

THE GROWTH OF A UNIVERSITY:
ADVENTIST UNIVERSITY OF HEALTH SCIENCES

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th
ANNIVERSARY
REPORT
1992-2012



ADVENTIST UNIVERSITY OF HEALTH SCIENCES

Florida Hospital's University

MISSION

Adventist University of Health Sciences, a Seventh-day Adventist institution, specializes in the education of professionals in healthcare. Service-oriented and guided by the values of **nurture**, **excellence**, **spirituality**, and **stewardship**, the University seeks to develop leaders who will practice healthcare as a ministry.

COMMITMENT

Adventist University of Health Sciences exists to educate all in the context of Christian beliefs. Since humans are the supreme act of God's creation, this University holds as its primary tenet the infinite value and potential of each person. Therefore, we dedicate ourselves, as faculty, staff, and students, to engage in a journey of spiritual, personal, and professional transformation.

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MESSAGE FROM OUR PRESIDENT

This report draws to a close the first 20 years of operations as Florida Hospital College of Health Sciences and begins the institution's development as Adventist University of Health Sciences. The institution started as an unaccredited associate-degree-granting college. After an exciting 20 years, we see a university with a student body exceeding 2,600 students that offers associate, bachelor's, and master's degrees. Development plans project that by 2015 additional master's degrees and new

doctoral-level degrees will join the present offerings.

"It is evident to me that this University has had the privilege of divine guidance since its beginning."

The first ten years were those of development for the College. The need for national and programmatic accreditation

and the development of new degree offerings absorbed a great many hours. Building and attracting quality faculty, building new facilities, and recruiting students were also all part of that first decade.

The second ten years can best be described as a time of expansion. We challenged our ability to move beyond traditional education models to global models by moving early into distance education through the Internet. This move enhanced the institution's ability to stay

competitive and led to the development of a new national model. Today, this model better utilizes faculty with its use of live time broadcast to its Denver site and allows more clinical opportunities for students.

These last ten years have also set the institution's direction as a progressive leader in graduate education for healthcare, with the overarching mandate to center institutional life in the culture of Christianity. Thus, the development of the HEALTHCARE AS MINISTRY model for curriculum and practice.

The next ten years must focus on the University becoming the epicenter of healthcare education's best practices. It must and will set future trends for others to follow.

It is evident to me that this University has had the privilege of divine guidance since its beginning. To continue this direction will require our devotion and practice to developing the healthcare hands of God needed in our world today.

Dr. David E. Greenlaw
President/CEO

FACTS ABOUT OUR PRESIDENT

- Dr. Greenlaw prepared a feasibility study for starting a college for Florida Hospital in 1990.
- In 1991, Dr. Greenlaw was hired to be the first President of Florida Hospital College of Health Sciences.
- In 1992, Dr. Greenlaw and another health sciences college president started the American Association of Schools of Health Sciences.
- In 1999, he negotiated the admission of the College into the Independent Colleges and Universities of Florida. This qualifies students to receive an annual grant from the state.



THE GROWTH OF A UNIVERSITY

At the beginning of an enterprise it is difficult to know whether it will be vulnerable or viable. When Florida Hospital College of Health Sciences began in 1992 with only 243 students, who knew that in 20 years it would enjoy a tenfold growth in enrollment? When the first anatomy and physiology class was taught in the basement of an empty building, who knew that the institution would later become a leader in distance and blended education? When the College received accreditation candidacy to offer associate of science degrees in 1994, who

knew that in two decades it would achieve university status?

Many times, rapid growth comes at the cost of quality. This is not the case for Adventist University of Health Sciences. Pass rates on licensure and certification exams are at or above national averages. Retention in both the on-campus and distance programs is strong. The University's growing reputation has attracted highly qualified faculty, a number of whom have achieved national recognition.

As the University celebrates its twentieth year of existence, this report will document its **past,**

present, and **future.** We invite the reader to join us in this analysis of past accomplishments, present realities, and future dreams.

"Many times, rapid growth comes at the cost of quality. This is not the case for Adventist University of Health Sciences."



"I shudder to think what would have happened if we hadn't created the College when we did."

-Tom Werner,
former President
of Florida
Hospital



THE PAST

The dream to start a college at Florida Hospital in 1992 was a courageous one. Central Florida already had two community colleges, a prestigious private college, and a state university. The man with the confidence and vision was Tom Werner, President of Florida Hospital.

Werner believed Florida Hospital, a faith-based institution, needed a steady stream of mission-driven, values-oriented graduates to fill its ranks and help the hospital fulfill its mission of extending the healing ministry of Christ. Starting a faith-based college that combined

existing educational programs and developing new ones would accomplish just that.

After a year and a half of preparation, Florida Hospital College of Health Sciences was born in a storm – literally. The first registration on August 24, 1992, took place the day Hurricane Andrew hit south Florida. That day 243 students matriculated into the first classes. There were 20 full-time faculty – only two of whom were doctorally prepared: the President and the Academic Dean.

The campus consisted of several remodeled

apartments that housed imaging programs, a 40-year-old dormitory with classrooms and offices on the first floor, an abandoned church in the final stages of remodeling, a double-wide trailer for faculty offices, and a refurbished house used as the executive offices. It was, to say the least, an inauspicious beginning.

The history of Adventist University of Health Sciences can be divided into three eras: the associate degree era, the bachelor's degree era, and the graduate degree era.

Associate Degree Era

During the associate degree era, Florida Hospital College functioned as a community college might. Degrees were entry level into healthcare, and faculty were mostly newly minted teachers from the clinical environment. The early student body was composed of individuals willing to risk their career education at an institution beginning its pursuit of regional accreditation. It was the remarkable reputation of Florida Hospital in the community that drew students in.

The first graduation was in the spring of 1993 with a small group of students completing the one-year practical nursing program. In 1994,

there were graduates in radiography, radiation therapy, and nursing. By then, the College had received candidacy for regional accreditation and the remodeled church was transformed into a library, labs, and executive offices.

By the time the College was ready to move to the baccalaureate stage of development in 1998, several significant developments had taken place:

- Full regional and professional accreditation was achieved by 1996.
- A 36,000 square foot nursing building was completed in 1996.
- There were 33 full-time faculty, six of whom were doctorally prepared.
- With the closing of the licensed practical nurse program, the College offered only college-level education.

Bachelor's Degree Era

In the fall of 1998, Florida Hospital College took over the bachelor's completion in nursing previously run by Southern Adventist University in Orlando since before the start of the College. It was a fairly easy transition since the College already taught all the general education requirements for the program, and all the nursing faculty were already located on campus.

This move to the baccalaureate level education resulted in the development of several other academic programs at that level. The first was in distance education. In 2001 the College started a bachelor's completion degree in radiologic sciences with 17 students. In partnership with Compass Knowledge, this program was marketed nationwide and grew very rapidly. By fall of 2003, when a bachelor's completion in nursing was started online with 28 students, the radiography program already had 403 students. A third bachelor's completion program in diagnostic medical sonography began in the fall of 2007 with six students. That term saw 433 students in the bachelor's in nursing and 624 in radiography.

Two on-campus bachelor's degrees began in the Department of Health and Biomedical Sciences (general education). A bachelor's in health sciences started in the fall of 2002, which enrolled students interested in one of two tracks, medicine and physical or occupational therapy. In 2008 a separate degree, a Bachelor of Science in Biological Sciences, began for those headed toward medicine or dentistry.

One final bachelor's degree started in fall 2012. At the request of its professional organization,



the Associate of Science in Nuclear Medicine, which started in 2002, became a pilot program for the development of a standardized bachelor's curriculum.

Graduate Degree Era

The move to graduate education involved two elements: first, a degree program had to be selected. Second, application had to be made to the regional accreditor.

The choice of a master's of science in nurse

anesthesia was aided by strong interest from JLR, the anesthesia group serving Florida Hospital. Preparation for accreditation and the actual offering of graduate degrees involved a campus-wide transformation. From the library to labs, from marketing to enrollment services, Florida Hospital College transformed itself through 2007 into a graduate degree-granting institution. When the first nurse anesthesia course was offered in January of 2008, 24 students filled the initial cohort.

At the same time the first graduate program

was starting, an interesting opportunity arose from Colorado. Adventist Health Systems, the parent company of Florida Hospital, has four hospitals in the Denver area. For years, they struggled to find qualified, mission-oriented healthcare providers. When the leaders of these institutions became aware of Florida Hospital College and its ability to deliver distance education, they invited College administration to offer classes in Denver.

That initial inquiry led the College in a brand



new direction - that of PolyCom education. By 2009, equipment was purchased and installed on campus in Orlando and at a site offered by Porter Adventist Hospital in Denver. At the same time, nursing faculty began a pilot course adapting the synchronous delivery of the Adult Health I curriculum to nine students at an off-campus site.

With the approval of the Colorado Board of Higher Education, the first students began classes at the Denver site by the end of that year. The first radiography students began classes in 2011 and

the first sonography students enrolled in 2012.

As expertise in PolyCom education grew, other opportunities grew as well. Dual enrollment courses were offered via PolyCom at Vista Ridge Academy in Boulder, Colorado. Next, the same technology was used to establish a dual enrollment program with schools in Florida: first, Greater Miami Academy, and then Walker Memorial in Avon Park.

A second master's degree started in the fall of 2011. The Associate of Science in Occupational Therapy Assistant had begun in 1998. As it grew,

two realities became apparent. First, there were many clinical opportunities available in Central Florida. Second, there was no occupational therapy program within a 13-county radius of Orlando. When the first class of 24 master's of occupational therapy students was accepted, the interest was so great that no specific marketing strategy was needed to find a slate of highly qualified candidates.





THE PRESENT

As it moved into its third decade, the natural step for Florida Hospital College of Health Sciences was to consider becoming a university. Following a healthy discussion by the Board of Trustees, the name Adventist University of Health Sciences: Florida Hospital's University was chosen.

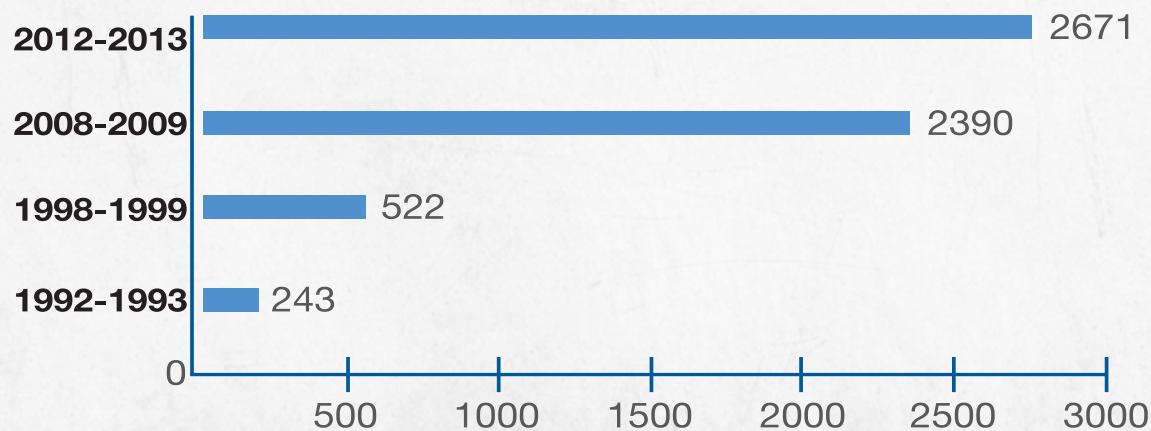
The new name blends several important components that have brought the institution to where it is today. The Adventist name recognizes both the faith-based origins within the Seventh-day Adventist Church's higher education mission and the institution's

connection to its corporate parent, Adventist Health Systems. The move to university status is an acknowledgement that the future of the

institution will largely be in graduate education.

The April 2012 groundbreaking for the new 92,000 square foot building brings to

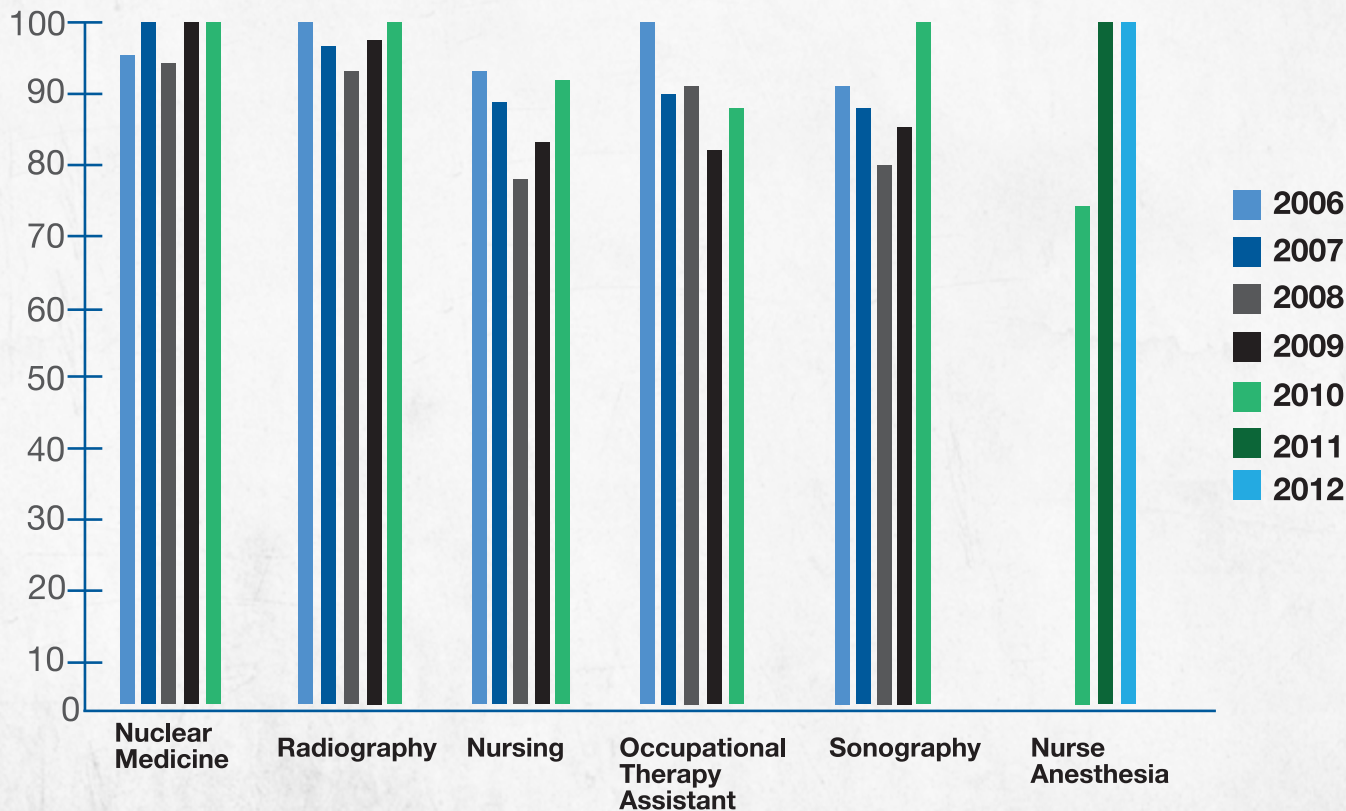
Total Enrollment 1992-2012



completion the initial Master Plan begun in 1991. The first classes will be held in it by next school year. Over the next four years, all of the current and proposed graduate programs will be housed in that facility. It will also contain a 600-seat auditorium, a nursing simulation lab, and all of the general education science labs will find a new home on the fifth floor.

In response to community needs, the nursing department began a new four-year bachelor's in nursing this fall. As part of those plans, the last class of associate nursing students was admitted this past summer. Students in the inaugural baccalaureate class have already completed a year of pre-requisites and are slated to graduate in 2015. The bachelor's completion program for RNs

First-time Pass Rates



"I'm thrilled to be a part of a school that lives by its mission. I'm sold on this place. I love this school."

-Jerry Donohoe,
Assistant
Professor of
Radiologic
Sciences

with associate degrees will continue to be offered online.

Service projects, either embedded as service learning in the curricula or as overseas mission projects, have long been a part of campus. This vital component has recently expanded significantly. With the coming of a VISTA volunteer this summer, the University will engage in a variety of projects in the nearby unincorporated town of Bithlo. In conjunction with Florida Hospital and a local foundation, students will work as tutors in several elementary schools servicing the children of this area. This fall, the faculty and staff launched this initiative

with a service day at Bithlo that prepared the facilities and the community for the future work of the students.

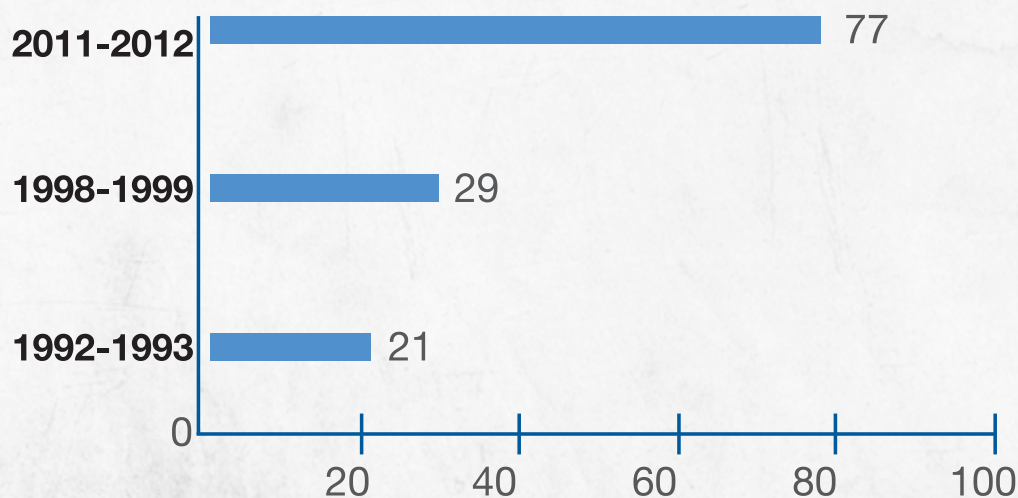
The move to University status and the expansion of graduate programs has encouraged

“The new name blends several important components that have brought the institution to where it is today.”

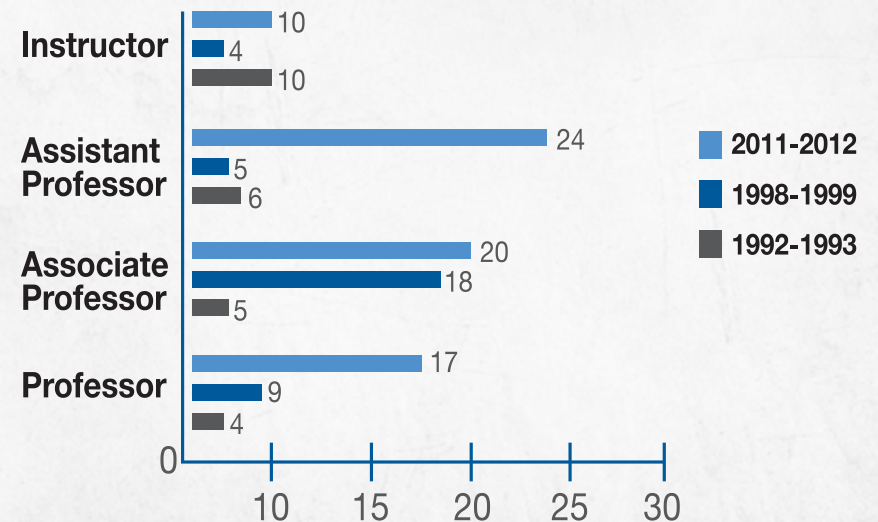
the development of research and scholarship on campus. This year, three components designed to

encourage and direct these endeavors will function together for the first time. The Institutional Research Board, a federally mandated entity, has been operating on campus for a number of years. Now, it is fully engaged in approving research projects for ethical and human subject compliance. The Scientific Review Committee has been formed to consult on research design and statistical analysis. Committee members not only help students with their work, they also act as consultants to faculty engaged in research. Finally, the University has a .25 FTE for a faculty member to act as Research Coordinator to encourage research and help find funding for those projects.

Full-Time Faculty 1992-2012



Faculty Rank Distribution 1992-2012

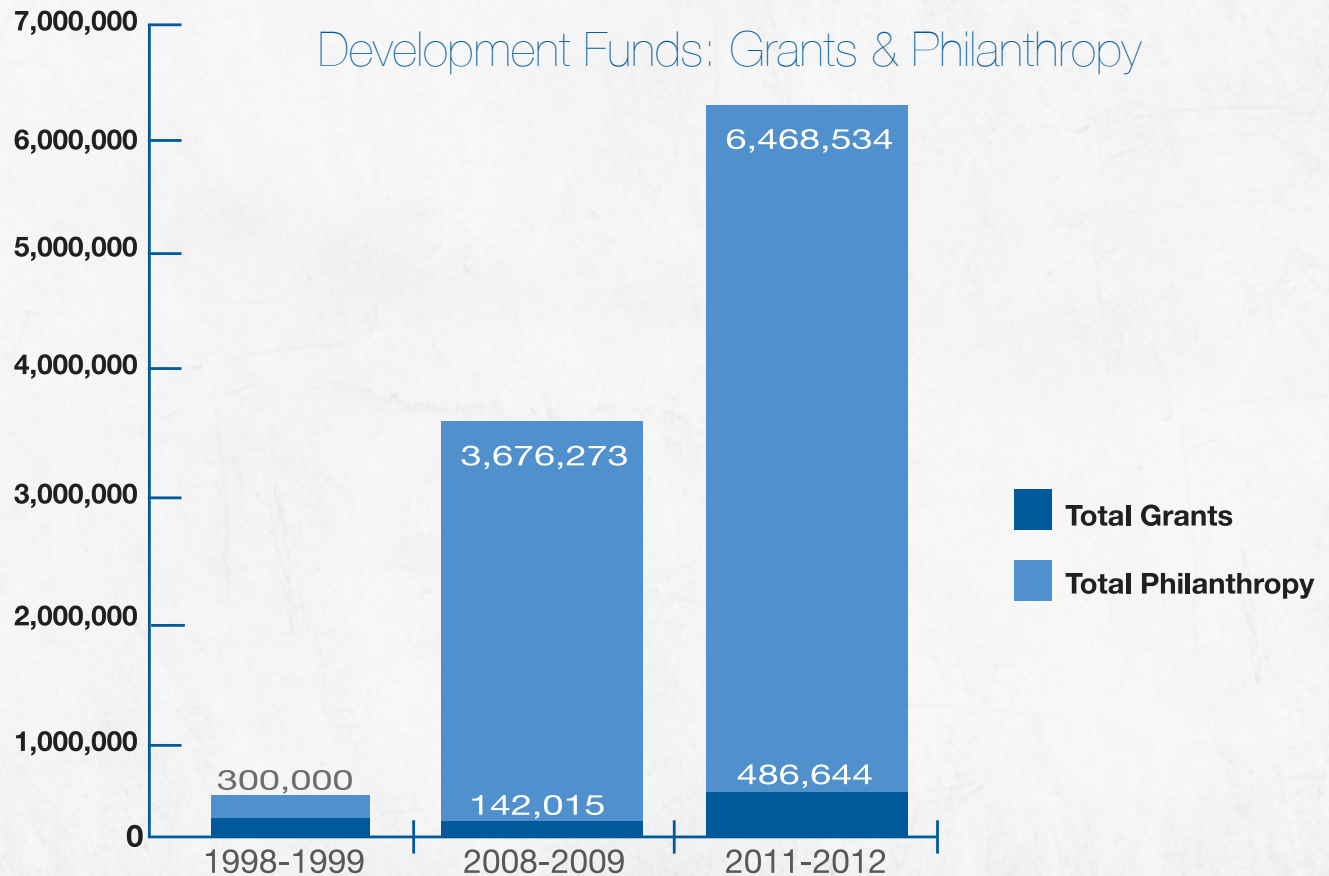


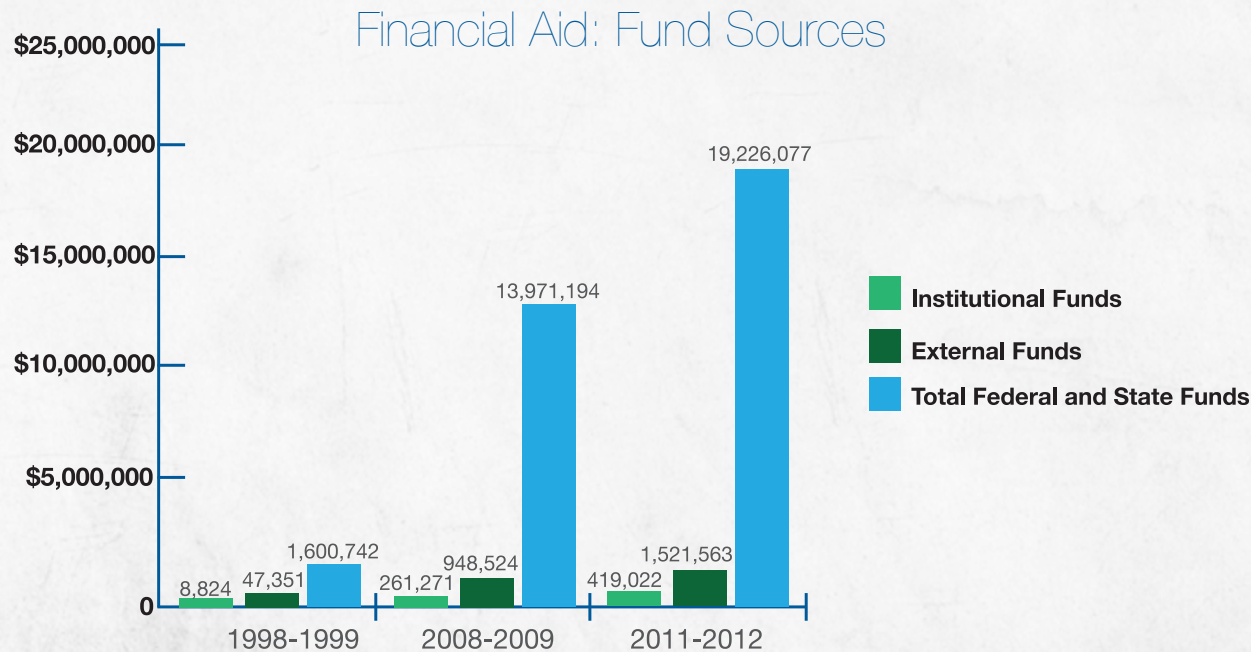
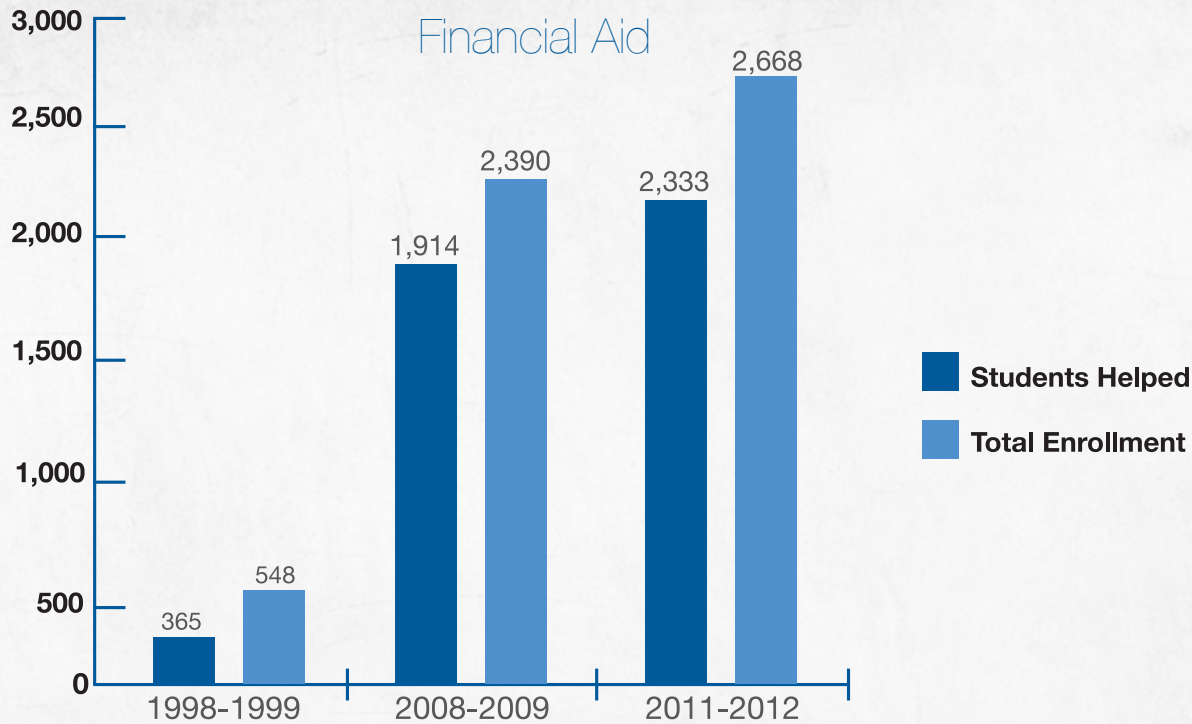


STEWARDSHIP FOR SERVICE

Throughout its twenty-year history, Adventist University of Health Sciences has provided education for a very diverse student body. The demographic profile of its student body reflects the proportions found in the state of Florida – 44 percent minority make-up. With its reasonable tuition, ADU has always been uniquely positioned to attract a wide variety of students.

When the institution moved to baccalaureate education in 1998, endowed scholarships contributed \$8,800 to help students. State and federal funds provided \$1.6 million in student aid. By the beginning of graduate programs in 2008, endowed





scholarships were at \$261,000, external funding for student aid was close to a million dollars, and federal and state dollars equaled \$13.9 million. Three years later, during the last full budget year, those same funds increased to \$419,000, \$1.5 million, and \$19.2 million respectively.

Another dimension of the financial picture of Adventist University is development. One of the early grants, from the Chatlos Foundation, helped purchase the first nursing simulation mannequin. Funds held for the University at the Florida Hospital Foundation at present stand at almost \$6.5 million.

One of the most meaningful sources of these funds comes from University and hospital employees who donate to what is called the Grace Fund. These monies, given in \$500 increments, are made available to students in the midst of a financial crisis. More than \$325,000 has been distributed to students through this fund. That translates into almost 700 students helped through the years. In addition to direct student help, development funds have purchased scientific

equipment, additional nursing mannequins, and stipends for the University's first graduate assistants.

Even through the recession of the past several years, the University has continued

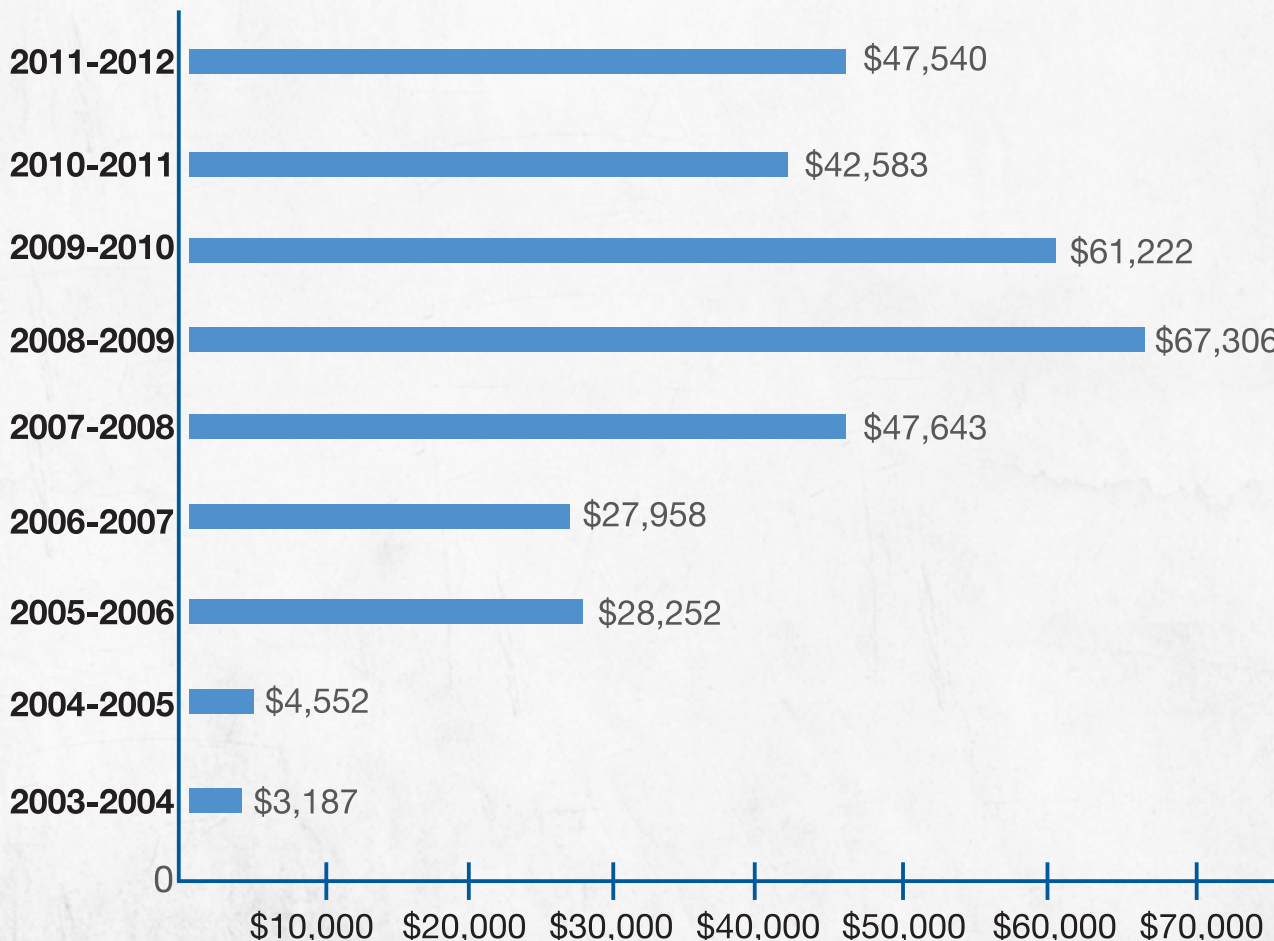
to have a strong balance sheet. Enrollment has maintained a steady growth and with the new graduate programs coming on board the financial picture remains positive.

Generous Hearts: The Marley and Bev Scholarship

Kindness comes in many forms, and the greatest comes from those who reach beyond themselves and what anyone would expect. Such is the case of Marley and Bev Soper.

The Sopers moved to Orlando in 1993 when Marley became the head librarian for the College. Beginning in 2000, the couple began donating money each month to establish an endowed scholarship for needy students. Two years later, the first student was helped. Since then, with their continued generosity, 17 students have been helped with the Marley and Bev Soper scholarship. Lives have been changed and dreams fulfilled because of the consistent generosity of these good people.

Grace Fund Distribution





Throughout its history, Adventist University of Health Sciences has been on a path of growth. While on this path, it has broken the mold of traditional higher education in America. Common perception is that while the ivory towers of academia may be engaged in cutting-edge research, the institutions those programs are embedded in are thought of as tradition-bound and glacial in movement.

Adventist University continues to expand opportunities and explore new educational modalities. Graduate degrees currently in development include a master's of healthcare administration; three doctoral programs – nurse anesthesia, physical therapy, and pharmacy, and a master's degree in physician's assistant.

Expansion of academic programs enters a new phase during the current school year. Work is underway to complete the application for doctoral-level studies to the Southern Association of Colleges and Schools for doctoral-level studies. Both a Doctor of Nursing Practice in Nurse Anesthesia and a Doctor of Physical Therapy are scheduled to start in 2014.

THE FUTURE

The University is also launching a master's of healthcare administration program that opens a year from now. The prerequisite courses are already taught on campus and a track within the bachelor's of health sciences was launched this year for students interested in the graduate program.

A nursing simulation lab will open in the new building and reflect not only state-of-the-art equipment, but the blended educational model will engage students as active learners. This facility will be used by both the nursing and nurse anesthesia

students and professionals from Florida Hospital.

The Hope Clinic, an interdisciplinary, free service has already begun in the occupational therapy lab. Plans are in place to house this in a free standing facility close to campus. There, individuals with no insurance will be able to receive nursing assessments and occupational and physical therapy free of charge. At the same time, students in those academic programs will be able to practice team-based care while learning the joys of service.

Projected Start Dates of Future Programs

- 2013 Master's of Healthcare Administration
- 2014 Doctor of Physical Therapy
- 2015 Doctor of Nurse Anesthesia Practice
Physician Assistant
- 2016 Doctor of Pharmacy

"I think you are beginning to see the University becoming a crown jewel of Adventist Health, not just of Florida Hospital. The sky is the limit, it is a very exciting time."

-Slimen Saliba,
Senior Vice
President and Chief
Marketing Officer of
Florida Hospital



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