

# Our Vision

NURTURE  
EXCELLENCE  
SPIRITUALITY  
STEWARDSHIP



Florida Hospital College of Health Sciences  
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*annual  
report*  
2009 – 2010

*Towards  
of  
God*

FLORIDA  
HOSPITAL  
COLLEGE  
OF  
HEALTH  
SCIENCES



## FROM THE PRESIDENT'S DESK



A faith-based college, Florida Hospital College of Health Sciences seeks to inculcate into the very fiber of all activities an identity with the living God. Health care education, being the focal point of curriculum, must reflect more than good academics; it must blend the physical, mental, and spiritual aspects of man into its training.

Discovering methods of teaching and experiencing “Health Care as Ministry” has led us to ask students, faculty, and staff to write out their personal definition. This has developed into a class called Philosophy of Health Care that all new students must take. The class provides the atmosphere for all curricula.

This annual report reflects a year in retrospect, but even more, it points to the institution’s future. The finances are good, the growth is manageable, but the spirit is outstanding. That spirit manifests itself through us as the hands of God.

In this report, you will read about calloused hands, extended hands, nail-scarred hands, giving hands, and hands that care, because through these hands, we extend God’s healing and hope.

To influence and change how people experience healthcare is best achieved by the Christian understanding of the value God places upon his creation, specifically human beings. Part of this institution’s opportunity is to teach and train future health care providers within this philosophy.

Dr. David E. Greenlaw • President



# Overview

The 2009/2010 school year has been guided by the theme of Healthcare as Ministry. From the annual orientation (PUSH Week) in August through the various projects and developments of the year, this conceptualization of the Florida Hospital College mission has been the guiding force.

Following the summary “Year in Review” the core of this *Annual Report* will reflect on five stories which exemplify the concept of living out Healthcare as Ministry by seeing ourselves as the hands of God to the people we come in contact with. The first story tells of the faculty/staff service project conducted during PUSH Week. For most who participated, it was a transforming experience.

The second story is about a new course, Philosophy of Healthcare, which was piloted during the 2009/2010 school year. In preparation for a campus-wide launch, this course was launched with the goal of helping all students attending Florida Hospital College, begin to understand how their future careers in healthcare can be seen as a calling, a ministry to serve humanity as the hands of God. The quotes which begin each section are from the summary statements of the students in these pilots reflecting their evolving philosophy of healthcare.

Viewing the year from a statistical perspective reveals a continuation of the trends of previous years. Small growth in the on-campus programs is balanced by continued growth in the online programs. In addition, spring term saw three cohorts of nurse anesthesia students – those in their final term (our first cohort graduate in April), those beginning their second year in the program, and the third cohort just beginning their program.

Because of the continued enrollment growth, the bottom line for the College continues to be strong. The financial section of this report will give an overview of those trends as well as the Statement of Financial Position and the Statement of Activities.

This Report will end with a brief look to the future. With the past as prologue, the College continues to explore new programs, equipment, and facilities to house them.

# YEAR IN REVIEW...

## Academics

- First Masters of Science graduates in Nurse Anesthesia – 18 marched in April
- Pilot of Philosophy of Healthcare course to be taken by all incoming students by fall 2010
- Approval to offer degrees by Colorado Board of Higher Education
  - General Education courses taught via Polycom in Denver
  - Dual Enrollment courses taught via Polycom to Mile High Academy in Denver
- Health Academy
  - Worked with Forest Lake Academy to launch the first class of the Health Academy track
  - Consulted with Florida Hospital East and Lake Nona High School in the development of a Health Academy at the new high school, which is part of the medical community being built in Southeast Orange County

## Florida Hospital

- Completed educating the first cohort of Emergency Department Residents in an ultrasound rotation
- Successful second annual Radiography Symposium held in cooperation with the Florida Hospital Radiology Department.

## Grants

- \$57,000 endowed scholarships • \$51,000 from Florida Hospital employees for the student Grace Fund
- \$333,000 installment of a \$900,000 HRSA grant for Nurse Anesthesia Department
- \$15,000 training grant for Nurse Anesthesia • \$100,000 for Blue Cross/Blue Shield grant
- \$3,200 installment of a \$15,000 gift from Daryl Dixon for production of an OTA training DVD
- \$11,200 installment of \$35,000 Abram and Ray Kaplan Foundation for student assessment
- \$10,616 Odessa Chambliss Quality of Life Fund

## Technology

- Successful launch of a campus-wide laptop initiative requiring all incoming students to have a laptop



*Calloused  
Hands*

**“...I want to treat all with the same love and compassion and mercy that God has shown me, especially when I least deserved it...”**

Josephine Bomah,  
Health & Biomedical Sciences Student



# Primrose

August 26, 2009, dawned bright and clear for what was to be one of the most remarkable days in the history of Florida Hospital College. It was the first annual faculty/staff service day and it was to take place at Primrose, a large facility in South Orlando serving the needs of the mentally and physically challenged of Orange County.

For over ten years the College has required its students to complete a number of service hours in order to graduate. The Primrose project grew out of a realization that to truly build a commitment to service in its graduates, the faculty, staff, and administration needed to lead by example.

Primrose was chosen because of the broad variety of needs we could address and because we already had a good working relationship with the facility because it is a clinical site for the Occupational Therapy Assistant Program (OTA). With a need to involve almost 200 faculty and staff, this large institution ended up being an ideal location for the project.

Under the leadership of Tia Hughes and Vicki Case from the OTA Department, employees were asked to sign up for one of a variety of activities. These ranged from activities with the clients including sports, music and dance, and crafts. Support teams repaired computers, prepared food, and cleaned, painted and trimmed the facilities and its grounds.

Without exception, reaction from the faculty and staff was that this day had been one of the most meaningful and enriching experiences they had ever had. Service was provided, team spirit was built, and a desire was created to do more.



To keep that spirit alive, College administration challenged each department to find a project in the community that they could do each trimester. Employees would be paid for their time and it was hoped that the idea of service would be something that was not just an expectation of students, but was an identifying characteristic of the institution as a whole. During the 2009/2010 school year, a number of departments engaged in service projects. One in particular, the Nurse Anesthesia Program, actually went back to Primrose and sponsored a Christmas Party for them.

The most meaningful feedback from the college-wide project came in a letter from the Primrose Director. She said that of all of the groups that have come to volunteer at her facility, the Florida Hospital College group was the first to work directly with and even touch the clients. For that, she was very grateful.



# Extended Hands

**“...When I think of my philosophy of healthcare I think of a Shel Silverstein’s poem “ The Giving Tree. ” We will come to a time in our career when we will feel like the tree, and feel like there is nothing left to give. Hopefully, we will remember that it is not about the “cure” or fixing physical brokenness. It is more often than we think about just being the stump for the ones who need to rest. If we simply remember this, then like the tree, we will be happy”**

Jennifer Cyr,  
Nursing Student



# Give Kids the World

Not too long ago if you were to ask any of the staff members in the Office of Enrollment Services what their job entailed, you'd probably get something like this: Helping people that visit our office, handling paperwork, data entry, admitting new students, maybe even educating other campus departments on enrollment procedures. But not until recently would that list have included service to our community.



During PUSH Week in 2009 – a time when the faculty and staff of FHCHS come together to foster a renewed and corporal vision for the coming school year – Dr. Greenlaw presented his vision of “Healthcare as Ministry.” In keeping with that concept, he also gave the commission to each campus department to spend a day on the clock in service to our community.

Now the hard part: Where were we going to serve? What specific need did we feel best equipped to meet in the Central Florida area? After giving each staff member input, it was nearly unanimously decided to volunteer with Give Kids the World. Located in Kissimmee, Florida, Give Kids the World is a 70-acre resort geared completely toward helping the wishes of kids with life-threatening illnesses come true. Along with their families, these children are invited to spend a week in the Give Kids the World village in their own villa and are given the opportunity to visit area theme parks at no charge.

After filling out the necessary volunteer paperwork and attending orientation ahead of time, we arrived at Give Kids the World bright and early on February 26, 2010. From 7:30 a.m. until noon, we did everything from helping families carry their breakfast trays in the Gingerbread House to staffing the welcome hut, screening visitors, playing games with the kids in Amberville to helping them make their own pillow in the Castle. Kelvin Santana, Enrollment Specialist, remembers his favorite part of the day playing with kids in Amberville: “Just by pressing one little button a little girl was smiling in amazement and pure joy at a model

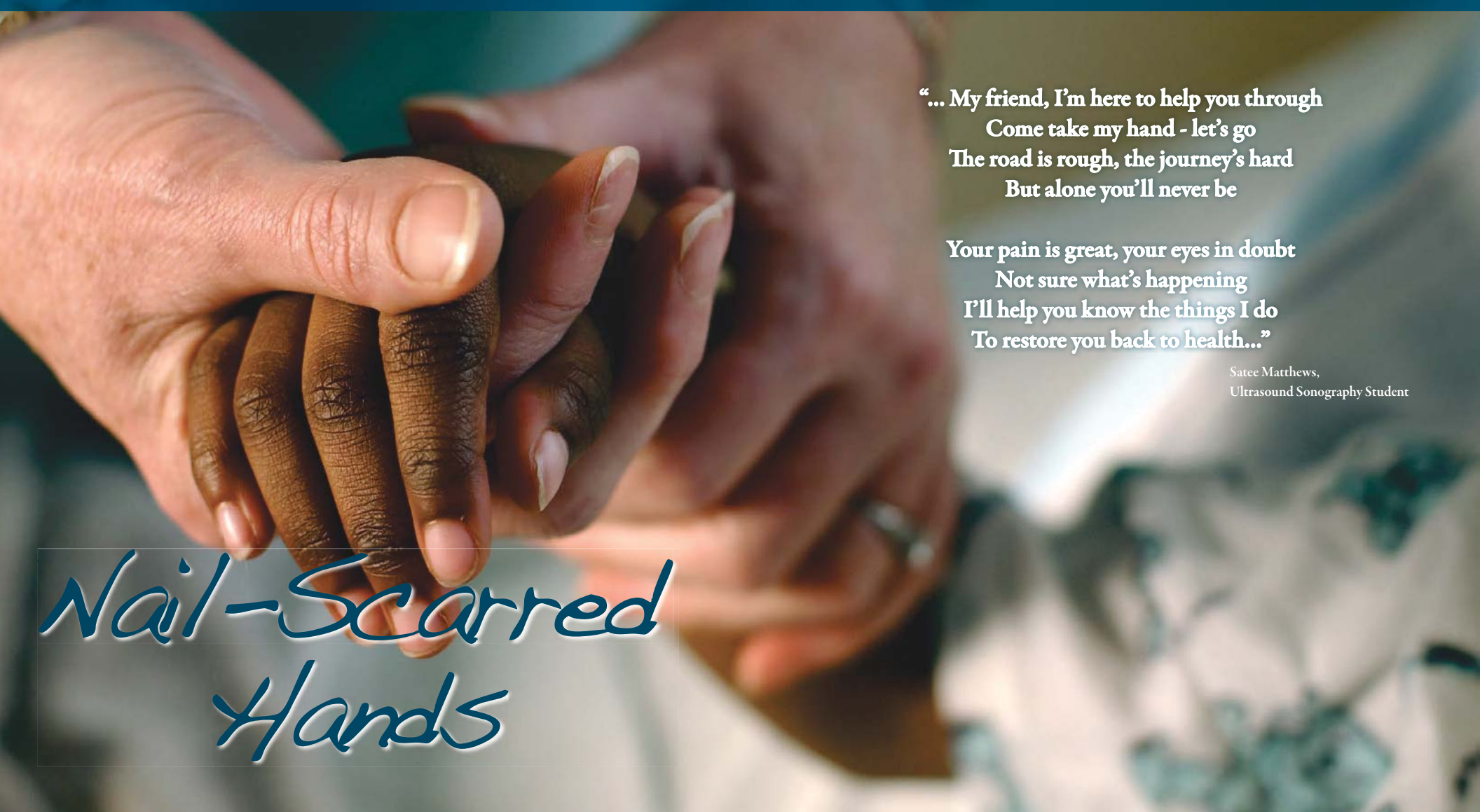
carousel as it spun around. The face of her mother was priceless as she took her camcorder out to capture that moment that I'm sure will be replayed over and over. I hope that memory never fades from my mind as it helped me realize that every precious moment counts.”

Natasha Castro, also an Enrollment Specialist, shared some of the apprehension she felt before going to Give Kids the World. “I knew that the first child I saw in a wheelchair would hurt for a moment, but once I started talking to them, I would remember that they were just kids on a great vacation with their family in an awesome place.” Truly, each interaction with a wish family was a blessing to each of us, perhaps more so than it was to the families we met.



During a debrief after our trip to Give Kids the World, Beverly Houston-Stoute, Assistant Director, said, “I am very grateful to be a part of an organization that fosters a philosophy of service and that provides me with the opportunity to serve not only on an individual basis, but with my coworkers.” Dr. Greenlaw’s commission to the campus departments to go and serve the community has been renewed during the 2010-2011 school year and Enrollment Services plan to take full advantage of it. Now to figure out where we’ll go next!





“... My friend, I’m here to help you through  
Come take my hand - let’s go  
The road is rough, the journey’s hard  
But alone you’ll never be

Your pain is great, your eyes in doubt  
Not sure what’s happening  
I’ll help you know the things I do  
To restore you back to health...”

Satee Matthews,  
Ultrasound Sonography Student

# Nail-Scarred Hands



# Grace Fund



Since the beginning of the Grace Fund in 2004, Florida Hospital College has given over \$162,000 in funds to needy students. Initially, funds were given by the faculty and staff of the College. Several years ago, the Grace Fund became one of the places where funds could be sent by Florida Hospital employees.

Requests are made by students to the College chaplains who then take the need to a small committee. Funds are allocated in \$500 increments for a variety of crises, including medical bills, transportation, rent or mortgage payments, utility bills, exam fees, child care, funeral expenses, and robbery. Stories abound as to how these funds have helped students stay in school or just survive a rough spot in their lives. The following is shared by Bill Crofton, one of the College Chaplains:

"In all my years of ministry, 35 to be exact, I have never witnessed such a powerful, consistent, everyday ministry as the "Grace Fund." That is a bold statement I realize. A week does not pass, barely a day, that some student arrives at our office to inquire about the fund.

Last week a young lady arrived at my office in the late afternoon. She is in her 3rd trimester of the Nursing Program. Organized, articulate, and yet she was a little reticent to describe her situation. We chatted for a moment and established some trust and the story began to come out.

Her husband is a salesman, and economy is slow. She works part time because of the demand of studies. They have downsized their living conditions from a 1-bedroom apartment to a studio. "It is tight," she said, "but we can make it." They sold their newer car, one with a payment, for an older car paid by cash. Then the transmission went out. A friend said he could work on it, but the amount of money was still beyond their means. They were stuck. I could see that this was hard for her. She is proud, a hard worker, a good student, and asking for financial help was foreign to her. Several times she bowed her head before going on.

My job is to listen, determine need, and establish whether "criteria" are met. Done. I told her I saw no problem and that I was sure that within four to five days there would be a check. Tears flowed, smiles appeared, and hugs were given. What a ministry moment! I am so very proud that this institution extends the hand of God in very "tangible" ways. Grace fund is one them.

On a hunch, I asked the student, 'do you guys have food for the week-end'. My question struck a chord and more tears flowed. I showed her the Grace Fund Pantry, pointed to the bags, and said, 'shop'. Again there were smiles, hugs and prayer. Two people that weekend had a meal plan."

## GRACE FUND REPORT

### Total amounts granted per academic year

\$17,291.82 (2006-2007)

\$32,351.06 (2007-2008)

\$50,744.16 (2008-2009)


\$53,876.91 (2009-2010)

### Total granted since inception (2004)

\$162,420.57

### Here's a list of the different sources of contributions to the Grace Fund:

- o FHCHS faculty, students, and staff
- o Florida Hospital Church
- o NAD
- o Florida Hospital
- o Florida Hospital Credit Union
- o Chambliss gifts
- o Forest Lake SDA Church



**“You need to give part of yourself to the patient,  
whether that is your time, ability, or even just a friendly smile.  
In return, you also need to be open-minded to the patient.  
Be open-minded to their needs, wants, and their feelings.  
It is amazing what you can learn from another person.  
Give a lot, take in a lot**

Bethany Bryan,  
Radiography Student

*Giving  
Hands*



# Grants

For those who work at the College, the most powerful economic indicators are not charts or graphs but hundreds of individual stories—the stories of students. Sudden unemployment is sending adult learners back to class. Single parents are enrolling in programs to provide security for their children. Students are skipping meals to pay for gas and rent.

While the College disburses millions of dollars in financial aid each year, this is often not enough. Many students depend upon the generosity of over 350 Florida Hospital employees who send a portion of their paycheck to the College to support the Grace Fund. Students have been blessed by generous families who set up endowed scholarship funds. Still others have received one-time scholarships from competitive federal grants that the College has pursued. Over 200 students received direct assistance during this past fiscal year as a result of such external funding, and the entire College family benefited from the purchase of equipment and the expansion of educational tools made possible by gifts and grants.

Even in a tough economy, generous individuals and institutions have made the College and its students a priority. More than \$545,000 in gifts, grants, and pledges were made to the Florida Hospital Foundation on behalf of the College over the past fiscal year. Federal grants awarded directly to the College totaled over \$350,000 during the same period.

Projects funded include:

- clinical fieldwork DVDs in Occupational Therapy
- development of the Philosophy of Healthcare course
- creation of a dedicated nursing tutoring space

- creation of a multi-media lab
- recruitment of minority and disadvantaged applicants
- expanded resources and equipment for the Nurse Anesthesia Program
- 300 student portfolios and career assessments
- expanded tutoring hours
- student scholarships.

Once each year the students who receive scholarships generated by the 2.1 million dollar College scholarship endowment fund held at the Florida Hospital Foundation are able to meet and thank generous donors face-to-face. On the evening of April 1, 2010, 65 students from every department at the College assembled with friends and family, faculty, staff, and administration to celebrate the awarding of the endowed scholarships.

One student who received such a scholarship wrote a thank you card in which she said:

*It is truly a blessing to be the recipient of this wonderful scholarship. Now I am able to fully focus on school without worrying about the financial burden. I thank you so much for the opportunity, and I am very grateful to the people that made this scholarship possible. May God bless you abundantly!*



# Caring Hands

**“...a piece of me will go to the people I treat and their families. That piece of me should come from the most caring part of myself..”**

Gabriella DiSpada,  
Health & Biomedical Sciences Student





## Philosophy of Healthcare

**A**s a faith-based institution, Florida Hospital College believes in the importance of producing graduates who understand and live the values of their alma mater. The College also realizes that bringing about that awareness and buy-in is not an easy task.

An important step toward that goal was initiated this school year with the piloting of a new course, Philosophy of Healthcare (POH). Designated as either a religion or a humanities course, POH must be taken by every student enrolling at the College, no matter what they might transfer in from other institutions. It is intended to introduce students to the approach to healthcare that is hoped will be seen in every graduate.

The course entails an exploration of the moral nature of humanity—how to relate to the brokenness found both in oneself and in others – especially within the healthcare setting; and how to view each person encountered as a child of God. The final project of the class requires students to reflect on their own philosophy of healthcare.

This reflection is intended to begin a journey, which for the student will be built upon thorough didactic and clinical experiences. All of the degree programs at the College will require a capstone course before graduation, giving students a final opportunity to formulate their philosophy of healthcare as they prepare to enter their chosen profession.

An important part of the Philosophy of Healthcare experience is the role of the academic coach. As part of course requirements, all students are assigned a coach with whom they meet every other week. During those sessions, they work on goals set by results from the LASSI (the Learning and Study Strategy Inventory®). This instrument assesses student attitudes and performance in 10 areas: anxiety, attitude, concentration, information processing, motivation, self-testing, selecting the main idea, study aids, time management, and test strategies. The coaching sessions focus on the three areas in which the student scored the lowest. In addition, the coach acts as the academic advisor to all students who are not already in an academic program.

During the summer of 2010, a course coordinator, six academic coaches, and eight adjuncts were hired to prepare for the full roll-out of the course to all incoming students in the fall. It is anticipated that up to 300 students will be enrolled in the course each trimester.

# STATISTICAL UPDATE

Throughout the Annual Report the emphasis has been on stories because they give a sense of what Florida Hospital College is all about. A statistical profile can also open a window to the trends and accomplishments of the 2009/2010 school year.

Some of the basic demographics have remained largely the same as in previous years:

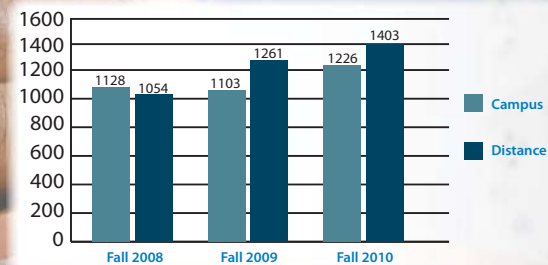
- Gender
  - 80% Female
  - 20% Male
- Average Age
  - 26 on campus
  - 36 online
- Ethnic diversity
  - 56% White non-Hispanic
  - 16% Hispanic
  - 15% Black
  - 6% Asian
- Residency
  - 64% Florida
  - 36% out-of-state
- Enrollment Status
  - 73% Part time (largely distance students)
  - 27% Full time

Pass Rates for each of the professional programs continue to remain at or above the national averages. Of particular note is the improvement in the NCLEX pass rates for the ASN graduates. The average during the previous school year was around the national pass rates which were in the mid – 80's. Over the past year the nursing pass rates have been between 92 and 94%.

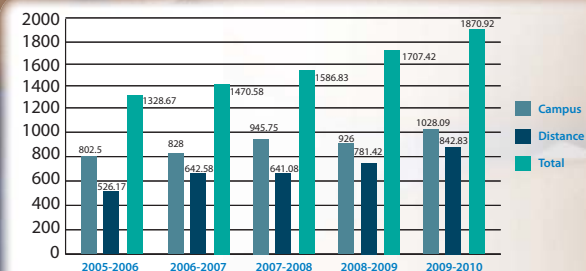
Enrollment trends continue upward. After several years of fairly flat growth in the on-campus enrollment there was an 11% grown from 2008/2009 through 2009/2010 school year. Online and therefore total enrollment growth was also at 11%.

Because the distance student is typically a working professional, the average hours are 7.1 versus 9.9 on campus. This results in a lower growth in FTE's for the online versus the on-campus – 7.8% for the former and 11% for the latter. The average growth in FTE's for the institution from 2008/2009 to 2009/2010 was 9.5%.

### FHCHS Enrollment Fall 2008 – Fall 2010



### FHCHS (FTE) Fall 2005 – Fall 2010





# Financial

**T**he 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, 2010, net gain of \$1,678,261. This number is composed of a \$1,459,110 gain as a result of operations and a \$219,151 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.

"I can't begin to tell you how many trials and tribulations I have had to overcome to get to this point in my education; this year has been no different. I was struck with a lot of financial debt in both my school and personal life. It was very stressful and it was hard to focus on my education when my power was getting shut off or not knowing if I was going to have a place to live in the next couple of weeks. I visited the Financial Aid Office countless times to seek help and ask for guidance, and that is where a very special person became my guardian angel. Knowing that I was in a bind, we prayed many times and informed me that I just had to put it in God's hands. Then, on one of my visits to the Financial Aid Office, they informed me that I was the award winner of the UPS scholarship! I was overwhelmed with emotion. It was like I had a ton of bricks lifted off my chest. I cannot thank you enough for helping me out and making it possible for me to receive my diploma. I will never forget this journey and I will always remember the people who made it possible. Thank you again and God bless!"

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 28.9% increase of cash in bank. The fiscal year-end bank balance totaled

**\$9,552,511**

**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

**\$3,753,409**

**HELPED** our students achieve their goals by providing 2,451 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

**\$18,763,560**

**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:

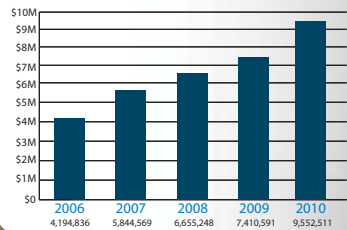
**51%**

**EXPANDED** our distance-learning program enrollment over 14% during the 2009-2010 fiscal year. January 2010 marked the second intake of students seeking a Master of Nurse Anesthesia degree. The distance/on-campus revenue percentage ratio last year was

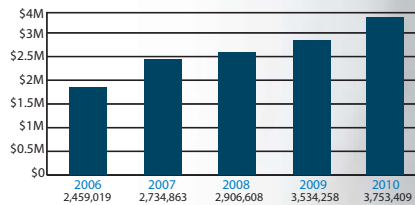
**49/51**

## Statement of Financial Position

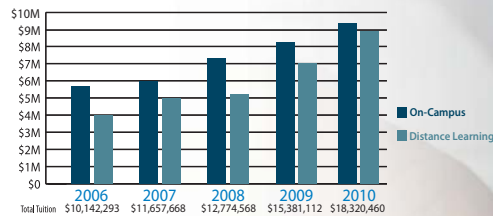
### Cash-in-Bank



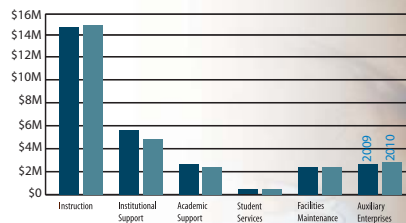
### Foundation Dollars



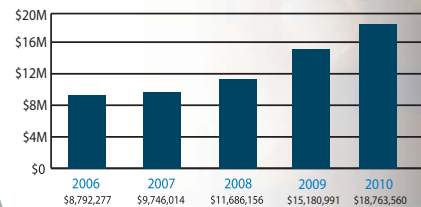
### Tuition Revenue: Distance / On-Campus Programs



### Expense Breakdown



### Financial Aid Distributed



	June 30, 2010	June 30, 2009	June 30, 2008
<b>Assets</b>			
<b>Current assets:</b>			
Cash and cash equivalents	\$9,552,511	\$7,410,591	\$6,655,248
Student accounts receivable, less allowance for uncollectible accounts of \$298,573 in 2010 and \$257,053 in 2009	1,241,493	1,226,761	1,201,482
Due from Florida Hospital Medical Center	37,689	73,631	15,347
Other receivables	173,502	328,440	730,977
Inventories	310,839	271,923	304,603
Prepaid expenses	487,751	982,917	723,531
<b>Total current assets</b>	<b>11,803,785</b>	<b>10,294,263</b>	<b>9,631,188</b>
Equipment	1,260,233	1,260,233	1,785,309
Accumulated depreciation	(874,887)	(762,742)	(1,397,778)
	385,346	497,491	387,531
Interest in net assets of recipient organization	3,753,409	3,543,258	2,906,608
<b>Total assets</b>	<b>\$15,942,540</b>	<b>\$14,326,012</b>	<b>\$12,925,327</b>
<b>Liabilities and net assets</b>			
<b>Current liabilities:</b>			
Accounts payable	\$215,105	\$177,489	\$156,396
Deferred revenue	1,972,555	2,146,759	1,869,578
Due to Florida Hospital Medical Center	1,368,531	1,244,278	1,071,947
Other current liabilities	73,939	123,337	170,798
<b>Total current liabilities</b>	<b>3,630,130</b>	<b>3,691,863</b>	<b>3,268,719</b>
<b>Net assets:</b>			
Unrestricted	8,559,001	7,099,891	6,750,000
Temporarily restricted	3,753,409	3,534,258	2,906,608
<b>Total net assets</b>	<b>12,312,410</b>	<b>10,634,149</b>	<b>9,656,608</b>
<b>Total liabilities and net assets</b>	<b>\$15,942,540</b>	<b>\$14,326,012</b>	<b>\$12,925,327</b>

Financials pending final audit report



# Statement of Activities

*Fast Forward*

For the Year Ended June 30, 2009

	Unrestricted	Temporarily Restricted	Total
<b>Revenue, gains, and other support</b>			
Tuition and fees	\$20,721,687	–	\$20,721,687
Less scholarship allowance	(63,936)	–	(93,936)
<b>Net tuition and fees</b>	<b>20,657,751</b>	<b>–</b>	<b>20,657,751</b>
Auxiliary enterprises	2,352,072	–	2,352,072
Contributions—Florida Hospital	4,569,219	–	4,569,219
Contributions—Florida Hospital Foundation	–	450,657	450,657
Contributions—other	365,009	–	365,009
Other revenue, Net	1,195,661	–	1,195,661
Interest income	209,714	–	209,714
Net assets released from restrictions	231,506	(231,506)	–
<b>Total revenue, gains, and other support</b>	<b>29,580,932</b>	<b>219,151</b>	<b>29,800,083</b>
<b>Expenses</b>			
Instruction	14,245,063	–	14,245,063
Institutional support	5,781,126	–	5,781,126
Academic support	2,779,347	–	2,779,347
Student services	650,662	–	650,662
Facilities maintenance	2,189,004	–	2,189,004
Auxiliary enterprises	2,476,620	–	2,476,620
<b>Total expenses</b>	<b>28,121,822</b>	<b>–</b>	<b>28,121,822</b>
Change in net assets	1,459,110	219,151	1,678,261
Net assets at beginning of year	1,009,891	3,534,258	10,634,149
<b>Net assets at end of year</b>	<b>\$8,599,001</b>	<b>\$3,753,409</b>	<b>\$12,312,410</b>

Florida Hospital College is always on the move.  
Upcoming initiatives and events include:

## Accreditation Visits

- Adventist Accrediting Association November 2010
- Southern Association of Colleges and Schools reaffirmation visit March 2011

## New Degree Programs and Levels

- Generic Bachelor of Nursing January 2011
- AS in Radiography delivered to Colorado Summer 2011
- Master of Occupational Therapy Fall 2011
- Doctoral Status application Fall 2011
- Bachelor's in Nuclear Medicine Fall 2012

## Expanded Nursing Simulation Lab

- Two new adult and one infant simulator 2011



# Leadership

David Greenlaw



Ruben Martinez



Lewis Hendershot



Donald Williams



Robert Curren



Stephen Roche

## Board of Trustees

Gordon Retzer  
Chairman

David E. Greenlaw  
Secretary

Diane Andrews  
Trustee

Charles Bradford  
Emeritus Trustee

Mike Cauley  
Trustee

Des Cummings, Jr.  
Trustee

Daryl Dixon  
Trustee

Leslie Ellis  
Emeritus Trustee

Malcolm Gordon  
Emeritus Trustee

Kristen Gray  
Trustee

Robert Henderschedt  
Trustee

Lewis Hendershot  
Trustee

Lars Houmann  
Trustee

Don Jones  
Trustee

Troy Kishbaugh  
Trustee

Gerald Kovalski  
Trustee

Judy Suarez  
Trustee

Steve Silver  
Trustee

Tom Werner  
Trustee

## Administration

David E. Greenlaw, D.Min.  
President

Robert A. Williams, Ph.D.  
Assistant to the President

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

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

Stephen Roche, B.A.  
Vice President for Student Services

Ruben Martinez, M.A.  
Vice President for Operations

Lewis Hendershot, B.A.  
Vice President for Marketing and Public Relations

Dan Lim, Ph.D.  
Vice President for Academic Administration for Educational Technology and Distance Education

Fred Stephens, M.B.A.  
Assistant Vice President for Human Resources

## Administrative Committee



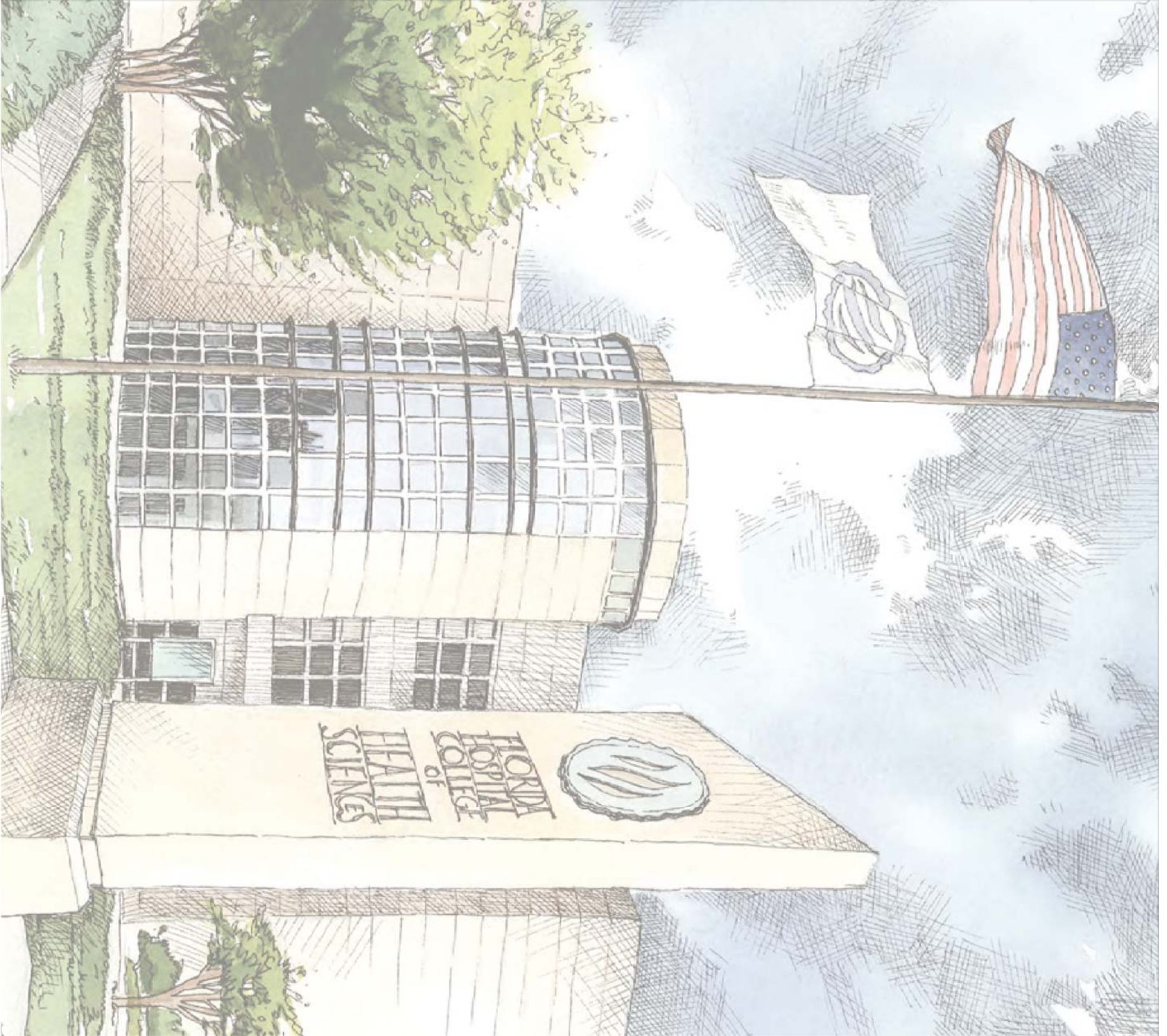
**Greenlaw, David**  
Chair/President  
**Anderson, Judy**  
Curriculum New Program  
**Archer, Len**  
Health & Biomedical Sciences Chair  
**Curren, Robert**  
Financial Officer/Sr. VP

**Gibson, Genese**  
Radiologic Science Chair  
**Henningsen, Charlotte**  
Sonography Chair  
**Hughes, Tia**  
OTA Chair  
**Hendershot, Lewis**  
Marketing & PR/VP

**Lim, Dan**  
Acad. Admin. Educational Tech&Dist./VP  
**Martinez, Ruben**  
Operations/VP  
**Johnson, Stefania**  
Grant Management  
**Preston, Jan**  
Nursing Chair

**Roche, Steve**  
Student Services/VP  
**Rugless, Fely**  
ATIS Director  
**Vining, Ann**  
Institutional Effectiveness  
**Williams, Don**  
Academic Admin./Sr. VP  
**Wren, Kathy**  
Nurse Anesthesia Chair





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