



2018–2023

Rising Higher

Vision for Tomorrow



Advent Health
UNIVERSITY

Special thanks to all the individuals and teams who contributed their time, effort, and expertise to the development of the Strategic Plan.

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Rising Higher

Every day at AdventHealth University, lives change for the better.

A prospective sonography student sees, for the first time, a realistic path forward to a good life. A current radiography student secures the optimal clinical rotation needed for graduation and career. A senior nursing student must choose a job from multiple employment offers. A health and biomedical sciences student scholar lands a PhD placement and a full-ride scholarship to boot.

Lives change for the better. Our students' lives, certainly. The lives of our faculty and staff, in ways both professional and personal. The lives of our supporters and friends, sometimes with transformations that transcend our human understanding. When AHU is the catalyst for changing lives, for creating the conditions for students and others to grow in knowledge, skill, character, and faith, we are:

Extending the healing ministry of Christ.

This new Strategic Plan, the product of many months of intensive self-examination, research, and collaboration, keeps us on that path. It also charts an innovative new course for AHU, one that includes new levels of collaboration, scholarship, and influence in preparing future practitioners and leaders to fulfill the promise of faith-centered, evidence-based, whole-person care.

As we execute the tactics and accomplish the goals of this Strategic Plan, AHU will advance toward fulfilling its aspirational vision:

*Serving as a leader in healthcare education,
transforming the science and practice of
whole-person care, and developing influential
professionals of uncommon compassion.*

I invite you to join us on this extraordinary journey of rising higher, together.

Grace and peace,



Edwin I. Hernández, PhD
President

RISE TOGETHER, RISING HIGHER

A Story of Growth and Transformation

AdventHealth University is now on the cusp of a major transformation, poised to move from small and strong regional player to a national educational institution offering degrees in health and biomedical sciences, healthcare administration, nuclear medicine technology, nurse anesthesia, nursing, occupational therapy, physical therapy, physician assistant, radiography, and sonography.

As the university of AdventHealth, AHU extends the healing ministry of Christ by affirming faith, advancing knowledge, transforming learning, and cultivating compassion. The aspirational AHU vision drives toward greater innovation and leadership in learning, breakthrough expansion in education supporting whole-person research and care, and strategic growth of capacity to develop influential professionals of uncommon compassion. All work toward achieving this vision is grounded in the educational philosophy of the Seventh-day Adventist Church and the values of spirituality, excellence, nurture, and stewardship.



Brothers and sisters, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus.

PHILIPPIANS 3:13-14

Founded as Florida Hospital College of Health Sciences, transitioning as Adventist University of Health Sciences, and now maturing as AdventHealth University, this institution of three names evolved from a nascent junior college in 1990 to the Level V doctoral-granting university it is today.



The strategic planning process

AUGUST 1, 2017

A New Era

Edwin I. Hernández begins his term as president of AHU

NOVEMBER 2017

Strategic Planning Begins

The campus engages in creative brainstorming and visioning exercises

JANUARY–MARCH 2018

Discovery

Complete review and analysis of current assets, programs, benchmarks, opportunities

APRIL–JUNE 2018

Goals and Imperatives

Articulate top five goals, in alignment with AdventHealth system imperatives

JULY–DECEMBER 2018

Initiatives

Determine top initiatives, the growth and change strategies to be developed, for each goal

JANUARY–MARCH 2019

Tactics

Define tactics, the steps and tasks required to successfully complete each initiative

MARCH–APRIL 2019

Metrics and Scorecard

Identify specific metrics, the measures to be achieved for each tactic, and establish scorecard, the summary report of progress over time

APRIL 2019

Approval

Rising Higher: Vision for Tomorrow is approved by Board of Trustees





A new era in health care

Human demographics and market forces call for more.

More registered nurses, family nurse practitioners, nurse anesthetists, physician assistants.

More physical therapists, occupational therapists, diagnostic medical sonographers, nuclear medicine technologists, radiologic and MRI technologists.

More academic scholars, clinical researchers, bioethical experts, and chaplain leaders.

With the United States facing a shortage of healthcare professionals over the next 10 years, AdventHealth University is entering a season of essential growth and exciting change.

Healthcare support (23.6 percent of all occupations) and healthcare practitioners and technical roles (15.3 percent of all occupations) are projected to be among the fastest growing occupational groups during the 2016–26 projections decade. These two occupational groups—which account for 13 of the 30 fastest growing occupations from 2016 to 2026—are projected to contribute about one-fifth of all new jobs by 2026. Factors such as the aging baby-boom population, longer life expectancies, and growing rates of chronic conditions will drive continued demand for healthcare services.

U.S. BUREAU OF LABOR STATISTICS

A blueprint for growth

The Rising Higher strategic plan lights the path to a brighter future.

AHU, like many higher education institutions in the U.S., is at a crossroads.

Despite an unprecedented need for skilled workers, rising costs, declining enrollment, and economic challenges present formidable challenges. In this context, private, faith-based educational institutions like AHU must compete with public, state-funded schools for market share, research and scholarship grants, and financial support. To move forward successfully, AHU cannot opt for the status quo. It must embrace strategic growth, leverage academic research, innovate educational solutions, expand institutional influence, and double student enrollment in the years ahead.

Fortunately, the demand for AHU graduates has never been higher. Nurses, nurse practitioners, physician assistants, physical and occupational therapists, radiographers and sonographers all perform critical roles in modern healthcare. At AdventHealth facilities and beyond, AHU graduates are selected, hired, and valued for both their clinical skills and their uncommon compassion.

In a highly competitive education market, the demand for an AHU degree is strong as well: applicants for many academic programs far exceed capacity, innovative dual degree options are drawing students from new demographics, and new benefits for AdventHealth employees are attracting new enrollments.

As the university of AdventHealth, one of the nation's top health care systems, AHU is poised to move into a new phase of strategic growth. Leading with five mission-critical goals—wholistic mission, excellent faculty and staff, exceptional education, strategic integration and partnerships, and effective management—AHU has enviable advantages in the higher education marketplace.



*The future of healthcare
demands a culture of learning, a hunger
for excellence, and fearlessly innovative leaders.*

—EDWIN HERNÁNDEZ



MISSION *our purpose*

AdventHealth University is a Seventh-day Adventist institution specializing in healthcare education in a faith-affirming environment. Service-oriented and guided by the values of nurture, excellence, stewardship, and spirituality, the University seeks to develop leaders who will practice healthcare as ministry.

VISION *our direction*

AdventHealth University is a leader in healthcare education, transforming the science and practice of whole-person care and developing influential professionals of uncommon compassion.

VALUES *our beliefs*

AHU fosters
NURTURE by
creating a respectful,
inclusive, supportive,
and empowering
environment for all.

AHU expands
EXCELLENCE by
advancing innovative
teaching, experiential
learning, and serious
scholarship.





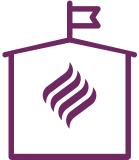
AHU promotes
STEWARDSHIP by
optimizing human potential,
positive relationships,
and valuable resources.

AHU cultivates
SPIRITUALITY by
offering opportunities
for all to grow in
relationship with God.

*In the U.S. economy, higher education is
at a crossroads. Healthcare is as well.*

*As the university of AdventHealth, AHU is at a
critical juncture, face-to-face with great risk and
great reward. The time is now to move quickly and
surely, and seize the opportunities of the day.*

—DARYL TOL

| IMPROVE THE PRODUCT | IMPROVE THE PEOPLE SYSTEMS | ENGAGE THE CONSUMER | EXPAND THE NETWORK | LOWER COST/MANAGE RISK |
|---|--|--|---|--|
| GOAL 1 Wholistic Mission <p>Ensure that Christian values and Adventist philosophy of wholistic care and principles of stewardship infuse all endeavors.</p>  <p>INITIATIVES Integrate whole-person care principles that promote health and wellbeing. Ensure all students are introduced to a Biblical worldview as part of their education at AHU. Cultivate the mission alignment of students, faculty, and staff. Advance the science and practice of whole-person care.</p> | GOAL 2 Excellent Faculty and Staff <p>Recruit, develop, and retain excellent faculty and staff committed to providing educational leadership, pursuing academic excellence and enhancing student experience.</p>  <p>INITIATIVES Support faculty and staff to become leaders in their respective fields. Enhance internal communication. Develop and implement a competitive total reward system (compensation and benefits). Develop and implement faculty and staff workload policies that integrate best practices. Create a culture that recognizes excellence.</p> | GOAL 3 Exceptional Education <p>Provide an exceptional learning experience in which students grow spiritually, achieve academically, and become influential professionals.</p>  <p>INITIATIVES Optimize student success at AHU. Offer an expanded range of student-centered transformative experiences. Create and provide innovative, quality learning opportunities. Develop and strengthen sustainable academic programs to meet healthcare industry and AdventHealth needs. Expand campus and online education. Achieve exceptional institutional effectiveness. Provide cultural competency education and increase the pipeline of diverse populations into all academic programs.</p> | GOAL 4 Strategic Integration and Partnerships <p>Advance a culture of innovation and collaboration through strategic integration and partnerships to expand educational, research, and service opportunities.</p>  <p>INITIATIVES Expand external partnerships that enhance institutional growth opportunities. Nurture relationships that positively impact the communities we serve. Cultivate relationships with AdventHealth entities that enhance education and research.</p> | GOAL 5 Effective Management <p>Strengthen financial viability through growth, fund development, and effective management strategies.</p>  <p>INITIATIVES Manage institutional assets and develop efficiencies for sustainable operations and growth. Increase philanthropic support for AHU by developing and maintaining a robust and engaged network of supporters. Increase student enrollment. Become the preferred educational provider for AdventHealth employees. Identify and target prospective students seeking an HBS degree. Develop a 10-year physical master plan that optimizes current facilities and projects future needs.</p> |

SERVICE STANDARDS *every person, every time*

| | | | |
|--|---|--|---|
| LOVE ME I treat others with uncommon compassion. I nurture whole-person care. I treat others with fairness and respect. I listen and communicate effectively. | OWN IT I am positive and aim to exceed expectations. I follow through on my commitments. I use discretion with my personal devices. I recover and restore trust. | MAKE IT EASY I help others in meaningful ways. I speak respectfully of others. I collaborate to create solutions, not excuses. I innovate and continually seek ways to improve my work. | KEEP ME SAFE I make safety a priority. I protect privacy and confidentiality. I keep my environment clean. I dress professionally. |
|--|---|--|---|



Reinforcing commitment to wholistic mission

At the heart of AHU is a steadfast commitment to extend the healing ministry of Christ by affirming faith, advancing knowledge, transforming learning, and cultivating uncommon compassion.

KEY GROWTH OPPORTUNITIES

Learning with Virtual Reality

Cultivating uncommon compassion in future healthcare practitioners is core to the mission of AHU. New virtual reality technology will offer students valuable learning experiences such as chaplain-patient rounding, helping patients through loss and grieving, and valuing the religious traditions of patients. An ongoing collaborative study with Stanford University presents exciting possibilities for future research.

Whole-Person Care Research

The ideal of providing whole-person care is grounded in the Adventist faith tradition and in decades of patient research. In partnership with **AdventHealth Research Institute**, AHU faculty and students will work on codifying whole-person care competencies correlated with better patient outcomes, establish evaluation tools and assessment for data gathering, integrate practices in curricula, and reinforce values in the campus culture.

Reducing Healthcare Disparities in Central Florida

Created to help expand prevention practices and improve the health of Central Florida communities, the **Center for Population Health** will strategically expand its research work to help reduce healthcare disparities in collaboration with AdventHealth. Projects engage students and faculty in applying geographic information technologies and research, revealing and addressing patterns of disease and risk for health-related outcome improvements.



Continuing to develop **excellent** faculty and staff

Faculty and staff at AHU direct their energies daily to the centrality of the student experience by developing their own skills to continuously improve opportunities for students to deepen their faith, raise their sights, and expand their horizons.

KEY GROWTH OPPORTUNITIES

Faculty and Staff Development

New collaborations with *AdventHealth Leadership Institute*, *AdventHealth Press*, and *AdventHealth Research Institute* will offer faculty and staff leaders avenues for leadership development, research and publication mentoring, advanced academic study, and evidence-based practices for teaching and learning.

Endowed Chairs

New, named endowments will support distinguished chairs in academic departments. Endowed chairs acknowledge the value AHU places on the dedication of its most talented professors and provide budgetary support for scholarly advancement.

Faculty Research Focus

Designed to reduce financial barriers to faculty participation in research, publications, and advanced academic study, new grant funding will offer new opportunities for research.



Elevating the student experience with **exceptional** education

Student success is the hallmark of every thriving university. At AHU, students have extraordinary opportunities to discover their purpose and achieve their highest potential as students and humans. New offerings will further enrich and differentiate the AHU student experience.

KEY GROWTH OPPORTUNITIES

Hope Clinic

Offering no-cost, client-centered therapy services to patients who are without insurance benefits, Hope Clinic has helped both children and adults regain the ability to walk, work, and manage their activities of daily living. New interprofessional practice experiences will give AHU students the opportunity to work with patients alongside their clinical peers, study effectiveness of innovative practice, and create new models for care.

Student Research Fellowships

AHU students are invaluable members of research teams, capable of both learning from and contributing to laboratory studies, random controlled trials, and academic analysis. By formalizing and funding student research fellowships, this initiative will expand access to valuable learning opportunities.

Active Learning and Immersive Technology

Innovation in learning technologies continues to foster innovation in education. Active learning classrooms, peer and team projects, digital tools and resources are replacing traditional “sage on the stage” lecture models. AHU investments in active learning facilities, immersive technology, simulation, and virtual reality will allow faculty to enrich curriculum, conduct research, and increase student involvement and learning.



Cultivating and growing strategic integration and partnerships

Great traditions in academia are the currency of collegiality and power of partnership. A key growth strategy at AHU is the continued development of innovative collaborations with peers in higher education, partners in community, and people of faith.

KEY GROWTH OPPORTUNITIES

Interprofessional Simulation Center

With the potential to be housed in a two-story addition to the AHU Graduate Building, an expanded *Interprofessional Simulation Center* will give students the opportunity to work alongside their professional peers in safe and realistic simulated clinical settings.

Institute for Ministry Education and Research

With the potential to be housed in a two-story addition to the AHU Graduate Building, this new institute is a collaboration of *AdventHealth Office of Mission* and AHU. Leaders will gather top scholars and medical practitioners to research, test, and share new insights and evidence on the intersections and relationships between faith and learning, bioethics and faith-based care, pastoral care and healing.

Community Service Fellowships

Designed to provide essential health services to vulnerable residents in Central Florida, this program also gives students valuable service learning and networking experiences in the community.



Sharpening standards and processes for effective management

The financial viability of a modern university depends on steady growth, strategic fund development and university advancement, and long-range master planning. AHU will invest in all three through several initiatives over the next five years.

KEY GROWTH OPPORTUNITIES

Two-story Addition to Graduate Building

This new on-campus space will create capacity to expand graduate programs, house the *Institute for Ministry Education and Research*, and expand the *Interprofessional Simulation Center* and its VR technology laboratory. Being physically colocated creates synergy between disciplines, creating world-class interprofessional and spiritual care experiences.

Student Residences

New and creatively designed student residence space will create the solution to a growing population of students. Quality university housing will make the cost of living in Orlando more affordable for all students, including those with high financial need, freshmen and graduate, married and single, and those enrolled for short and medium terms.

Presidential Scholars

Every year, countless deserving students are turned away from colleges and universities for a lack of funds. A new *Presidential Scholars Fund* will allow AHU to offer special financial assistance to highly qualified students facing financial and other barriers. Presidential Scholars will also be considered for valuable leadership, research, and intern positions at AdventHealth.



About AdventHealth University

PROFILE FALL 2018

1,705 students

95%

average pass rate
for certification exams

94%

BS graduates employed
within one year***

18

average
class size

#2

Best Christian College
in Florida 2019*

#4

Best Small College
in Florida 2019*

#6

Best Online School
in U.S. 2019*

71%

receiving financial aid

\$63,604

first-year annual salary of
AHU BS graduate***

trimester
calendar

792 donors
contributed
\$634,000
in 2018

more than

100

community
partners

RATIO
7 students
1 faculty

TOP 50

Online MHA
in U.S. 2018-19**

Affiliated with AdventHealth and
the Seventh-day Adventist Church

* Niche.com

** affordablecollegesonline.org

*** Florida Department of Education 2017 data

ACADEMIC PROGRAMS

● Orlando Campus ▲ Denver Campus ■ AHU Online

ASSOCIATE OF SCIENCE

- ▲ Diagnostic Medical Sonography
- Health Sciences
- Occupational Therapy
- ▲ Radiography

BACHELOR OF SCIENCE

- Biomedical Sciences
- Diagnostic Medical Sonography
- Health Sciences
- Healthcare Administration
- Nuclear Medicine Technology
- ▲■ Nursing
- Nursing RN-to-BSN
- Radiologic Sciences

MASTER OF SCIENCE

- Healthcare Administration MHA
- Executive MHA
- Strategy and Innovation MHA
- MHA/MBA Dual Degree
- Occupational Therapy MOT
- Physician Assistant MPA
- Nursing Administration & Leadership MSN
- Nursing Education MSN
- Nursing Family Nurse Practice MSN

DOCTORAL

- Nurse Anesthesia DNAP
- Physical Therapy DPT

ACCREDITATION

Southern Association of Colleges and
Schools Commission on Colleges
(SACSCOC)

Accreditation Council for Occupational
Therapy Education (ACOTE) of the
American Occupational Therapy
Association (AOTA)

Accreditation Review Commission on
Education for the Physician Assistant,
Inc. (ARC-PA)

Commission on Accreditation in Physical
Therapy Education (CAPTE)

Commission on Accreditation of Allied
Health Education Programs (CAAHEP)

Commission on Collegiate
Nursing Education (CCNE)

Council on Accreditation of Nurse
Anesthesia Educational Programs (COA)

Joint Review Committee on Education in
Radiologic Technology (JRCERT)

Joint Review Committee on Educational
Programs in Nuclear Medicine
Technology (JRCNMT)



Welcoming students of all religious backgrounds

AdventHealth University invites students on a journey exploring the meaning of life, their relationship with God, and the difference they can make. Aligning with our Adventist heritage, this Statement of Belief identifies Biblical principles that undergird the AHU mission: “Developing skilled professionals who live the healing values of Christ.”

We believe:

God brought the universe into existence.

Therefore,
We know God through creation
We believe everything is within God’s interest and care
We recognize God as the Source of truth and goodness

All Truth is God’s Truth.

Therefore,
We find truth in both scripture and science
We believe only God has complete knowledge and wisdom
We honor God when we expand the boundaries of our knowledge

All Goodness is God’s Goodness.

Therefore,
We accept God as the Source of all life-promoting values
We thrive when we live by God’s values
We believe all who live by these values are connected to their Creator

Jesus Christ is our clearest picture of God.

Therefore,
We encounter Him as Immanuel (God with us) – the First Advent
We find Him when we accept His life, death, and resurrection
We invite others to know God through Him

Each person is created in the Image of God.

Therefore,
We accept the immeasurable value of each person
We treat everyone as a child of God
We build with them the family of God

We experience brokenness in our relationship with God.

Therefore,
We commit to restoring that connection
We seek, with the help of the Holy Spirit, the healing of the whole person
We nurture, with God, a community of wounded healers

Sabbath is God’s sacred shelter.

Therefore,
We rejoice in the harmony it brings to our lives
We connect with God and others within its tranquil hours
We experience in it a foretaste of eternity ushered in at the Second Advent

Christ is the Great Educator.

Therefore,
We learn from His example
We guide our students through His wisdom
We honor Him by teaching them to serve others

***At AdventHealth University, we prepare students to
extend the healing ministry of Christ by***

***affirming faith • advancing knowledge • transforming learning
cultivating uncommon compassion***



671 Winyah Drive | Orlando, FL 32803 | 407-303-7747 | ahu.edu

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