

2025 Strategic Plan



ACADEMY FOR NURSING AND HEALTH OCCUPATIONS

A 501(c)3 COLLEGE OF NURSING AND HEALTH OCCUPATIONS

OCTOBER 2024

Message from the Executive Director

As 2024 draws to a close, I would like to take a moment to reflect on the past year at ANHO as well as look forward toward the future in 2025, as there is much to be **thankful** for, **encouraged** by and **motivated** to do in our continuous pursuit of excellence!

ANHO is very *thankful* for its strong nucleus of dedicated and devoted faculty and staff members, who selflessly give of themselves in helping our students in the classroom and beyond. YOU, the ANHO family, are at the heart of our mission, and I cannot thank you enough for ALL of your care, concern and commitment!

Also, under the skillful guidance of an excellent departmental management team, ANHO is *thankful* for the progress made so far toward its institutional goals. In particular, ANHO has undertaken significant steps to address its top 2024 goal of Student Retention. A Retention Steering Committee, consisting of a representative cross-section from every area of the College, was formed and examined existing retention-related policies to remind us of their importance and to ensure their relevance. An extensive deep-dive into Admission procedures was also conducted, which led to the creation of an Admissions Committee to ensure consistency of review and acceptance of new student candidates. Additionally, all prospective students now complete a targeted questionnaire, which is focused on assisting students with self-introspection as well as formulating an appreciation of the rigors of nursing school. Each prospective student must now sign a statement of their commitment to study at least 30 hours per week. ANHO also implemented a 60-day conditional acceptance period (truly an industry first-of-its-kind), in which students who are free of financial obligation can assess whether their enrollment is a good fit for them at this time. Furthermore, there have also been a number of adjustments made in Academics, including to curriculum structure, to specific courses, and to extra help sessions...making the extra help sessions on Friday more targeted and also adding more help sessions elsewhere in each of the programs.

Additionally, ANHO is very *encouraged* by the College's many graduates over the past year who have gone on to pass NCLEX and become nurses! We are so proud of our graduates, but many would not have made it without the tireless assistance of our amazing and extensive student support services. Also, ANHO is *encouraged* by its agreement this year with the West Palm Beach VA Healthcare System allowing its PN students to receive diverse and extensive clinical training at the VA's expansive facilities. Likewise, ANHO's community involvement and the support it has received back from the community is as strong as ever. ANHO continued its service at a number of local charitable organizations and also proudly added the Quantum House to the fold this year. There have also been numerous benevolent and altruistic individuals who have generously made donations to ANHO in order to financially help students in need.

ANHO is also *encouraged* by its addition of a new financial aid system (Campus Ivy) and a new student information system (Verity), which I strongly believe will not only improve efficiencies but also position the College for longstanding capacity to effectively manage growth and sustain improvement. Additionally, ANHO is *encouraged* by its ability to provide a top-notch and safe facility, where new security cameras were added throughout the facility, new networking was installed in all computer classrooms, cabling poles were added to eliminate potential trip hazards, and new carpeting and painting was completed in classrooms, just to name a few.

Lastly, as each one of us at ANHO is guided by its exemplary Mission and Core Values of integrity, respect, commitment, accountability, caring and teamwork, we too are *motivated* in our continuous pursuit of excellence as we turn the calendar to **2025**. Thus, my vision for the direction in which I intend to lead ANHO in the achievement of this pursuit in the upcoming year can be summarized as follows:

- Remain focused on improving Student Retention again as our top institutional goal. We will do this by building on our efforts to date through full implementation of existing retention initiatives, measuring the effectiveness of implemented retention initiatives, and incorporating additional retention initiatives into our processes. For example:
 - Continue our review of retention-related Policies, Procedures and Plans.
 - Measure effectiveness of retention strategies implemented.
 - Implement weekly extra help, remediation and tutoring time by every faculty in every course.
 - Institute formative assessments in every course/subject taught to identify student weaknesses and needs.
 - Develop action plans to address student weaknesses and measure effectiveness prior to end of course/subject.
- Achieve mastery level with our new FA and Student Information systems. We will use each system's full capabilities to increase efficiencies and effectiveness in student admissions by reaching more student candidates for enrollment who have the highest probability of program success, improve intradepartmental student data tracking, enhance student communications, expedite FA processing, and fully implement electronic records maintenance.

Respectfully,

Joe Molmer, MBA
Executive Director

ACADEMY FOR NURSING AND HEALTH OCCUPATIONS

MISSION STATEMENT

To teach underprivileged, unemployed and underemployed men and women of Palm Beach County the knowledge, skills, and competencies needed to be employed in the Healthcare Profession.

Contributing Objectives:

1. To network with existing available resources in order to assist students in completing their education, and in obtaining and retaining employment.
2. To meet the employment needs of the healthcare community of Palm Beach County by contributing to a well-prepared workforce.
3. To offer healthcare employees continuing educational opportunities for upgrading knowledge, skills, and competencies in order to retain employment.

PHILOSOPHY

Because the student has a dream,
We have a job to do.
Because the student will care for patients,
We must protect the public.
Because the student has a choice,
We must be all that we can be.
Because the student has responsibilities,
We must be considerate.
Because the student is unique,
We must be flexible.
Because the student has high expectations,
We must excel.
Because the student is the future of Health Care,
We must seek continuous improvement.

The Academy for Nursing and Health Occupations believes that any person willing to apply himself or herself can benefit from the education offered. Previous educational successes are not nearly as important as possessing a sincere desire to work and a commitment to help people who are sick, convalescing or dying. Love and compassion for one's fellow man, willingness to work hard, and an even temperament are essential and valued qualities in the Health Care profession and the college. The belief that students can flourish and achieve anything they aspire to, given a caring, positive educational setting, is the prevalent philosophy of the college and is the message behind the college's motto "Be all that you can be - Learn, Grow, Become."

The college has maintained the philosophy that in order to adequately prepare students and approve them as competent to deliver care, it is essential to observe their behavior, integrity, responsibility, dependability, and judgment over a prolonged period of time and during many hours of clinical practice in a variety of settings. Students begin and exit the program in groups, participate in community service projects, participate in student organizational activities, and participate in student government. These activities are encouraged because the college maintains the philosophy that it is important for health care workers to excel in teamwork, organizational and leadership skills, as well as a commitment to serve the community.

VISION STATEMENT

Health Care Employers of Palm Beach County will look to the Academy for Nursing and Health Occupations as their preferred resource for employment and retention of their workforce and the residents of Palm Beach County will look to the Academy for Nursing and Health Occupations as their preferred source of health care education.

Core Values: ♦ Integrity ♦ Respect ♦ Commitment ♦ Accountability ♦ Teamwork ♦ Caring

FINANCE

GOAL: To continue to enhance financial stability to assist in fulfilling the mission of the college and the goals of the overall strategic plan through 2030. Evaluate Annually

An institution such as a college needs financial resources and financial stability matched to its vision and mission. The college will maintain financial stability through prudent business practices, careful long-range financial planning, and increased Financial Aid funding in the face of decreased grant programs, as evidenced by achieving the following objectives:

Financial Impact

1. **Monitor and direct Financial matters to allow the maintaining of appropriate human resources, the procurement of capital equipment, the maintenance and upkeep of our facilities, and the purchasing of needed operating supplies. Evaluate Annually** **\$ 30,000.00**
 - A. Continue to keep Title IV programs and student base so that grant funding remains below 30% of school's revenue
 - B. Establish scholarship programs for those students with a funding gap prior to completion of the program
 - C. Surpass our 24-25 budgeted net Income from Operations by \$250,000 for reserves
 - D. Achieve a "Current Ratio" metric (current assets / current liabilities) of 4.0 or greater
 - E. Maintain and nurture investments to grow our reserves
2. **To, at a minimum, break even at the close of each fiscal year with no debt, fully funding capital expenditures, and maintaining a minimum 2.0 Composite Score ratio. Evaluate Annually.** **\$ 25,000.00**
 - A. Monitor enrollment levels, and encourage and fund recruitment programs so that our institution maintains break-even levels or greater
 - B. Monitor and evaluate monthly and Y-T-D Income versus Expenditures and make strategic adjustments as needed
3. **To continually evaluate and modernize our financial processes so that the college maintains utmost efficiency and competitiveness in today's business environment. Evaluate Annually** **\$ 25,000.00**
 - A. Solicit and assess outside vendors specializing in electronic Purchase Order software, which when employed would significantly reduce paper processing and manual input, and at the same time enhance efficiency in the procurement of operating supplies and general purchasing.
 - B. Research available systems in processing Accounts Payable through electronic means, thereby significantly reducing our paper check processing, and strengthening prevention against theft.

DEVELOPMENT

Goal: To develop resources to fulfill the mission of the college and to fulfill the goals of the overall strategic plan through 2030. Evaluate Annually.

Toward this end, the Academy for Nursing and Health Occupations will engage in activities related to the following categories:
Annually through 2030

- A. Solicitation of contributions/fundraising – Goal of \$25,000.00 per year
- B. Community Outreach
- C. Grant writing
- D. Establishing community clinical partnerships
- E. Engage in succession planning

This development will be accomplished by establishing the following objectives which will be evaluated annually.

Financial Impact

- | | | |
|----|---|----------------------------|
| 1. | Solicit contributions in order to have 50% of the amount of the operating budget in reserve | \$ 25,000.00 |
| 2. | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Community Outreach - Key personnel to have active participation in elite organizations such as
 PB Ray of Hope
 Florida Board of Nursing
 National Honor Society
 ACEN
 FNA
 In Jacobs Shoes </div> <div style="width: 45%;"> Council on Occupational Education
 Career Source, Palm Beach County
 Alpha Beta Kappa
 Youth Empowerment
 ANA
 Dress for Success </div> </div> | \$ 10,000.00 |
| 3. | Procure at least one grant per year to further the college's mission | \$ 2,000.00 |
| 4. | Participation in Computerized Clinical Facility Matching System and Supplemental clinical training with Community Experiences that achieve purposeful/relevant experiences | \$ 1,000.00
Annual Dues |
| 5. | Identify and develop successors to be proficient in managing the school functions | \$50,000.00
Per Year |
| 6. | 5 year goal: Pursue the feasibility of offering a BSN Program at ANHO
Consider COE's time table for expanding it's scope to accommodate this
or utilize a different accreditor if ANHO continues to see the need for a BSN program. | \$50,000.00 |

PHYSICAL PLANT/MEDIA RESOURCES

Goal: It is extremely important to maintain the college's physical plant in such a way as to continue to attract excellent faculty and students, as well as ensure that all users have the proper environment to fulfill their respective jobs and responsibilities in a safe, clean, and effective manner through 2030.

To achieve this goal the following objectives have been identified and will be evaluated annually

	<u>Financial Impact</u>
1. To maintain a long term secure lease and cooperative relationship with landlord	\$ 370,000.00
2. To establish and maintain an environment conducive to learning including preventative maintenance measures including but not limited to:	
• Lighting – Inside and outside lighting maintained with monthly preventative maintenance	\$ 2,000.00
• Educational Resources	
Computers maintained	\$ 5,000.00
Simulators maintained	\$ 10,000.00
• Maintenance & Repair	
Carpet/shampoo, paint, and repair during college closing annually.	\$ 4,000.00
Daily/weekly repairs as needed	\$ 4,000.00
Classroom carpet replacement	\$ 25,000.00
• Safety and Security protocols maintained	\$ 5,000.00
3. To Replace campus surveillance system	\$ 28,000.00
4. To Maintain Parchment, an online platform to send student transcripts to other entities	\$ 2,000.00
5. To implement a new Student Information Software and Financial Aid third party servicer	\$145,000.00
6. To Implement and maintain a new ANHO website	\$ 7,000.00
7. To Investigate the cost of renovating the Admissions Office suite with new paint, flooring, furniture, and décor	\$ 25,000.00

IT SECURITY

Goal: To maintain strong security policies and effective internal controls to prevent unauthorized access or disclosure of sensitive information. The college will continue to implement and strengthen security measures through 2030.

	<u>Financial Impact</u>
1. To hold an annual cyber security training with employees	\$ 1,000.00
2. To update and maintain the Cyber Security Procedure Manual on an annual basis	\$ 1,000.00
3. To perform a Risk Assessment and provide recommendations to increase our security	\$ 3,000.00
4. To conduct security awareness training for existing employees, annually and as needed	\$ 2,000.00
5. To conduct security training for all newly hired employees	\$ 2,000.00
6. Upgrade student network	\$ 28,000.00

STUDENT POPULATION

Goal: To include diversity, and the entire Palm Beach County geographic area, with the goal of producing not only a successful student, but also a successful graduate, and employee through 2030.

To achieve this goal, the following objectives have been set and will be evaluated annually.

	<u>Financial Impact</u>
1. Attract/recruit students from diverse cultural backgrounds who meet the elements of the college's mission and admission criteria.	\$ 25,000.00
A. Hispanic Latino students to be at least 10% of the college's population	
B. Male students to be at least 10% of the college's population	
C. Minority students to be at least 50% of the college's population	
2. Attract/recruit students from a wide variety of geographic areas of Palm Beach County i.e. farming, urban, rural, township, unincorporated areas, including veterans	\$ 10,000.00
3. Serve the working HHA/NA, PCTs, LPNs and other Healthcare Employees of Palm Beach County to advance their educational level.	\$ 5,000.00
4. Emphasize decorum & caring behaviors as a meaningful portion of preparation for a healthcare professional. This should encompass IPR skills, physical presentation, professional relationships, and following ANHO's Code of Conduct and rules. Complete core values and character essay competitions twice annually.	\$ 5,000.00
5. Systematic process maintained to solicit student input	\$1,000.00

EDUCATIONAL NEEDS

Goal: To provide classroom and clinical resources that will assist students of diverse needs and backgrounds to be successful annually through 2030.

To achieve this goal the following objectives have been set and will be evaluated annually.

	<u>Financial Impact</u>
1. Educational assessments will be used to identify resources that best provide students with opportunities to ensure successful entry into practice.	\$ 50.00/student
2. ATI/HESI threaded throughout the curriculum.	\$ 400.00/student
3. Employer expectations solicited	\$ 2,000.00
4. To establish up to date learning resources available daily & update print resources	\$75,000.00
5. To provide for life skills, employment skills, decorum, and caring behaviors threaded throughout curriculum.	\$ 0
6. To assure that student attendance at clinical practice meets regulatory requirements.	\$ 0
7. To provide private, individual, and caring Academic Advisement for students.	\$ 0
8. Constant oversight of Friday and extra help curriculum, attendance, and feedback, adding additional assistance for teaching how to learn difficult rigorous coursework etc.	\$50,000.00
9. Pilot changes in order to assist students in meeting Satisfactory Progress Standards and achieving retention/completion benchmarks for programs	\$10,000.00
10. Utilization of Sim Lab and skill demonstration to assist in student learning and outcomes	\$ 5,000.00

FACULTY

Goal: A student's success is influenced greatly by the faculty. It is therefore incumbent on the institution to insure that it has qualified, motivated, knowledgeable, involved and enthusiastic faculty in its employ. This is a requirement in order to achieve the goals of any educational endeavor, but most especially to achieve the goals of educating health care practitioners annually through 2030.

To achieve this goal the following objectives have been set and will be evaluated annually.

	<u>Financial Impact</u>
1. To evaluate staffing levels and assignments monthly.	\$ 0
2. To meet programmatic and institutional accreditation standards	\$ 10,000.00
3. To evaluate classroom, clinical, and simulation faculty with corrective action plans as necessary	\$ 0
4. To evaluate classroom, clinical, simulation, and online faculty teaching concepts - congruent with approved program curriculum adopted by faculty. Appropriate measures taken for non-compliance.	\$ 0
5. To provide evidence of faculty development progress toward advanced degrees, scholarly work, and current evidence-based practice used as a basis for teaching and toward shoring up weaknesses.	\$ 2,000.00
6. To evaluate curriculum following each cohort experience of success and progression.	\$ 1,000.00

Academy for Nursing and Health Occupations Faculty Development Goals

1. Qualified faculty to meet established goals	\$1,500,000.00
2. Improve faculty educational skills, in the areas of didactic communication, development and assessment, clinical and simulation	\$ 1,000.00
3. Identify sources of successful progression and measure results	\$ 0
4. Explore evidence based literature to assist faculty with scholarly work	\$ 3,000.00
5. Achieve student learning outcomes and program outcomes via teaching students how to learn complex rigorous coursework	\$ 0

Faculty Development Schedule 2025

Month	Topic
March 12, 2024 3:00pm	Faculty Professional Development
July 9, 2024 3:00 pm	Faculty Professional Development
October 8, 2024, 3:00 pm	Faculty Professional Development

COMMUNITY NEEDS

Goal: To meet the needs of the community by fulfilling the mission of the college and meeting the goals of the overall strategic plan annually through 2030.

To achieve this goal, the following objectives have been set and will be evaluated annually.

	<u>Financial Impact</u>
1. To collaborate and partner with Community Healthcare Agencies.	
A. To use a variety of 25 or more clinical training sites thereby increasing educational and employment opportunities for graduates - Employee time 10 hours/week	\$ 21,000.00
B. To collaborate with local organizations that assist students/graduates to overcome barriers and become self-sufficient, including support services	\$ 20,000.00
2. To stay abreast of new trends in the delivery of health services.	
A. Attend healthcare meetings and Association functions to ascertain latest trends and needs and build relationships	\$ 5,000.00
B. Utilize members of the healthcare community in an advisory capacity so as to keep current with industry needs	\$5,000.00
C. To survey alumnae and employers' satisfaction levels and needs	\$ 0
D. To have a satisfaction rate of 85% or higher with employers and graduates	\$ 0
3. The above objectives will be met when the school reaches and continues to meet the following goals	\$ 50,000.00
A. Increase student enrollment to above break even levels	
B. Consistently obtain 85% placement rate as reported on COE Annual Report:	
C. Consistently obtain 85% licensure pass rate as reported on COE Annual Report:	
D. Consistently obtain retention rate at or above 60%	

COMMITMENT TO EXCELLENCE

Goal: To provide students and faculty with an environment of commitment to excellence annually and through 2030.

To achieve this goal the following objectives have been set and will be evaluated annually.

Financial Impact

1. To remain current with issues that impact healthcare education and practice utilizing the following:
 - A. Regulators and regulation - **Commission for Independent Education, Council on Occupational Education, Florida Board of Nursing, US Department of Education, ACEN, NC SARA** \$10,000.00/yr
 - B. Community Organizations – **Career Source Palm Beach County, In Jacobs Shoes, ANHO Advisors, PB Ray of Hope** \$ 4,000.00/yr
 - C. Professional Associations – **Florida Association of Post Secondary Schools and Colleges, Florida Nurse Association, Sigma Theta Tau, FL Deans & Directors** \$ 4,000.00/yr
2. To maintain a current curriculum and resources that are not more than five years old. \$ 2,000.00/yr
3. To achieve the annual objectives that have been set.
 - 1) Practical Nursing Program Goals: \$ 10,000.00
 - a. 75% or above ultimate completion rate
 - b. 85% or above training related placement including drops
 - c. Meet or exceed the National Average Percentage for passing NCLEX-PN Exam
 - e. Analyze retention quarterly and implement strategies for improvement
 - 2) Associate of Science Degree in Nursing Program Goals: \$ 20,000.00
 - a. ACEN Compliance
 - b. Faculty participation in Accreditation Standards
 - c. A minimum of 85% training related placement including winthdrawals
 - d. Meet or exceed the National Average Percentage for passing NCLEX-RN Exam.
 - e. To continue proctoring the Distance Education Final Exam on ground at ANHO
 - f. 20% or above completion within 100% of program
 - g. 75% or above ultimate completion rate
 - h. Analyze retention quarterly and implement strategies for improvement
 - 3) Health Occupations Programs Goals: \$ 5,000.00
 - a. 75% or above ultimate completion rate
 - b. 85% or above training related placement including drops
 - c. Meet or exceed the National Average Percentage for passing CNA Exam
 - e. Analyze retention quarterly and implement strategies for improvement

EVALUATION

Goal: To critically analyze and modify the strategic plan annually so as to maintain a college of excellence at all times annually through 2030.

Progress toward the achievement of the Strategic Plan will be evaluated throughout the year using several methods and data collection tools culminating in the Annual Evaluative Report. Input toward this summary is received from faculty, staff, students, and employers via Advisor Committee Meetings, "All Staff" Meetings, Management Meetings, ad hoc committees and focus groups.

Once the Annual Evaluative Report is drafted, it is reviewed with the Management Team, Advisors, Faculty and Staff as well as evaluated by the Board of Directors. It is then posted on the web site for students and all constituents to access. Consideration is given to the following:

- Mission Statement
- Student progress
- Student input
- Program outcomes
- Employer input / Alumnae input
- Financial, physical, and human resources
- Instructional and media equipment and supplies
- Faculty improvement/input
- Incoming and outgoing student needs
- Compliance with regulations
- Public and community relations/needs
- Licensure pass rates
- Accreditation status
- Employment satisfaction
- Results of Audits and Analyses
- Curriculum review / Staying current

Fiscal Impact \$10,000.00 annual

ACADEMY FOR NURSING AND HEALTH OCCUPATIONS
Accreditation Committees 2024

TOPIC

MEMBERS

Conditions

R.Werner, Chair

J. Molmer

N. Asser

K. Atkinson

Standard #1

Mission

R.Werner, Chair

J. Molmer

A. Stiles

J. Miller

Standard #2

Progrmas

Patient Care Technician

Neala Asser, Chair

R. Werner

M. Alma

J. Molmer

C. Sheffield

B. Costakes

Home Health Aide/Nurse

Assistant

Neala Asser, Chair

M. Alma

R. Werner

J. Molmer

C. Sheffield

B. Costakes

ADN

COE-Standard #2

ACEN 1-5

N. Asser, Chair

R. Werner

N. Sanaty-Nya

D. Gilzine

F. James

L. Kanakry

M. Joseph

C. Sheffield

G. Germinal

L. Patterson

M. Berneche

C. Giambatista

R. Ghassemi

C. Previlma

J. Molmer

K. Pollino

S. Chavers

N. Romulus

E. Ortiz

B. Costakes

O. Sears

M Vil

K. Munyan

M. Pinnock

D. Ellen

B. Hughes

PN

N. Asser, Chair

L. Kanakry

D. Macavinta

R. Werner

A. Gill

K. DeVevo

A. Stallings

D. Grotke

B. Costakes

J. Molmer

J. Rubin

M. Alma

C. Leandre

C. Sheffield

Standard #3

Outcomes

Kacey Atkinson Chair

J. Miller

N. Asser

B. Costakes

C. Sheffield

R. Werner

J. Molmer

M. Joseph

Standard #4
Strategic Planning
R. Werner, Chair

J. Miller
N. Asser
K. Leishman

K. Atkinson
J. Molmer

Standard #5
Learning Resources
K. Tyson, Chair

N. Asser
B. Costakes
M. Vermiglio

J. Molmer
L. Kanakry
C. Sheffield

Standard #6
Institutional Infrastructure
Ken Tyson, Chair

S. Giambatista
R. Werner

J. Molmer

Standard #7
Financial Resources
K. Leishman, Chair

N. Asser
K. Atkinson

R. Werner
J. Molmer

Standard #8
Human Resources
R. Werner, Chair

K. Leishman
N. Asser

J. Molmer
K. Atkinson

Standard #9
Organizational Structure
R. Werner, Chair

N. Asser

J. Molmer

Standard #10
Student Services &
Activities
K. Atkinson, Chair

J. Gjergo
A. Stiles
J. Miller
V. Butcher

J. Molmer
R. Werner
L. Rodriguez
B. Jenkins

M. Vermiglio

ACEN Accreditation/Self Study

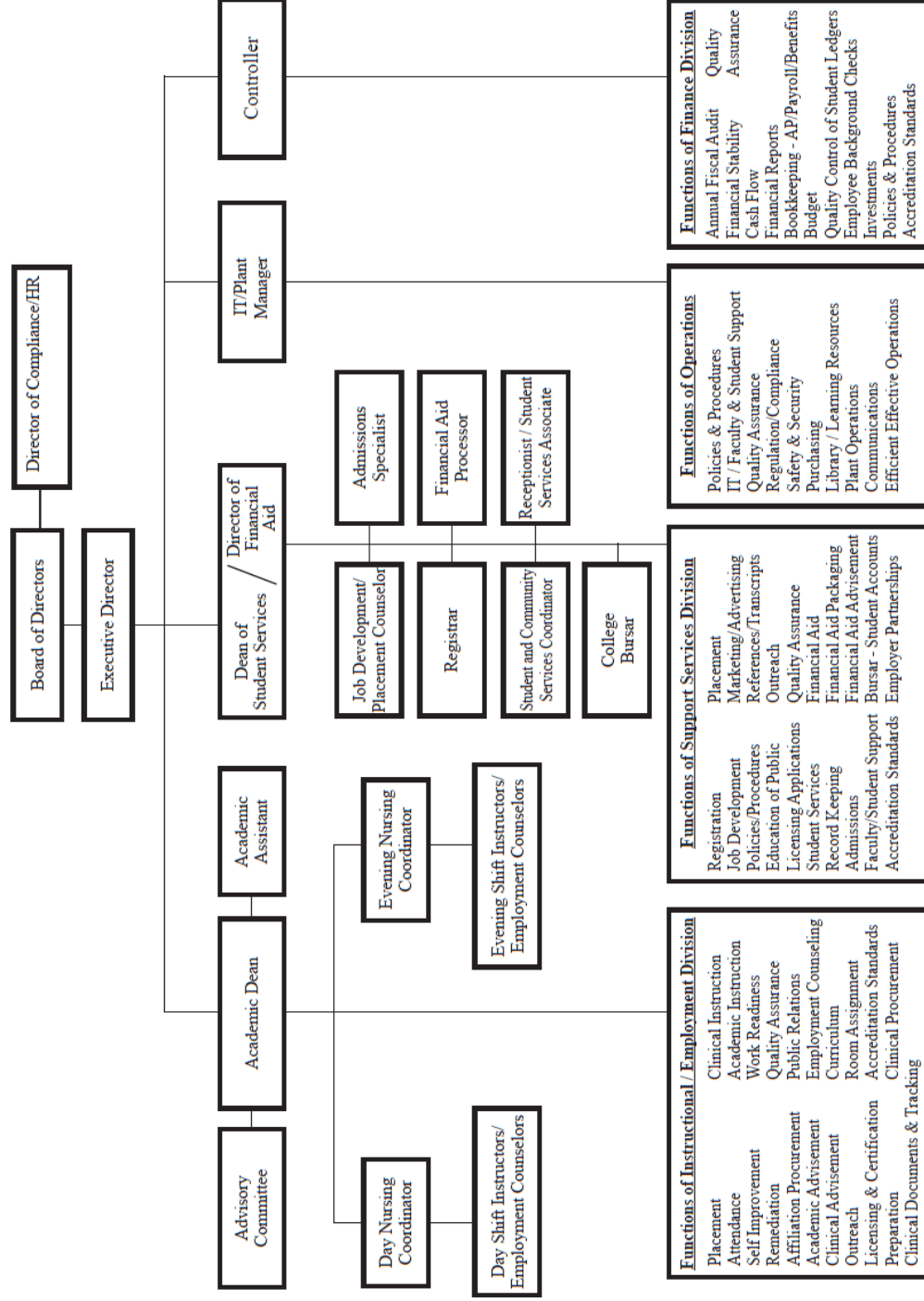
N. Asser, Chair

R. Werner
N. Sanaty-Nya
D. Gilzine
F. James
L. Kanakry
M. Joseph
C. Sheffield
G. Germinal
L. Patterson

M. Berneche
C. Giambatista
R. Ghassemi
C. Previlma
J. Molmer
K. Pollino
S. Chavers
N. Romulus

E. Ortiz
B. Costakes
O. Sears
M Vil
K. Munyan
M. Pinnock
D. Ellen
B. Hughes

Academy for Nursing and Health Occupations Table of Organization



ACADEMY FOR NURSING AND HEALTH OCCUPATIONS POLICY FOR THE STRATEGIC PLAN

Purpose/Scope of Services: Evaluation of Vital School Functions and Services in order to develop and utilize a Strategic Plan to guide excellence and continuous improvement for ANHO

Procedure:

- 1) Evaluation will be ongoing and formally compiled into an annual report summarizing Quality Assurance and Improvement;

Major Activities:

- 2) The following areas will be evaluated by the indicated means and by the indicated school official

Function	Evaluative Measures and Frequency	Frequency	Responsible Person
Academic Achievement of Objectives and Currency	Student Grades Monthly Progress Notes Management Plans Pass/Fail Rates for State Testing (CNA & NCLEX)	Weekly Monthly Monthly Quarterly	Academic Dean
Attendance	Attendance Records Management Plans	Weekly Ongoing	Academic Dean
Clinical Achievement of Objectives and Currency	Availability Utilization Satisfaction	Each clinical assignment	Academic Dean
Retention	Review Statistics	Quarterly	Academic Dean
Employment/ Placement	Review Placement Book Offer Assistance and Guidance 30/90 day post-training completion Analyze and correct reasons for non-placement Evaluate, Correct, Repeat	Quarterly Quarterly Quarterly Quarterly	Academic Dean Dean of Student Services
Faculty Development	Participation in Continuing Education	Quarterly	Academic Dean
Student Activities	Student Satisfaction Surveys Insure Satisfactory Progress achieved by graduation Alumnae/Employer Surveys	Quarterly Bi-Annually Ongoing	Academic Dean; Dean of Student Services
Health & Safety	Review, investigate and follow-up Incident and Accident reports Summarize, evaluate, modify practice	Ongoing Quarterly	Director of Operations
Staff Support and Telecommuni- cations	Check documents for quality of copies, typographical errors, organization and filing systems Check timeliness of jobs completed Check phones answered by third ring Check courtesy Check accuracy of messages	Ongoing Ongoing Ongoing Ongoing Ongoing	Dean of Student Services
Record Requests	Check for release signature Check for compliance with 48 hour turn-around	Ongoing Ongoing	Dean of Student Services
Outreach/Recruit- ment	Check Reports Check follow-up and guidance sessions	Weekly Ongoing	Dean of Student Services

- 4) It will be the responsibility of the Executive Director to summarize the above reports and present them annually to the staff and faculty, the Advisory Council and the Board of Directors.
- 5) After parties of interest analyze the Annual Evaluative Report, a Strategic Plan is developed to include the following categories: Finance, Development, Physical Plant/Media Resources, Student Population, Educational Needs, Faculty, Community Needs, Commitment to Excellence, Evaluation, Table of Organization, Mission and Vision, IT Security and Accreditation Committee Assignments

Evaluation of the Plan:

The Staff, Faculty, Advisory Council and Board of Directors use the results of the Annual Report to develop the Strategic Plan. Student input is taken into consideration also when it is revised, which is at least annually and more often as needed.

The Executive Director is responsible for coordinating the development of and sharing of the Strategic Plan.

Major Publications:

The Strategic Plan will be accessible on the school's web site and will also be accessible in paper copy for Students, the Staff and Faculty, Advisory Council, and Board of Directors.

Constituents with which the Plan is shared:

Student	Advisors
General Public	Board of Directors
Staff & Faculty	

Budgetary Resources for each revision

Employee time for collecting data, analyzing, and compilation	\$ 8,000.00
Web Site Access	\$ 1,000.00
Paper Publication	\$ 1,000.00
TOTAL	\$10,000.00

2025 INSTITUTIONAL GOALS

1. Increase retention percentage of students attending ADN and PN programs:
 - Analyze data
 - Formulate an action plan for improvement as needed
 - Monitor results for sustained achievement

2. Evaluate and enhance ANHO infrastructure, processes, and systems to be able to efficiently serve the current student population and to position the college favorably to face future growth.