

Our Vision

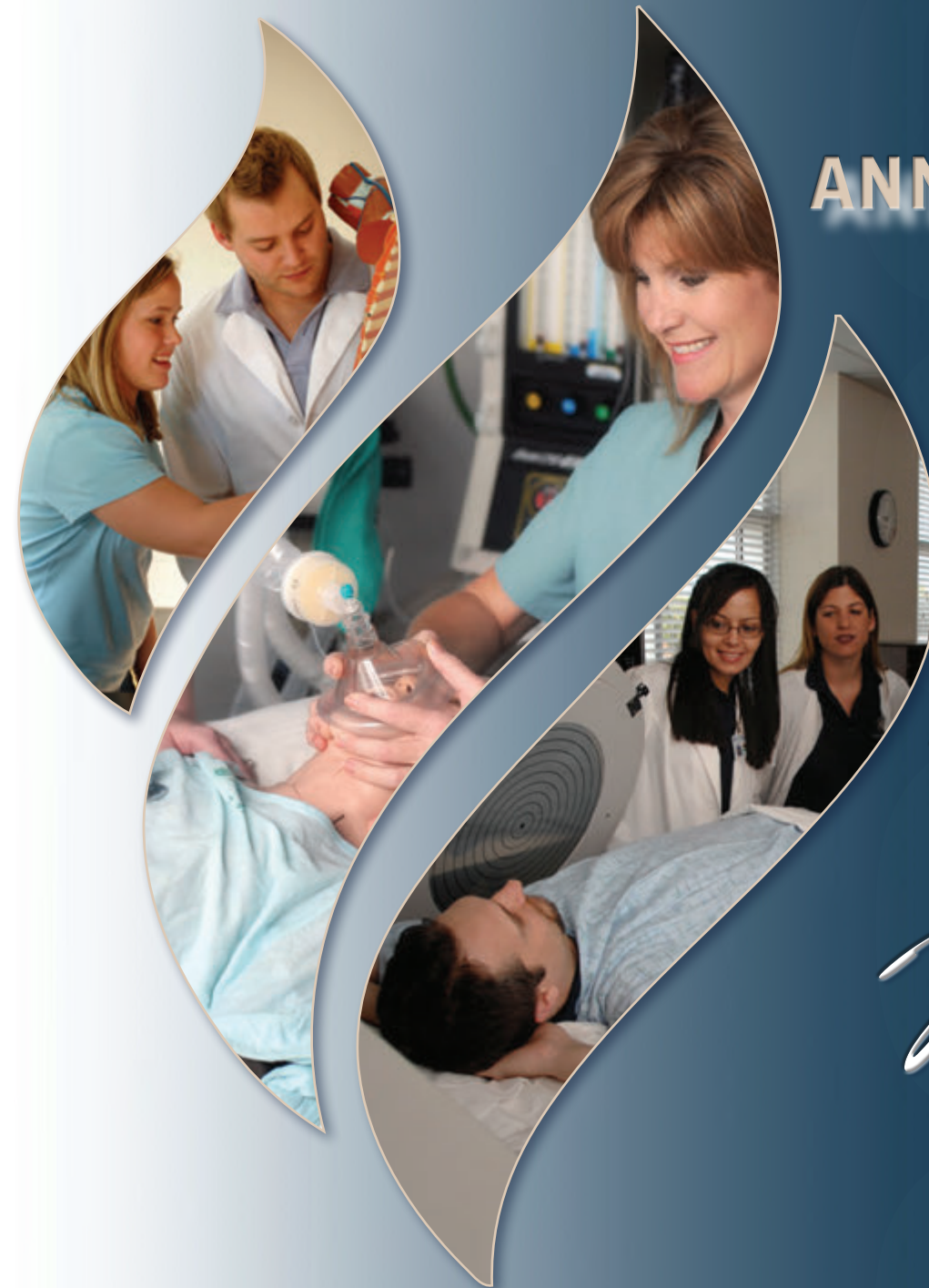
NURTURE
EXCELLENCE
SPIRITUALITY
STEWARDSHIP



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ANNUAL REPORT
2007-2008



*Managing
Through
Mission*

**FLORIDA HOSPITAL COLLEGE
OF HEALTH SCIENCES**

2007-2008
ANNUAL REPORT

*Managing
Through
Mission*

President's Message



“Florida Hospital College of Health Sciences is a highly focused, mission-focused, driven educational institution that is doing extremely well today.”

Dr. David E. Greenlaw
President / CEO

The challenges faced by higher education today are some of the greatest seen in a number of years. Federal government regulations are more exacting: fewer dollars are available for student loans, while state governments continue to cut allocations. This happens concurrently with record numbers seeking degrees.

Florida Hospital College finds itself in a unique position amid this milieu in that it offers professional degrees in health care careers which are in great demand. These career demands have enabled Florida Hospital College to develop and expand over the last sixteen years both in numbers of students attending and degrees offered. Today, approximately 2,400 students seek associate, bachelor, and master's degrees at this institution. Keeping a balance between the national environment and our growth opportunities is our challenge.

Throughout this report you will read snippets from interviews with pioneer board members, along with profiles of merit awardees. Together, these paint a picture of what makes this institution special. Remembering our history and celebrating our excellence will keep us focused so that we can meet the challenges of the unfolding educational realities.

In the following pages you will find multiple vignettes from the 2007-2008 school year at Florida Hospital College of Health Sciences (FHCHS). The initial information is divided according to the four words representing our core values of Nurture, Excellence, Spirituality, and Stewardship. Each core values section is divided into three parts that need a little explanation.

The first part of each section reports some of the values feedback results from the National Survey of Student Engagement (NSSE). The survey reports on the results of five benchmarks of effective educational practice. FHCHS students took this survey for the first time this spring. It gives a broader picture of student life and attitudes than the Noel-Levitz Student Satisfaction Survey which has been administered for the past nine years.

Next, are Pioneer Profiles that came from interviews that Dr. Bob Williams has been conducting with early members of the College from the Board of Trustees, to administration, to various faculty members. This section contains important quotes from those interviews.

Finally, each core values section profiles the 2007-2008 Merit Awardees. The nine recipients were nominated by their peers and chosen by a process involving the previous year's winners. The Merit Awards are one way the College recognizes those individuals from both faculty and staff who exemplify the mission of FHCHS. In addition to receiving a plaque, a monetary award was given.

After the core values sections, you will find a snapshot of the 2007-2008 financial picture. This Report is closed as always by a few words about the future.

The Year In Review

Major Accomplishments

Accreditation Visits

- Accreditation from the Council on Accreditation for the Nurse Anesthesia Program
- Southern Association of Colleges & Schools (SACS) – Site visit for approval to offer Masters-level education – final decision – December 2008.
- Radiography – Successful site visit
- Sonography – Reaccredited for 10 years.

Launch of Nurse Anesthesia Program

- Current students – 21
- Number of applicants for January 2009 intake – 100

Receipt of Grants

- Succeed Florida Nursing Grant (renewal) \$144,000
- Johnson and Johnson (renewal) \$25,000

Blended Education

- ASN
- General Education

Nurture





Mission Highlight-Nurture

NSSE

Sixty-one percent of FHCHS freshmen rated the quality of their collegiate relationships as a seven (friendly, supportive, sense of belonging) on a seven-point scale. This compared with 33%, 31%, and 29% for Florida Mission-driven colleges of a similar size, and national participants respectively. Similar trends were seen in their relationship with faculty members and administration. In each case the Florida Hospital College students indicated a score of seven in numbers approximately twice as large as the comparison groups.

Pioneer Profile

Malcolm Gordon, Retired Seventh-day Adventist Church Official
Former FHCHS Board of Trustees Chair

Pastor Gordon was the second Board of Trustees Chair beginning in 1993. When asked what he had learned from his participation in the development of the College, he responded:

“Generally the atmosphere of Christian love and care in a top educational atmosphere. I think it should be an example to others. I will be happy to have others come to us and ask. . . what you would suggest – and for them to see what we are doing here. Something is working.”

Core Value Merit Award – Nurture

Vicki Case, Faculty Member, Department of Occupational Therapy Assistant

Nominated by her peers, Ms. Case represents someone who:

- Helps others meet their goals
- Puts others first
- Sees her life in terms of service
- Exhibits consistent kindness

Ms. Case is in her 10th year as a faculty member at Florida Hospital College. Her primary responsibilities are to coordinate the clinical experiences for students in the OTA program. Of particular note, Case helped develop and teach two courses available to on-campus students. Exceptional People is designed to help students develop an understanding of special populations (which may include persons with physical, developmental, psychiatric, and/or psychosocial challenges). She also was part of the development of a Service Learning course which helps students learn to engage meaningfully with various service-providing community organizations.



Excellence





Mission Highlight-Excellence

NSSE

When rating the overall quality of their educational experience at FHCHS, 39% of students rated it as good and 47% as excellent. Beliefs about their education were actually rated higher by seniors than their first-year counterparts with 52% of them rating it as excellent and 42% as good. As with Nurture, these figures are significantly higher than the comparison groups who scored 6 to 10% lower for the same cohorts.

Pioneer Profile

Dr. David Greenlaw, Founding and Current President

"The faculty and staff that we have is comparable to any institution of higher education in this country."

Dr. Robert Williams, First Academic Dean and Current Assistant to the President

"This College or any college... does not develop in the way FHCHS has developed without extremely hard work on the part of a whole group of people... people who are just giving everything they have got... We have never been able to accept second class. We have done some second class things... and we knew they were second class when we did them, but they were the best we could do until we could get to first class."

Core Value Merit Award – Excellence

Starr Bender, Director of Student Financial Aid

Peers recognize Ms. Bender as an individual who:

- Provides consistent and reliable workplace performance
- Lives by a code of high ethical standards
- Serves as a professional role model to students and coworkers
- Participates in lifelong learning

Since coming to the College in 1994, Ms. Bender has overseen both the tremendous growth of financial aid as well as the concomitant growth of her department. She is a very hard and able worker who has brought to her role the critical qualities of a commitment to excellence combined with a passion for serving students.



In nominating Ms. Bender, a colleague said: "I have been here almost four years, but I am convinced that Starr is truly committed to excellence in her job. [She] is consistent in attending meetings, consistent in her knowledge and expertise of not only her area but other department policies, and never fails to support institutional efforts and College initiatives."

Excellence

Merit Award – Educator of the Year

Polly Watkins, Faculty Member, Department of Nursing

Polly Watkins has been a member of the Nursing faculty at the College since 1996. Her specialty is obstetrics. During her tenure, Ms. Watkins has distinguished herself as a teacher with a particular facility for integrating technology into the classroom. She has pioneered creative uses of PowerPoint and video clips imbedded into her presentations.

When the Department decided to move toward blended classes, Ms. Watkins led the way with an effective redesign of her course, engaging her students in higher levels of critical thinking. Today she is looked to by her colleagues as a leader and mentor in innovative education. Her accomplishments have made an extraordinary impact on students, her peers, the College, and the community.



Faculty Merit Award – Scholarship

Anael Santos, Faculty Member, Department of Health and Biomedical Sciences

In spite of his short tenure at the College, Dr. Anael Santos was nominated for the 2007 – 2008 Merit Award for Scholarship by his peers. His interest and continued participation in research has been an incentive to his students and an encouraging example of a teacher/scholar to his colleagues. Dr. Santos continues to publish with his former associates at North Carolina State University. He recently gave presentations at several conferences in Europe.

Dr. Santos exhibits rigor as a scientist. This has made him an integral part of the initiative in the Department of Health and Biomedical Sciences to engage students in research as part of their Bachelor of Health Sciences Degree.



Excellence

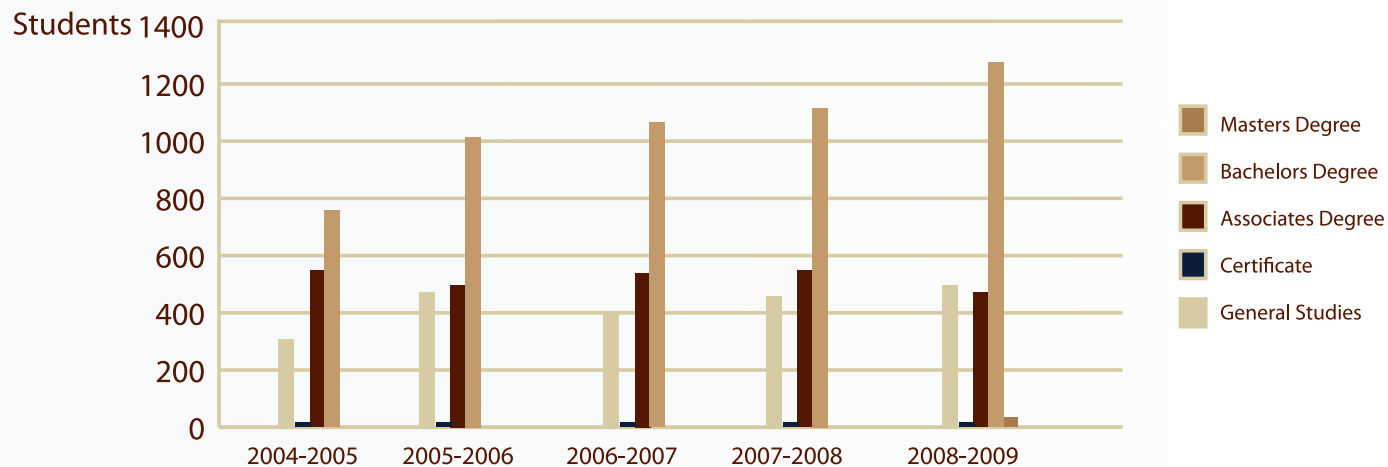
Adjunct Faculty Merit Award – Teaching

Mary Melvin, Faculty Member, Department of Health and Biomedical Sciences

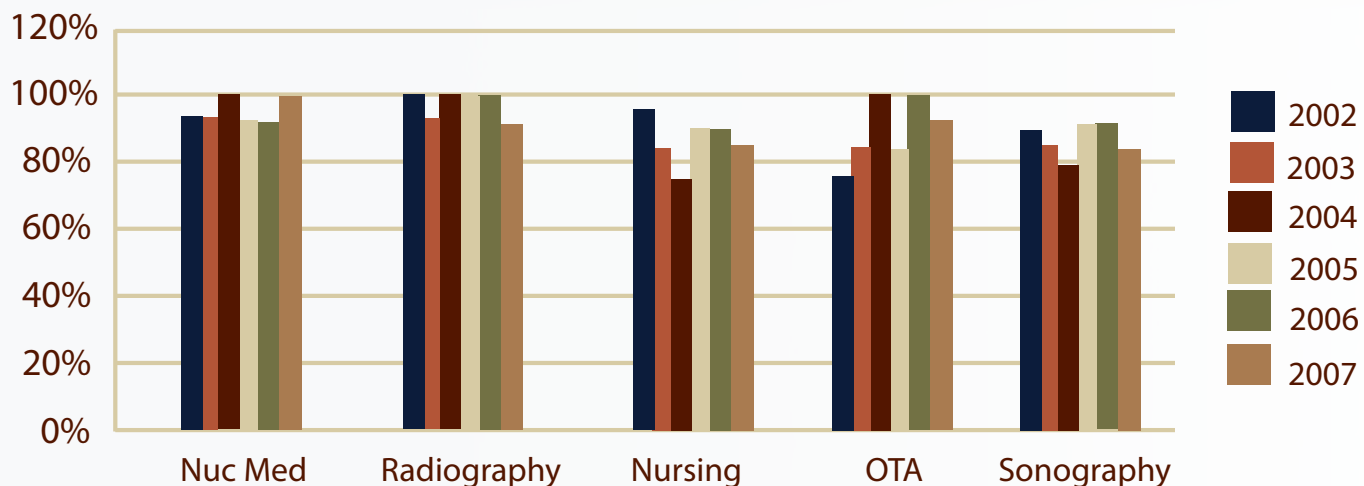
The role of an adjunct professor at Florida Hospital College is a vital one. Mary Melvin has played such a role for over a decade. While her primary teaching job is involved with the Florida Virtual High School, Ms. Melvin has developed both the Survey of Physics and General Physics courses at FHCHS. Her knowledge of excellence in education and her warm, engaging style have helped many students become successful healthcare professionals. Ms. Melvin has the ability to take what is for many students their first exposure to physics and make it understandable. She has laid a foundation in her field that has enabled imaging and therapy students to successfully complete the physics courses specific to their professions.



Enrollment by Level



Pass Rates



Spirituality

The background of the slide is a blurred photograph of a wooden cross. The cross is positioned diagonally, with its top-right corner pointing towards the upper right. The wood has a natural, light brown tone. The background behind the cross is a soft-focus green, suggesting a natural, outdoor setting like a garden or a field. The overall lighting is soft and natural.



Mission Highlight-Spirituality

NSSE

The Mission Engagement Consortium for the NSSE added 20 questions to the national survey. Several of the questions asked for student's opinions about their spiritual experiences and about values and ethics. FHCHS students scored significantly above their comparison group in the questions used in the ethical/moral scale. In response to the statement, "Ethical and spiritual development of students is an important part of the mission of this institution," 92% of freshmen and 91% of seniors either agreed or strongly agreed. The comparison group rated at 54% and 45%, respectively.

Pioneer Profile

Dr. Thomas Werner, Retired President, Adventist Health System
First Chair, FHCHS Board of Trustees

The idea of this College was conceived of, nurtured, and launched by Tom Werner during his tenure as President of Florida Hospital. When asked about his reflections about the beginnings and growth of the College he responded:

"First, give thanks for the blessing that I think is obvious that has been bestowed upon this organization [then] be careful not to believe our own press clippings [but] believe that the God that made it possible for [FHCHS] to get where it is can make it possible for it to grow and prosper in ways we can't even dream of."

Core Value Merit Award – Spirituality

Reynold Acosta, College Chaplain

Spirituality is at the heart of this institution. Pastor Acosta was nominated and chosen as the recipient of this award because his peers feel that his life illustrates these qualities:

- Exemplifies the fruits of the spirit
- Conveys trust in God that dispels anxiety and stress
- Demonstrates an abiding respect for students and colleagues
- Supports others in their spiritual and moral journey

Reynold Acosta came to the College in 2006 after a career in the restaurant business. What might be viewed as a stretch to some, a move from business to ministry was a natural for Acosta. Wherever he finds himself is a place for service and ministry. Acosta has quickly endeared himself to students as both a friend and a guide. He has deeply impacted the campus through his life and ministry. It is said of Chaplain Acosta:

“His spirituality extends beyond his Chaplain’s office. He shows a compassion and zeal for taking care of the spiritual needs not only of the students, but of the faculty and staff. Many times during Sacred Space (a daily worship event) Reynold will mention a student or a staff member to pray for. He will go the second mile and sit at the hospital with that student while in the emergency room.”



Spirituality

Adjunct Faculty Merit Award – Exemplar of Core Values

Sagarika Sahu, Adjunct Professor, Department of Health and Biomedical Sciences

The College has worked to create an environment that supports the growth of individuals who study and work here. In doing so, it has identified qualities upon which that environment is built. Ms. Sahu exemplifies these qualities. She is an instructor in microbiology and an online chemistry course. She has consistently gone the extra mile to help both her students and the academic department for which she teaches. One of the exemplary qualities exhibited by Ms. Sahu is her ability to connect with the online students she teaches. She is able to reach across the distance inherent in this type of education and make a personal and productive connection with the working professionals enrolled in the baccalaureate completion programs.



A Different Kind of Mission Trip

Mission trips often follow a standard formula. They usually involve some type of building project or evangelistic outreach, or a combination of both. The Florida Hospital College annual trip to Russia does not fit this typical mold. This outreach has a special personal touch, helping to meet the emotional, physical, and spiritual needs of thousands of children whomake their home in one of more than 30 Children's Homes in the Tula Region of Russia.

Individuals from the United States partner with students, faculty, and staff from Zaosky Adventist University, the only Seventh-day Adventist College in Russia to provide Christmas for these children. Such a simple concept as these parties has had a huge and far-reaching impact. Most of these children are not a part of the Children's Home system because they do not have parents, but because they have parents who are unable or unwilling to care for them.

It is difficult for such children to understand a loving Heavenly Father, but when they meet people who love them enough to spend time meeting their needs, they begin to understand Heavenly love because they have seen love practiced on earth. Having Americans come every year and spend time with them has also helped these "throw-away" children understand that they have value.

Government officials are aware of what happens every Christmas at Zaosky and have expressed their appreciation to both Zaosky and Florida Hospital College. Yes, the Christmas Mission trip is a different kind of mission experience and has a different emphasis, but the outcome is the same as any other outreach—those who go grow, and those on the receiving end get to know more about a loving God.

Stewardship





Mission Highlight-Stewardship

NSSE

Several items on the NSSE reflect the concepts of stewardship (lifelong learning, worldview, and service). Perhaps none better than the question which asked students whether they had acquired “job or work-related knowledge and skills.” Given its profile as a professional school, it would be expected that FHCHS would do well on this item, and it did. Freshmen and seniors responded “very much,” rating this question 1/3 to 1/2 higher than the comparison schools. It was found that freshmen, many of whom have not yet entered their professional education, rated the College as “quite a bit” or “very much” when responding to this item.

Pioneer Profile

Charles Bradford, Retired Seventh-day Adventist Church Official
Original Member Board of Trustees

Commenting on the new paths that the College has blazed in Christian and professional education, Pastor Bradford stated,

“Yes [FHCHS] has not been afraid to innovate. You have not hesitated because someone says it’s not been done before... Here is an example of how we can... walk in places... that may be a little slippery... that’s a good spirit to have... We have to remain challenged. We are never going to rest here. This [preacher] says ‘no resting here.’ We’re going to be thankful for the blessings of God and we’re going to go forward here.”

Core Value Merit Award – Stewardship

Len Archer, Chair, Department of Health and Biomedical Sciences

As the recipient of this award, Dr. Archer is recognized as an individual who:

- Protects and conserves the recourses for which he is responsible
- Shares his personal gifts with others
- Respects the inherent value and dignity of human life
- Lives a Christ-like life

Dr. Len Archer joined the faculty at FHCHS in 1993. He has been a professor in the Department of Pre-Professional Studies (now the Department of Health and Biomedical Sciences) and is

currently the chair of the department. This award is particularly meaningful in light of the challenges that Dr. Archer faced throughout the 2007-2008 school year as he battled the life-threatening challenges of cancer and chemotherapy. His example of faith and courage are an inspiration to all. As chair of one of the largest and the most intricate department on campus, Dr. Archer has mastered the complexities of budgets, distance education, managing adjuncts, and answering a multitude of questions. In addition, he is seen by his peers as a wise and valued colleague.



Stewardship

Faculty Merit Award – Professional Service

Gage Gwyn, Faculty Member, Department of Nursing

Ms. Gwyn joined the faculty of the Nursing Department in 2006. This award is given to her in recognition of her professional service to the community in the area of oncology. Ms. Gwyn is a frequent speaker on this subject at both local and state levels and has provided leadership in professional organizations as well. Her peers identify her . . .



Asevidenceofherprofessionalservice,one of those nominating Ms. Gwyn stated: “Nationally certified as an Oncology Nurse(OC),Gagehasservedherclinical specialtyasbothPresident–Elect(2006) and President (2007) of the Central FloridaChapteroftheOncologyNursing Society.Academically,Gage’spassionfor mentoringhasledhertoserveastheChair oftheDepartmentofNursing’sMentoring Committee,whichservesastheprimary resourceforfacultynewtoacademiaand the Department of Nursing.”

The College is Blessed with a Solid Financial Position

The College has experienced another strong year of financial growth. Consistent escalation in enrollment has translated into a healthy bottom line, as indicated by the June 30, 2008 net gain of \$615,787. This number is composed of a \$444,042 gain as a result of operations and a \$171,745 increase in the temporarily restricted assets held at the Florida Hospital Foundation.

While the College is blessed with a solid financial position, we also understand very clearly that the numbers on our balance sheet and income statement reflect people who have chosen to entrust us with an investment in their own future. As such, FHCHS employees are committed to approaching stewardship with a Christian heart.

A student sent the following e-mail to Senior Administration regarding a Financial Services staff member. It exemplifies the vision of stewardship:

"I want to take the time to bring to your attention one of your employees that has been exceptionally prompt and courteous to me in handling a matter concerning my tuition. This is my first semester attending FHCHS and it has been very challenging. Your employee went above and beyond her job description. She expressed her concern for my situation and went to great lengths to help me resolve the situation. She is a great example of someone, somewhere putting forth an effort to do what's needed despite all the madness going on in the world today. She has wonderful character. Thank you for taking the time to listen."

FHCHS takes just as much pride in these words as we take in the financial data you will find on these pages from the past fiscal year.

FHCHS has:

Strengthened

our balance sheet with a 14% increase in the College's cash-in-bank. The fiscal year-end bank balance totaled

\$6,655,248

Increased

money spent directly on instruction. Among all expenses incurred to operate the College, the largest portion of the budget is dedicated directly to hiring faculty and creating a cutting-edge learning environment. As a percentage of the total budget, money spent directly on instruction represents:

51%

Broadened

our donor base as College dollars at the Florida Hospital Foundation have grown consistently over the past six years. Foundation dollars designated for the College at the end of the last fiscal year totaled

\$2,906,607

Expanded

our distance learning program by adding a B.S. in Diagnostic Medical Sonography. January 2008 marked the intake of our first on-campus class seeking a Master of Nurse Anesthesia degree. The distance/on-campus revenue percentage ratio last school year was

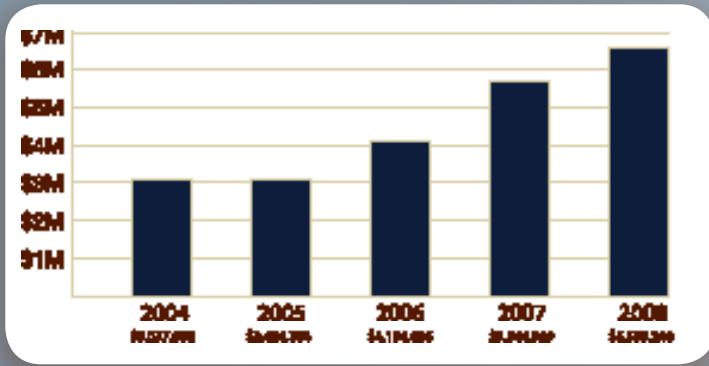
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Helped

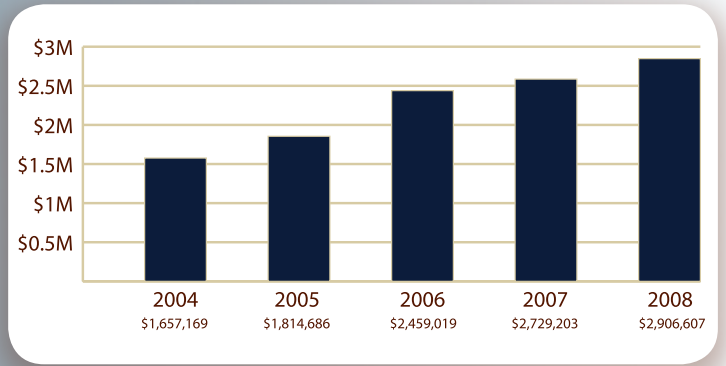
our students achieve their goals by providing 1,715 future healthcare professionals with financial aid. This number has more than doubled in the last five years, while the default rate over the same period has consistently stayed well below 3%. Financial aid distributed during the last fiscal year totaled

\$11,686,156

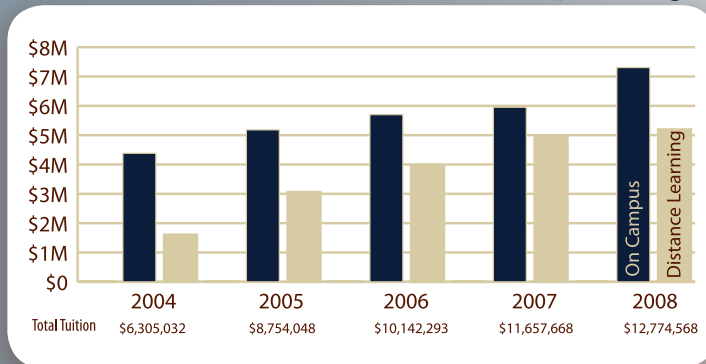
Cash-in-Bank



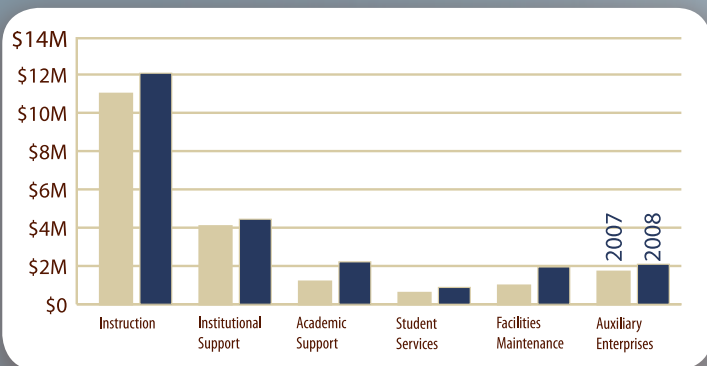
Foundation Dollars



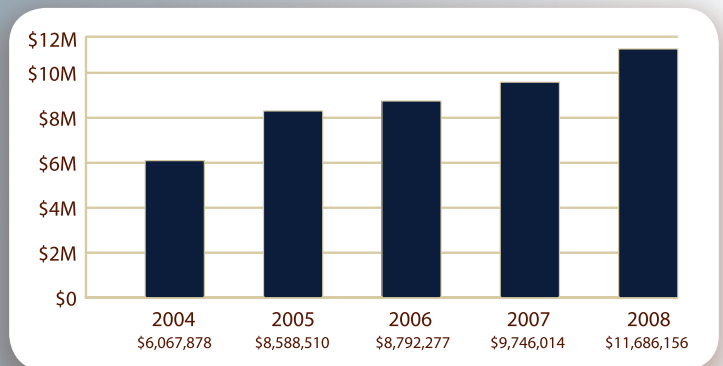
Tuition Revenue: Distance / On-Campus Programs



Expense Breakdown



Financial Aid Distributed



Statement of Financial Position

	June 30, 2008	June 30, 2007	Variance
Assets			
Current assets:			
Cash and cash equivalents	\$6,655,248	\$5,844,569	\$810,679
Student accounts receivable, less allowance for uncollectible accounts of \$175,517 in 2008 and \$436,651 in 2007	1,201,482	1,258,441	(56,959)
Due from Florida Hospital	15,347	412,634	(397,287)
Other receivables	730,977	378,254	352,723
Inventories	304,603	382,774	(78,171)
Prepaid expenses	723,532	294,694	428,838
Total current assets	9,631,189	8,571,366	1,059,823
Equipment	1,785,309	1,689,017	96,292
Accumulated depreciation	(1,397,778)	(1,287,953)	(109,825)
	387,531	401,064	(13,533)
Interest in net assets of recipient organization	2,906,607	2,729,203	177,404
Total assets	\$12,925,327	\$11,701,633	\$1,223,694
Liabilities and net assets			
Current liabilities:			
Accounts payable	156,396	\$435,571	(279,175)
Deferred revenue	1,869,578	1,057,507	812,071
Due to Florida Hospital	1,071,947	848,629	223,318
Other current liabilities	170,798	319,105	(148,307)
Total current liabilities	3,268,719	2,660,812	607,907
Net assets:			
Unrestricted	6,750,000	6,305,958	444,042
Temporarily restricted	2,906,608	2,734,863	171,745
Total net assets	9,656,608	9,040,821	615,787
Total liabilities and net assets	\$12,925,327	\$11,701,633	\$1,223,694

Financials pending final audit report

Statement of Activities

For the Year Ended June 30, 2008

	Unrestricted	Temporarily Restricted	Total
Revenue, gains and other support			
Tuition and fees	\$13,992,279	–	\$13,992,279
Less scholarship allowance	(49,670)	–	(49,670)
Net tuition and fees	13,942,609	–	13,942,609
Auxiliary enterprises	2,100,912	–	2,100,912
Contributions—Florida Hospital	5,569,219	–	5,569,219
Contributions—Florida Hospital Foundation	–	410,880	410,880
Other revenue, Net	2,700,567	–	2,700,567
Interest income	305,843	–	305,843
Net assets released from restrictions	239,135	(239,135)	–
Total revenue, gains and other support	24,858,285	171,745	25,030,030
Expenses			
Instruction	12,370,539	–	12,370,539
Institutional support	4,589,312	–	4,589,312
Academic support	2,076,704	–	2,076,704
Student services	866,677	–	866,677
Facilities maintenance	2,335,155	–	2,335,155
Auxiliary enterprises	2,175,856	–	2,175,856
Total expenses	24,414,243	–	24,414,243
Change in net assets	444,042	171,745	615,787
Net assets at beginning of year	6,305,958	2,734,863	9,040,821
Net assets at end of year	\$6,750,000	\$2,906,608	\$9,656,608

A Look to the Future

President Greenlaw frequently challenges the College family to look to the future. In doing so, the College has set its sights on several significant projects.

- The most exciting endeavor, which will occupy the College for the next several years, is the development of an associate-level nursing degree in a blended format. Combining what has been learned over the past eight years in our distance education programs with the face-to-face enrichment of a classroom learning arena, blended learning courses are being developed. Florida Hospital College is engaged in groundbreaking developments which will bring clinical education to Adventist Health System hospitals across the country. Built on careful beta-testing of equipment and educational modalities, the College intends to provide synchronous links to campus courses while providing quality clinical education at the hospital site.
- This December, Florida Hospital College anticipates receiving full accreditation to offer Masters-level education. Building upon the success of the recently launched Nurse Anesthesia Program, the College intends to expand its Master's offerings in several directions, which will be of great benefit to not only Florida Hospital but the larger healthcare community as well.
- Over the next year, the College will continue to embed its Learning Outcomes into the various curricula. In addition, it will engage in a comprehensive assessment of the effectiveness of the College in this integration.

Board of Trustees

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Chairman

David Greenlaw
Secretary

Diane Andrews
Trustee

Charles Bradford
Trustee

Michael Cauley
Trustee

Des Cummings, Jr.
Trustee

Leslie Ellis
Trustee

Malcolm Gordon
Trustee

Kristen Gray
Trustee

Connie Hamilton
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Robert Henderschedt
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Lewis Hendershot
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Lars Houmann
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Don Jones
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Judy Suarez
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Thomas Werner
Trustee

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Assistant to the President

Donald Williams, Ph.D.
Senior Vice President for Academic Administration

Robert Curren, B.S.
Senior Vice President for Financial Administration

Eddie Braga, M. A., M.B.A.
Vice President for Development & College Relations

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Assistant Vice President for Human Resources

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Chair, Dept. of Health & Biomedical Sciences

Robert Curren
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Kathy Wren
Chair, Dept. of Nurse Anesthesia

