



# Institutional Advancement and Development Plan 2022 - 2023

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## 1. Introduction

This Institutional Advancement and Development Plan (IADP) presents the mission and supporting objectives of the American Institute of Healthcare and Technology (AIHT), and includes a description of our academic programs, student demographic, and the expected outcomes. The Plan includes an assessment of student achievement outcomes and stakeholder evaluation to inform the development of our programs and advancement of the Institute.

The plan identifies the types of data that have been or will be used to assess each element and how the data are or will be collected. It describes expected outcomes and how analysis of the data will be used to improve the educational program. Baseline data have been included for each element as the basis for comparison against expected outcomes and goals.

## 2. Institutional Profile

American Institute of Healthcare and Technology was founded in Connecticut in 2011 by an educational alliance consisting of members of the medical community including Medical Sonographer, Market Researchers and Information Technology Specialists. With special services in the areas of career development and job placement; the institution's goal is to provide the highest quality of training necessary to meet the academic demands required for certification and ultimately gain employment. With a promise of dedication, determination, and quality instruction to those seeking Medical/Allied Healthcare training, it is our objective to provide a sound educational foundation to every student enrolled at the Institute.

AIHT is located at 480 Lordship Blvd, Stratford, CT 06615. The space is located on a 6561 sqft campus. The administrative area is in the front of the building, consisting of the reception area and administrative offices. The instructional area starts after administrative offices. It consists of lecture rooms, laboratories for sonography, medical assistant, nurse assistant, phlebotomy, and electrocardiography. We also offer Wi-Fi network service for students on campus.

All the school's academic programs focus on healthcare industry. With the support of a highly qualified, experienced, and dedicated faculty, AIHT trains students for entry-level employment and for career advancement opportunities in the field of healthcare.

## 2.1 Mission and Objectives

Our mission is to provide students with quality training and education for successful employment in the field of Allied Health sciences and to empower them with the knowledge, values and skills needed to be continuous learners.

The following objectives were established to accomplish this mission:

1. To enhance and promote academic excellence.
2. To provide and support student centered learning.
3. To provide, support and nurture faculty and staff development.
4. To provide better administrative services to both students and graduates
5. To increase the student enrollment in all programs
6. To cultivate valuable relationships with our educational partners and local community
7. To connect our students and alumni with potential employers

## 2.2 Characteristics of Program Demographic

The student population currently consists of 122. The relevant demographical information is summarized in Table 1 below.

Table 1 – Student Demographics

Gender	Ethnicity	Enrollment Status
<ul style="list-style-type: none"><li>• Female -94%</li><li>• Male - 6%</li></ul>	<ul style="list-style-type: none"><li>•Black/African Descent - 24%</li><li>•White 42%</li><li>•Hispanic - 24%</li><li>•Asian - 8%</li><li>•Other - 1%</li></ul>	<ul style="list-style-type: none"><li>• Day - 94%</li><li>• Evening - 6%</li></ul>

## 2.3 Description of Program Offerings

AIHT offers certificate programs in Diagnostic Medical Sonography, Cardiovascular Technologist, Vascular Technologist, Medical Assistant, Medical Billing and Coding, Patient Care Technician, Certified Nurse Assistant and Pharmacy Technician. Specific information on individual programs is given below:

### Diagnostic Medical Sonographer (DMS)

Diagnostic Medical Sonographers work towards conducting sonographic exam to create images to help physicians assess and diagnose medical conditions. Sonographers schedule and coordinate tests, records test results, and prepares and maintains operational logs.

In this program, students learn to perform diagnostic sonographic examinations utilizing ultrasonic equipment to locate, evaluate and record critical functional, pathological, and anatomical data. The program comprises of modules like Medical Terminology, Anatomy & Physiology, Ultrasound Physics, Scanning modules like abdomen, vascular and Ob/gyn. The coursework also includes 800 hours of externship which will also give students an opportunity to practice what they learned in the class. Students can also learn plenty of job-related situations and how to handle these situations while working under the supervision of a trained professional in the field. Each module in the program will have a particular set of books and materials to serve as the fundamental reference guide of the subject. A step-by-step procedure is employed to walk the students through each chapter or topic.

### Cardiovascular Technologist (CVT)

Cardiovascular Technologists conduct tests on cardiovascular systems of patients for diagnostic purposes. They may conduct or assist in electrocardiograms, and cardiac catheterizations, and similar tests.

In this program the students will learn about the normal physiology as well as the pathology of the heart and blood vessels. The program comprises of modules like Medical Terminology, Anatomy & Physiology, Ultrasound Physics, Scanning modules like vascular and echocardiography. The coursework also includes 800 hours of externship which will give students an opportunity to practice what they learned in the class. Students can also learn plenty of job-related situations and how to handle these situations while working under the supervision of a trained professional in the field. The course utilizes the instructor-led method of teaching. Each module in the program will have a particular set of books and materials to serve as the

fundamental reference guide of the subject. A step-by-step procedure is employed to walk the students through each chapter or topic.

### Vascular Technologist

Vascular technologist, work towards conducting sonographic exam to create images to help physicians assess and diagnose medical conditions. Sonographers schedule and coordinate tests, records test results, and prepares and maintains operational logs.

In this program, students learn to perform sonographic examinations utilizing ultrasonic equipment to locate, evaluate and record critical functional, pathological, and anatomical data. The program comprises of modules like Medical Terminology, Anatomy & Physiology, Ultrasound Physics, and Vascular Scanning module. The coursework also includes 800 hours of externship which will also give students an opportunity to practice what they learned in the class. Students can also learn plenty of job-related situations and how to handle these situations while working under the supervision of a trained professional in the field. Each module in the program will have a particular set of books and materials to serve as the fundamental reference guide of the subject. A step-by-step procedure is employed to walk the students through each chapter or topic.

### Medical Assistant (MA)

Medical Assistants perform administrative and certain clinical duties under the direction of a physician. They perform duties ranging from scheduling appointments, maintaining medical records, billing, and coding to taking vital signs and medical histories, preparing patients for examination, and drawing blood. The Medical Assistant program is divided into different modules like Medical Terminology, Anatomy & Physiology, Phlebotomy, ECG, and Medical Billing and Coding. The coursework also includes 200 hours of externship which will give students an opportunity to practice what they have learned in the class. The course program utilizes the instructor-led method of teaching. Each module in the program will have a particular set of books and materials to serve as the fundamental reference guide of the subject.

### Medical Billing & Coding Specialist (MBC)

Medical Billing and Coding Specialist Medical Billers and coders usually work regular office hours may be in the billing office or in the billing department of the professional healthcare office. They must know the different methods of billing patients, understand various collection methods, ethical and legal implications have a good working knowledge of medical terminology, medical billing and claims form completion, and coding. They also must understand database management, spreadsheets, electronic mail, and possess state-of-the-art word processing and accounting skills, be proficient in bookkeeping, and be able to type at a good typing speed.

### Patient Care Technician (PCT)

This 300-clock hour course is designed to provide students with the knowledge and skills necessary to become a Patient Care Technician by first attaining to meet or exceed the standards for the state's nursing aide license. Graduates are trained to work in the acute hospital/clinic setting, as well as Chronic, long-term care settings. The students will learn about the topics that will help them attain comprehensive knowledge and skills related to the patient care job duties. After completion of the program, student will appear for the Connecticut Nurse Aide Exam. The program utilizes the instructor-led method of teaching. The program has a particular set of books and materials to serve as the fundamental reference guide for the subject.

### Certified Nurse Assistant (CNA)

This 150-clock hour course is designed for students that want to become certified Nurse Assistant in the State of Connecticut by meeting the standard curriculum suggested by the Department of Public Health, State of Connecticut. The program aims to provide the required knowledge and skills to become successful certified nurse assistants in the future.

Graduates are trained to work in the acute hospital/clinic setting, as well as Chronic, long-term care settings. The students will learn about the topics that will help them attain comprehensive knowledge and skills related to the nurse assistant job duties.

After completion of the program, student may appear for the Connecticut Nurse Aide Exam. The program utilizes the instructor-led method of teaching. The program has a particular set of books and materials to serve as the fundamental reference guide for the subject.

## Pharmacy Technician

The pharmacy technician program's objectives are to prepare the students to qualify for achieving an entry level position in a pharmacy either in a hospital or any retail setting and prepare for national certification as well. This program pairs students with an instructor for didactic as well as practical knowledge. They learn about pharmacology through an overview of drug classifications, common drug side effects, drug use and abuse, and FDA testing. The curriculum also includes therapeutic classification of drugs, generic and trade names, transcription abbreviations, and pharmacy math and dosage calculations. The program of study familiarizes the student with methods of drug preparation, packaging, and distribution, as well as the functions and services provided by the hospital and retail pharmacy and assisting the pharmacist under direct supervision. All the materials are included.

### 3. Distance Education

The school uses Brightspace Learning Management System (<https://www.d2l.com/brightspace/>) integrated with Zoom licensed version to conduct online teaching activity. To attend the online portion of the class, students must have access to a computer/smart device with working camera and stable internet. School will create a Brightspace user account using student email to attend online classes. Students are given a schedule that includes the days classes are online and the days classes are in-person at AIHT Education campus. During the days the class is online, the instructor is live on video conference from the scheduled class time. (Day 9am -2pm or Evening 5pm -9pm) Attendance is taken every day for all class sessions online and in-person. Students are expected to participate in live discussions online.

The Administrative Assistant, Atithi Pawar, is responsible for overseeing the system and supporting faculty and students if required.

#### *Faculty and Staff Training:*

The Faculty and Staff use Brightspace Community site to view training videos and webinars.

#### Faculty Training:

- [Brightspace Quick Start Webinar Series - Part 1: Connecting with your Students](#)



- [Brightspace Quick Start Webinar Series - Part 2: Sharing Materials in Your Brightspace Course](#)
- [Brightspace Quick Start Webinar Series - Part 3: Creating New Content in Your Brightspace Course](#)

Student Training:

During the Student Orientation students are trained on how to access their class and the common interface elements to help them navigate Brightspace before their class starts.

The student's username for accessing Brightspace is provided by our institution and managed by Atithi Pawar, Administrative Assistant.

*Availability for technical support:*

The Brightspace Community site is the primary destination for D2L's community to:

- Find product information, release notes, documentation, videos, and webinars.
- Share product ideas with D2L, and access knowledge & resources with others.
- Connect with other users and D2L staff through membership and discussion forums.
- Curriculum and assessment online

#### 4. Plan for Continuous Improvement

The Institute believes that the assessment carried out in preparing the IADP is central to achieving its goals. The IADP is the key that ensures continuous improvement at the school in terms of the quality of programs and the impact of these programs on a student's future when he or she seeks a job or career advancement opportunities.

IADP Team:

The team formed to develop the school's IADPs consists of the President, Director of Enrollment & Student Support and Program Director(s). The team meet regularly to discuss and review issues related to the institutional mission and its objectives, as well as various elements related to institutional advancement. Mr. Ravish Shah, President, is the team's leader and, as

such, is responsible for implementation and monitoring of the plan and leading evaluation of the plan on a semi-annual basis and producing a written report at the end of the IADP year.

**Meetings:**

Meetings may take place according to the following schedule. However, the Committee may meet, at the request of the President, to address any issues requiring immediate attention.

Dates of Meeting	Purpose of Meetings
July	Mid-Year Evaluation Meeting: Semi-annual evaluation of activities and interim review of outcomes. Complete progress report.
December	Annual Review and Planning Meeting: Annual review of the Plan, address any goals that were not achieved, and approve the new plan.

The 2023 IADP was developed with data on performance over the last three years (where available) as a basis for evaluating our achievement of goals in the areas identified as critical to AIHT’s growth and advancement.

## 5. Elements for Institutional Assessment

AIHT understands that the Institutional Advancement and Development Plan (IADP) is a live document that involves continuous planning, implementation, and evaluation of educational activities relating to several elements. These elements include both overall institutional effectiveness and educational outcomes assessment.

### 5.1 Educational Elements

1. Student Retention Rates
2. Placement Rates
3. Completion Rates
4. Licensure Pass Rates
5. Current Student Satisfaction
6. Graduate Satisfaction

7. Employer Satisfaction

5.2 Institutional Elements

- 1. Facilities, Equipment, and Resources
- 2. Operations
- 3. Student Services and Activities
- 4. Faculty/Staff Satisfaction

This plan will evaluate each of these areas using an analysis of historical data, where available, baseline performance, and trends.

5.1 Educational Elements

5.1.1 Student Retention

Student retention or persistence is a fundamental indicator of the Institute’s ability to provide the learning environment that students need, the services that support their development, and the administrative capability to facilitate their growth. AIHT measures retention outcomes using the following formula, over a July 1 – June 30 reporting period:

$$\frac{(\text{Beginning Population} + \text{New Starts}) - \text{Withdrawals}}{(\text{Total Population} - \text{Waivers})}$$

Students who are called to military duty, become incarcerated, or pass away are excluded from the institution’s calculation.

Retention Results

Campus-level retention rates are shown in Table 2 for the last three periods:

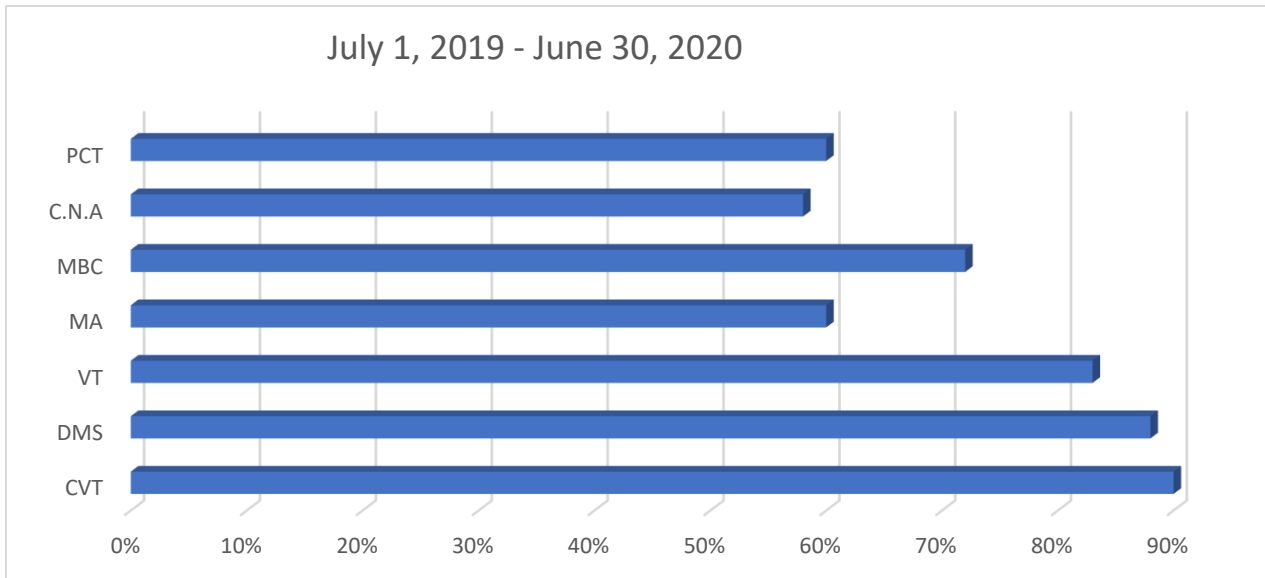
Table 2 – Institutional Retention Rates

July 1, 2019 – June 30, 2020	July 1, 2020– June 30, 2021	July 1, 2021 – June 30, 2022	2022-2023 Goal
73%	76%	87%	85%

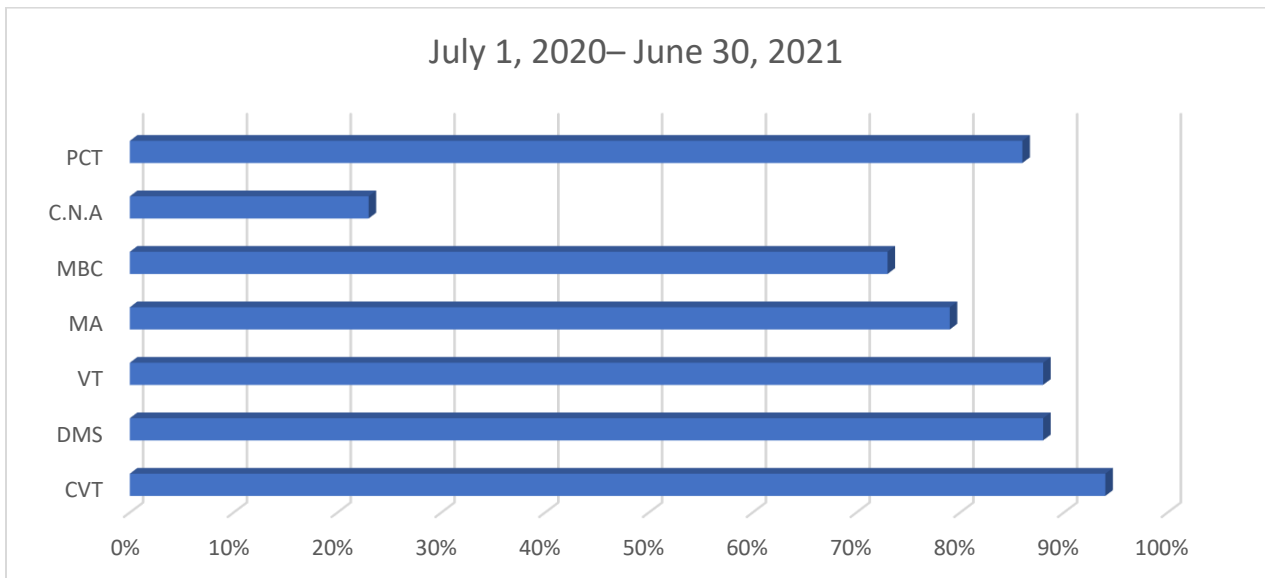
Summary and Analysis of Data:

The campus level retention rate for the period 2019- 2020 was 73%, for reporting period 2020-2021, it was 78%, for the reporting period 2021-2022, it was 87%. Program level retention rates are shown in charts below for past 3 years. Academic years prior to pandemic, AIHT has experienced over 85% of retention rate.

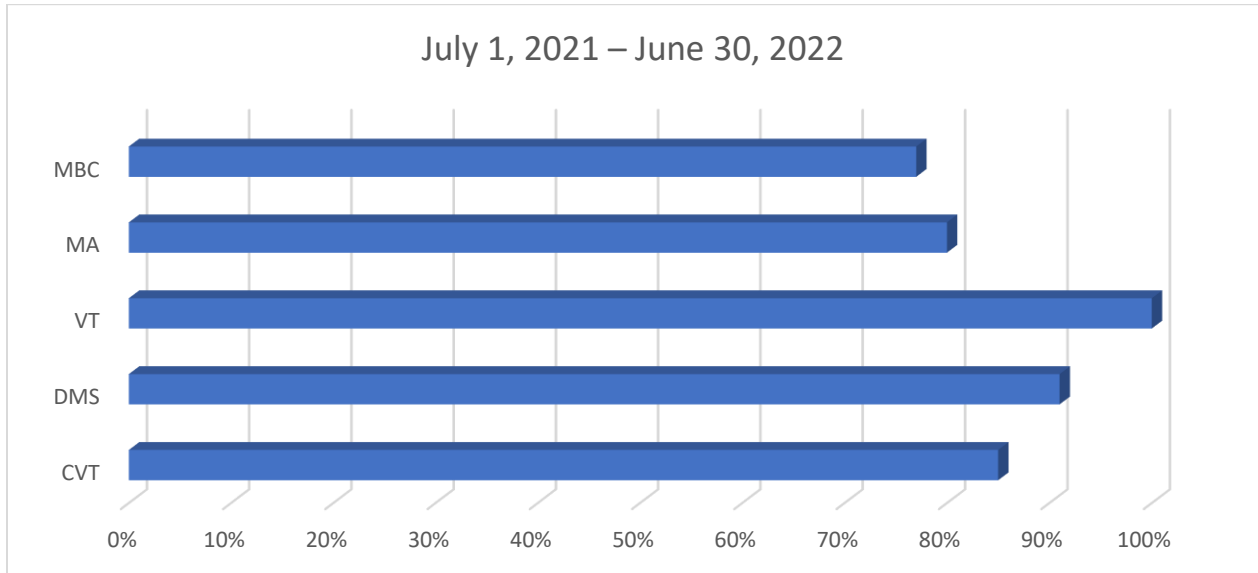
Graph 1 - Programmatic Retention Rates – 2019-2020



Graph 2 - Programmatic Retention Rates – 2020-2021



Graph 3 - Programmatic Retention Rates – 2021-2022



**Baseline of Rates and Goals:**

Our baseline for retention rate is 79% (average of last 3 reporting periods). However, considering the pandemic has ended we are going to assume our standard to 85%, which is still going to be higher than the council standard or benchmark. The school plans to maintain a retention rate of at least 85% for the next reporting period.

**Retention Action Plan:**

Based on the analysis, the following activities will be continued and /or implemented:

1. The Financial Aid Administrator will continue to thoroughly explain the payment plan to the student during their enrollment. The Administrator will make sure that student understand their obligations and will be provided with a copy of signed payment plan. Financial Aid Administrator will also thoroughly explain default policies to the student and /or their sponsor.
2. The school will continue to send past due payment notifications to students.
3. Director of Enrollment & Student Support will provide orientation along with the orientation packet to all the students on or before the first day of class. The orientation session will cover the information on school administration staff that they will meet during their stay at the school, attendance policy, satisfactory academic progress policy, and complaint policy.

4. The school will notify students who fail the mid-term, with required percentage on the final exam that they should achieve to pass the module successfully. If the student needs extra help, the school will arrange for extra academic hours after coordinating with the student and the instructor.

#### 5.1.2 Job Placement

Placement is a performance outcome that demonstrates that we are able to achieve our mission of transforming “our students into professionals prepared to meet the demand of our ever-evolving work environment.”

AIHT measures placement outcomes using the following formula, which enables it to compare its performance over time and with other similar career and technical schools.

Graduates Employed in field of study

Graduates Eligible for Employment

AIHT considers graduates who have obtained gainful employment in the recognized occupation for which they were trained or in a related comparable recognized occupation for at least 60 days as employed. Placement is verified within 180 days of program completion. To verify a student’s placement, AIHT uses the following as documentation:

1. Attestation from the graduate of their placement or use of skills in the area of study.
2. Attestation from the employer of the graduate’s position or function; or
3. Signed copies of income tax forms, including W-2 or pay stub.

Graduates who are called to military duty, become incarcerated, continue their education, or pass away are excluded from the institution’s calculation.

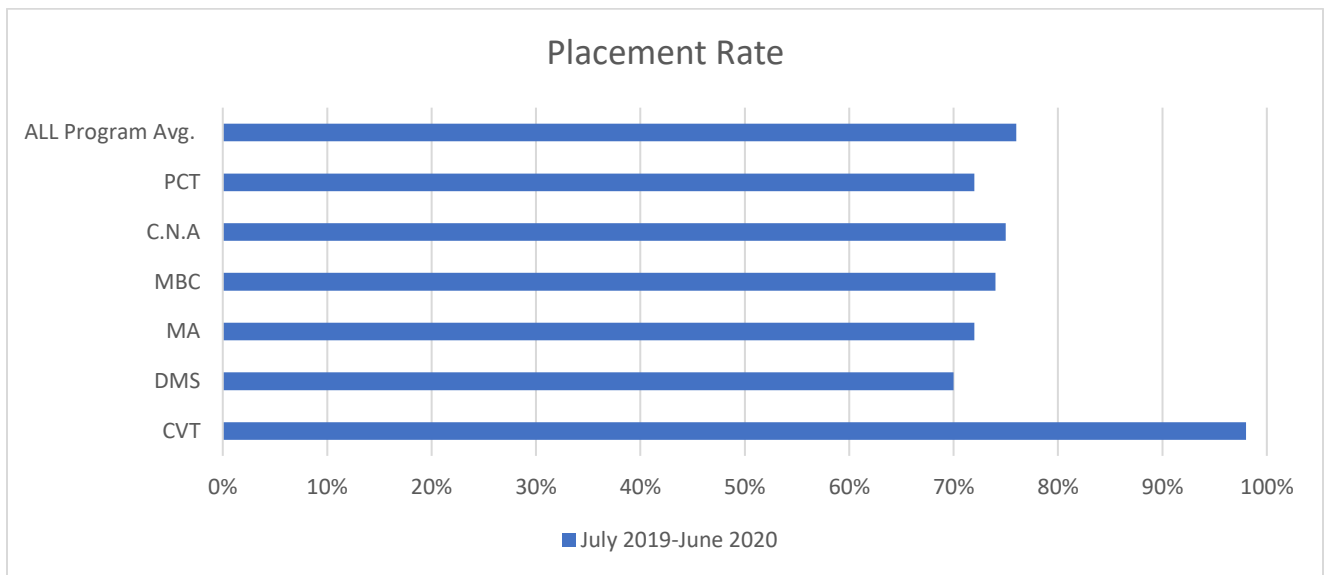
#### Placement Results

Campus-level placement rates, aggregated across all programs, are shown in Table 3 for the last 3 periods.

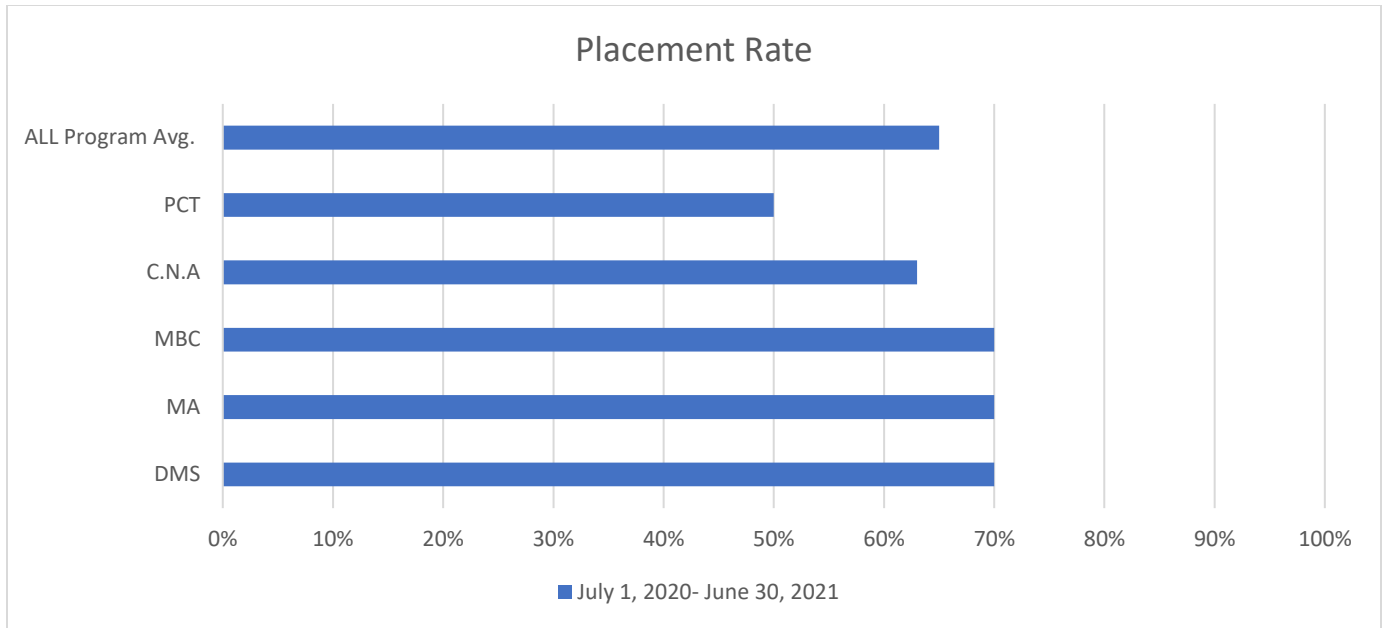
Table 3 - Three-Year Placement Rates Trending Data

	July 1, 2019 – June 30, 2020	July 1, 2020– June 30, 2021	July 1, 2021 – June 30, 2022	2022-2023 Goal
All Program Avg.	76%	65%	73%	75%

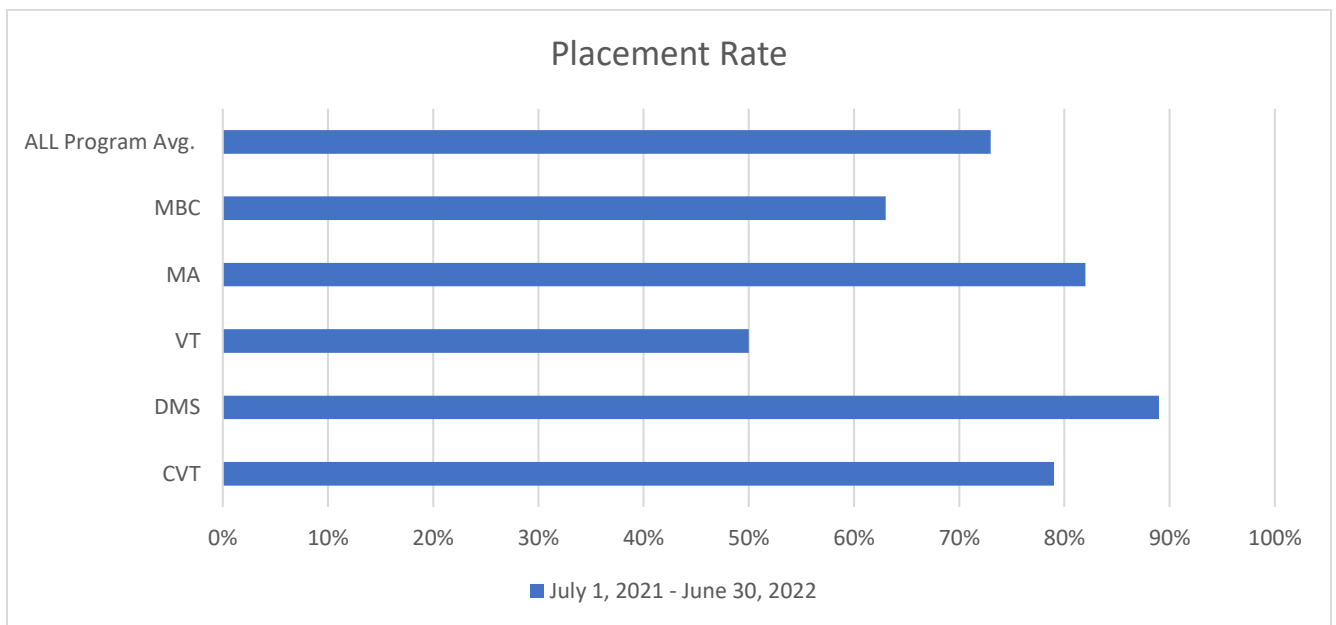
Graph 4 – Placement Rate – 2019- 2020



Graph 5 – Placement Rate – 2020- 2021



**Graph 6 – Placement Rate – 2021- 2022**



**Summary and Analysis of Data:**

The overall program average was 65% in the reporting year of July 1,2020 to June 30,2021.

Unfortunately, due to the pandemic there were delays in the hiring process. We did not have any



graduates from our Cardiovascular Technologist and Vascular Technologist program during that reporting period. The following year the placement rate increased to 73%. The Cardiovascular Technologist program had 79% placement. The Diagnostic Medical Sonography program has 89% placement.

#### Baseline of Rates and Goals:

Our baseline for placement rate is 71% (average of last 3 reporting periods). However, considering the pandemic has ended we are going to assume our standard to 75%, which is still going to be higher than the council standard or benchmark.

Our placement rate goal for year 2023-2024 is 75%.

#### Placement Action Plan:

Based on the analysis, the following activities will be continued and /or implemented:

1. President, Career service and program director(s) will increase the employer participants for the career fair to enhance the job placement rate. The school administration will continue to invite guest speaker(s) from the field to discuss current job market trends and employer expectation with the students.
2. The career services office will continue to offer mandatory career coaching class to every graduating cohort to equip them with the tools and tips required to prepare resume.
3. The clinical coordinator and or externship faculty will continue meeting the site preceptors frequently in order to maintain a friendly, cordial and professional relationship.
4. The career services will continue to establish more relations with healthcare staffing companies and mobile diagnostic companies.
5. The school will arrange a 'Meet and Greet' program once a year, inviting potential employers and previous working graduates to meet with our current students and recent graduates who have not been placed.
6. The president and program director(s) personally stay in touch with talent acquisition team of area hospital to submit graduate resumes and help schedule job interviews.

### 5.1.3 Completion Rates

AIHT believes that a student’s ability to successfully complete its program is a key indicator of meeting its objectives. Being a small school, our graduation cohorts are also small, but we will use the data we have collected to lay the foundation for our future track record in this important student achievement measure.

To calculate its graduation rate, completion used the following formulae:

$$\text{Campus Completion Rate} = \frac{\text{\# of students that completed within 150\% of the program length}}{\text{\# of students eligible for graduation}}$$

#### Completion Results

Campus-level completion rates are shown in Table 4 for the last three CAR periods.

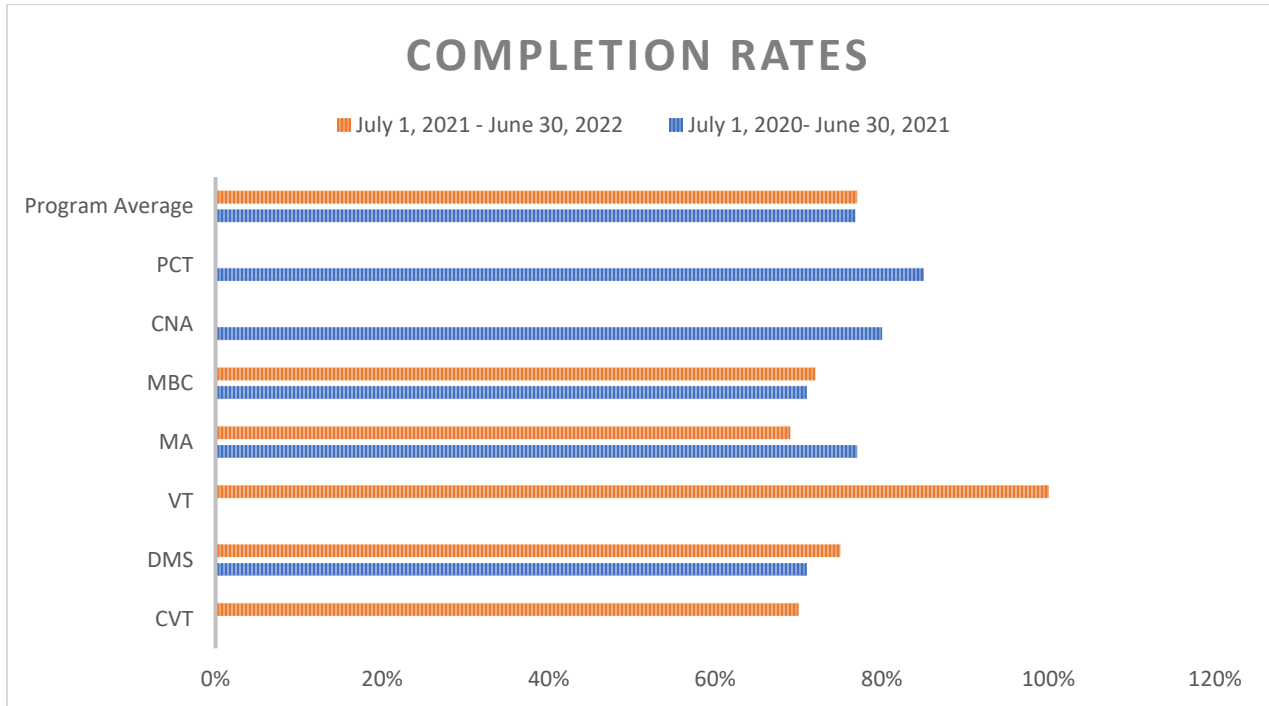
Table 4 – Three-Year Completion Rates

Programs	July 1, 2019 – June 30, 2020	July 1, 2020– June 30, 2021	July 1, 2021 – June 30, 2022	2022-2023 Goal
Program Average	NA	7%	77%	75%

#### Summary & Analysis of Data:

For the year 2019-2020, we were calculating on-time graduation rate. We received our first MSA-CESS accreditation in May 2021. Due to this fact we did not have completion rate for the year 2019-2020.

Graph 7 – Completion Rate



**Baseline Rates and Goals:**

Our baseline and goal for completion rate is 75%. We will update this once we have 3-year average if required.

**Completion Rate Action Plan:**

Based on the analysis, the following activities will be continued and /or implemented:

1. The school will continue to review student records semi-annually for rate of completion of the program. If the student has been failing or missing days for any reason, he or she will be given a formal warning letter by the school administration.
2. The school will also arrange for support services like academic help if the school determines a need for the same.
3. The school will continue to work effectively with students and the clinical sites to immediately place students on externship after finishing the last module.

#### 5.1.4 Certification Pass Rates

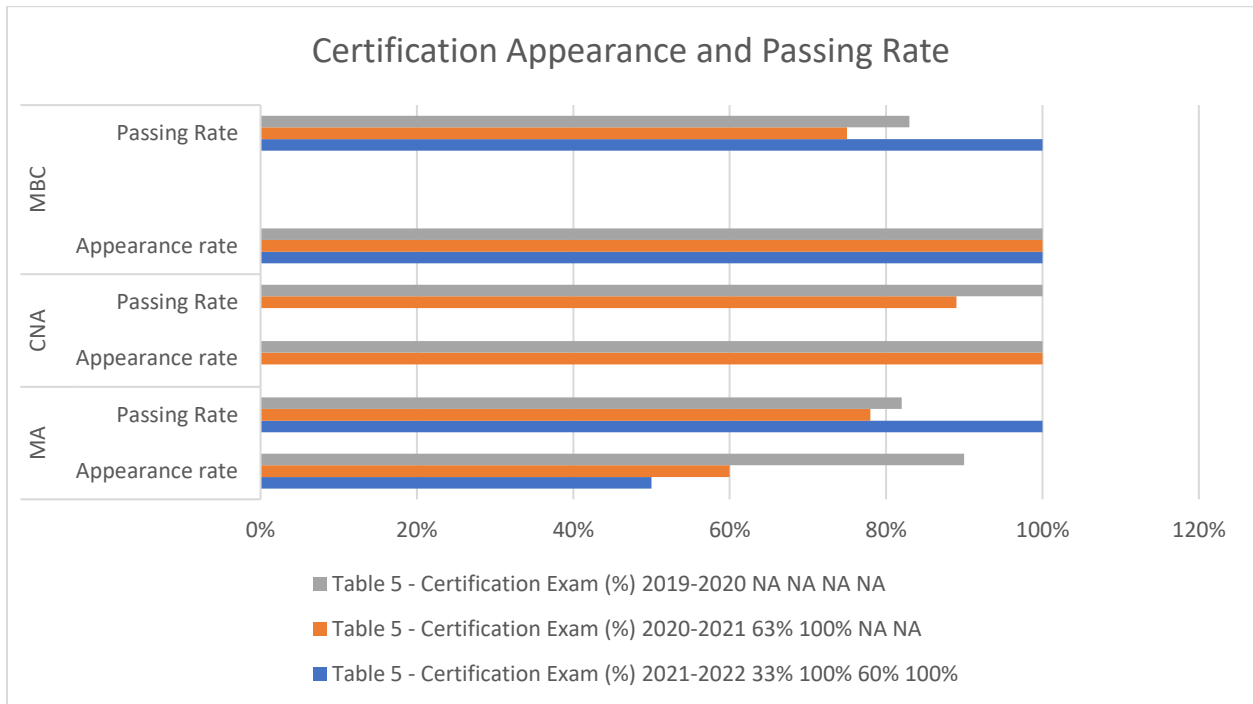
AIHT uses the registry/certification exam results to document student learning outcome for its various programs. However, certification is not required for employment, except for Nurse Assistant.

Sonography programs (DMS, CVT and VT) students are evaluated with American Registry for Diagnostic Medical Sonographers (ARMDS), ARRT, CCI. MA students are evaluated with Certified Clinical Medical Assistant (CCMA) exam offered by NHA (National Health Career Association) and the MBC students are evaluated with the Certified Billing and Coding Specialist (CBCS) exam offered by NHA. Patient Care Technician and Certified Nurse Assistant program students are evaluated with the State Prometric License exam (theory).

The program Registry/Certification exam results for the most recent reporting periods are shown below in Table 5.

Table 5 - Certification Exam (%)					
Program	Measures	July 1, 2019 – June 30, 2020	July 1, 2020– June 30, 2021	July 1, 2021 – June 30, 2022	2022-2023 Goal
DMS	Appearance rate	NA	63%	33%	70%
	Passing Rate	NA	100%	100%	80%
CVT	Appearance rate	NA	NA	60%	70%
	Passing Rate	NA	NA	100%	80%
MA	Appearance rate	90%	60%	50%	70%
	Passing Rate	82%	78%	100%	80%
CNA	Appearance rate	100%	100%	NA	90%
	Passing Rate	100%	89%	NA	80%
MBC	Appearance rate	100%	100%	100%	70%
	Passing Rate	83%	75%	100%	80%

Graph 8 – Certification Appearance and Passing Rate



**Summary & Analysis of Data:**

In the reporting year of 2021 to 2022, we show overall the passing rate is high at 100%, however the appearance rate is low under 65% for the Diagnostic Medical Sonography, Cardiovascular Technologist and Medical Assistant program. During that same reporting year, we did not have any student enroll in the Certified Nurse Assistant program, therefore the results are not available.

For Medical Assistant program our Appearance rate is low because many graduates have delayed taking the exam. For the Diagnostic Medical Sonography program, graduates have been offering employment right after graduation therefore they delay taking the certificate exam.

**Baseline of Rates and Goals:**

Our goal for appearance rate for all program except certified nurse assistant is 70%. For Certified nurse assistant, our goal is 90%. Goal for passing rate is 80% for all programs.

**Certification Exam Passing Rate Action Plan:**

Based on the analysis, the following activities will be continued and /or implemented:

1. To increase the Medical Assistant Appearance rate for the national certification exam, we will offer mandatory exit counseling before they can request certificate of completion. During this counseling, we will help them schedule national certification exam.
2. For sonography programs, school will offer reimbursement for exam cost, if graduates schedule and take exam within 90 days of graduation.

#### 5.1.5 Student Satisfaction

Student satisfaction is one of the important factors that influences retention and completion rates. If the student is not satisfied with the quality of education, the student will most likely withdraw from the program, ultimately resulting in lower retention and graduation rates. Student satisfaction survey measures the satisfaction level of students on the services provided by school administration and instructions provided by the school faculty, as well as other aspects like student support services and resources provided to the students. Therefore, it is important for AIHT to evaluate students' satisfaction as part of its institutional development planning process. Student satisfaction is evaluated at least annually via a student satisfaction survey and informal feedback from students.

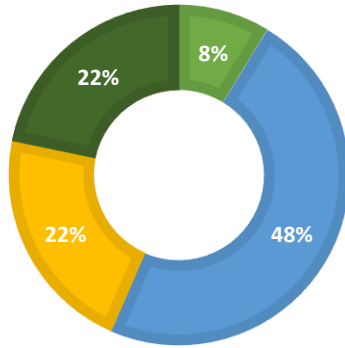
#### Data Collection Methodology and Rationale

The survey uses a 5-point Likert scale where 1 is strongly disagree and 5 is strongly agree. The first part of the survey asks about student's satisfaction level related to classroom instruction and faculty, while the second part focuses on staff and resources. Students have the opportunity to provide suggestions or share any concerns they have. The students who completed the survey represent the programs as follows:

Chart I: Program Level Student Satisfaction Summaries

## PROGRAM DEMOGRAPHIC

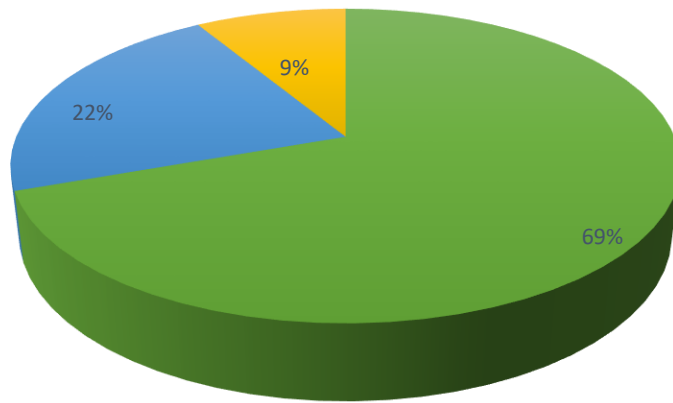
■ CNA ■ CVT ■ DMS ■ MA



Student Satisfaction summaries for 2022 are provided below in the following charts.

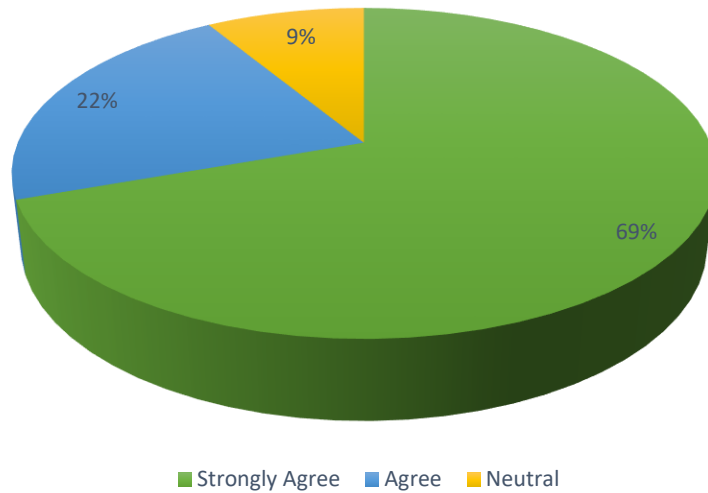
### Chart Group I: Student Satisfaction Summary - Questions

#### AIHT has effective leadership and student support

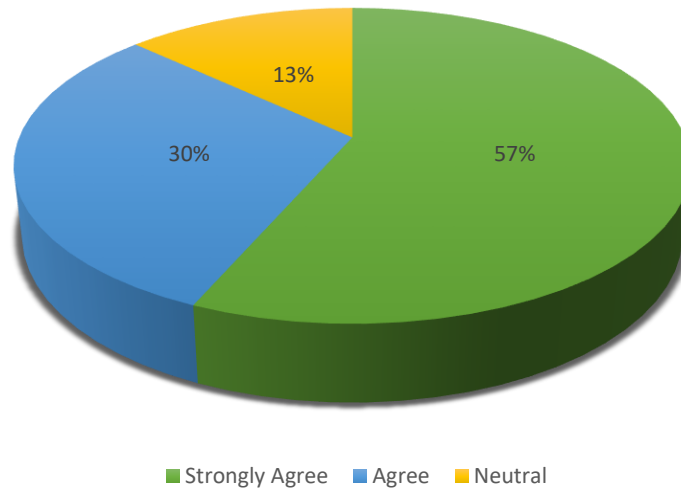


■ Strongly Agree ■ Agree ■ Neutral

**The distance education program is effective in supporting my academic goals**



**There are programs and services in place to support my academic and career development**



Students had the opportunity to also provide open-ended feedback on any concerns or suggestions they may have. The following comments were made:

*The option to have hard copy books would be wonderful.*

*Attendance should not be a heavy part of the grade.*

*More pictures and diagrams, possibly interactive body/biology/physiology diagrams, more visual stimulations*



### Summary & Analysis of Data:

From the data, it can be seen that a majority of students at least agree on the quality of the program and services at the school. More than 90% believe that the leadership is effective which is an indicator of success for the President as well as for his team. Additionally, with the implementation of distance education, it is encouraging to see that 91% of students agree that the distance education supports their academic goals. Given that the programs are very hands-on, distance education is limited to theory/didactic components of the courses which are offered synchronously on Zoom. This ensures that there is some level of engagement with faculty and peers. Almost 90% agreed that the programs and services support their academic and career development.

### Baseline of Rates & Goals:

To ensure that it strives for continuous improvement and development, the school has set a goal of achieving at least 90% strongly agree in most areas. By working with faculty to create a more engaging classroom environment (online and on campus) and with the administration to provide student support services that meet students' needs, the school is committed to increasing its level of student satisfaction over the next year.

### Student Satisfaction Action Plan:

Based on the analysis, the following activities will be continued and /or implemented:

1. Admissions: The Enrollment Administrator will continue to thoroughly spend time with the prospective students. Enrollment Administrator will continue to do one-on-one enrollment and registration process to minimize errors and confusion. As followed in the past, the Director of Enrollment and Student Support will also continue to update the Enrollment Administrator for any changes in the program curriculum or certification exam to communicate with the prospective students.
2. Instructions: The faculty will be continuously encouraged to attend webinars and training sessions to improve teaching skills. The course syllabus will be periodically reviewed to match with the market trend and demand. Students struggling academically in the module will be given academic help in order to successfully pass the module. Additional help will be offered to students who fail mid-term exam.

3. Staff and Available Resources: Lab equipment and supply will be serviced and updated from time to time to avoid the downtime. President and Director of Enrollment will keep meeting to complete need analysis of equipment and related resources.
4. The school will help establish the National Technical Honor Society (NTHS) for the students. The students with GPA of 3.0 or more will get an opportunity to be a member of the society and this will give them the opportunity to apply for scholarships, including letters of recommendation and access to the NTHS online career center.

#### 5.1.6 Graduate Satisfaction

Graduate Satisfaction is one of the most important factors that would examine the overall performance of the school. A higher level of graduate satisfaction can give us an opportunity to emboss our prospective students to think highly of our curriculum and school. We also understand that a satisfied graduate will most likely recommend the program to other students.

Graduate satisfaction survey would measure satisfaction level of graduates on the services provided by school administration and instructions provided by the school faculty. Graduate satisfaction would also measure other aspects like student support services and resources provided to the students while enrolled in school.

#### Methodology and Rationale

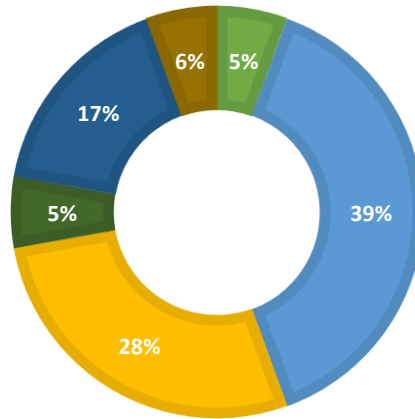
The Graduate Satisfaction Survey contains both institutional and program-specific items. Institutional items cover the graduate's perceived satisfaction with the services offered at AIHT and program-specific items include the graduate's perceived level of preparation in specific skills required for the job. Graduates are also asked about their clinical experience as this is integral to the success of the practice-based, hands-on programs.

Graduate satisfaction surveys are based on a 5-point Likert scale where 1= very dissatisfied and 5= very satisfied. Of the 47 graduates surveyed, 18 completed the survey according to the following program breakdown:

Chart II: Program Level Graduate Satisfaction Summaries

## PROGRAM DEMOGRAPHIC

■ CNA ■ CVT ■ DMS ■ MA ■ MBC ■ VT

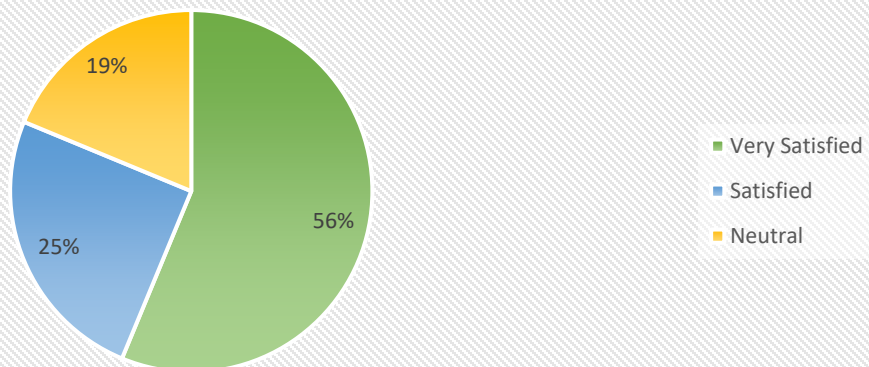


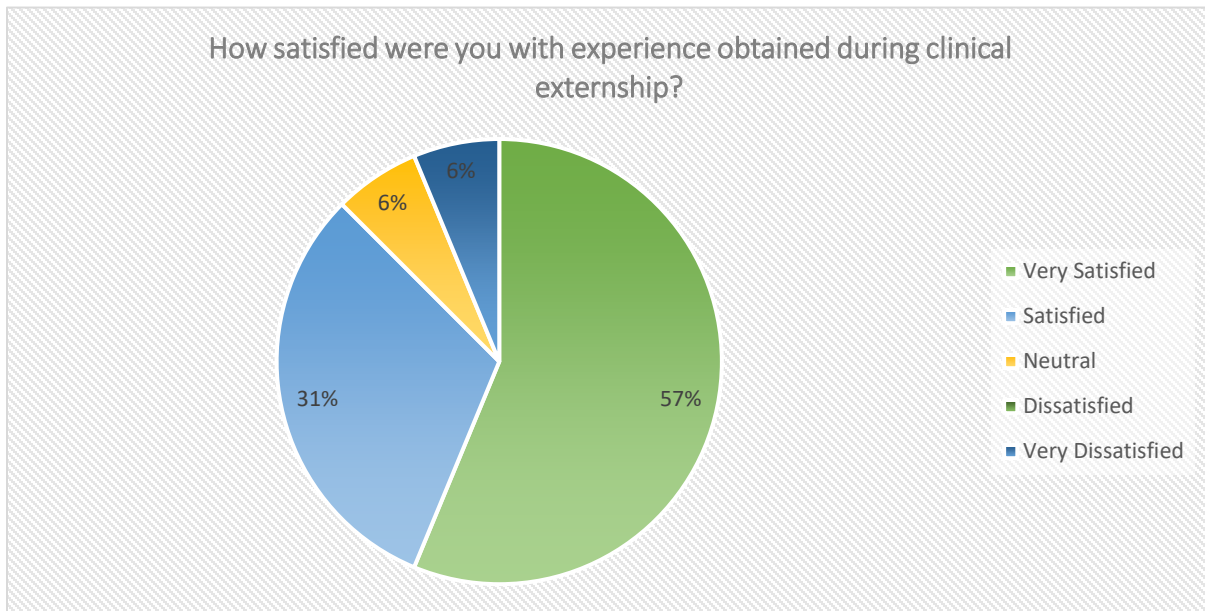
### Results

The Graduate Satisfaction data for 2022 are summarized in the charts below:

#### Chart Group II: Graduate Satisfaction Summaries - Questions

Did you gain relevant academic knowledge while you were enrolled in AIHT?





In response to the question “What could have been done better to improve your educational experience at AIHT?” the following feedback was received:

*I wish more ‘hands on’ training was offered.*

*During the clinical period, I believe students should have to rotate through vascular, OB, and general sites. I did not have a site that did OB and I think it would’ve helped greatly.*

*Experienced teachers who know how to teach and present the material.*

*Incorporating clinical time along with class time so therefore you learn as you go along rather than after classes are done.*

Graduates also provided commendations of the programs/school:

*Everything is excellent.*

*I loved being a student at AIHT. Classrooms were small which allowed for more one on one with students. The Teachers were very kind, helpful, and really pushed you to become better.*

*Practicing in the lab was also a huge help.*

*I got a very great education from AIHT I learned a lot to become a great sonographer.*

Summary & Analysis of Data:

While there was one graduate that was very dissatisfied, the school that the 81% of graduates were at least satisfied with its education, services, and programs in preparing them for their careers. Clinical experiences are an integral part of the programs, and that one dissatisfaction rating is tied to a comment that the graduate did not know how to take that knowledge gained in applying it a job in Medical Billing and Coding. Since the surveys were conducted anonymously, the school is unable to follow up directly with that student. However, the other two MBC graduates who took the survey were either very satisfied or satisfied with every area covered.

#### Baseline of Rates & Goals:

The school stands by the quality of its programs in preparing students for entry level positions in the allied health fields and believes that its graduates are prepared to do so and excel, consistent with its core values and Profile of Graduates. Hence, the survey instrument is being revised to include the following questions:

1. I was prepared for my career/job upon graduation.
2. How likely are you to recommend/refer someone to the school?
3. What is your overall level of satisfaction with AIHT

The school has set a goal of at least satisfied across all areas of the survey instrument with an ambitious 90% Very Satisfied rating in the new area of “Overall level of satisfaction with AIHT”.

#### Graduate Satisfaction Action Plan:

Based on the analysis, the following activities will be continued and /or implemented:

1. The school will continue to allow graduates to use the school lab to practice their skills.
2. School will continue to provide free review sessions to prepare for registry/certification exams.
3. The school will work efficiently with students and the externship sites not only to place the students at the externship immediately after completing the modules but also to provide a comprehensive learning experience at the site to advance the existing information.
4. The school will continue to update the curricula to match the current job and skills requirements of the field.

- School will continue to process graduate requests i.e., transcripts and completion letter in 5-7 business days or final completion certificate within 20-22 business days.

### 5.1.7 Employer Satisfaction

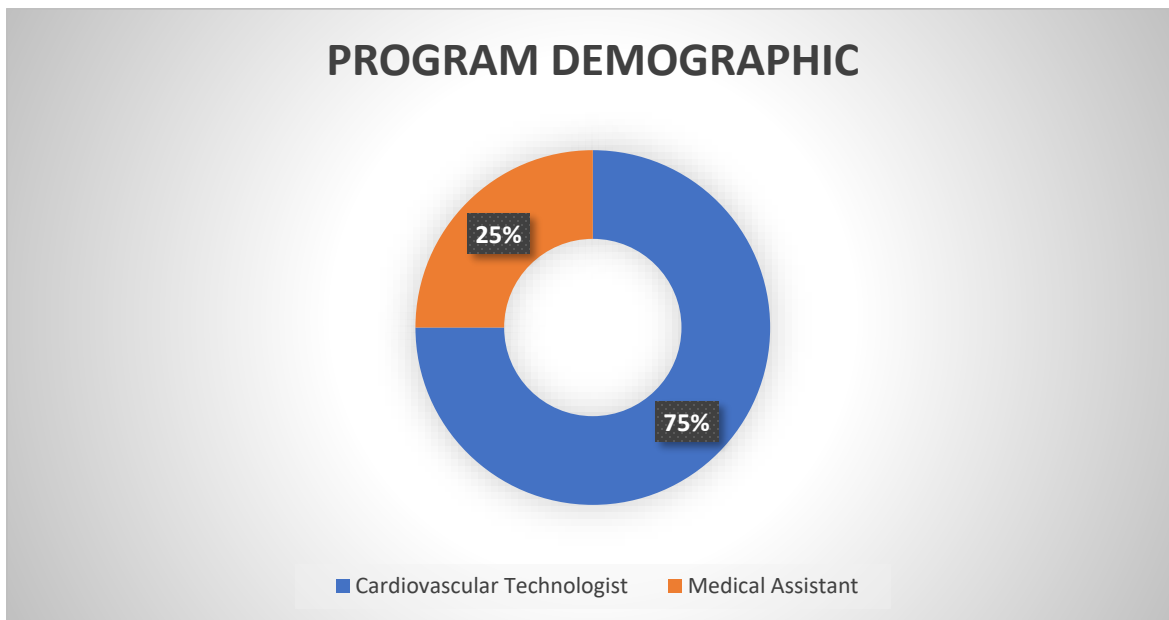
AIHT works with students and graduates in helping them successfully complete their program at the school and easy transition to their workplace as a respected health care professional.

Employer satisfaction is critical to long-term availability of employment opportunities for graduates which is indicative of the Institute’s fulfillment of its mission. Employer satisfaction is assessed by surveys which measures employee performance in various areas like technical knowledge, flexibility, reliability, and patient care skills.

#### Methodology and Rationale

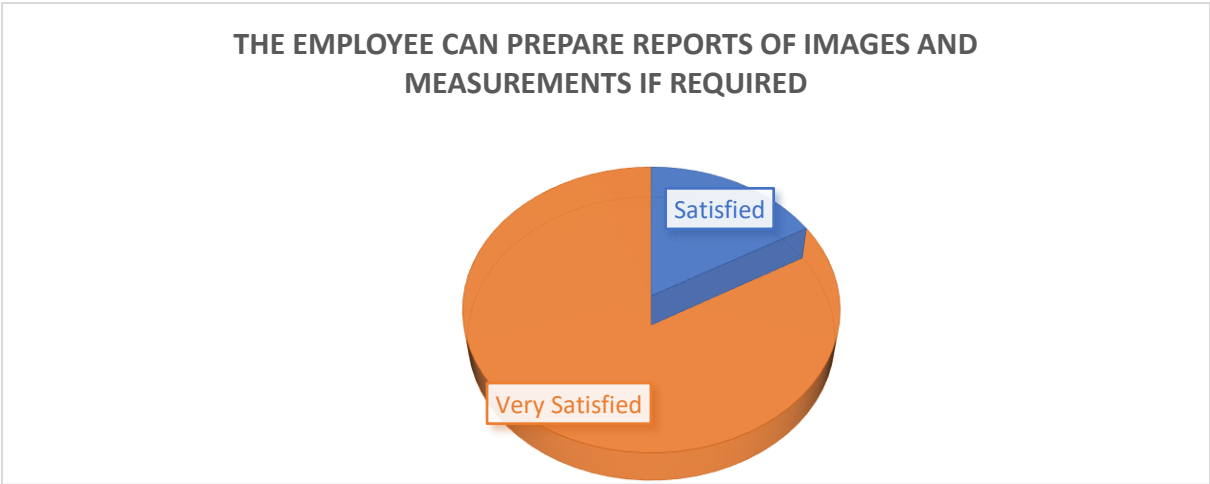
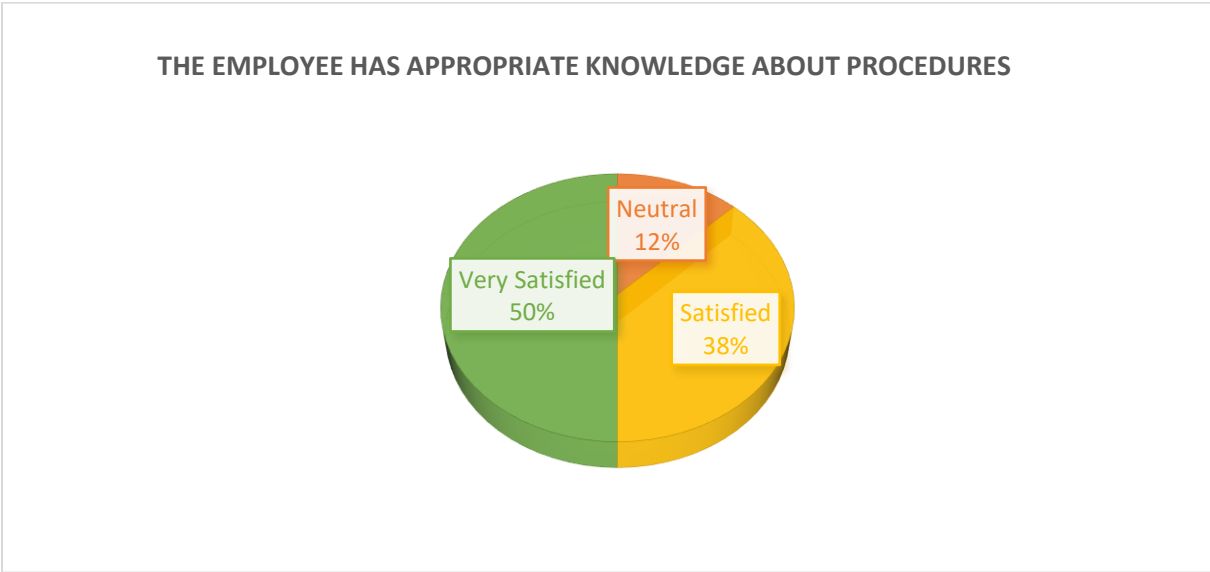
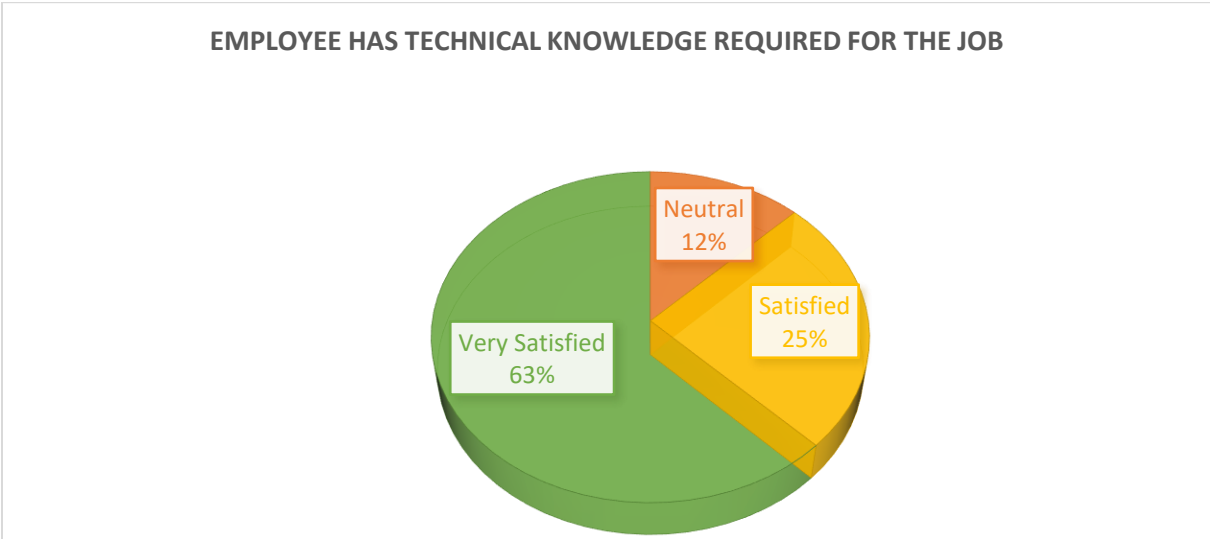
Employer satisfaction surveys are based on a 5-point Likert scale where 1= very dissatisfied and 5= very satisfied. The survey is administered electronically and was sent to 37 employers of all graduates.

Chart III: Program Level Employer Satisfaction Summaries related to technical standards



AIHT sent out Employer Satisfaction Surveys for all employed graduates. Employer Satisfaction Summaries for 2022 are provided below in the following charts.

Chart Group III: Employer Satisfaction Summaries – Questions Related to Skills



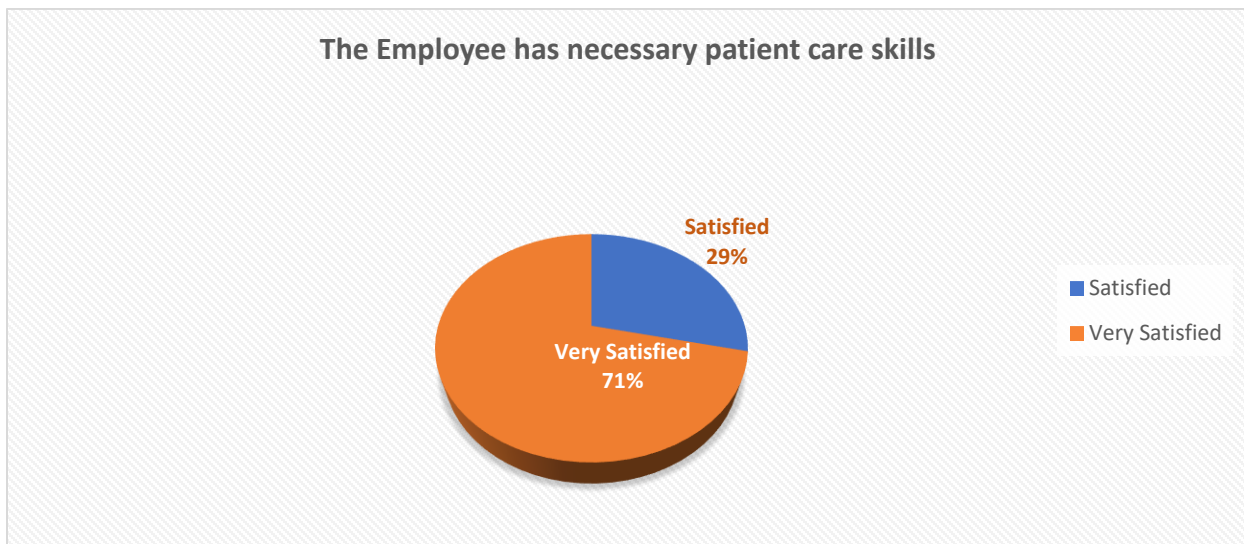
### Summary & Analysis of Data:

The three charts listed above show the employers response in technical standards, knowledge of medical procedures and preparation of reports and measurements. The technical standards required to perform and achieve the necessary outcomes at a medical office are shown as very satisfied and satisfied. Technical knowledge required for the job is shown as 63% very satisfied and 25% satisfied. The employers are overall satisfied with the performs of the graduates.

### Baseline of Rates and Goals:

The survey result show overall satisfaction from employers. To ensure that it strives for continuous improvement and development, the school has set a goal of achieving at least 90% satisfactory in technical knowledge required for the job. The school is dedicated to enhancing and promote excellence in teaching and learning by continually changing, improving and ensuring the effectiveness of the school's programs in preparing students for successful careers. Long term success in our graduates' careers starts with quality education and training they receive at our institution.

Chart IV: Employer Satisfaction Summaries related to patient care skills.



### Summary & Analysis of Data:

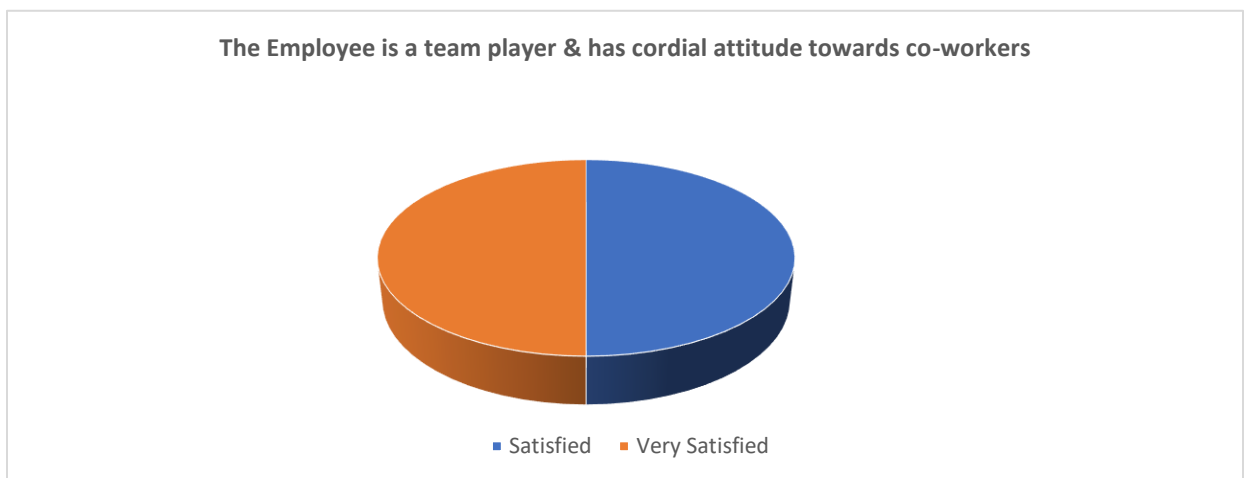
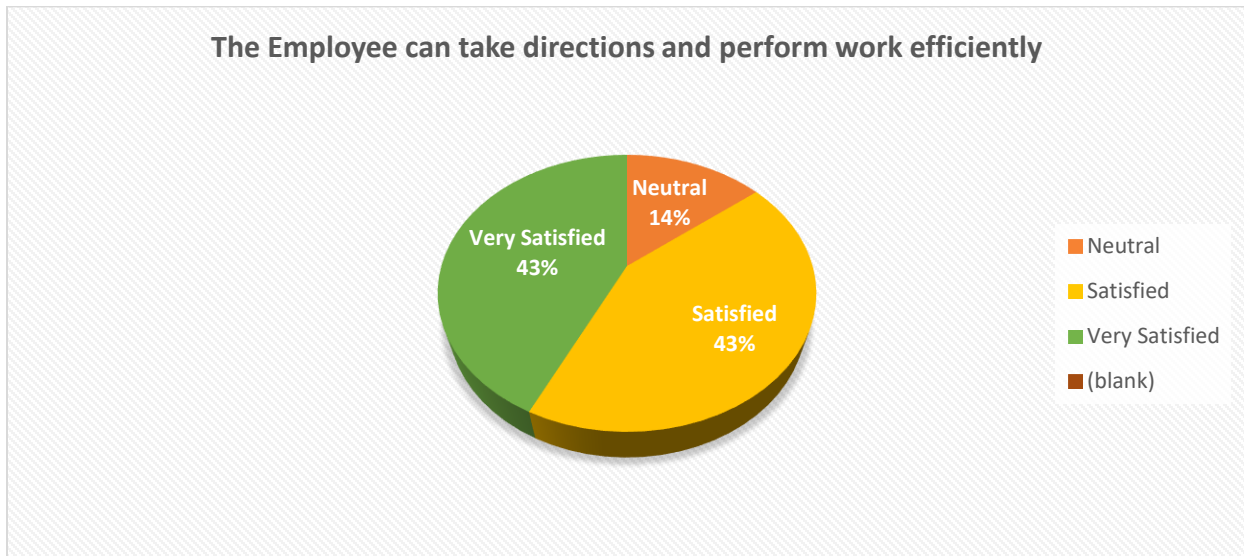
The employers are overall satisfied with our graduates' patient care skills. The results from the survey show that the employers that hired our graduates are 71% very satisfied and 29% satisfied with their patient care skills.

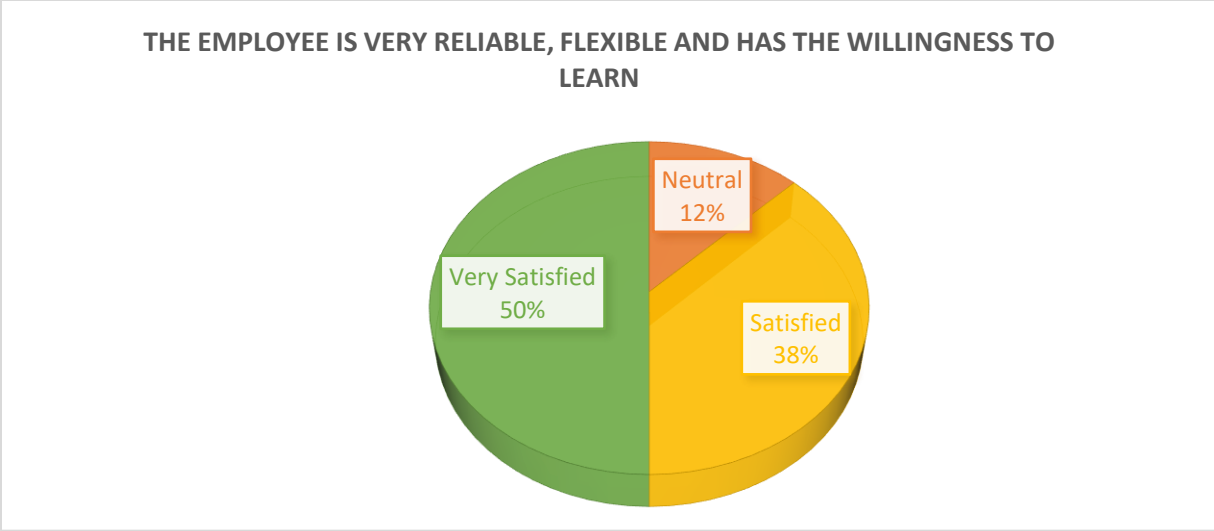


Baseline Rates and Goals:

Patient Care skills include communication, empathy, and compassion all of which are important in healthcare field. Our graduates need to have strong verbal communication skills to make patients feel comfortable, collect essential information, and answer any questions or concerns. To ensure that it strives for continuous improvement and development, the school has set a goal of achieving overall 90% very satisfactory in-patient care skills.

Chart Group IV: Employer Satisfaction Summaries – Questions related to patient care skills





**Summary and Analysis of Data:**

The charts above show the employees satisfaction regarding the professionalism of our graduates. Professionalism is shown in ability to take directions and perform work efficiently. The employers’ results showed 43% in both very satisfactory and satisfactory in that area of work. There are 12% of employers who felt natural regarding graduates taking directions and perform work efficiently. Employers felt overall satisfied in the team player & cordial attitude of the individual they hired that graduated from our institution. Reliable, flexible and willingness to learn are shown as overall satisfactory as well.

**Baseline Rates and Goals:**

To ensure that it strives for continuous improvement and development, the school has set a goal of achieving at overall 90% very satisfactory.

**Employer Satisfaction Action Plan:**

Based on the analysis, the following activities will be continued and /or implemented:

1. School will continue to invite guest speaker from the field to discuss current industry trends and employer expectations.
2. Clinical Coordinator will continue to periodically meet the clinical externship sites and discuss qualities they want to see in potential employee.

## 5.2 Institutional Elements

### 5.2.1 Facilities, Equipment, and Resources

The President, along with input from program director(s), and administrative staff, review the current facilities, instructional equipment and materials, as well as institutional resources and determined that they are sufficient to meet current staff and student needs. This review will take place on an annual basis and may also include survey results, advisory board recommendations, and feedback from other stakeholders.

To facilitate learning, each lab is equipped with an equipment and furniture to mimic actual exam room that you see at medical facility.

### 5.2.2 Operations

Institutional operations are directed by the president with support from four (4) staff members, 4 program directors, and external resources. The organizational chart shows are clear delineation of duties and responsibilities, and every staff member knows to whom they report and the expectations of their role.

Enrollment Director directly work with president to forecast and verify that there is adequate amount of equipment is in place for current and future enrollments. Need analysis is being done prior to start of new cohort. President work on acquiring lab equipment or hire new faculty member(s) if required.

### 5.2.3 Student Services and Activities

Services offered by the Institute includes Placement support, Academic Advising, counseling and referrals, and tutoring. Students are able to contact the president directly, work with the program directors, or the staff to get the information or help they need. Services are being offering on campus and online, as needed.

### 5.2.4 Faculty and Staff Satisfaction

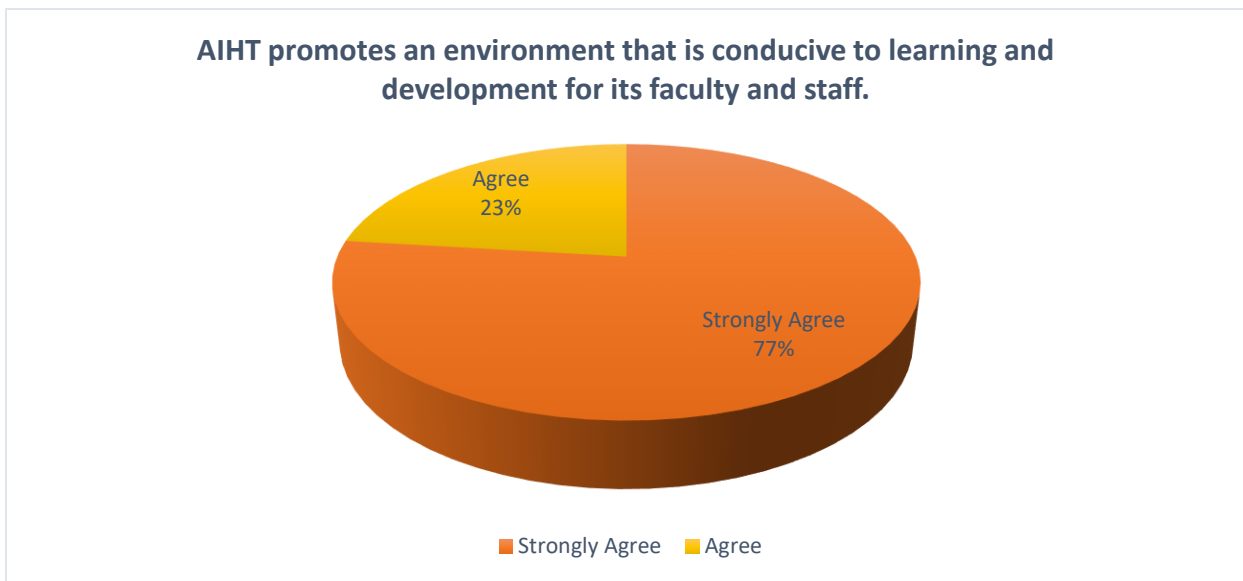
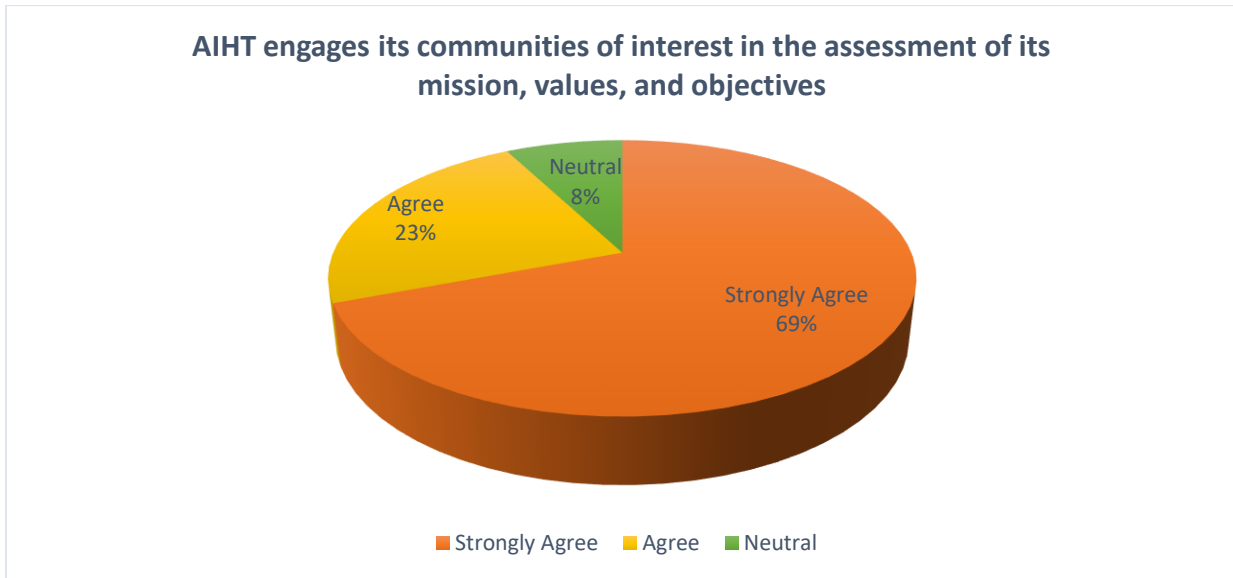
An assessment of employees' level of satisfaction with the institution and its leadership is just as important in evaluating how well AIHT is achieving its mission and critical to its development as a leading allied health school.

Data Collection Methodology and Rationale

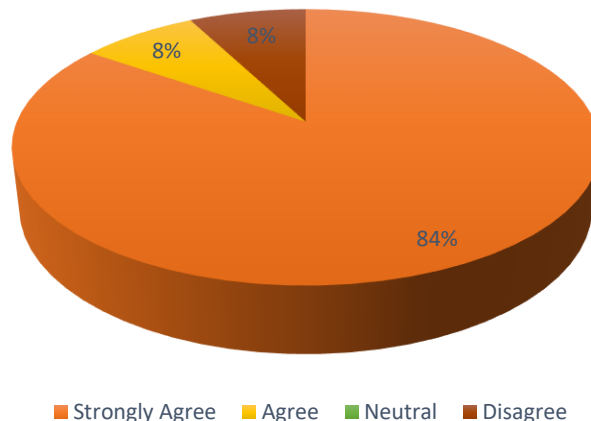
The survey uses a 5-point Likert scale where 1 is strongly disagree and 5 is strongly agree. The survey includes a review of how well the faculty and staff know and believe the school is achieving its mission as well as asking for feedback on their role.

Employee Satisfaction summaries for 2022 are provided below:

Chart Group V – Employee Satisfaction Survey Summaries - Questions



**In my role, I feel supported by the leadership and can freely share any concerns I have**



**Summary & Analysis of Data:**

Over 90% of the staff feel supported by the leadership and 100% at least agree that the school promotes an environment that is conducive to learning and development. However, one person who disagreed is a faculty member who is not technologically savvy in the online environment and with the school's systems (One Drive). The school will be offering additional training to all faculty and staff on how to navigate the systems, including one-on-one sessions, and faculty training courses to ensure that they have what they need.

**Baseline of Rates and Goals:**

The school strives to support all of its employees with the resources they need to perform their duties. To ensure that it strives for continuous improvement and development, the school has set a goal of achieving at least 90% strongly agree in most areas.

**AIHT Employee Satisfaction Action Plan:**

Based on the finding from the employee survey the following will be implemented:

1. Offer additional training to all faculty and staff on how to navigate the systems, including one-on-one sessions, and faculty training courses.
  - Online learning: Team members access training through online training software.

- Coaching: Employees receive coaching and feedback from their manager or trainer.
- Hands-on practice: Employees get the chance to practice applying a skill or knowledge in a practice environment.

2. Offer opportunities for employees to promote career development

## 6. Implementation and monitoring of Plan

The Institute monitors the activities identified in its IADP on a regular basis but at least twice a year. As described previously, the IADP Committee will meet in at the end of the year to conduct its annual and finalize the plan for the following year.

Reports will be maintained to document the institution's completion of activities and any changes to the data and information we have collected in our ongoing assessment of each required element. These reports will guide the Committee, and the institution, in course correction throughout the year to not only maintain compliance but to also strengthen its effectiveness in serving out its mission.