

HIGHLIGHTS

2007

Success

Change

Recognition



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2007 HIGHLIGHTS

What's Inside

Mission Statement	3
College Quick Facts	4
General Information	5
President's State of the College	6-7
Annual Highlights: College Departments and Programs	8-9
Annual Highlights: College Committees	10-11
Annual Highlights: Student Organizations	11
2004-2007 Strategic Plan Summary	12
Institutional Effectiveness Plan Dashboard	13-15

2007 HIGHLIGHTS

Our Mission:

Educate future healthcare providers by integrating theoretical concepts with clinical experiences.

In partnership with Carolinas HealthCare System, Carolinas College of Health Sciences focuses on preparing individuals for employment in general and specialized healthcare fields for the Charlotte metropolitan area.

Carolinas College of Health Sciences is committed to:

- maintaining a structure that supports our mission, guides future development, provides resources, and integrates Carolinas College of Health Sciences into the community.
- providing resources and services to promote a learning environment that facilitates student success.
- striving for excellence in educating entry-level and specialized healthcare practitioners to be competent in providing client services in a variety of healthcare settings.



2007 HIGHLIGHTS

2007 COLLEGE QUICK FACTS

ENROLLMENT (as of Fall 2007):

- Total Headcount Enrollment: **484**
- Total Full-time equivalent (FTE) Enrollment: **329.42**
- Total number of individuals completing continuing education courses: **1256**
- Average age of students: **26**
- Percent of new students who were NC residents: **93%**
- Percent of new students who were ethnic minorities: **20%**
- Percent of new students who were men: **10%**
- Percent of students who were enrolled part time: **78%**

OUTCOMES:

- Percent of students who graduated within 150% of program length: **80%**
- Percent of graduates placed in employment position within 6 months of graduating: **97.8%**
- Percent of 2007 graduates who passed required licensure/certificate exams on first attempt: **96.8%**

PERSONNEL (as of Fall 2007):

- Total employees: **101**
 - Full time: **47**
 - Part Time: **27**
 - PRN: **18**
 - Federal Work Study: **9**
- Total faculty: **61**
 - Full time: **22**
 - Part Time: **21**
 - PRN: **12**
 - Adjunct: **6**
- Percent of employees who were ethnic minorities: **20%**
- Percent of employees who were men: **10%**

COSTS AND STUDENT FINANCIAL RESOURCES:

- Tuition (per credit hour) for Degree and Diploma programs: **\$205.00**
- Activity fees (per semester): **\$25.00**
- Technology fee (per semester): **\$75.00** for health care students and general education and pre-nursing students with 6 or more hours per semester. **\$25.00** for students with fewer than 6 hours per semester:
- Nearly **\$2,000,000** was awarded in financial aid in the form of grants, loans, scholarships, and work study opportunities

2007 HIGHLIGHTS

GENERAL INFORMATION

HISTORY: Carolinas College of Health Science's roots date back to the early 1940's when hospital-based education was offered at Charlotte Memorial Hospital. In the early 1990's, the college was incorporated as an owned subsidiary of the Charlotte Memorial Hospital Authority, a quasi-public entity. Today it operates as a multi-program, regionally accredited college supporting the nursing and allied health workforce needs of the greater Charlotte-Mecklenburg area.

Carolinas College of Health Sciences is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award the associate of applied science degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Carolinas College of Health Sciences.

ACADEMIC PROGRAMS:

- Associate of Applied Science degree in Nursing and Radiologic Technology
- Diploma in Surgical Technology and Pre-Nursing
- Diploma in Paramedic, Certificate in Emergency Medical Services-Basic
- Clinical education certificate in Medical Technology
- Certificate in Phlebotomy and Nurse Aide I and II
- Single course offerings in general and continuing education
- Basic and Advanced life support training

PROGRAM-SPECIFIC ACCREDITATION:

- Commission on Accreditation of Allied Health Education Programs (CAAHEP)
- Joint Review Committee on Education in Radiologic Technology (JRCERT)
- National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)
- National League for Nursing Accrediting Commission (NLNAC)

APPROVAL:

- North Carolina Board of Nursing (Nursing Program/Nurse Aide II)
- North Carolina Division of Health Service Regulation (Nurse Aide I)
- American Heart Association (Life Support Education)
- North Carolina Office of Emergency Medical Services
- North Carolina State Approving Agency for Veterans Benefits

STUDENT POPULATION:

Recent high school graduates, college graduates, adults in career transition

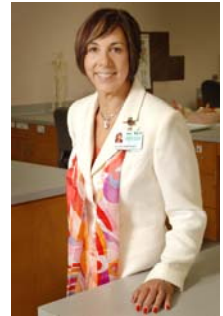
ALUMNI: Carolinas College of Health Sciences recognizes alumni from each of the former hospital-based programs that are part of the current College structure including Medical Technology, Nursing, Radiologic Technology, and Surgical Technology. There are just over 3,000 alumni in the College's rich history.

2007 HIGHLIGHTS

PRESIDENT'S STATE OF THE COLLEGE

••• *Success* •••

- One hundred percent of 2007 graduates in Radiologic Technology, Medical Technology, and Paramedic passed their required exams on initial testing. One hundred percent of the December nursing graduates also passed at first writing of the exam, and over ninety percent of the May graduates. In each case, graduates from CCHS programs far outperformed state and national averages.
- Ninety eight percent of all program completers entered the workforce within three months of graduation. A record high of 92% of all graduates accepted positions within Carolinas Health-Care System.
- The college was recognized above all divisions and departments of Carolinas HealthCare System for its successful fundraising campaign for the Arts and Science Council. Not only did the college exceed its giving goal by well over 100%, but the campaign was recognized as creative, innovative, and inclusive. Staff contributions to Classroom Central, United Way, and Children's Miracle Network also all exceeded fundraising goals.



••• *Change* •••

What Our Alumni Say....

I don't know what my LIFE would be like without you! You inspired me to my life calling. And I love it so much. I'm having the time of my life. Yesterday I was feeling intimidated and inadequate and I repeated to myself what you said to me: "When you don't know something, jump in with ideas of what it could be; be eager to know the answer." Thank you for that inspiration... You have impacted my life. I love being a nurse even though it's very hard sometimes. Thank you for teaching me the skills I use now every day.

Recent Summa Cum Laude Nursing Graduate

- The final year of the previous strategic plan concluded in December. The 2008-2012 plan, completed in December 2007 represents the culmination of a yearlong, college wide exercise, led by Provost Janice Terrell. The thorough process included an assessment of strengths and opportunities as perceived by students, staff, and external constituents. Goals, action steps, and targets resulted from strategic "what if" questions and extensive departmental planning.
- CCHS began earnest preparations for its 2010 reaffirmation of accreditation from the Southern Association of Colleges and Schools. New committees and sub-groups of committees were formed to better guide and steer the process. The selection of a Quality Enhancement Program topic consumed much thought and discussion, and writing teams began to dissect the "why" and "how" of what we do, looking always at possibilities for process and outcomes improvement.
- With the guidance of Hampton Hopkins, Dean of Student Services and Enrollment Management, CCHS developed its first Emergency Response Manual; went live with "The Communicator," a technology allowing instant phone communication with all student and staff via home/cell/office phones; and implemented college-provided email accounts for all students.
- Simulated patient experiences are making didactic instruction come alive, while also enhancing patient safety and reducing the strain on clinical sites. At the forefront of this change, CCHS completed its simulation lab in early 2007, fully staffed it in 2007, and was planning the first expansion to the lab by late 2007. Both fundamental and advanced nursing classes were planning to use the lab extensively in 2008.

2007 HIGHLIGHTS

PRESIDENT'S STATE OF THE COLLEGE

••• Recognition •••

What Our Alumni Say...

I wanted to let you know that something I remembered from one of your lectures probably saved my daughter's life. Two weeks ago, I woke up to hear my 9 year old daughter's respirations. They were classic Kussmaul-DKA respirations. In your lecture on DKA, I vividly remembered your description and I knew immediately what was wrong with her! We took her to Levine ER right away. She is recovering and we are adjusting to our new life with Type 1 Diabetes. Please keep the stories coming in your lectures, you are a wonderful instructor!

Recent Nursing Graduate

- Twelve staff members were recognized with "Values in Action" certificates, and ninety-six staff received "WOW Cards," some coming from students and external constituents.
- From among several worthy nominees, the College Board of Directors made the decision to recognize Jane McCloskey as our Outstanding Educator and Radiologic Technology graduate Tim Ludwig as our Distinguished Alumnus. Ann Keathley was the college nominee for the CHS Pinnacle award.
- Fifteen staff members were recognized for longevity with the college and/or the health-care system.

- Our May graduation speaker, Dr. Yvonne Maddox, Deputy Director of the National Institutes of Health, Women and Children Division, shared her story of perseverance and commitment. The December graduation speaker, Dr. Jon Krohmer, Deputy Medical Director of the US Department of Homeland Security, reinforced the important theme of emergency preparedness.
- Perhaps most significantly, Susan Stricker's forty-plus year of service was celebrated when she retired in June. Susan was an alumnus, former faculty member, and long time director of the School of Radiologic Technology. Her retirement brought many Rad Tech alumni back on campus for a farewell reception. The contributions of alumni, personnel and students created the endowed Susan Stricker scholarship, one of three new endowed scholarships to come on line in 2007.



What Our Alumni Say...

My time in the program and at school in general was a pleasant experience, to say the least. The education that was provided in the program not only enhanced my knowledge in fields such as hematology, chemistry, microbiology, and immunoematology, but also in terms of teamwork, leadership, and communication skills. So, not only did this program challenge the mind, but also the personality. In my opinion, this aspect puts the Medical Technology program over any ordinary educational program. In addition to the education, the faculty was outstanding. They were not only our teachers but our guides, as well. They displayed high levels of professionalism, helpfulness, and friendliness. This, in combination with the education, helped me in becoming a successful medical technologist and, more importantly, a better person.

Recent Medical Technology Graduate

2007 HIGHLIGHTS

DEPARTMENT/PROGRAM HIGHLIGHTS

Academic Affairs: Formed a new functional group, the Academic Team, in order to facilitate cooperation and collaboration among academic programs, which is fundamental to quality academic programs and operational efficiency. Provided **leadership and coordination** of the College Planning and Assessment Committee and subcommittees. Also provided start-up support for the College's Distance Education Committee and SACS reaccreditation efforts.

Administration: **Expanded visibility** for CCHS in order to increase applicant pool and increase perception of quality among students and staff. There were seven items highlighting CCHS on Synapse, regular submissions of articles to New Directions, Synapse, Charlotte Observer & other papers, and to CHS Marketing. CCHS was featured in one network news story as well as the widely-distributed CHS "Economic Impact" video.

Business Office: **Improved quality** of financial services provided to students by counseling students to reduce the student loan default rate, increasing **financial aid availability** by 9% from last year, and enhancing communication regarding billing to reduce the number of loans that went into collection.

General Education: Enhanced the **quality of instruction** across courses by incorporating new "capstone" experience into Microbiology lab and by commencing with course-by-course assessment to identify areas for improvement. **New elective**, Issues in Health Care, offered to students with the purpose of providing students the opportunity to engage in higher-order thinking skills while applying the information learned through various experiences to issues related to healthcare.

Nurse Aide Program: First-time pass rate on certification exams is a benchmark of program success. CCHS NA I program had a **100% pass rate** for the written exam and 96% pass rate for the skill performance. NC had a 94% pass rate for the written exam and a 75% pass rate on the skill performance. CCHS NA II program had a 100% pass rate as well.

School of Clinical Laboratory Sciences—Medical Technology Program: Continued to provide quality of instruction that not only attracted new students but effectively prepared graduates for future success. All four slots in the January 2007 class were filled, an accomplishment that has been a challenge in the past. 2007 Medical Technology graduates had a **100% pass rate** on the Board of Registry exam as well as **100% placement** of graduates in a Medical Technology position within 6 months of graduation.

2007 HIGHLIGHTS

DEPARTMENT/PROGRAM HIGHLIGHTS

School of Clinical Laboratory Sciences—Phlebotomy Program: Increased the availability of clinical sites for students to accommodate students living in different areas, involved students in **community service** opportunities to get more clinical practice and to increase visibility for CCHS, and **100% pass rate** for those students who took the certification exam.

School of Emergency Medical Sciences: Maintained high educational standards as evidenced by a **100% pass rate** on the NC Paramedic exam. Adhered to curriculum to graduate students from the part-time community program. Established contractual agreement with MEDIC to increase revenue and quality of new employees.

School of Nursing: Increased students ability to process nursing content (reflective learning) and to critically think in the evaluative environment by using cooperative testing. **Cooperative testing** permits students to take the unit test as a group immediately after individualized testing. Faculty presented their research at the National NOADN Conference in Las Vegas in the Fall 2007. By presenting at a national level, the faculty have increased visibility for the college and the nursing program.

School of Radiologic Technology: Revised program curriculum to enhance the educational experiences provided to students. Math and literature courses were added to the beginning of the curriculum. Completing a math course earlier is expected to increase success in physics and, in the program. Specific course content was revised to increase problem solving and critical thinking skills. 2007 graduates also had a **100% pass rate** on their certification exam.

School of Surgical Technology: In order to increase visibility of the program within the CMC system, ensure students access to the 80/20 loan and to provide optimal preceptors for new students, facilitated placement of new graduates into positions meeting criteria for loan buy back. **100% placement** of graduates within the system.

Student Services: Overall improvement of services provided to students: **peer tutoring** services offered to students with less than 80% grade in courses (79% of students receiving peer tutoring were successful in their courses), continued to build relationship with New Graduate Center to maintain the placement rates for new Nursing graduates (96% of Nursing graduates were placed within CMC facilities), improved the **academic advising** process by providing training to faculty advisers.

2007 HIGHLIGHTS

COMMITTEE/STUDENT ORGANIZATION HIGHLIGHTS

Accreditation: Planned and implemented a model to assure preparation of necessary process, program enhancements and documentation for review by the SACS team in 2009.

Admission, Progression, and Graduation: Reviewed all admissions, progression issues and graduates to ensure the policies and procedures of CCHS were followed.

College Planning and Assessment: Performed essential tasks to move the college forward, ensure quality programs and services, maintain our accreditation, and ensure that progress is accurately and consistently evaluated.

Community Involvement: In cooperation with CHS Community Involvement, sponsored several activities such as Backpacks for Bruns, School Tools, Give a Kid a Book, Reindeer Raiders and Christmas Bureau with great success and high personnel involvement.

Curriculum: Approved changes to the Radiologic Technology program that were sound, reflective of program needs, consistent with faculty and student needs, and in compliance with SACS principles & criteria.

Development: Through various activities and events, increased the development funds at Carolinas HealthCare Foundation by \$79,921.00 in order to build a fund that will support educational projects and needs of the future.

Employee Retention: Recognized personnel for their accomplishments and organized college-wide events in order to build an environment of collegiality and teamwork. Provided networking and brainstorming opportunities to allow for growth amongst the faculty and staff.

HIPAA: Quarterly audits for all departments scored 94-100%. All students who violated HIPAA were placed on action plans per CCHS sanctions policy. No repeat violations occurred. CCHS scored 100% on the annual program review that was conducted with Corporate Privacy.

Leadership Team: Calendared meetings to maximize attendance and prohibited last-minute submission of recommendations to allow time to solicit employee opinion. Planned, coordinated and communicated to staff the responses to PCA suggestions. Assured the major elements of the 2004-2007 Strategic Plan were completed. Ensured full communication of and coordination on all major college decisions made in 2007.

Learning Resources Committee: Evaluated electronic resources and removed outdated materials. Generated a number of requests for replacement with updated media versions. Made the ordering process more transparent through the use of online order tracking to enable faculty and staff to follow the progress of orders. Smart podia were ordered for all classrooms. Moodle was selected as the course platform for use for online instruction.

Nursing Curriculum: Reviewed the philosophy of the school of nursing, including outcomes, organizing framework, curriculum master plan, course descriptions and cognitive testing levels; recommended testing package; and provided faculty development opportunities.

2007 HIGHLIGHTS

COMMITTEE/STUDENT ORGANIZATION HIGHLIGHTS

Quality Improvement: Efforts focused on creating meaningful goals, measuring our progress toward attaining those goals, and identifying action plans for areas that fall below benchmark in order to measure our progress toward achieving our college mission.

Research: Reviewed and revised evaluation tools, including the Personnel Comprehensive Assessment, Course Evaluations, and Alumni and Employer Surveys. Conducted a project during the summer to pilot online course evaluations. Initiated the benchmarking process for the College.

Safety: Reviewed procedures and practices to ensure quality safety measures at CCHS. New fire alarm system was installed. 94% fire drill score. ACE modules were completed in a timely fashion by all personnel and students.

Scholarship: Timely awards and award notification to incoming and returning students. Implemented systematic process whereby every scholarship application was considered in a consistent and reliable manner. 100% of scholarship funds were awarded.

Service Excellence: Supported efforts to hang banners in auditorium reflecting service excellence standards, communicated core standards to personnel and students, reevaluated contents of service recovery tool box.

Strategic Planning: Designed and implemented a widely inclusive process that resulted in completion and approval of a new College strategic plan for 2008-2012.

Student Life: Coordinated extracurricular activities (such as Fall Festival/Oktoberfest, Thanksgiving Lunch, Spring Fling) to broaden the student's experience base by providing opportunities to interact with all the 'programs' at the college and with the faculty and staff.

Phi Theta Kappa: Provided \$200 scholarship for outstanding PTK member, held several fellowship events (such as graduation luncheons and Movies in the Park), participated in school activities such as blood drives, and several community activities.

Student Government Association: Presented CCHS with electronic message board for the lobby. Organized a Courtyard Beautification Day and food for Oktoberfest. Participated in Walk for the Arts and Reindeer Raiders.

Student Nurses Association: Cynthia Favorite Scholarship Award of \$250.00 awarded to each recipient. Several presentations to aid in student success. Fundraising efforts every other month to fund the Cynthia Favorite Scholarship Award.

2007 HIGHLIGHTS

2004-2007 STRATEGIC PLAN SUMMARY

Strategic Initiative 1: High Levels of Student Success will be reflected in program graduation rates and Professional Certification/Licensure pass rates.

From 2004-2007 Licensure/Certification pass rates have consistently met the established target goal. Academic assistance including tutoring, content review and counseling has received much focus. In addition, all faculty were given adequate opportunities for professional development and continuing education. Maintaining graduate rates at 75% continues to be a focus for the College. The benchmarking process is underway to establish best practices for the College.

Strategic Initiative 2: CCHS will provide its students and prospective students excellent Customer Service.

A review team identified the need to focus attention on regularly updating the CCHS website to have the most up-to-date information available. It has been suggested that a News or Current Events section would enhance the web site. As a part of the review of the plan, a subgroup recommended the utilization of a “secret shopper” approach to uncover any areas that needed improvement.

Strategic Initiative 3: The physical facility will be adequate to meet the needs of students and staff, with high focus on future needs.

The seating capacity in several classrooms were reduced to make classrooms more comfortable for students and for faculty. New tables and chairs were purchased to make the space more comfortable and to allow for more flexibility in the configuration and use of the classroom. The course schedule was adjusted to spread nursing courses out in such a way as to avoid the overlapping of the three levels (fundamentals, intermediate, and advanced) allowing for more classroom availability at each time slot.

Strategic Initiative 4: The College will increase its visibility and the community’s awareness of its mission and programs.

Vacancies were filled in both the Board of Directors and the College Advisory Committees with appropriate community members. Faculty and staff were encouraged to increase their community involvement and were provided an online reporting system to track their hours of service. The College is an active member in the Charlotte Area Education Consortium (CAEC). In addition, leadership team members were selected to participate in Charlotte Chamber of Commerce initiatives serving higher education and local business.

Strategic Initiative 5: The College’s personnel will be valued and effective.

One of the main goals achieved in this area focused on ensuring a variety of resources and activities will celebrate and honor individual, College, and departmental accomplishment and milestones. Another area for improvement regarding the value and effectiveness of personnel was to ensure that the student code of conduct will address respect for faculty and staff, and for the learning environment.

To signify the importance of these goal to the success of the College, many are also a part of the 2008-2012 Strategic Plan with the following Strategic Directions: *Student Success, Work Environment, Facilities, Technology, Growth and Visibility.*

2007 HIGHLIGHTS

2007 INSTITUTIONAL EFFECTIVENESS DASHBOARD

GOAL I: Maintaining a structure that supports the College’s mission, guides future development, provides resources, and integrates the College into the community			
1. Maintain SACS accreditation by auditing	Yellow	21. Data used to implement IE Plan	Yellow
2. Create and implement Strategic Plan	Green	22. Adequate human resources	Green
3. Adequate number of personnel recruited*	Yellow	23. Physical environment conducive to learning	Red
4. Personnel successfully oriented*	Yellow	24. Physical environment conducive to work	Red
5. Credentials verify job qualifications*	Yellow	25. Safe and secure work environment	Green
6. Personnel participate in assessment efforts	Yellow	26. Adequate emergency training	Green
7. Appropriate internal communication	Yellow	27. Effective safety education program	Green
8. Personnel participate in decision making	Green	28. Sufficient College budget	Green
9. Personnel satisfied with workload	Yellow	29. Accurate financial accounting	Green
10. Sufficient faculty to meet College mission	Yellow	30. Maintain financially sound organization	Green
11. Performance appraisals completed on time*	Red	31. Personnel indicate sufficient budget	Red
12. Minimize turnover rates	Green	32. Personnel have input into budget	Yellow
13. Institutional data reviewed and evaluated.	Green	33. Needed resources available to personnel	Red
14. Feedback used to improve evaluation tools	Green	34. Participate in Community activities	Green
15. Evaluation tools regularly revised	Green	35. Increased recognition in community	Green
16. Data collection activities timely	Green	36. Student involvement in community activities*	Green
17. Institutional changes made based on data	Yellow	37. Education courses available to community	Yellow
18. Evaluative data are readily available	Green	38. Secure external funding	Green
19. Annual Fact Book produced	Green	39. Needs assessment conducted regularly	Green
20. Effectiveness of IE plan regularly evaluated	Green		

Performance Summary: 74% of objectives were met. Providing resources to faculty and staff that are needed to maintain effectiveness and satisfaction are underway. Efforts in 2008 will be focused on maximizing the facilities for work and learning and ensuring needed resources are requested and received.

<p>Performance Legend:</p> <ul style="list-style-type: none"> ■ Outcome met ■ Outcome <i>not</i> met; < 10% below criterion ■ Outcome <i>not</i> met; > 10% below criterion 	<p>* Indicate objectives that were aggregated across departments.</p> <ul style="list-style-type: none"> ■ All departments met objective ■ At least 90% of departments met objective ■ Less than 90% of departments met objective
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2007 HIGHLIGHTS

2007 INSTITUTIONAL EFFECTIVENESS DASHBOARD

<i>GOAL II: Providing resources and services to promote a learning environment that facilitates student success</i>		
1. Students informed about financial aid		16. Faculty advisors effective and available
2. Students receive financial aid counseling		17. Academic retention activities available
3. Students informed about tuition and fees		18. Faculty advisors prepared
4. Students advised about student loan repayment		19. Faculty advisors have access to resources
5. Timely collection of tuition and fees		20. Student activities organized each year
6. Adequate online bookstore		21. Non-academic activities available
7. Comparable new student demographics		22. Students referred for necessary support
8. Accurate recruitment literature		23. Rigorous admission process conducted
9. Students receive admissions assistance		24. Graduation audits completed
10. Qualified students admitted		25. Effective placement service provided
11. Annual enrollment targets met*		26. Placement assistance helpful to students
12. Students successfully oriented		27. College policies consistently applied
13. Students oriented to parking and security		28. College policies non-discriminatory
14. Satisfactory registration and grade distribution		29. College polices publicly accessible
15. Satisfactory scheduling process		30. College student policies related to students re-viewed biannually

Performance Summary: 78% of objectives were met. Ensuring student success will continue to be at the center of the College as one of the Directions in the 2008-2012 Strategic Plan. These efforts will focus on improving key areas of student support while maintaining success in the areas that are currently effective. Continued efforts will go into enhancing the training provided to faculty advisors.

Performance Legend:

- Outcome met
- Outcome *not* met; < 10% below criterion
- Outcome *not* met; > 10% below criterion

* Indicate objectives that were aggregated across departments.

- All departments met objective
- At least 90% of departments met objective
- Less than 90% of departments met objective

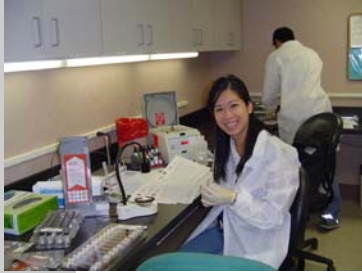
2007 HIGHLIGHTS

2007 INSTITUTIONAL EFFECTIVENESS DASHBOARD

GOAL III: Striving for excellence in educating entry-level and specialized practitioners to be competent in providing healthcare services in a variety of settings			
1. Personnel participate in continuing education*		13. General Education courses provide foundation for program requirements	
2. Continuing education available		14. General Education learning outcomes met	
3. Continuing education supported		15. Pre-nursing graduates progress into Nursing	
4. Sufficient personal computer equipment		16. Program curriculum meet accreditation standards*	
5. Appropriate classroom technology available		17. Programs maintain accreditation*	
6. Technical training opportunities available		18. Student learning outcomes consistent with standards of appropriate accrediting bodies.	
7. Technical support available		19. Satisfactory class/lab/clinical experiences*	
8. New students and personnel oriented to library		20. Satisfaction with clinical sites*	
9. Library accessible to students		21. Graduates meet entry-level expectations*	
10. Library adequate for needs of students/faculty		22. Students demonstrate critical thinking skills*	
11. Students/personnel use Digital library		23. Graduates demonstrate critical thinking skills*	
12. Learning Resource Committee recommends changes in library resources		24. Students engage in life-long learning*	

Performance Summary: 80% of objectives were met. Practices in quality instruction and education will continue in order to maintain accreditation and ensure that student learning outcomes meet standards of excellence. Efforts are underway to develop assessment activities in General Education courses. Updates in the technological tools available to faculty and staff continue and will be the focus of a portion of the 2008-2012 Strategic Plan.

<p>Performance Legend:</p> <ul style="list-style-type: none"> Outcome met Outcome <i>not</i> met; < 10% below criterion Outcome <i>not</i> met; > 10% below criterion 	<p>* Indicate objectives that were aggregated across departments.</p> <ul style="list-style-type: none"> All departments met objective At least 90% of departments met objective Less than 90% of departments met objective
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*** OPERATIONAL EXCELLENCE * CUSTOMER SERVICE * QUALITY * GROWTH * COMMUNITY INVOLVEMENT * EMPLOYEE SATISFACTION *
* CARING * COMMITMENT * TEAMWORK * INTEGRITY ***