

**FSW
ANCHORS REPORT
AY'22-23**



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Reflections

In the Fall of 2022, a significant hurricane struck Southwest Florida. It became one of the most impactful hurricanes in U.S. history for the region. It is with empathy, resilience, and strength that the SWFL community collectively rebuilds and moves forward in the aftermath of Hurricane Ian. It was humbling to see the many ways the Florida SouthWestern State College students, staff, faculty, and administration lived up to the college mission to inspire learning by supporting students and the community in these most challenging times.



"The most valuable treasures, like compassion, courage, and hope, reside within the realm of the finest human attributes. Even in the face of tragic accidents or disasters, these treasures of the heart remain impervious." ~ Daisaku Ikeda

Program Background

The Florida SouthWestern State College (FSW) Anchors Program, launched in Fall 2021 by the Office of Student Engagement (OSE), emerged from a foundation of mentoring at the OSE in the Spring of 2018. Initially observed as informal mentoring, the program underwent significant evolution, especially amid the COVID-19 pandemic, highlighting the need for personalized student support. This led OSE to formalize the FSW Anchors, expanding its reach across campuses and fostering partnerships with staff and faculty throughout Spring and Summer 2021.

The primary objective of the FSW Anchors Program, housed in the Division of Student Affairs and administered by OSE, is to enhance retention and graduation rates among first-generation, low socioeconomic, and underrepresented students. Anchor students are provided with innovative services that align with FSW's core values of student success, integrity, intellectual inquiry, and academic rigor and are connected with diverse personnel who serve as mentors within the program.

This comprehensive support encompasses FSW Tutoring Services, Financial Aid, CARE Services, and Academic Advising. This student support supplements FSW's academic framework, creating an enriched learning environment and fostering a deeper sense of community engagement among students. As a result of access to these support resources, students gain increased confidence, persistence, and motivation, actively contributing to the college's mission of preparing graduates for responsible global participation and community leadership.

“Having the resources available and a fantastic experience with the team has been very helpful to my college experience.” FSW Anchor Student

Program Outcomes

FSW Anchor program participants will:

- Maintain a 2.5 GPA and financial aid eligibility.
- Be equipped and develop self-efficacy skills to support college persistence and degree attainment.
- Connect and establish a relationship with mentors internally (faculty and staff) and externally (community partners) to realize their academic and personal aspirations.
- Enhance their academic and personal development via concepts explored in relevant workshops.
- Demonstrate career readiness (as prescribed by the NACE competencies) and gain professional experience through site visits, job shadowing, internships, or apprenticeships.
- Learn how to effectively navigate the transfer process to baccalaureate programs.



**SUPPORTING STUDENTS
ELEVATING FUTURES**

Program Highlights

Collaboration with FSW Online: Enhancing Student Success in Online Environments



FSW Anchors worked with FSW Online and Learning Technologies to create Study Space, a lightly facilitated Zoom study hall that reduces barriers to online academic success. Based on student feedback, Study Space evolved into Flex Space, a Zoom room with breakout rooms that provide students with support in staying motivated and focused while studying.



The FSW Anchors survey results indicate that a significant majority of students acknowledged that the skills and knowledge they acquired during their academic journey played an important role in helping them to make progress toward earning their degree. The data suggests a strong correlation between the perceived value of learning and its positive impact on student's academic success

90% of students believe their learned skills and knowledge aided their degree progression.

Key Findings

Support

Building community and belonging explores campus attendance, online course enrollment, and the quality of interpersonal relationships among Anchor participants. The objective of this section is to assess the current state of community as experienced by FSW Anchors. These findings are instrumental in shaping strategies to bolster a sense of belonging and connectedness within the student body.

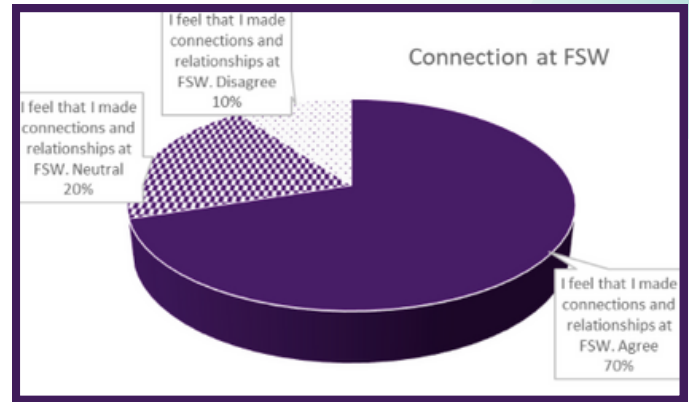
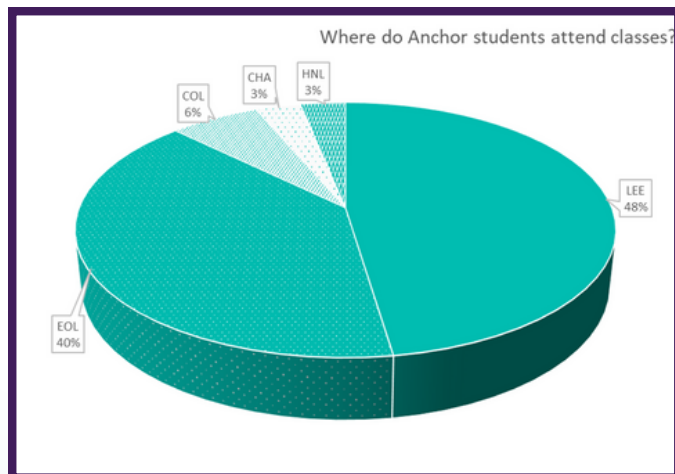


In alignment with Florida SouthWestern State College's Strategic Directions, FSW Anchors strives to cultivate community and belonging to advance a world-class educational experience.

"I know that if I need anything I can reach out for help." FSW Anchor Student

48% of Anchor participants are taking courses on the Lee campus. Close behind, 40% of participants are enrolled in online courses, indicating a significant portion of the student body prefers or requires the flexibility of remote learning or was not able to find ground courses that met their scheduling needs.

The remaining percentages are distributed among other campuses: 6% at Collier and 3% each at Charlotte and Hendry-Glades. These smaller percentages suggest that these locations are less frequented by program participants, which could be an area for potential outreach and resource expansion.



The sense of connection and relationship-building among students at Florida SouthWestern State College is reflected in the strong majority of participants who feel they've made a connection. Meanwhile, 20% of students remain neutral on this aspect, and a smaller portion, 10%, disagree with the statement. This distribution underscores the importance of fostering a community where students feel connected and engaged. These positive responses validate our focus on creating an inclusive and supportive environment, and it continues to be a priority in programming designed for Anchor participants.

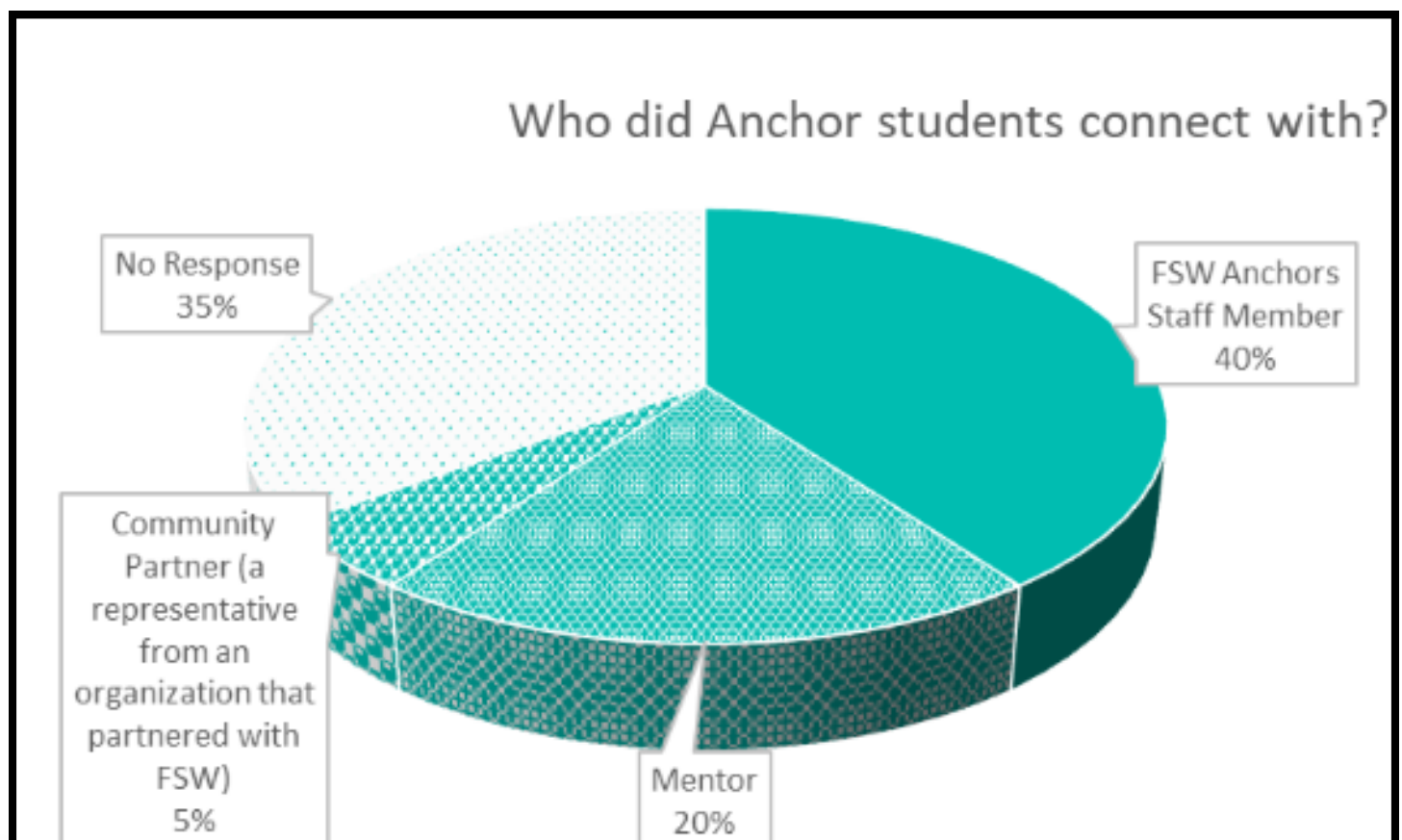
70% of students surveyed agree that they have made meaningful connections and relationships at FSW

When asked about connections and relationships within the FSW community, students identified a variety of sources of connection.

A notable 40% felt they connected the most with an FSW Anchors Staff Member, highlighting the vital role FSW staff plays in student engagement.

Mentors were identified by 20% of students, reflecting the importance of the mentoring relationship. Community Partners, representatives from organizations partnered with FSW, were cited by 5%, and 35% of respondents chose not to answer.

These findings emphasize the multifaceted nature of relationship-building at Florida SouthWestern State College and guide us in enhancing connection opportunities across campus and the community.



Connect

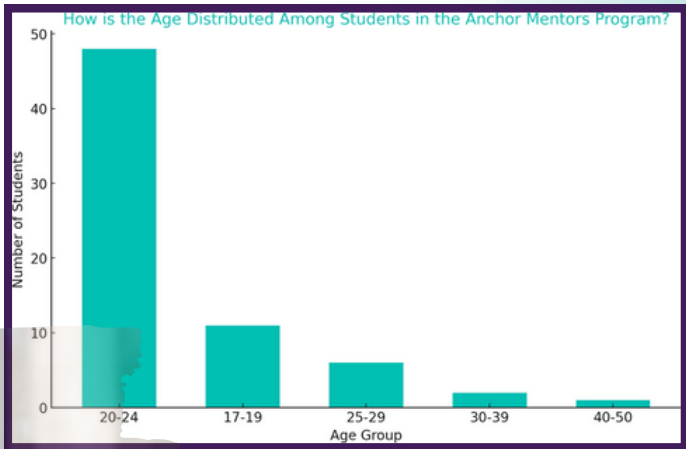
Providing Practical Support examines age distribution, GPA performance, and student confidence in developmental areas, providing a comprehensive view of academic and personal development among FSW Anchor participants. These insights guide targeted strategies to support academic journeys and personal growth.

“The anchors program helps first gen students as well as others to help boost GPA, career goals, and overall development.” FSW Anchors Student



In alignment with Florida SouthWestern State College’s Strategic Directions, FSW Anchors provides practical support to cultivate a culture focused on inclusion and continuous improvement.

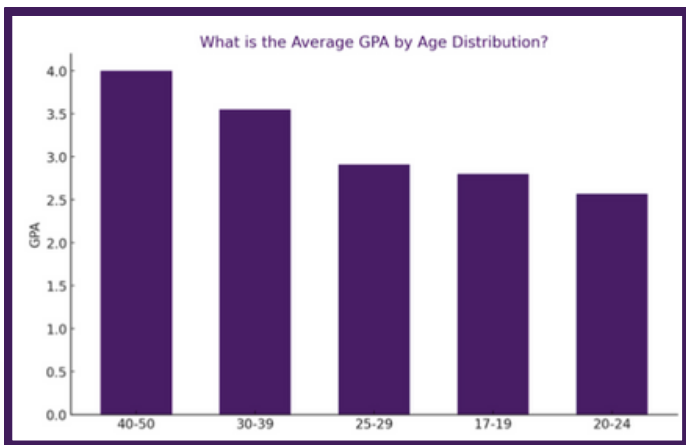
The age distribution chart reveals a majority of students falling within the 20-24 years age group, followed by the 17-19 years group. This pattern shows FSW's varied student population, with a blend of traditional college-aged students and a meaningful presence of learners across other age ranges.



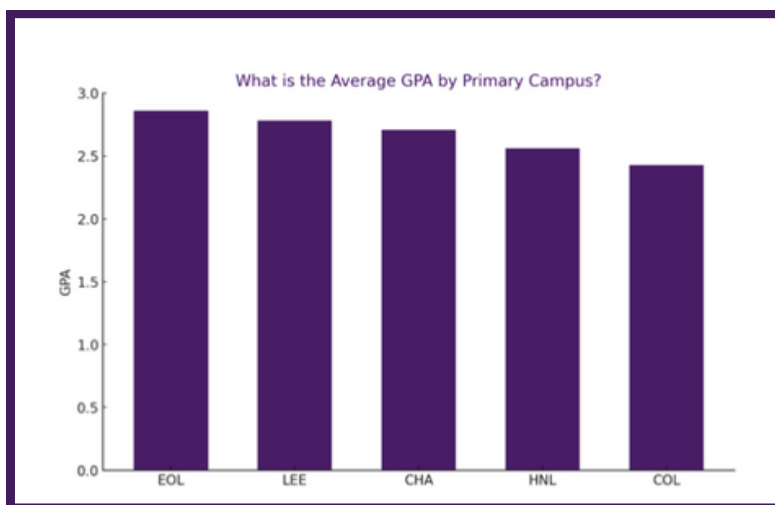
Amongst FSW Anchors participants, an analysis of the average GPA by age distribution unveiled distinct patterns. Students aged 40-50 achieved the highest average GPA, possibly reflecting more extensive life experience and commitment to their studies.

Those in the 30-39 years group followed with a robust average GPA of 3.55, indicating their discipline and focus while pursuing higher education. The 25 - 29 years group displayed an average GPA of 2.91, indicating a transition phase where academic focus may intensify.

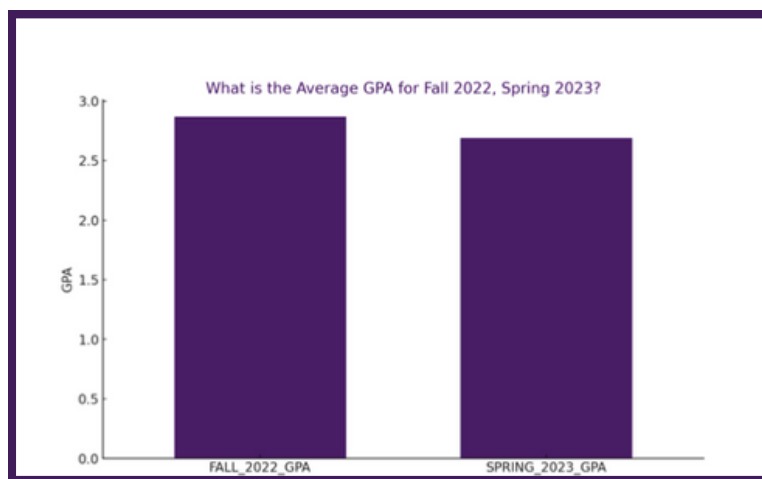
The younger students, aged 17-19, began their academic journey with a promising average GPA of 2.80, laying a solid foundation. Interestingly, the 20-24 years group's slightly lower average GPA of 2.57 may reflect the many choices and transitions students in this age range encounter.



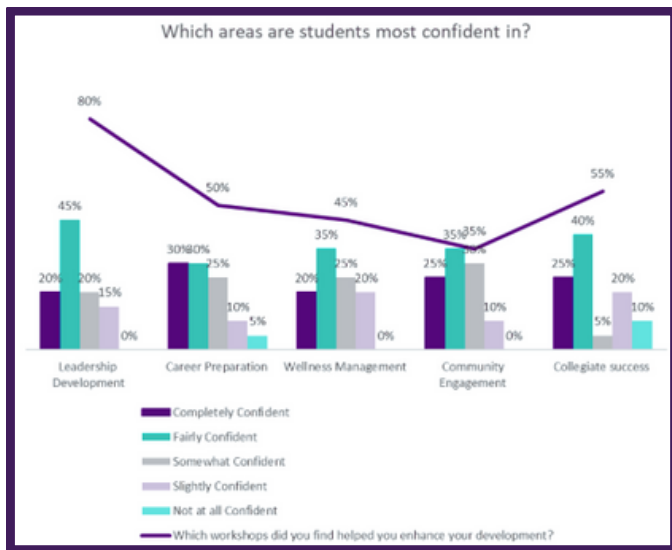
“The anchors program helps first gen students as well as others to help boost GPA, career goals, and overall development.” FSW Anchors Student



The average FSW Anchors participant GPA across primary campuses, including physical locations and asynchronous online courses (EOL), indicates variations in academic performance. The highest academic performance is happening in asynchronous online courses, followed closely by courses on the Lee campus.



The average GPA for Fall 2022 was approximately 2.87, reflecting a strong start to the academic year for students in the Anchor Mentors program at Florida SouthWestern State College. In Spring 2023, the average GPA slightly decreased to 2.69. While this decline warrants attention, there are often various factors that contribute to this trend, including academic challenges and transitional periods.



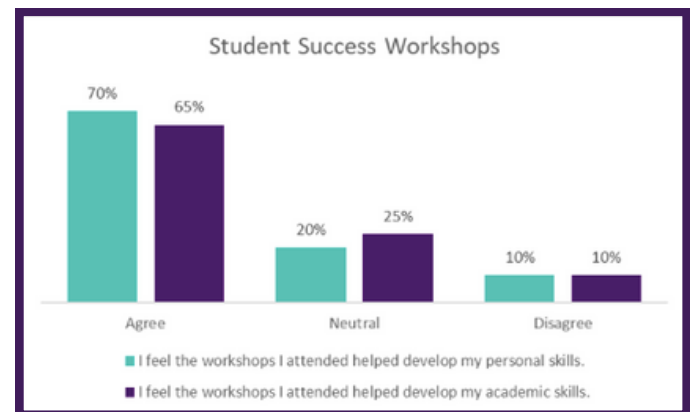
FSW Anchors had an average 60% confidence rate in Leadership Development, Career Preparation, Wellness Management, Community Engagement, and Collegiate Success. When asked to choose the workshops that most enhanced their development, 80% of the participants chose Leadership Development, followed by Collegiate Success at 55% and Career Preparation at 50%.

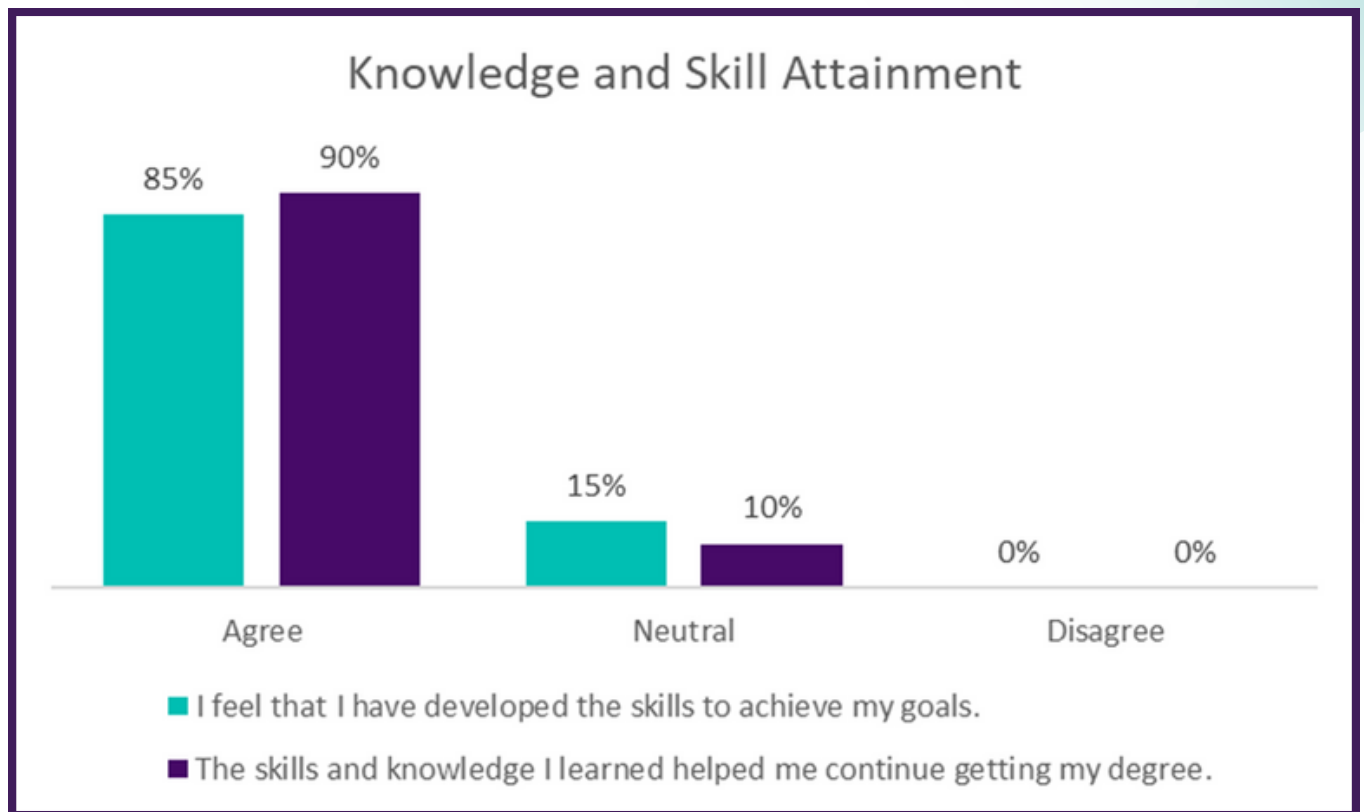
“It [FSW Anchors] has made me aware of opportunities and workshops that I wouldn’t have otherwise known about.” FSW Anchors Student



Workshops at Florida SouthWestern State College resonate positively with FSW Anchors, particularly in developing personal and academic skills. In regard to personal skills, 70% of students agree that the workshops were beneficial, with 20% neutral and 10% in disagreement. Similarly, 65% found the workshops helpful for academic skills, accompanied by 25% neutrality and 10% disagreement.

These figures underscore the workshops' dual role in nurturing personal growth and academic competence. It's an encouraging testament to the Anchor Program's commitment to offering support tailored to meet the needs and aspirations of FSW students.





85% of Anchors participants agreed that they have developed the skills they need for goal achievement. This substantial agreement suggests that the program effectively equips students with the necessary tools and abilities to reach their personal and professional objectives. The remaining 15% of respondents were neutral. Notably, there were no disagreements, which underscores the universally positive or at least non-negative reception of the skill development aspect of the program.

Similarly, the response to the statement, "The skills and knowledge I learned helped me continue getting my degree," reinforces this positive outcome. An even higher percentage, 90%, agreed with this statement, highlighting the direct and beneficial impact of the learned skills and knowledge on their academic journey. The fact that these skills are not only being learned but are also being actively applied in pursuing academic degrees speaks volumes about the practical and relevant nature of the Anchors Program. Again, the remaining 10% were neutral, and there were no disagreements, indicating a broad consensus on the program's effectiveness in supporting academic endeavors.

Engage

A portion of the annual FSW Anchors participant survey required students to respond to qualitative questions. The responses generated the following themes: Student Support and Collaboration, Personal and Professional Development, and Comfort Levels in Navigating Critical Processes like transferring to a bachelor program or entering the employment market. Qualitative analysis of these student remarks supports the FSW Anchor team in focusing on understanding the multifaceted impact of the FSW Anchors program on students' academic and personal lives. The insights inform targeted strategies to enhance student preparedness, support, and overall educational experience.



On the continued journey to supporting Florida SouthWestern State College's Strategic Directions the Anchor Program strives to recognize and validate experiences to expand educational access.

Student Support and Collaboration was a recurring theme, reflecting the FSW Anchors program's emphasis on creating networking opportunities, mentorship, and boosting confidence, GPA, and career goals. One student's comment, *"The connections I have made networking with others. I mean, it opened the door for me to get a job on campus,"* encapsulates the program's contribution to personal and professional development. Communication and Engagement were also highlighted, with students expressing satisfaction with current services and recommending more frequent newsletters, emails, and social opportunities, *"The weekly newsletter with events has led me to be more involved with the FSW community."*

How Can FSW Anchors Enhance Its Services and Resources for Students?				
Themes	Codes	Code Frequency	Quotes	Summary
Student Support and Collaboration	Forum, Peer Support, Mental Health, Mentorship	5	"I believe having a forum or coming into the student engagement and collaborating with pre-existing anchors students to help each other one on one."	Students suggest the creation of a forum or peer support program, increased networking and mentorship opportunities, and a bigger emphasis on mental health resources for better collaboration and support.
Communication and Engagement	Satisfaction, Newsletter, Emails, Social Opportunities	6	"The weekly newsletter with events has led me to be more involved with the FSW community."	Some students are satisfied with the current services and resources provided by FSW Anchors. Improved communication through newsletters and emails is suggested to keep students informed and involved. More opportunities for social interaction among students are also suggested.
Resource Enhancement	Computer Lab, Extended Hours	1	"This student suggest a computer lab for more long hour in order to complete the extended assignments and homework specially for bachelor degree."	There's a suggestion for a computer lab with extended hours for completing assignments, indicating a need for enhanced resources.

Resource Enhancement was identified as a key area, with a suggestion for a computer lab with extended hours for completing assignments. Together, these themes provide a comprehensive understanding of how the FSW Anchors program has been beneficial in fostering support, enhancing communication, and providing necessary resources, all contributing to a more enriched and supportive educational experience for students.

Personal and Professional Development emerged prominently in the responses, encompassing networking, job opportunities, mentorship, confidence building, and career goal setting. Students highlighted the value of networking opportunities provided by the FSW Anchors program, shaping their academic and career trajectories. Support and Resources were also emphasized, reflecting the program's ability to provide a reliable support system and resource availability, enhancing the overall college experience.

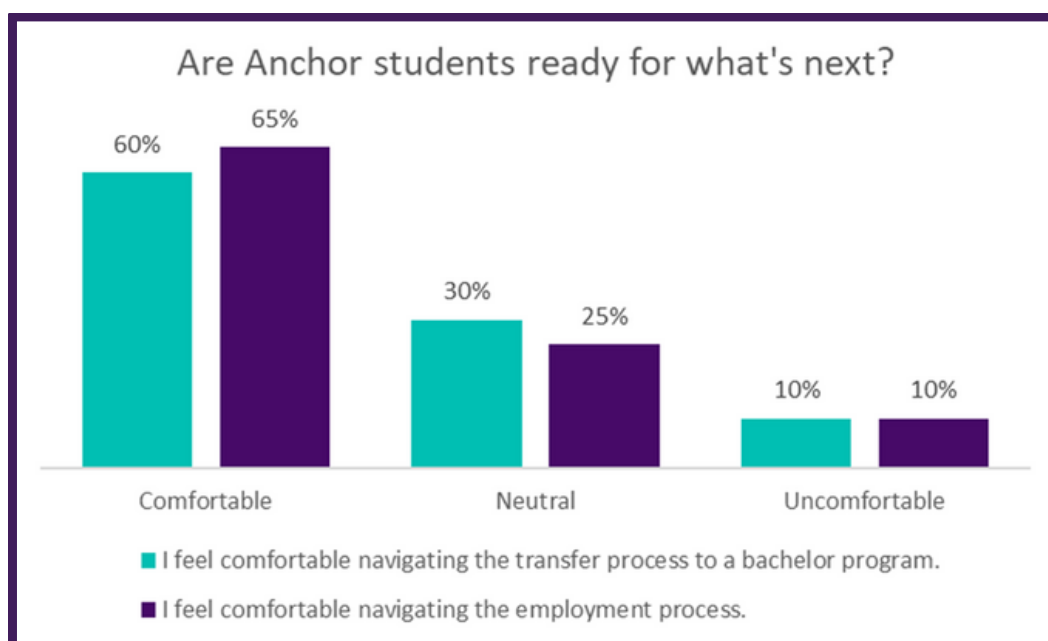
How Does the Anchors Program Contribute to Student Success?				
Themes	Codes	Code Frequency	Quotes	Summary
Personal and Professional Development	Networking, Job Opportunities, Mentorship, Confidence, GPA, Career Goals	5	"The connection si have made networking with others. I mean it open the door for me to get a job on campus."	The FSW Anchors program has provided networking opportunities, mentorship, and boosted confidence, GPA, and career goals, contributing to personal and professional development.
Support and Resources	Support, Resources	3	"I know that if I need anything I can reach out for help."	The program has provided a support system that students can rely on when needed and made resources available, enhancing the college experience.
Awareness and Engagement	Awareness, Opportunities, Events	3	"It has made me aware of opportunities and workshops that I wouldn't have otherwise known about."	The program has increased awareness of opportunities and workshops, and helped students stay informed about upcoming events, promoting engagement.

Awareness and Engagement were identified as key themes, focusing on the program's role in increasing awareness of opportunities, workshops, and upcoming events, fostering a sense of community and active participation within the student body. Together, these themes paint a comprehensive picture of the FSW Anchors program's impact on students, highlighting its multifaceted approach to addressing different aspects of student life. The program's emphasis on development, support, and engagement contributes to a more enriched and supportive educational experience, resonating with students' needs and aspirations.



Comfort levels with navigating critical processes are an essential gauge of student readiness at Florida SouthWestern State College. When it comes to the transfer process to a bachelor program, 60% of Anchor participants feel comfortable, 30% are neutral, and 10% feel uncomfortable.

In the context of navigating the employment process, 65% express comfort, 25% remain neutral, and 10% are uncomfortable. These insights emphasize the importance of guidance and support in these transitional phases. The data not only validates program efforts in student preparedness but also informs areas where additional resources can further enhance confidence.



Recommendations

Improvement in higher education is an eternally evolving process based on research and the changing needs of students. Higher education institutions need to adopt an adaptable approach, allowing them to function with flexibility and creativity to support the students they serve (Paige et al., 2017). Many educators and researchers believe that college students are most likely to succeed when fully integrated into an institution's academic, cultural, and social environment (Aljohani, 2016; Daniels et al., 2019). Comprehensive action is needed to delve into this phenomenon more deeply (Stringer, 2014).

Essential themes derived from the FSW Anchors survey, research, current best practices, and innovative approaches used in higher education inform the recommendations in this report. As the FSW Anchor program continues to evolve, these themes will help stakeholders address the needs of all students, with a specific focus on enhancing student success for first-generation students, those with limited financial resources, first-time college students, and historically underrepresented populations. Intentional focus on these themes strengthens the FSW Anchors program call to action to improve and sustain student success across learning environments.



Recommendation One: Support

In the pursuit of fostering a nurturing and supportive learning environment, the cultivation of a strong sense of community and belonging stands as a crucial imperative. The data gleaned from the 2023 FSW Anchors survey at Florida SouthWestern State College reinforces the significance of this objective and compels program leaders to take deliberate actions to enhance the feeling of connectedness among FSW's student population.

Inclusive Online Engagement

40% of FSW Anchors are taking courses online. To address the unique needs of this online student population, it is vital to curate flexible and inclusive opportunities that provide engagement with peers and professors. Virtual platforms can be leveraged to create spaces for online students to connect, collaborate, and participate in extracurricular activities. This might include virtual meet-ups, discussion forums, and webinars that provide avenues for meaningful interaction. The ongoing collaboration between OSE, Learning Technologies, and FSW Online is pivotal in developing and delivering online learning experiences and support that facilitate student connectivity and success.

Amplified Role of FSW Anchors Staff Members and Mentors

The sense of connection and relationship-building among students is a critical component of their college experience. The survey results show that 70% of students have made meaningful connections and relationships at Florida SouthWestern State College, which highlights FSW Anchors success in cultivating a supportive and inclusive community. This positive response underscores the importance of maintaining and further developing this environment. To bolster this sense of belonging, we can explore additional avenues, such as peer support networks and collaborative projects encouraging student interaction and relationship-building.

The 2023 survey's findings reveal that FSW Anchors staff members play a significant role in student engagement, with 40% of students identifying them as a primary source of connection. This demonstrates the importance of staff members in shaping the student experience. It is recommended that we continue to empower and train FSW Anchors staff members to effectively engage with students through academic guidance and by fostering personal connections. Moreover, the 20% of Anchors who recognized their mentors as the person they connected with reinforces the value of one-to-one mentoring. It is recommended that FSW continue to invest in mentorship programs that facilitate the organic development of relationships.

Strengthening Community Partnerships

The engagement with Community Partners, as indicated by 5% of respondents, presents an opportunity to expand the avenues through which students can connect. Collaborations with external organizations such as the Guadalupe Center, Immokalee Foundation, and the Collaboratory can give students access to a broader network and resources, enhancing their sense of belonging to a larger community. By nurturing these partnerships and actively involving Community Partners in campus activities, we can create a more holistic and interconnected environment for our students.

FSW Anchors strives to build a strong community and sense of belonging among the FSW student body. By forging intentional community partnerships, we can create an environment where every student feels connected, engaged, and supported. This recommendation aligns with our commitment to providing a comprehensive and enriching educational experience for all students across learning modalities.

Conclusion

FSW Anchors will enhance online engagement, empower staff and mentors, and strengthen community partnerships to foster a sense of belonging among students. These actions aim to provide holistic support that enables students to excel academically and personally. This approach aligns with FSW's commitment to building community and belonging to advance a world-class educational experience.

Recommendation Two: Connect

In response to the evolving needs of FSW students, it is evident that practical support plays a pivotal role in enhancing academic success and personal development. Practical support is provided by offering tailored programs and resources to aid students in navigating the college environment effectively. Based on the insights gathered, it is recommended that FSW strengthen and expand practical support initiatives both for in-person and online students.

Fostering Meaningful Academic Connections

In line with the evolving educational landscape, we must harness technology to provide flexible and accessible support to in-person and online students. The most substantial FSW age population, 20-24, has the lowest average GPA. Anchor mentors can promote platforms like Tutor.com, with 24/7 support, and FSW Tutoring Centers in reminders targeted at Anchors participants that destigmatize help-seeking behaviors. By embracing innovative technologies and promoting help-seeking behaviors, FSW Anchors can provide a network of support resources that meets students where they are and adapts to their individual needs.

Tailored Workshops for Holistic Development

The workshops offered at Florida SouthWestern State College have proven instrumental in fostering personal and academic growth. The positive feedback from students regarding Leadership Development, Collegiate Success, and Career Preparation workshops highlights the effectiveness of these programs in enhancing overall development. 80% of participants identified Leadership Development as the most impactful workshop, showing the need for FSW to provide programming that enhances skills beyond the academic realm. By continuing to offer workshops that target these critical areas, the FSW Anchor program ensures that students are equipped with the necessary skills to excel academically and thrive in their future careers. Additionally, expanding workshop offerings to include topics such as wellness management and community engagement can further contribute to the well-rounded development of FSW students.

Enhancing Personal and Academic Skills

The substantial agreement among students regarding the beneficial impact of workshops on personal and academic skills indicates the effectiveness of the current approach. 70% of current Anchors find the workshops helpful in terms of personal skills and 65% report positive outcomes for academic skills. The Anchor program has a strong foundation to build upon. This data reaffirms the importance of continuing to offer workshops that address personal and academic needs, acknowledging the interconnectedness of these aspects in a student's overall growth. Consistently evaluating the content and delivery of workshops ensures they remain relevant, engaging, and impactful.

Conclusion

FSW will increase offerings of practical support tailored to students' unique needs by expanding workshop offerings, enhancing personal and academic skill development, and fostering meaningful connections. In this manner, holistic support is offered that empowers FSW students to excel academically and personally. These recommendations align with FSW Anchors commitment to creating a supportive, engaging, and inclusive environment that sets open-access college students up for success.



Recommendation Three: Engage

To ensure a meaningful and transformative educational journey for all students, it is imperative to recognize and validate their differing experiences, particularly those who grapple with challenges, stigmas, and self-fulfilling prophecies related to their identities and backgrounds. Incorporating meaningful experiences that merge learning objectives with personal growth can profoundly impact a students' sense of purpose and belonging. This approach not only enriches the learning process but also aligns with the evolving needs of society. Recognizing and validating their experiences empowers students to navigate academic and personal pursuits with a genuine sense of intentionality, purpose, and accomplishment.

Student Development, Support, and Engagement

In line with the Personal and Professional Development theme, one student mentioned in the 2023 survey that networking *"Opened the door for me to get a job on campus."* Expanding existing networking and mentorship programs would provide a more enriching experience for students. The theme of Support and Resources, supported by student responses like *"I know that if I need anything, I can reach out for help,"* suggests that promoting support mechanisms, such as mental health services or academic advising, would further validate and recognize the student experience. Lastly, the theme of Awareness and Engagement, encapsulated here, *"It has made me aware of opportunities and workshops that I wouldn't have otherwise known about,"* indicates that a more robust awareness campaign, including a mobile app or an interactive social media presence, could keep students engaged and informed.

Enhancing Services and Resources at FSW

Addressing the theme of Student Support and Collaboration as identified in this response, *"I believe having a forum or coming into the student engagement and collaborating with pre-existing FSW Anchors students to help each other one on one,"* a student forum or peer support program could provide a sense of community and one-on-one support.

Regarding Communication and Engagement, a student noted, "*The weekly newsletter with events has led me to be more involved with the FSW community,*" an initiative such as introducing a bi-weekly newsletter or a dedicated GroupMe Chat for real-time updates could meet the students' desire for more frequent and timely information. Lastly, the theme of Resource Enhancement, as mentioned by one student, "*This student suggests a computer lab for more long hours,*" indicates that assessing and upgrading existing resources like computer labs with extended hours would meet the student's academic needs and contribute to their success.

Guidance through Transitional Phases

The data highlighting students' comfort levels in navigating critical processes such as transfer to bachelor programs and employment indicate the importance of providing guidance and support during these transitional phases. Over half of the participants surveyed feel comfortable navigating transferring to a bachelor program or entering the workforce after earning their Associate's Degree. It is recommended that FSW enhance efforts in offering resources, workshops, and mentorship to increase students' confidence and ensure they feel well-prepared for these pivotal transitions in their academic and professional journeys.

Conclusion

The recommendations for recognizing and validating Anchor participants' experiences align with the program's commitment to fostering a nurturing and inclusive educational environment that prepares students for the future. By integrating meaningful experiences, designing thoughtful learning opportunities, and providing guidance through transitional phases, we can empower FSW students to thrive academically, personally, and professionally. This approach acknowledges student experience and positions them for success in a rapidly evolving world. FSW Anchors plans to expand networking and mentorship programs, enhance support services, and upgrade resources to better meet students' academic and personal needs. These initiatives aim to provide comprehensive support that validates and recognizes the diverse experiences of FSW students. This strategy aligns with FSW's commitment to expand educational access.

Future Directions

Implementing a comprehensive student support system is a pivotal step toward ensuring students' success at every level. Support systems designed to unify efforts across various departments and resources within an institution create a powerful collaborative force dedicated to breaking down barriers and promoting student achievement (Turner, 2016). FSW Anchors will prioritize the following recommendations AY '23-'24 to further enhance the effectiveness of FSW's comprehensive student support system.

- Establish cross-departmental working groups to foster collaboration and shared responsibility among staff and faculty members from diverse areas. These groups can meet or collaborate on Teams regularly to discuss student support strategies, share information, and coordinate efforts, breaking down silos and promoting a more holistic approach to supporting students.
- Implement a referral and follow-up protocol within the comprehensive student support system. This protocol will outline the steps for referring Anchors to appropriate support services and ensuring that follow-up actions are taken, effectively addressing academic and non-academic barriers leading to improved student retention and graduation rates.
- Develop workshops recognizing and validating student experience while fostering a sense of belonging. These workshops will model success within relevant, engaging contexts that capture the FSW student experience.

These recommendations align with Turner's (2016) research findings, emphasizing the importance of such a system in enhancing student success. As noted by Paige et al. (2017), effective collaboration and communication are the driving forces behind this endeavor. They facilitate seamless referrals, follow-ups, and information sharing, which are crucial components of a system that addresses academic and non-academic barriers. A comprehensive student support system further improves retention and graduation rates for our students, which aligns with our college's mission and strategic priorities. By implementing a comprehensive student support system, we are not merely addressing academic challenges; we are building a foundation for our students' holistic growth and achievement, ultimately benefiting our institution as a whole.

Acknowledgements

The FSW Anchors program is delighted to present the FSW Anchors Annual Report for the Academic Year (AY) '22-'23. This annual report outlines the program's progress in achieving strategic objectives, highlights strengths, addresses challenges, and offers recommendations within the framework of continuous improvement. We extend our gratitude to the Office of Student Engagement staff, Peer Mentors, FSW Online, mentors, departments, community partners, and students who have contributed to this achievement. The annual report was only possible with the collaboration, guidance, and expertise of Anna Haney-Withrow, Instructional Designer, and Dr. Heather Olson, Director of Online Teaching and Learning Experience. In addition, we would like to thank Brenda Shave, Amyre Gray, Angelica Ramirez, Angelys Torres, Dontae Barnett, and Girkia Battles for designing the report and organizing program functions.

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