAZARDOUS MATERIALS EXPERT INSIGHTS SEMINAR SERIES

We are introducing our Hazardous Materials Expert Insights Seminar Series, a monthly one-hour webinar delving into pertinent and timely topics within the field of hazardous materials management.

Featured Speakers



Mike Pagel
11 years of experience including at PHMSA's Hazardous Materials Information Center (HMIC) at DOT HQ in Washington, DC



Ryan Paquet
20+ years of experience related to hazardous materials transportation safety



Bob Richard
28 years of experience in development and implementation of hazardous materials safety regulations



Mike Roldan
Served as the U.S. Coast Guard's Chief, Hazardous Materials Division where he developed national and international standards and policy for the safe and secure carriage of chemicals

Upcoming Topics

Tuesday at 1:00 p.m. ET

Nov. 1: [Navigating Vessel Transport Challenges: Insights and Current Events](#)

Nov. 14: [Cracking the Code: Unpacking Limited Quantity Exceptions](#)

Dec. 12: [Charging Ahead: The Future of Lithium Battery Transport](#)

Jan. 10: [Mastering Materials of Trade Exceptions: Practical Applications](#)

Feb. 6: [Unlocking Special Permits and Approvals: Demystifying the Differences](#)

March 5: [Aerosols on the Move: Shipping Under Pressure](#)

April 2: [USDOT at Your Doorstep: How to Respond When Regulators Knock](#)

Corporate.Training@FSW.edu (239) 489-9105 www.fsw.edu/ce/hamzmat

Figure 29. A flyer with hazmat training information.

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6 CREATE A CULTURE FOCUSED ON CONTINUOUS IMPROVEMENT

6.1 ACADEMIC AFFAIRS

In an effort to create a culture focused on continuous improvement, Academic Affairs leads a Shared Governance Forum, aimed at providing guidance to leadership through shared ideas and collaborative discussion. The forum consists of 20 faculty, 10 administrative staff members, and one student from each location who meet monthly via Zoom to discuss topics of mutual interest. These topics range from online learning options, regular and substantive interactions (RSI) with students, student enrollment, professional development needs, and more. Feedback gleaned from the Shared Governance Forum better inform leadership, resulting in continuous improvement.

6.2 ADAPTIVE SERVICES

ADaptive Services is creating a culture focused on continuous improvement by expanding the Peer Mentor program. Students normally have peer mentors as they progress through SLS 1515, but ADaptive Services has collaborated with Student Transitions and the Honors Scholar Program to expand the opportunity for peer mentorship outside of this course. A pilot of the program has begun this spring with current Peer Mentors in the Cornerstone classes along with mentors within ADaptive Services. The office plans to incorporate Honors Scholar students and students from Delta Alpha Pi as peer mentors for student registered with ADaptive Services. Several students have expressed interest in extra mentorship and have been referred to the Peer Mentors program. The extra mentorship for students registered with ADaptive Services supports students as they continue through their college experience and promotes a culture of continuous improvement.

6.3 CAMPUS POLICE

FSW Campus Police focuses on continuous improvement by working through the accreditation process. The department will undergo a Commission on Florida Accreditation (CFA) Law Enforcement Assessment on April 23-25, 2024 to achieve accreditation. Accreditation in law enforcement, much like in higher education, is a critical step towards ensuring that the campus police agency and dedicated employees meet professional standards, including the safety and well-being of officers. Accreditation is a prestigious recognition that signifies professionalism, excellence, and competence within the department, and will place the campus police on par with county and Florida University police departments. The accreditation will reflect FSW Campus Police's commitment to upholding the highest standards and build trust and confidence with the FSW community. This commitment ensures that the department creates and advances a culture focused on continuous improvement.

In an effort to encourage continuous improvement, FSW Campus Police recognized two FSW students for their quick-thinking. On September 20, 2023, two FSW students intervened in an in-progress strong-armed robbery at the Collier Campus. Their



Figure 30. Two FSW students receiving recognition for their intervention during an in-progress robbery.

quick actions protected the victim, another FSW student, from injuries and assisted in the apprehension of the subjects involved. As a result, both subjects were arrested and charged accordingly. FSW Campus Police presented the two FSW students with a certificate and gift bags in the presence of their peers on the Collier Campus as a token of appreciation.

6.4 CARE SERVICES

Care Services provides care, support, and mental health resources for all FSW students. Care Services support all students through any challenges they may be experiencing during their time at FSW and connect directly with students of concern and students in crisis. Examples of Care Services support services include Care Team, community campus partnerships—such as the nonprofit organization, the Center for Progress and Excellence—mental health resources, and the Care Pantry. Care Services provides and promotes a culture of continuous improvement by supporting the physical and mental wellness of all FSW students, leading to higher levels of student engagement, success, and retention.

Care Services has partnered with The Center for Progress and Excellence (CPE) to provide all FSW students a 24/7, 365 mental health support line. The center can connect students with immediate mental health resources and in person counseling sessions with licensed clinicians on all four campuses, and also provides educational awareness and training opportunities for students, faculty, and staff to break the stigma of mental health. All student services provided by CPE are at no cost to the students or the college. The services offered by CPE support students through their college experience, helping them remain in college through personal difficulties.

FREE MENTAL HEALTH RESOURCES:

CENTER FOR PROGRESS & EXCELLENCE

Call 844-395-4432 to speak to a counselor for immediate support.



COMMON REASONS STUDENTS CALL

- Suicidal thoughts
- Thoughts of self-harm
- Increased symptoms of depression
- Increased anxiety or panic attacks
- Feeling overwhelmed and don't know what to do
- Support for life stressors that are negatively impacting your mental health

The CPE Mobile Crisis Response Team offers a 24/7 Support Line that offers immediate support to help you manage your concerns.

<p>Lee Campus Thursday 9AM - 4:30PM Q106 Friday 9AM - 4:30PM LHC</p>	<p>Hendry Glades Curtis Center Monday & Tuesday 8AM - 4PM C109</p>
<p>Collier Campus Monday - Friday 9AM - 5PM J110</p>	<p>Charlotte Campus Tuesday & Wednesday 9AM - 5PM H120</p>



The Team

- Licensed Clinicians
- Masters Level Clinicians
- Peer Specialists
- Case Managers



Free Services

- Safe-T Assessments
- 48 Hour Follow Up
- Case Management
- Peer Support



Outpatient Counseling

CPE offers outpatient counseling to those without insurance. Fees based on the federal sliding scale ranging from \$0-100 per session. Sessions are conducted in person, telehealth, or phone.




FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Figure 31. A flyer for CPE outlining their services on each FSW location.

Because assessment and accountability play an important role in promoting a culture of continuous improvement, Care Services and Student Life utilize them to assure the quality of support services like CPE. As part of their contractual partnership with CPE, Student Life meets regularly with CPE staff, implements student assessments, and provides CPE counselors the opportunity to be involved in Care Team. Student Life and CPE counselors have regular meetings where any questions or concerns from students are addressed. CPE counselors also attend Care Team meetings on each campus to ensure they are involved in the discussion and actions to aid with any students of concern. The accountability shared between CPE and Care Services ensure both groups continue to grow and provide quality services to FSW students. CPE and Care Services host Lunch and Learn events for faculty and staff to learn more about students in crisis and the many resources CPE offers. A recent



Figure 32. A picture for a recent Lunch and Learn, hosted by Care Services and CPE.

Lunch and Learn event was held on March 1 and had over 70 people in attendance. Engaging faculty and staff in the mission of Care Services and CPE brings students' needs to the forefront and joins the FSW community in the common goal of student success and retention. For more information about CPE, please visit <https://www.fsw.edu/mentalhealthcare>.

Care Services provides innovative support to all FSW students through the Care Team. The Care Team is a team lead by Care Services and the Assistant Vice President of Student Life. The goal of Care Team is to review students of concern and work collaboratively to support these students. The following areas are represented in Care Team:

- Director of Adaptive Services
- Assistant Vice President, Student Life
- Community Standards
- FSW Chief of Police (or designee)
- The Center for Progress and Excellence (CPE)
- Advising
- Residence Life
- Registrar (or designee)
- Campus Directors (who have Care Teams on their campuses)

Care Team meets to assess and respond to reported student behavioral concerns including harm to self or others. The Care Team discusses appropriate responses to student behavior and recommends a plan of action designed to mitigate any real or perceived threat. The team elevates cases that need further evaluation to the Threat Assessment Team (TAM). Care Team responds to student concerns to ensure students are able to thrive at FSW, ultimately boosting the success and retention of the student.

Because hunger often limits students' full engagement in their studies, Care Services also supports Care Pantry. Care Pantry provides access to perishable and non-perishable food items and toiletries to all FSW students on each campus. A local nonprofit food bank, Harry Chapin Food Bank, provides food and supplies to help meet the

demands of students' needs. Care pantries are accessible to students Monday through Friday from 8:30am-4:30pm, with extra hours or weekends added as needed. Care Pantry served 1,043 students in 2023, which demonstrates the need of the pantry and its continued support of FSW students. This support encourages further student engagement.

Care Services recently received a Project Serv grant of \$270,441. The Project SERV grant is a grant given to Local Education Agencies (LEAs) and institutions of higher education (IHEs) that have experienced a traumatic event of such magnitude as to disrupt severely the teaching and learning environment. After a lengthy application process, FSW received the Project Serv grant which will provide FSW students with essential mental health support and resources. These resources will assist in meeting students' mental health needs, adding another layer of support for all students.

All services provided by Care Services are offered in person, online, and on all four sites for all FSW students. Care Services works diligently with students to accommodate their needs, whether by supplying resources, such as food or toiletry items, extending hours for the Care Pantry, or providing access to mental health counseling and resources. In this way, Care Services creates a culture of continuous improvement and bolsters student engagement, success, and retention.

6.5 CHARLOTTE CAMPUS

Thanks to the exceptional contributions of several departments and FSW leadership, Charlotte Campus will be the location of three new academic programs (pending accreditor and other approvals): Physical Therapy Assistant (PTA), Advance Medical Assistant (AMA), and Supply Chain Management (SCM). These program offerings will help address enrollment challenges unique to Charlotte County demographics and provide needed services to area residents. At capacity, these programs have the potential to add significantly to campus headcount and FTE and expand educational opportunities for the underserved adult student population. PTA is a high-skill/high-wage (HSHW) occupation in the five-county region and is on the 2023-24 Regional Demand Occupation List. AMA is also on the list, and SCM helps provide a workforce credential for local expanding logistics enterprises.

The Charlotte campus now also provides centrally-located, onsite mental health services in partnership with the Center for Progress and Excellence (CPE). CPE offers free services to FSW students, including a Mobile Crisis Response Team, SAFE-T assessments, 48-hour follow-up, case management, and peer support for those in need. They also provide outpatient counseling on a sliding scale for those without health insurance, based on their financial situation.

Campus leadership has maintained and expanded representation on local community boards, advisory committees, and economic organizations. This includes continued board membership in Charlotte County Economic Development Partnership, Early Learning Coalition of Florida's Heartland General Board and Administrative Committee, Charlotte County Technical College Airframe and Powerplant Program Advisory Board, and Charlotte County Economic Development Office Entrepreneurial Support Organization. New representation for this year includes serving on the Charlotte County School's Business Advisory Committee and FutureMakers Charlotte Action Team.

6.6 COLLIER CAMPUS

The Collier campus is proud to offer on-site mental health services through the Center for Progress and Excellence (CPE). The Collier campus is the only campus to host CPE personnel Monday through Friday, which boosts the visibility of the services to student in Collier county. CPE services are at no cost to students.

The Collier campus has been busy engaging its students in events throughout the academic year. The campus hosts many events, including blood drives, FSW Serves days, Campus Activities Board events, and Buc

Excursions. The campus also hosted the Collier Campus Spring Open House in February 2024, which brought in potential students and community members to explore what FSW has to offer. These events highlight FSW's engagement with its students and the larger community in Collier county.

In February 2024, the Collier campus held the grand opening event for its new Career Connection Center. Through the center, students can explore career options, attend workshops, and speak with a career coordinator. The Collier campus also hosts lectures from the Career Connection Lectures Series, which connects students with experienced professionals from different fields and allows the students to learn from their wisdom and expertise.

6.7 FSW LIBRARY

During Summer 2023, FSW merged its Tutoring Centers (formerly known as Academic Support Services) with FSW Library. This move began with the Lee Campus and involved the physical relocation of tutoring personnel inside the Rush Library. As a result of this move, students were able to find college tutoring services more easily. By mid-semester, the Writing Center on the Lee Campus had experienced a 60% increase in use, while the Math Center saw an increase of 50% in use. In January 2024, the relocation of tutoring services at Charlotte and Collier campuses was completed. The integration of tutoring into the safe, comfortable environment of the library removes barriers of access to students and nurtures continuous improvement by encouraging curious life-long learning. In addition to tutoring services, FSW Library now offers access to 18,000 physical books, and over 500,000 electronic publications, which includes 96,000 streaming videos.



Figure 33. A picture from outside the Rush Library on the Lee campus indicating the merge of Tutoring Centers into FSW Libraries.

6.8 HENDRY/GLADES CURTIS CENTER

Like the Charlotte campus, the Hendry/Glades Curtis Center now has centrally-located, onsite mental health services. The services are provided through the Center for Progress and Excellence (CPE) and extend to all students. For more information about CPE, visit <https://www.fsw.edu/mentalhealthcare>.

Last summer was the second year of the Curtis Pathway Prep (Hendry Glades Bridge Program). Curtis Pathway Prep is an eight-week summer program that assists up to 20 current and future students in Hendry and Glades Counties in preparing for college-level writing, math, and the rigors of college academics. Students engage in pre- and post-test assessments of progress in math, reading, and writing and receive a certificate of completion upon completion. On top of this opportunity to prepare for college, some Clewiston and Moore Haven students are eligible for busing to the program. The Hendry Glades Bridge Program is being prepared for Summer 2024 and will include expanded student instructional resources, coordination with representative academic area leadership, and participant satisfaction assessment.

The Hendry/Glades Curtis Center continues to customize Instant Decision Days (IDDs) and had two such IDD in February 2024. Students from LaBelle High School (2/22/24) and Clewiston and Moore Haven High Schools (2/23/24) were bused to the Curtis Center where they received admissions and registration-related information. The center provided them with the opportunity to submit free applications to FSW, submit transcripts and verify Florida residency, take steps for securing financial aid, meet advising, learn about academic programs and pathways, and experience student engagement at FSW. At IDD on Hendry/Glades and Charlotte, Director, Dr. Thomas Rath utilized CareerCoach to provide career assessment and advising to the public.

6.9 RESIDENCE LIFE AND COMMUNITY STANDARDS

Residence Life and Community Standards strives to inspire lifelong learning and success by cultivating an atmosphere of continual improvement and meaningful connection. As part of their commitment to this goal, Residence Life and Community Standards, together with Student Transitions, is currently assessing the viability of, and interest in, a new Living Learning Community (LLC). LLC is a place where students from similar backgrounds or with similar educational goals live together. The new LLC would involve students currently in the FSW Anchors program and would be designed to enhance community building, academic support, and leadership opportunities for students in the program. Plans for a survey of interest are underway. Currently, Lighthouse Commons provides on-campus residency opportunities for 400 students on the Lee Campus.

6.10 SCHOOL OF BUSINESS AND TECHNOLOGY

In response to the aftermath of Hurricane Ian, the School of Business and Technology partnered with the State of Florida Department of Insurance to host a third and final Insurance Village event in September 2023. This event provided a platform for individuals to engage with their insurance companies and negotiate settlements. The event resulted in the assistance of 268 consumers and the disbursement of \$4,346,257. All three Insurance Village events brought in almost \$8,000,000 in settlements.



Figure 34. A picture of the Insurance Village event, held at FSW in September 2023.

6.11 STRATEGIC ENROLLMENT MANAGEMENT (SEM) TEAM

The Strategic Enrollment Management (SEM) team is focused on continuous improvement by leading efforts to increase enrollment and streamline student processing. Ten SEM priorities have been developed and endorsed by over 30 key leaders and stakeholders across the college. Since the team's creation, FSW has seen a 1.4% increase in FTE and a 0.7% increase in overall student headcount for Spring 2024. Focal elements for the team include increasing Fall-to-Spring and Spring-to-Summer retention, decreasing DFW rates in high-impact courses, decreasing accumulation of excess credits for graduating students, and increasing use of high-impact practices. Increasing enrollment has also taken the form of creating new academic programs at FSW. For example, the new Physical Therapy Assistant program is an acquisition from Hodges University and is projected to increase enrollment in its new home on the Charlotte campus.

6.12 STUDENT INVOLVEMENT

Student Involvement, under the umbrella of the Office of Student Engagement, aims to inspire learning through co-curricular programs that instills valuable life lessons to students. One way Student Involvement strives to reach that goal is through Wellness Wednesday. On the first Wednesday of each month, the department works with community and campus partners to highlight various dimensions of wellness. For example, the department focuses on occupational wellness through Career Connection, emotional wellness through ADAptive Services, CARE Services and the Center for Progress and Excellence, and physical wellness through heart health trivia. Over 440 students have participated in Wellness Wednesdays in this academic year. Other wellness activities sponsored by Student Involvement include “Hydrate, Hustle, Win!”, “Wellness Walks”, and “Refresh, Don’t Stress!”. In addition to these events, Student Involvement has also published their first Rec Round Up newsletter, pictured to the right. This newsletter creates a culture of continuous improvement for FSW students by emphasizing how they can strive for overall wellness.

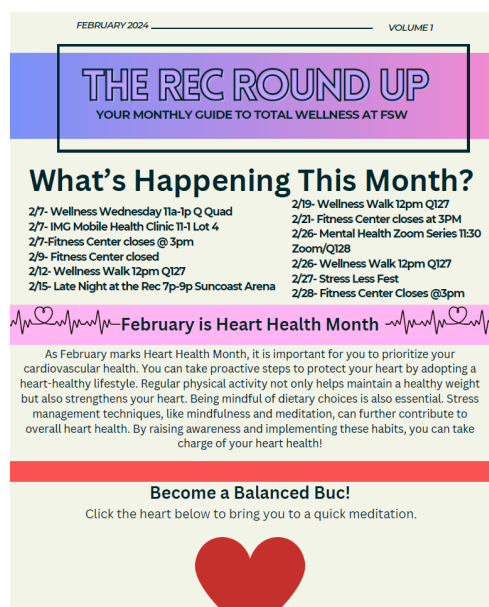


Figure 35. The first volume of The Rec Round Up, published by Student Involvement.

6.13 STUDENT LEADERSHIP

Student Leadership is under the umbrella of the Office of Student Engagement. It aims to equip students in identifying their leadership capacities through self-awareness, collaboration, and service. Student Leadership has worked hard to establish a chapter of Alpha Phi Omega at FSW in support of their leadership goals. Alpha Phi Omega is built on leadership, friendship, and service, aligning closely with Student Leadership’s mission. Alpha Phi Omega at FSW recently held their pinning ceremony to become a Petitioning Group with the national organization, marking a significant step towards becoming fully chartered. So far, the group has raised \$300 for American Cancer Society, collected 176 items for Rescue Rock Foundation, and accumulated 70 service hours. The group has also established a full executive board and currently has 4 staff/faculty advisors.



Figure 36. Members of Alpha Phi Omega, Student Leadership Staff, and President Allbritten pose for a picture.



Figure 37. Student Media students at the FCSPA Conference.

Student Leadership has also increased the visibility of Student Media. Student Media has collaborated with FSW's Marketing team for training and partnered with CURC/the Honors Scholar program for their annual Model UN trip. Overall visibility of the initiative has increased across Facebook and Instagram, thanks to the efforts of Student Leadership. Since August 2023, visits on Facebook have increased 198% while visits on Instagram have increased 1,800%. Student Media has also increased those reached on both Facebook and Instagram by 1,300%, expanded interactions by 800%, and grown their followers by 604 people. "The Buc Breakdown", a podcast highlighting all things Bucs, is a product of Student Media and can be streamed on YouTube or Spotify. Students involved in the media initiative attended the Florida College System Publications Association (FCSPA)

Conference in November, 2023, where they learned about student media and journalism from peer institutions. Finally, Student Leadership hired a work study student for Student Media and established a group of students to create content.

6.14 STUDENT TRANSITIONS

Student Transitions aims to connect, support, and engage students through enhanced student support services, programs, and resources, making students' transition into college a truly enriching experience. Student Transitions has partnered with Residence Life and Community Standards to assess the interest in a new Living Learning Community (LLC). LLC is a place where students from similar backgrounds or with similar educational goals live together. The LLC would be designed for students within the FSW Anchors program, a program for First Generation in College students. Student Transitions and Residence Life and Community Standards are presently planning a survey to assess interest in the LLC.

Student Transitions is also running HyFlex Space. HyFlex Place is an online study hall that provides help with SLS course assessments, a quiet space to study and focus, and an environment dedicated to success. Student Transitions utilizes a variety of communication methods to encourage students to participate in HyFlex Place and already have had students indicate the benefit they have received from it. The online study hall runs online every Wednesday and Friday from 2pm to 4pm, but the ultimate goal is to implement HyFlex Space in-person.

6.15 SURVEYING THE FSW COMMUNITY

With the help of Team AASPIRE, FSW maintains a high engagement level with its community to ensure improvement opportunities are identified and acted upon. During AY 2023-2024, FSW is on pace for more than 45,000 survey completions. These survey completions come from engagement with surveys on a variety of subjects including advising, IT support, admissions, and workforce program offerings (most recent calendar year of survey responses below). With every response, FSW's many departments can learn from their actions and make plans for a better future.

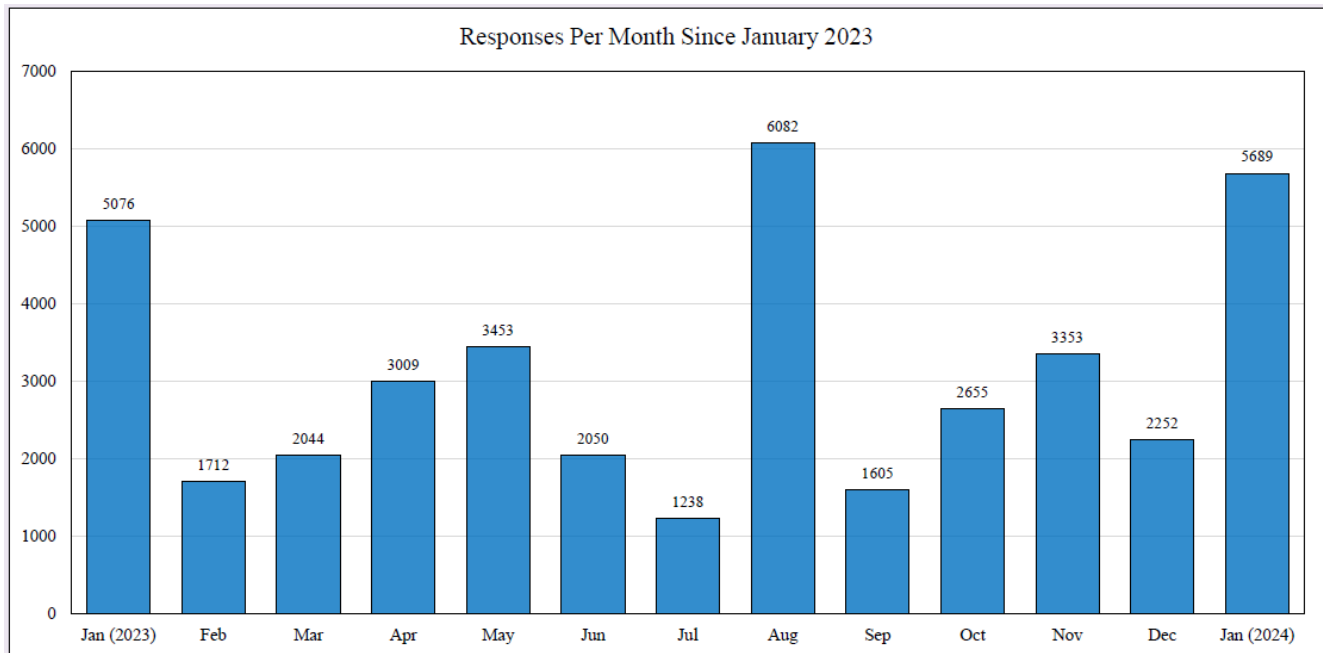


Figure 38. Survey responses for all Qualtrics-based surveys in the FSW community from January 2023 through January 2024.

6.16 THE CENTER FOR TEACHING AND LEARNING EXCELLENCE

The Center for Teaching and Learning Excellence (CTLE) provides professional development programs, services, and resources to all faculty and staff at FSW. Throughout the academic year, CTLE sponsors many professional development sessions ranging from informal, weekly discussions for English faculty, strategies to reduce stress, tips for editing Curriculum Vitae and resumes, and tricks for optimizing software usage. On top of these one-time sessions, the center hosted the 1st Annual FSW Conference in June, 2023. The conference focused on different aspects of student success and boasted an attendance of 123 people. The FSW Annual Conference had nine different sessions, including a roundtable session on strategies to promote student success and a student panel highlighting student experiences. CTLE is excited to host the 2nd Annual FSW Conference on June 6, 2024. The conference theme is Transformative Horizons: Innovation and Resilience Unveiled.



Figure 39. Part of a flyer for the 1st Annual FSW Conference, held in June, 2023.

7 DATA & STATISTICS

7.1 GENERAL STATISTICS AND DEMOGRAPHICS

7.1.1 Students Population Information

Student population information as measured by fall terms is posted annually to FSW's Institutional Research website located at <https://www.fsw.edu/researchreporting/generalstatisticsanddemographics>. The contents are displayed below for convenience.

	<i>Fall 2019</i>	<i>Fall 2020</i>	<i>Fall 2021</i>	<i>Fall 2022</i>	<i>Fall 2023</i>
Headcount	16,672	15,335	14,714	14,386	13,860
Full-Time / Part-Time					
Full-Time	38.0%	39.0%	38.0%	38.5%	38.9%
Part-Time	62.0%	61.0%	62.0%	61.5%	61.1%
Gender					
Female	63.5%	65.7%	65.0%	63.8%	63.3%
Male	36.4%	34.2%	34.8%	35.8%	36.3%
Unknown / Unreported	0.1%	0.1%	0.2%	0.3%	0.5%
Ethnicity					
White	42.2%	40.6%	38.3%	36.2%	34.4%
Hispanic / Latino	34.8%	35.4%	36.2%	36.8%	38.2%
Black / Afr. Amer	12.1%	12.3%	12.9%	12.7%	12.9%
Other Minorities	2.7%	2.6%	2.7%	2.7%	2.8%
Two or More	2.3%	2.5%	2.6%	2.7%	2.5%
No Response	5.8%	6.6%	7.3%	8.8%	9.2%
Age					
24 or Younger	76.6%	75.5%	76.0%	79.2%	79.0%
Older than 24	23.4%	24.5%	24.0%	20.8%	21.0%
Student Credit Hour Production Percentages by Campus					
Thomas Edison (Lee)	51.1%	23.1%	29.8%	32.7%	35.2%
Collier	18.3%	8.6%	11.6%	12.4%	15.1%
Charlotte	7.6%	4.0%	3.9%	4.6%	5.4%
Hendry / Glades	3.1%	3.0%	3.4%	4.0%	3.6%
FSW Online	19.9%	61.3%	51.3%	46.2%	40.8%
Student Credit Hour Production Percentages by Student Type					
Dual Enrolled	20.6%	19.1%	19.9%	22.6%	20.0%
Not Dual Enrolled	79.4%	80.9%	80.1%	77.4%	80.0%
Students with Pell Grant					
Pell Grant Students	32.0%	31.3%	31.9%	31.9%	32.2%

Table 4. Student population information by fall term for the most recent five years.

Historically, FSW enrollment trends exhibit the summer terms responding first to growth/decline, followed by the spring term, and then the largest term, the fall term. Summer 2023 exhibited an increase in enrollment for the first time in several years following a slowing of decline in the most recent three years. Spring 2024 followed that trend, exhibiting an increase after a slowing of decline in its most recent three years. It is expected that the Fall 2024 term will also follow this trend, though is not yet visible in Fall 2023 data, which still exhibits a decline.

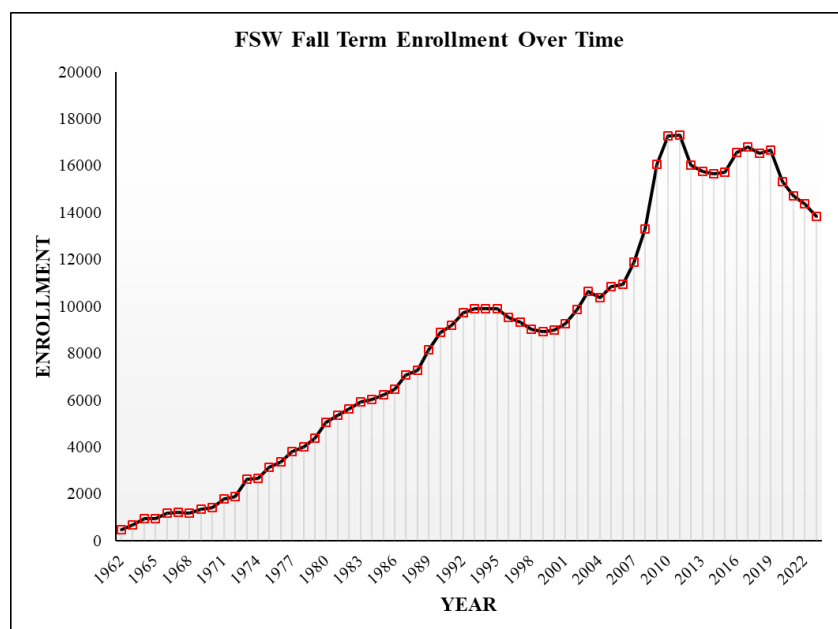


Figure 40. FSW fall enrollment since 1962 (<https://www.fsw.edu/researchreporting/enrollment>).

7.1.2 Resources

A tally of resources available to FSW in each academic year is posted annually to FSW's Institutional Research website located at <https://www.fsw.edu/researchreporting/generalstatisticsanddemographics>. The contents are displayed below for convenience.

	<i>AY 19-20</i>	<i>AY 20-21</i>	<i>AY 21-22</i>	<i>AY 22-23</i>
<i>Full-Time Faculty</i>	217	207	209	216
<i>Full-Time Staff Who Teach</i>	53	57	70	68
<i>Total Full-Time Faculty*</i>	270	264	279	284
<i>Part-Time Faculty</i>	418	370	315	339
<i>Total Faculty</i>	688	634	594	623
<i>Full-Time Admin/Staff</i>	482	437	493	463
<i>Part-Time Admin/Staff</i>	620	447	550	516
<i>Total Admin/Staff</i>	1102	884	1043	979

Table 5. Resources available to FSW by year. *Total Full-time Faculty defined as Full-Time Faculty + Full-Time Staff that Teach.

7.1.3 Programs

A tally of programs offered at FSW in each academic year is posted annually to FSW's Institutional Research website located at <https://www.fsw.edu/researchreporting/generalstatisticsanddemographics>. The contents are displayed below for convenience.

	<i>AY 19-20</i>	<i>AY 20-21</i>	<i>AY 21-22</i>	<i>AY 22-23</i>	<i>AY 23-24</i>
<i># of Bachelors Programs</i>	5	5	5	6	6
<i># of Associates Programs</i>	22	22	24	26	25
<i># of Certificates</i>	30	30	28	29	29

Table 6. Number of programs offered by academic year.

7.2 MEASURES OF ACHIEVEMENT

7.2.1 Employment and Continuing Education

Job placement rates as recorded by the Florida Education & Training Placement Information Program (FETPIP) are monitored by FSW's Team AASPIRE and posted at <https://www.fsw.edu/researchreporting/employment>.

When reviewing these data, it is important to remember the following points:

1. FETPIP data is recorded by the State of Florida and is reported approximately 18 months following a typical graduation period (Spring term). As a result, the most up-to-date data for Spring 2024, the time of writing for this report, is AY 2021-22.
2. FETPIP data utilizes information recorded by the State of Florida. This means that actual job placement rate may be higher than recorded by FETPIP because if a person is employed outside of the State of Florida it remains unreported to FETPIP, and therefore lowers job placement rates.
3. While some programs at FSW track their program's job placement rate, the tracking process can be very difficult to accomplish and is not universal. For that reason, only FETPIP is reported here for consistency.

	AY 17- 18	AY 18- 19	AY 19- 20	AY 20- 21	AY 21- 22
<i>School of Business & Technology</i>					
<i>BS Public Safety Administration</i>	86%	76%	82%	96%	86%
<i>BS Supervision & Management</i>	83%	72%	82%	81%	78%
<i>AS Accounting Technology</i>	100%	*	75%	77%	91%
<i>AS Architectural Design & Construction</i>	75%	50%	78%	80%	*
<i>AS Business Administration</i>	86%	72%	71%	71%	78%
<i>AS Civil Engineering Technology</i>	100%	100%	*	*	*
<i>AS Computer Programming & Analysis</i>	92%	85%	*	63%	60%
<i>AS Criminal Justice Technology</i>	94%	88%	*	69%	84%
<i>AS Crime Scene Technology</i>	50%	75%	*	69%	65%
<i>AS Cybersecurity Operations</i>	~	~	~	~	~
<i>AS Network Systems Technology</i>	100%	85%	*	*	86%
<i>AS Paralegal Studies</i>	75%	88%	67%	92%	82%
<i>CCC Accounting Technology Management</i>	*	100%	*	*	*
<i>CCC Business Development & Entrepreneurship</i>	100%	33%	*	85%	*
<i>CCC Computer Programmer</i>	100%	100%	*	*	*
<i>CCC Computer Programming Specialist</i>	100%	80%	*	*	*
<i>CCC Crime Scene Technology</i>	*	100%	*	100%	*
<i>CCC Digital Forensics</i>	~	~	~	~	~
<i>CCC Financial Services Management</i>	*	*	*	~	~
<i>CCC Homeland Security Specialist</i>	~	~	~	~	~
<i>CCC IT Support Specialist</i>	92%	100%	*	77%	91%
<i>CCC Network Enterprises Administration</i>	100%	*	*	*	*
<i>CCC Network Security</i>	100%	100%	*	*	*
<i>CCC Real Estate Paralegal</i>	~	~	~	~	~
<i>CCC Risk Management & Insurance Management</i>	~	~	~	~	*
<i>CCC Small Business Management</i>	88%	50%	*	67%	83%

Table 7. Job placement rate by program for Business and Technology. *Unreported by FETPIP due to sample fewer than 10. ~ No data available.

	<i>AY 17-18</i>	<i>AY 18-19</i>	<i>AY 19-20</i>	<i>AY 20-21</i>	<i>AY 21-22</i>
<i>School of Health Professions</i>					
<i>BS Cardiopulmonary Sciences</i>	80%	100%	100%	79%	80%
<i>BS Nursing</i>	91%	84%	88%	83%	86%
<i>AS Cardiovascular Technology</i>	100%	100%	87%	*	*
<i>AS Dental Hygiene</i>	83%	94%	88%	94%	79%
<i>AS Emergency Medical Services</i>	100%	97%	100%	100%	96%
<i>AS Fire Science Technology</i>	100%	100%	*	*	*
<i>AS Health Information Technology</i>	83%	67%	*	*	*
<i>AS Nursing</i>	86%	89%	89%	91%	87%
<i>AS Radiologic Technology</i>	87%	89%	95%	95%	95%
<i>AS Respiratory Care</i>	95%	89%	94%	92%	93%
<i>AS Social & Human Services</i>	100%	25%	*	*	*
<i>CCC Addiction Services</i>	*	100%	*	*	*
<i>CCC Emergency Medical Technician</i>	87%	88%	69%	88%	95%
<i>CCC Human Services Generalist</i>	*	*	*	*	*
<i>CCC Medical Information Coder/Biller</i>	*	*	*	*	86%
<i>CCC Paramedic</i>	100%	97%	96%	100%	93%
<i>CCC Youth Development Services</i>	*	*	*	*	~
<i>Fire Fighter I/II Career Certificate</i>	93%	83%	85%	78%	91%

Table 8. Job placement rate by program for Health Professions. *Unreported by FETPIP due to sample fewer than 10. ~ No data available. Job placement is also tracked in some cases by individual program leadership and may differ since FETPIP only tracks employment within the State of Florida. Because not all programs track data individually, FETPIP is reported here for consistency.

	<i>AY 17-18</i>	<i>AY 18-19</i>	<i>AY 19-20</i>	<i>AY 20-21</i>	<i>AY 21-22</i>
<i>School of Education</i>					
<i>BS Elementary Education</i>	96%	97%	95%	95%	92%
<i>AS Early Childhood Education</i>	71%	91%	72%	85%	*

Table 9. Job placement rate by program for the School of Education.

	<i>Employed</i>	<i>Continuing Education</i>	<i>Continuing Education & Employed</i>	<i>Continuing Education OR Employed</i>
<i>AA</i>	65%	64%	42%	87%
<i>AS</i>	83%	31%	26%	89%
<i>BS/BAS</i>	85%	10%	9%	86%

Table 10. 2021-2022 graduates found in 2022-2023 either employed, continuing education, or both.

7.2.2 Graduation

Graduation data as measured by academic year is posted annually to FSW's Institutional Research website, located at <https://www.fsw.edu/researchreporting/graduation>. The contents are displayed below for convenience.

	<i>Bachelors</i>	<i>Associates</i>	<i>Certificates</i>
<i>2019-2020</i>	366	2562	275
<i>2020-2021</i>	404	2390	445
<i>2021-2022</i>	347	2157	291
<i>2022-2023</i>	274	2012	320

Table 11. Degrees and certificates conferred by academic year.

	<i>Cohort</i>	<i>Graduated (n)</i>	<i>Graduation Rate (%)</i>
<i>Fall 2013</i>	1810	444	24.5%
<i>Fall 2014</i>	1880	546	29.0%
<i>Fall 2015</i>	1870	598	32.0%
<i>Fall 2016</i>	2079	692	33.3%
<i>Fall 2017</i>	2081	725	34.8%
<i>Fall 2018</i>	1977	631	31.9%
<i>Fall 2019</i>	2074	590	28.4%
<i>Fall 2020</i>	1850	560	30.3%

Table 12. 3-Year graduation rates for First-time Full-Time Associate Seeking Freshman. *Fall 2020 cohort is the most recent available because it refers to the cohort starting term, which would complete in Summer 2023.

7.2.3 Licensure

Licensure pass rates, as recorded by the individual programs requiring legal licenses, are monitored by FSW's Team AASPIRE and posted at <https://www.fsw.edu/researchreporting/licensure>. The contents are displayed below for convenience.

	<i>AY 18-19</i>	<i>AY 19-20</i>	<i>AY 20-21</i>	<i>AY 21-22</i>	<i>AY 22-23</i>
<i>AS Cardiovascular Technology</i>	100%	100%	100%	100%	100%
<i>AS Dental Hygiene</i>	100%	100%	100%	100%	100%
<i>AS Health Information Technology</i>	100%	100%	50%	100%	N/A
<i>AS Nursing</i>	84%	81%	82%	80%	72%
<i>AS Radiologic Technology</i>	100%	100%	100%	98%	98%
<i>AS Respiratory Care</i>	84%	100%	100%	100%	100%
<i>CCC Emergency Medical Technician</i>	84%	86%	90%	84%	88%
<i>CCC Paramedic</i>	84%	92%	78%	73%	69%
<i>Fire Fighter I/II Career Certificate</i>	96%	93%	89%	96%	91%

Table 13. Licensure pass rates by program.

7.2.4 Retention

Retention data as measured by fall terms is posted annually to FSW's Institutional Research website, located at <https://www.fsw.edu/researchreporting/retention>. The contents are displayed below for convenience.

	<i>Cohort</i>	<i>Retained (n)</i>	<i>Retained (%)</i>
<i>Fall 2015</i>	2966	1769	59.6%
<i>Fall 2016</i>	3227	1990	61.7%
<i>Fall 2017</i>	3399	2003	58.9%
<i>Fall 2018</i>	3182	1869	58.7%
<i>Fall 2019</i>	3291	1875	57.0%
<i>Fall 2020</i>	2729	1575	57.7%
<i>Fall 2021</i>	2872	1646	57.3%
<i>Fall 2022</i>	3008	1734	57.6%

Table 14. 1-Year retention rates for First-Time Associate Seeking Freshman.

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