

*Living*  
Excellence





“All my path growing up, teachers were my stability. I was raised in a home where children were seen and not heard. At school, it was like I was given permission to talk and express, to be creative—to be me. I’ve always wanted to be a teacher, so I guess the gift that teachers have given me over the years, I continue to give.”

*Lynne Tier*



*Living*  
Excellence  
Annual Report 2010-11

---

Because of her contributions in the classroom and to her profession, Associate Professor Lynne Tier was selected by her peers as the 2010-11 Teacher of the Year. She is a nationally recognized expert in nursing simulation who presents at conferences and participates in think tanks across the United States. Under her direction, the nursing simulation lab at Florida Hospital College has expanded to include baby, adolescent, and adult high fidelity simulators that serve more than 200 students each term.



## From the President

“Excellence is a descriptor used so often that its value has become questionable. However, at Florida Hospital College, it is still a powerful word, indicating a [quality](#) that surpasses ordinary standards. Usually excellence is achieved through practice. Thus, it is a deliberate, ongoing attempt to achieve greater performance. We believe that our College is a [place of excellence](#) as a result of the [caliber of people](#) that work and study here. Coupled with the underlying mission to engage society with a [Christian worldview](#), we continue our journey of excellence. This report reflects the excellent work of the [individuals](#) who have chosen to serve at this time in this place.”

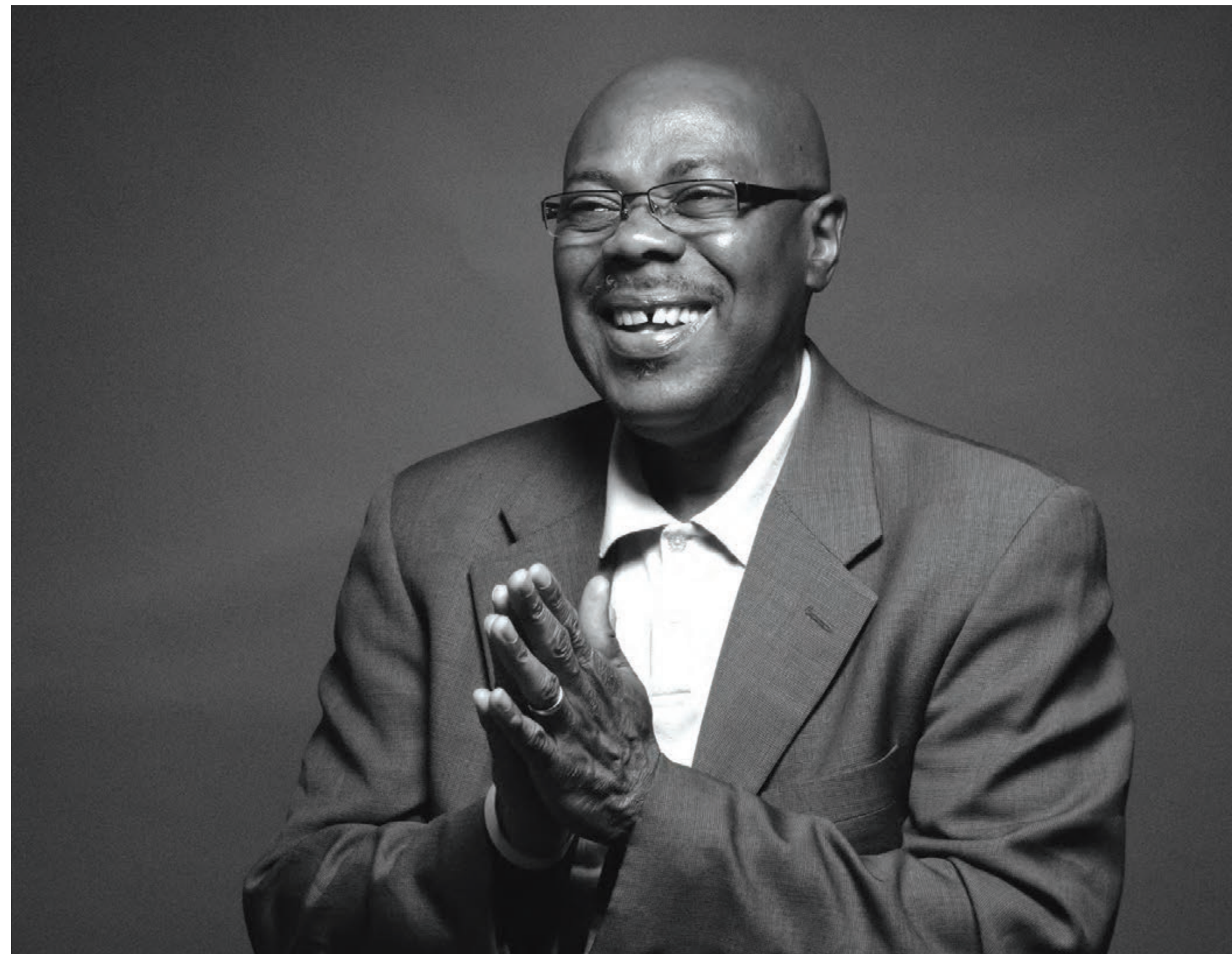
*David Greenlaw*





“The **mission** of the College is very **different** than anything else I’ve experienced and worked with at other institutions—the **passion** for helping people find out more about themselves, how they relate to other people, and giving them that **idea of service**. The passion and mission that we have here is very different. I know other religious institutions have a mission, but they tend to be driven in a more evangelistic type of fashion than we are. I think in our world today that we need less of that and more of **just caring for people**.”

*Len Archer*





“This is my very first experience doing research and it is **amazing** to be observing Dr. Baker at work. I’m taking **mental notes** on how I would like to be in the future as a researcher. She’s my mentor, she was my teacher, and I love her.”

*Fabiola Dupuox*





“The College was 12 years old when I first came here. It was the newest Seventh-day Adventist college, which I liked. I thought I could *make a difference*. I’m totally geeked-out about higher education. I mean, I’m so biased that I actually believe it’s the only job in the world.”

*Russ Butler*







“I really wasn’t the best student in high school. Not many people expected much out of me. But a handful of teachers really **believed** in me, and that helped me to even consider pursuing a **career** after high school. That’s why I’m here today.”

*Arlo Carreon*

---

This year, thanks to programmers such as Alejandra and Arlo, the entire campus can speak their minds through a web-based forum called UserVoice. Faculty and staff share, comment, and vote on ideas submitted by their colleagues. Administration pays close attention to the posts and uses them to make improvements on campus.



“What I like most about the College is the **people**, and being able to talk about God and **pray openly**. That’s not something we could do before. Our mom loves that. She’s so excited that we’re working here; she tells everybody.”

*Josh Garrido*





“I saw this magnificent person at the College, but they didn’t quite see it. I tried to offer conversation, encouragement, and a little nudging, saying, ‘Listen, look in the mirror and what do you see? You have gifts to offer and talents. . . If you don’t see it, you won’t be able to excel and use those to benefit anybody—even yourself. Over time, I finally saw this person get it. They saw their gifts and are using them in a way that is phenomenal. I’m so happy to have been a part of that encouragement. It’s wonderful to see that your words have a power and they can be beneficial and not hurtful.”

*Rozlyn Robinson*







“Dr. Greenlaw called and asked if I would come in and talk about the possibility of me working at the College. I came in before the interview and Reynold said, ‘You know, you’re supposed to be here.’ In effect, he was saying that God told him that I was supposed to be here. That made an impression because who you work with is important. And here, we actually get paid to do what we do; it’s just a ball.”

*Bill Crofton*

---

Mission trips, prayer circles, Bible studies, and community service events are just a few of the regular activities the campus chaplains plan. Their most important role, however, is supporting and mentoring students. Through this ministry, amazing things take place. Once, while a campus ministries student leader was holding a Bible study at Starbucks, an exiting customer tossed a balled-up napkin into their group. Surprised, the student opened it and read the hastily scrawled message: “It is so neat to see young ladies studying the Bible in public.”



“I’m **passionate** about giving guidance to young women. What I had to deal with as a teenager is child’s play compared to all the things they are facing now. What I think is most **interesting** is that they actually want to **talk** with me and get my input. That’s a really neat place to be at this stage in my life.”

*Beryl Pryor*







“I feel the mission of the College is the same now as when it started. I feel like the core of the mission was always there—to make a difference for students, for students to be *top-quality* healthcare workers who have a caring spirit. And we both try to encourage the students and let them know, ‘You can do this!’ We take them on as *our children*, no matter what age they are.”

*Beverly Snell*

---

Carol and Beverly joined the College when it was just an idea and a blueprint. Together they started the bookstore in a small room with a few tables, supplies, and snacks. Since then it's grown to include an online bookstore and a bustling café where more than 350 students eat, mingle, and study daily. It also serves as the location for SonSet Café, a Friday evening vespers service that draws nearly 100 students every week.



“I was a **terrible, terrible, terrible** teenager. The things you would not want your children to do are the things that I did. My mother was a **gun-toting** police officer, which was both good and bad because it got us out of a lot of trouble that we probably shouldn’t have gotten out of. I **hated high school**. I did not go. I worked at a gas station when I was 16, and the chief of police of Jefferson City would come and see me after hours and talk to me. He would **come as a friend** and just talk with me **about my life**. I used to go to his house and go fishing. I don’t remember what he said, but obviously I remember what he did. **That’s the thing**: people don’t remember the things you teach them. They don’t remember the things that you say. **They remember how you make them feel**. There is something about him taking an interest in me that made me feel worth it.”

*Ron Carson*





“My mom always **believed** that I could do what I wanted to do. She told me this verbally all the time and when she saw that I was interested in something she would **encourage me**. I used to love to read and she would provide **lots of books** for me. I was always very shy and very **introverted**. On my mom’s side we have a family **reunion** every two years. Our region hosted the second one we had. It was here in Orlando, and she had me read a **poem**. All my mom’s sisters came to me and couldn’t believe it was me. They asked, ‘Is this the same little shy Anita?’”

*Anita Spry*





**José:** When I was a kid, I liked to play practical jokes. You could call it my hobby. And then, with a guy like Grayson, forget it! It just brings all those memories back. We play all the time. It's like I've known this guy for a long, long time.

**Grayson:** One time José tied my chair under my desk to another chair, so when I would pull my chair out, it would slam everything forward. You can tell José likes pranks because you can pick up his aura—he's always laughing and joking. You can tell he is a very personable, playful, and joyful individual.





# Florida Hospital College

## By the Numbers

Florida Hospital College has been blessed with another year of solid financial growth. Strong enrollment figures have resulted into a sound bottom line, as indicated by the June 30, 2011 net gain of \$719,692. This figure is composed of a \$313,179 gain from operational activities and an increase of \$406,513 in temporarily restricted assets held at Florida Hospital Foundation.

Here at Florida Hospital College, we understand very clearly that the numbers on our financials directly reflect people who have chosen to entrust us with an investment in their own future. With that, College employees are committed to approaching stewardship with a Christian heart. That attitude makes a big difference when interacting with students who are worried or stressed about their financial situation.

Though the impact is not always immediately apparent, occasionally we hear back from a student who recognized and appreciated our caring approach. The message to the right is an email sent to the College business office by one such student. The College takes just as much pride in the words of this message as we do in the financial data you will find on the subsequent pages reviewing our past fiscal year.

“When requesting a transcript I found that I had a balance, and after speaking with the on-campus manager to verify a few pieces of information, you let me know how much it was. I thought that was it and that I was going to be responsible for the entire amount, and was frustrated very much. Then, after several weeks I was called back out of the blue stating that you would bring down the fees to the original balance, cutting it nearly in half. I was blessed! I hope you remember because your actions have made a profound impact on my life simply because you could have let it be yet you continued to investigate and finally resolved some of the amount of the total bill. I asked myself who does that!? I just wanted to say thank you from the bottom of my heart for what you have done. Most people would have just left it alone after the conversation and expected payment despite their concerns but you are a different College. Well I am writing to you to let you know I was able to pay off the amount. May God continue to bless FHCHS as you do the Lord’s work in our lives.”

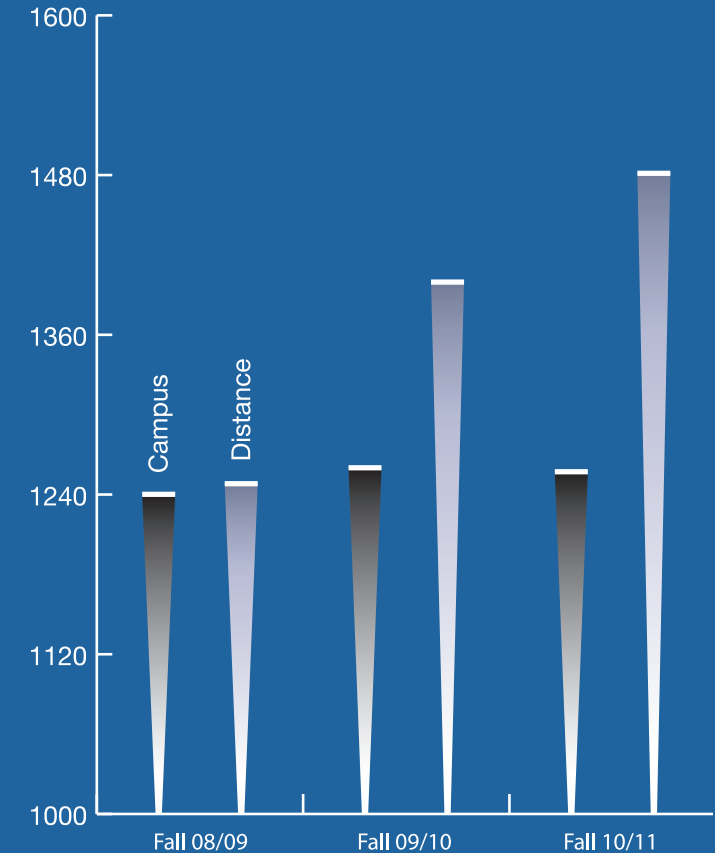
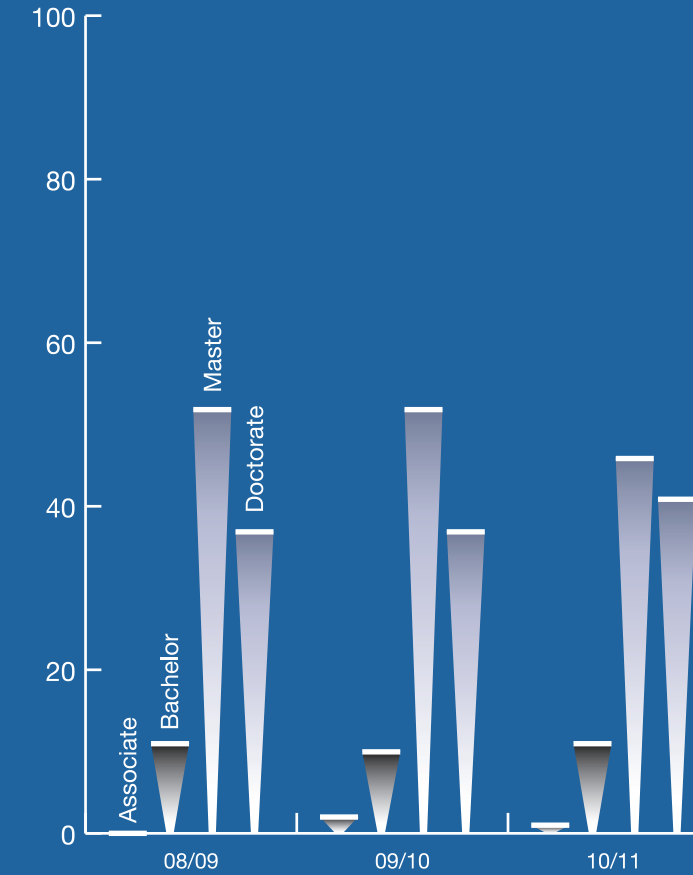
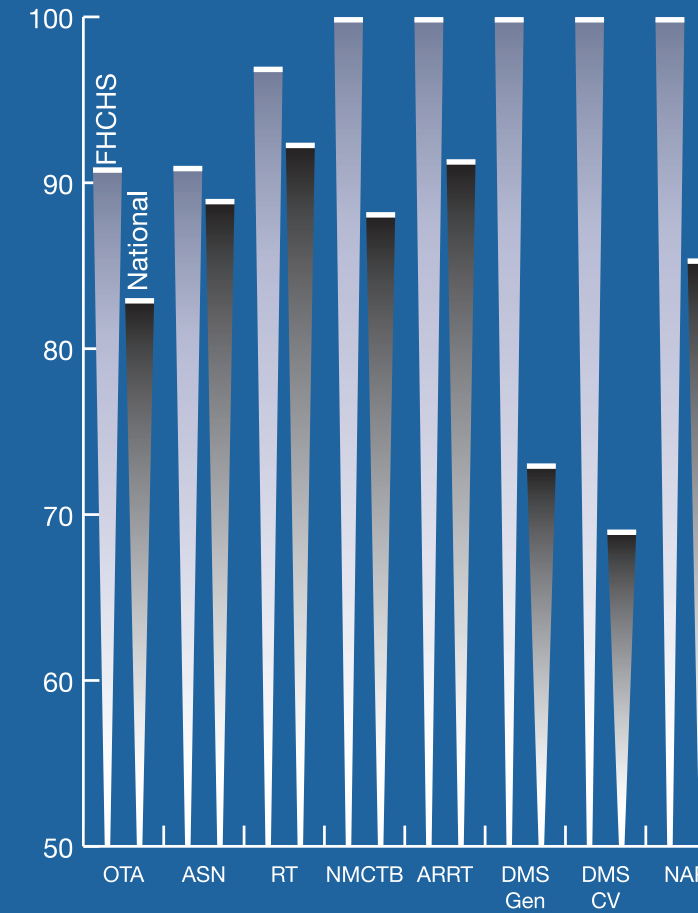
In 2010-2011, we have:

**Broadened** our donor base as College dollars at the Florida Hospital Foundation continue to grow. At the end of the last fiscal year, foundation dollars designated for the College totaled \$4,159,922.

**Helped** students achieve their goals by providing \$19,352,047 of financial aid during the 2010-11 school year. This number has grown substantially in the past three years, while maintaining a default rate consistently below 3 percent.

**Strengthened** our balance sheet with a 2.7 percent increase of cash in bank. The fiscal year end bank balance totaled \$9,806,850.

**Furthered** our financial base with grants in the amount of \$645,717 during the past fiscal year, an increase of 77 percent compared to 2009-10.



### Pass Rates

Excellence in the classroom is measured in part by the number of graduates who pass the board and licensure exams for their chosen professions. Florida Hospital College graduates have consistently exceeded national pass rate averages, in some cases performing more than twice as well as their peers from other programs.

### Faculty Credentials

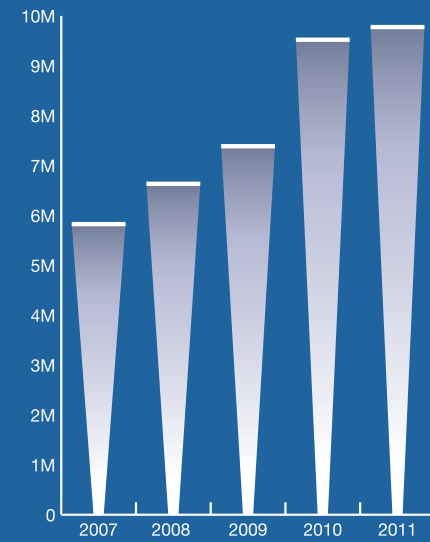
One of the College’s seven learning outcomes is lifelong learning, the pursuit of excellence through the ongoing acquisition of knowledge and professional expertise. Faculty lead by example, continually seeking opportunities to grow. Currently, five faculty members are in doctoral programs.

### Enrollment Breakdown

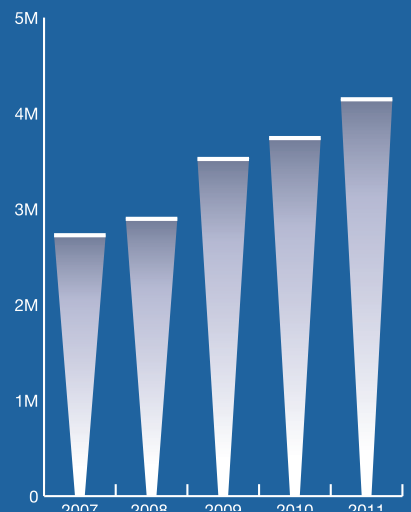
Delivering education in a range of modalities allows us to engage a diverse learning community. Education is enhanced by conversation among a student body that includes nearly 1,200 individuals from minority backgrounds ranging in age from 17 to 50 years of age and coming from all over the world.



## Cash in Bank



## Foundation Dollars



## Statement of Financial Position

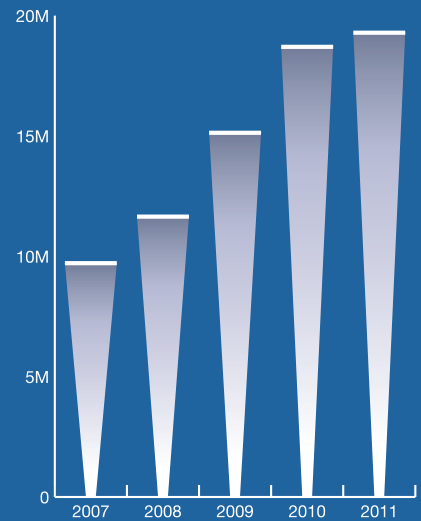
	June 30 2011	June 30 2010	June 30 2009
<b>Assets</b>			
Current assets:			
Cash and cash equivalents	9,806,850	9,552,511	7,410,591
Student accounts receivable, less allowance for uncollectible accounts of 134,556 in 2011 and 298,573 in 2010	1,064,852	1,241,493	1,226,761
Due from FHMC	207,721	37,689	73,631
Other receivables	202,034	173,502	328,440
Inventories	256,045	310,839	271,923
Prepaid expenses	536,264	487,751	982,917
<b>Total current assets</b>	<b>12,073,766</b>	<b>11,803,785</b>	<b>10,294,263</b>
Equipment	1,495,196	1,260,233	1,260,233
Accumulated depreciation	(995,235)	(874,887)	(762,742)
	<b>499,961</b>	<b>385,346</b>	<b>497,491</b>
Interest in net assets of	4,159,922	3,753,409	3,543,258
<b>Total assets</b>	<b>\$16,733,649</b>	<b>\$15,942,540</b>	<b>\$14,326,012</b>
<b>Liabilities and net assets</b>			
Current liabilities:			
Accounts payable	166,597	215,105	177,489
Deferred revenue	1,879,850	1,972,555	2,146,759
Due to FHMC	1,437,037	1,368,531	1,244,278
Other current liabilities	218,063	73,939	123,337
<b>Total current liabilities</b>	<b>3,701,547</b>	<b>3,630,130</b>	<b>3,691,863</b>
Net assets:			
Unrestricted	8,872,180	8,559,001	7,099,891
Temporarily restricted	4,159,922	3,753,409	3,534,258
<b>Total net assets</b>	<b>13,032,102</b>	<b>12,312,410</b>	<b>10,634,149</b>
<b>Total liabilities and net assets</b>	<b>\$16,733,649</b>	<b>\$15,942,540</b>	<b>\$14,326,012</b>

## Statements of Activities

For the Year Ended June 30, 2011

	Unrestricted	Temporarily Restricted	Total
<b>Revenue</b>			
Tuition and fees	\$20,766,709		\$20,766,709
Less scholarship allowance	(95,200)		(95,200)
<b>Net tuition and fees</b>	<b>20,671,509</b>		<b>20,671,509</b>
Auxiliary enterprises	1,959,857		1,959,857
Contributions – Florida Hospital Medical Center	4,619,805		4,619,805
Contributions – Florida Hospital Foundation		613,544	613,544
Contributions - Other	645,717		645,717
Other revenue, net	1,062,363		1,062,363
Interest income	364,249		364,249
Net assets released from restrictions	207,031	(207,031)	
<b>Total revenue</b>	<b>29,530,531</b>	<b>406,513</b>	<b>29,937,044</b>
<b>Expenses</b>			
Instruction	14,358,012		14,358,012
Institutional support	6,191,989		6,191,989
Academic support	3,489,386		3,489,386
Student services	803,268		803,268
Facilities maintenance	2,174,021		2,174,021
Auxiliary enterprises	2,200,676		2,200,676
<b>Total expenses</b>	<b>29,217,353</b>		<b>29,217,353</b>
Change in net assets	313,179	406,513	719,692
Net assets at beginning of year	8,559,001	3,753,409	12,312,410
<b>Net assets at end of year</b>	<b>\$8,872,180</b>	<b>\$4,159,922</b>	<b>\$13,032,102</b>

## Financial Aid Distributed



## Expense Breakdown

	2010	2011
Instruction	14.31M	14.36M
Institutional Support	5.78M	6.19M
Academic Support	2.78M	3.49M
Student Services	0.65M	0.80M
Facilities Maintenance	2.19M	2.17M
Auxiliary Enterprises	2.48M	2.20M





## Leadership

**David Greenlaw**  
President

**Donald Williams**  
Senior Vice President  
for Academic Administration

**Robert Curren**  
Senior Vice President  
for Financial Administration

**Lewis Hendershot**  
Vice President for Marketing, Public  
Relations, and Enrollment Services

**Stephen Roche**  
Vice President for Student Services

**Ruben Martinez**  
Vice President for Operations

## 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, Public  
Relations, and Enrollment Services

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

**Fred Stephens, M.B.A.**  
Director for Human Resources

## Administrative Committee

**David Greenlaw**  
Chair; President

**Judy Anderson**  
Curriculum Program Director

**Len Archer**  
Associate Vice President  
for Academic Administration

**Dawn Creft**  
Committee Secretary

**Robert Curren**  
Financial Officer; Senior Vice President  
for Financial Administration

**Genese Gibson**  
Chair, Department of Radiologic Sciences

**Charlotte Henningsen**  
Chair, Department of Diagnostic  
Medical Sonography

**Tia Hughes**  
Chair, Department of Occupational Therapy

**Lewis Hendershot**  
Vice President for Marketing, Public  
Relations, and Enrollment Services

**Dan Lim**  
Vice President for Academic  
Administration for Educational  
Technology and Distance Education

**Ruben Martinez**  
Vice President for Operations

**Stefanie Johnson**  
Grants Management Director

**Jan Preston**  
Chair, Department of Nursing

**Steve Roche**  
Vice President for Student Services

**Travis Wooley**  
Information Technology Interim Director

**Roy Lukman**  
Institutional Effectiveness Director

**Donald E. Williams**  
Senior Vice President  
for Academic Administration

**Kathy Wren**  
Chair, Department of Nurse Anesthesia

**Ann Vining**  
Chair, Health and Biomedical Sciences

## Board of Trustees

**Gordon Retzer**  
Chair

**David E. Greenlaw**  
Secretary

**Diane Andrews**

**Charles Bradford**  
Emeritus Trustee

**Mike Cauley**

**Des Cummings, Jr.**

**Daryl Dixon**

**Leslie Ellis**  
Emeritus Trustee

**Malcolm Gordon**  
Emeritus Trustee

**Kristen Gray**

**Robert Henderschedt**

**Lars Houmann**

**Don Jones**

**Troy Kishbaugh**

**Gerald Kovalski**

**Steve Silver**

**Tom Werner**



Special thanks to Nick Alpin for photographing the Humanity Project.