The Annual Meeting Planning Committee (AMPC) warmly invites you to attend the AUPHA Annual Meeting in Salt Lake City, Utah, this coming June 3-5, 2020. The meeting theme is **Improve your (2020) Vision – Elevate your Performance**.

Our professional work lies at the cross-section of healthcare and higher education—and because both industries are rife with reform, the need for visionary leadership and elevated performance has never been greater. Our purpose is to organize and deliver an annual meeting that truly improves your (2020) vision about ways you can increase your personal impact and elevate your professional performance in the classroom and beyond.

For the first time, the popular biennial AUPHA Undergraduate Workshop will be combined with the Annual Meeting featuring an opening session with tracks and breakout groups focused on undergraduate students and programs. A special track for Doctoral students will also be introduced this June. Once again, the popular Global Symposium will be held Wednesday morning, June 3rd—before the Annual Meeting formally begins that afternoon. Be sure to visit the Annual Meeting website for details about these and other events.

We are honored to feature former U.S. Department of Health and Human Services (HHS) Secretary and three-time Utah Governor Mike Leavitt as this year’s opening Pattullo lecturer. A pattern of innovation, entrepreneurship, and collaboration runs through Mike’s career. As HHS Secretary, Mike led the implementation of the Part D Prescription Drug Program and redesigned the nation’s system of quality and safety standards for imported goods. As Utah Governor, he helped form Western Governors University and served as Chairman of the National Governors Association. Governor Leavitt is a seasoned diplomat having led U.S. delegations to more than 50 countries on matters related to health, the environment, and trade.

The Undergraduate Workshop will feature Ann Millner, Assistant Majority Whip—Utah State Senate, who previously served as the 11th president of Weber State University, and our Salt Lake 2020 meeting will close with the AUPHA Forum Speaker Natalie Gochnour, MS, Associate Dean, David Eccles School of Business, and Director Kem C. Gardner Policy Institute at the University of Utah. Full profiles on these talented and impressive keynote speakers are available on the Annual Meeting website. In a spirit of health promotion and wellness, we also thank Julie Carmalt, PhD, who, for the fifth year will offer complimentary early morning yoga classes during the conference.

Salt Lake City is home to two world-class healthcare systems, including Intermountain Healthcare and the University of Utah Health. Salt Lake is also home to the world-famous Tabernacle Choir at Temple Square and the world’s largest Family History Center/genealogical library. Social and networking events including visits to the Library, listening to a live Choir rehearsal, and touring the University of Utah will occur Thursday and Friday evenings. June is also a wonderful time to visit one or more of Utah’s five National Parks—easily enjoyed before or after the Annual Meeting.

Utah’s state theme is Life Elevated—and Salt Lake City was home to the 2002 Winter Olympic Games. More than two billion viewers watched Salt Lake 2002 which featured LeAnn Rimes singing the Olympics’ official song *Light the Fire Within*. Please join us this June to improve your (2020) vision, elevate your performance, and re-light the fire within. We look forward to seeing you in Salt Lake City!

Tracy J. Farnsworth, EdD, MHSA, MBA
2020 ANNUAL MEETING PROGRAM CHAIR
OPENING PATTULLO LECTURER

**Michael O. Leavitt**  
Founder, Leavitt Partners

At Leavitt Partners, Michael Leavitt helps clients navigate the future as they transition to new and better models of care. In previous roles, Mike served in the Cabinet of President George W. Bush and as a three-time elected governor of Utah.

Mike earned a bachelor’s degree in business while working in the insurance industry. In 1984, he became chief executive of The Leavitt Group, a family business that is now the nation’s second largest, privately held insurance brokerage.

In 1993, Mike was elected governor of Utah. He served three terms (1993-2003). In 2003, he joined the Bush Cabinet, serving in two positions: first as administrator of the Environmental Protection Agency (2003-2005) and then as secretary of Health and Human Services (2005-2009). At HHS, he administered a $750 billion budget—nearly 25% of the entire federal budget—and 67,000 employees. He led the design, systematization, and implementation of the Medicare Part D Prescription Drug Program, providing 43 million seniors with a new prescription drug benefit.

A pattern of innovation runs throughout Mike’s career. When he was elected governor, Utah’s major freeway system was dangerously inadequate. Taking what some thought was a significant political and financial risk, Mike instigated a design-build system, creating cost and quality incentives between the state and its contractors. The project was finished in half the originally projected time and well under budget.

Mike is, at heart, an entrepreneur. As governor, he organized a group of his colleagues to form Western Governors University. At WGU, degrees are earned based on competency rather than credit hours. WGU now has more than 90,000 students who reside in each of the 50 states and several foreign countries. Enrollment is growing at 35% a year. In November 2008, TIME magazine named WGU “the best relatively cheap university you’ve never heard of.”

Collaborator is a word that comes up repeatedly when one examines Mike’s background. His skill led his colleague governors to elect him as chairman of the National Governors Association, the Republican Governors Association and Western Governors’ Association. His book—*Finding Allies, Building Alliances*—was released in September 2013 and chronicles his expertise and passion for collaboration.

Mike is a seasoned diplomat, leading U.S. delegations to more than 50 countries. He has conducted negotiations on matters related to health, the environment, and trade. At the conclusion of his service, the Chinese government awarded him the China Public Health Award—the first time this award has ever been given to a foreign government official.

He and his wife Jacalyn S. Leavitt lead a full life with five children and 15 grandchildren. Mike is an avid golfer. He got his first hole in one on his 60th birthday.

CLOSING FORUM SPEAKER

**Natalie Gochnour, MS**  
Associate Dean, David Eccles School of Business | Director, Kem C. Gardner Policy Institute, University of Utah

Natalie Gochnour serves as an associate dean in the David Eccles School of Business and Director of the Kem C. Gardner Policy Institute at the University of Utah. She also serves as chief economist at the Salt Lake Chamber. Gochnour’s experience includes a diverse mix of public service and business expertise.

For seven years she guided the public policy work of the Salt Lake Chamber, Utah’s largest business association. During Gochnour’s state service, she advised Utah governors Bangerter, Leavitt, and Walker. She also served as a political appointee in the George W. Bush administration, serving as an associate administrator at the U.S. Environmental Protection Agency and deputy to the secretary at the U.S. Department of Health and Human Services.

A native Utahn, her professional focus is public policies that promote balance, civility, and prosperity. Gochnour has authored over 250 published columns in Utah Business magazine and the Deseret News and co-hosts the weekly radio program Both Sides of the Aisle on KCPW public radio. She has been recognized by the Downtown Alliance for leading the Downtown Rising movement, YWCA of Salt Lake City for an Outstanding Achievement Award for business, and Wasatch Women magazine as the “Wasatch Woman of the Year.” She serves on the Utah Olympic Legacy Foundation, World Trade Center Utah, and Primary Children’s Hospital boards. She is also a Utah Transportation Commissioner and vice-chair of Envision Utah.

Gochnour has both an undergraduate and master’s degree in economics from the University of Utah and teaches public finance.
### SCHEDULE AT A GLANCE

Schedule subject to modification. Check the AUPHA web site for updates to the program.

#### TUESDAY, JUNE 2
- **8:00 AM – 4:00 PM**
  - CAHME Boot Camp

- **8:30 AM – 4:30 PM**
  - AUPHA Board of Directors Meeting

- **1:00 PM – 2:15 PM**
  - Undergraduate Track – Opening Keynote

- **2:30 PM – 3:30 PM**
  - Undergraduate Track – Education Sessions

- **3:45 PM – 4:45 PM**
  - Undergraduate Track – Education Sessions

#### WEDNESDAY, JUNE 3
- **7:00 AM – 12:00 PM**
  - Global Healthcare Symposium

- **8:15 AM – 9:15 AM**
  - Undergraduate Programs Breakfast

- **9:30 AM – 10:30 AM**
  - Doctoral Track – Education Session
  - Undergraduate Track – Education Sessions

- **10:45 AM – 11:45 AM**
  - Doctoral Track – Education Session
  - Undergraduate Track – Education Sessions

- **11:00 AM – 12:00 PM**
  - CAHME Update

- **11:15 AM – 12:00 PM**
  - New Members/First Time Attendees Orientation

- **12:15 PM – 1:00 PM**
  - Attendees Luncheon

- **1:00 PM – 2:15 PM**
  - Pattullo Lecture/Opening Keynote Session

- **2:30 PM – 3:15 PM**
  - Poster Sessions

- **3:15 PM – 4:15 PM**
  - Doctoral Track – Education Session
  - Education Sessions
  - Global Healthcare Symposium Session
  - Undergraduate Certification Workshop

- **4:30 PM – 5:15 PM**
  - Faculty Forum Meetings

- **4:30 PM – 5:15 PM**
  - Undergraduate Program Committee Meeting (Closed)

- **6:45 PM – 8:30 PM**
  - William B. Graham Prize Dinner

#### THURSDAY, JUNE 4
- **6:30 AM – 7:30 AM**
  - Morning Fitness: Yoga

- **7:30 AM – 9:00 AM**
  - Certification Reviews

- **8:15 AM – 9:15 AM**
  - Graduate Programs Breakfast

- **9:30 AM – 10:30 AM**
  - Education Sessions

- **9:30 AM – 10:45 AM**
  - Deep Dive Sessions

- **10:45 AM – 11:45 AM**
  - Committee Meetings
  - JHAE Committee Meeting (Closed)
  - Finance Committee Meeting (Closed)

- **11:00 AM – 11:45 AM**
  - Faculty Forum Meetings

- **12:00 PM – 1:15 PM**
  - Annual Business Meeting and Luncheon

- **1:15 PM – 1:45 PM**
  - Poster Sessions

- **1:15 PM – 2:45 PM**
  - Certification Reviews

- **2:45 PM – 3:45 PM**
  - Education Sessions

- **2:45 PM – 4:00 PM**
  - Deep Dive Sessions

- **4:15 PM – 5:15 PM**
  - Education Sessions
  - Collaboration & Conversation Sessions

- **5:30 PM – 6:30 PM**
  - Reception

#### FRIDAY, JUNE 5
- **6:30 AM – 7:30 AM**
  - Morning Fitness: Yoga

- **8:15 AM – 9:30 AM**
  - Faculty Forums Networking Meeting

- **9:45 AM – 10:30 AM**
  - Faculty Forum Meetings

- **10:45 AM – 11:45 AM**
  - Collaboration & Conversation Sessions
  - Practitioners Panel Session

- **10:45 AM – 12:00 PM**
  - Faculty Forum Meetings

- **12:00 PM – 1:45 PM**
  - Awards Luncheon

- **2:00 PM – 3:00 PM**
  - Education Sessions
  - UPD Open Meeting

- **3:15 PM – 4:30 PM**
  - AUPHA Forum/Closing General Session
The 2020 AUPHA Annual Meeting program includes more than 30 sessions which provide attendees with tools, information, and networking opportunities around healthcare administration education. This year’s education, deep dive, and collaboration and conversation sessions revolve around the current state and future vision of programs, curriculum, teaching, students, and professionals. In addition to the normal slate of educational sessions, AUPHA has incorporated undergraduate and doctoral focused tracks into the program. All attendees are welcome to attend these track sessions, but note that they are primarily pre-meeting sessions that occur before Wednesday at 1:00pm. Review the Schedule at a Glance to learn more about the timing of general and track sessions.

Education Sessions
- Aligned Advising: A Collaborative Approach to Getting Students on Their Right Track
- Analytics Learning for Health Administration Students: Innovative Approaches
- Coaching Future Leaders towards Self-Awareness through Personality and Emotional Intelligence Assessments
- Elevating Graduates’ Long-Term Success: What Can We Learn Through Multi-University Alumni Outcomes?
- How to Effectively Measure and Assess Student Competencies
- Improve Your Inner Vision: Creating Change from the inside out!
- Individual Student Assessments of Competencies: Hybrid Innovative Approaches
- Preparing Leaders through Elevated Student Performance: Innovative Pedagogical Approaches
- Teaching DiVerStiY the Interactive Way
- Telling the Stories: Our Journeys to Inclusive Excellence
- Undergraduate Student Participation in a National Case Competition to Enhance Competencies
- Want to Elevate Student Performance? Have a Great Orientation Course!

Deep Dive Sessions
- Elevating Student Learning Experiences in Healthcare Management Education with Simulation
- Executive Education: Preparing the Health Leaders of Tomorrow through Visionary Teaching Practices
- How Can Your Learning Management System (LMS) Elevate Competency Assessment?
- Resilience: Building Strength for the Road Ahead
- Responding: Accommodating the Demand for More Patient-Centered Care
- What Makes Students Stay in Traditional Classroom Settings?

Collaboration and Conversation
- A Day in the Life — Bridging Real World Experiences to the Classroom
- Delivering Content Outside the Classroom: Helping Students Find Their Voice Using Art-based Learning
- Diversity in Graduate Healthcare Management Education: An Update
- Looking Back, Looking Ahead: Lessons Learned from the Administrative Residency
- Multigenerational Healthcare Workforce: How to Manage, Retain, and Train an Older Workforce
- Professor, How Are You Going to Get Me a Job?
- The 2020 Election: Its Impact on Teaching Health Policy
- The Health Ecosystem: A 2020 Definition of Person-Centered, Multidisciplinary Approach to Health
- Whose Team is it Anyway?
- Why Teach Health Informatics in a Health Administration Curriculum? Tools for Success

Undergraduate Track Sessions
- A Roadmap for Bridging Academia to Industry through Student Groups
- Becoming the ‘Nice’ Professor: A Take-Home Exam Offering in Healthcare Accounting
- Bridging Diversity Gaps in Health Care
- Engaging Community Partnerships to Elevate Performance
- It’s All Fun and Games: Leveraging Gamification to Develop Decision Making Skills
- Population Health Management Instruction Model Using Collaborative Tools That Promote Critical Thinking
- Project Based Learning: Fanning the Flames of Nursing Home Administration
- Walking-the-Interprofessional-Talk: Developing an Undergraduate Case Competition to Elevate the Capstone Experience

Doctoral Track Sessions
- Junior Faculty Panel – What Have They Learned?
- Keep Calm and Be A Mentor: Approaches to PhD Student Mentoring
- Program Directors Panel – Current Practices and the Future
The 2020 Global Symposium will be held on Wednesday, June 3rd, and will begin prior to the official opening of the conference.

This Symposium will:

» link participants with shared interests in Global Healthcare Management and Policy;

» share best practices in enhancing exposure to quality global health management education;

» further partnerships and provide a succinct review of opportunities for faculty to enhance their teaching (both overseas and in the United States), service, and research, and

» explore ideas for opportunities, addressing challenges, multi-national approaches, and innovative channels to advance global health management, both overseas and in the U.S.

**SCHEDULE**

Schedule subject to modification. Check the AUPHA web site for updates to the program.

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30AM – 8:15AM</td>
<td>Continental Breakfast and Welcome</td>
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<tr>
<td>8:15AM – 12:15</td>
<td>Session Presentations</td>
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<tr>
<td>12:15PM – 1:00PM</td>
<td>Attendees Luncheon</td>
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<tr>
<td>1:00PM – 2:15PM</td>
<td>Opening Keynote Session/Pattullo Lecture</td>
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<tr>
<td>2:30PM – 3:15PM</td>
<td>Break/Poster Sessions</td>
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<tr>
<td>3:15PM – 4:15PM</td>
<td>Educational Session</td>
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<tr>
<td>4:30PM – 5:15PM</td>
<td>Global Healthcare Management Faculty Forum</td>
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**NETWORKING EVENTS**

Salt Lake City has a wealth of history, art, and landmarks.

AUPHA’s 2020 Annual Meeting networking events include a rehearsal of the Tabernacle Choir, a visit to the Family History Library, and a tour of the facilities at the University of Utah Hospital.

**The Tabernacle Choir at Temple Square**

AUPHA Annual Meeting attendees are lucky to be in Salt Lake City during the time of year when the Tabernacle Choir at Temple Square (previously known as the Mormon Tabernacle Choir) have open rehearsals. Come join your colleagues, or journey out to the Tabernacle at Temple Square by yourself or with friends, to listen to “America’s Choir” as they use the universal language of music that has the power to bring joy, peace, and healing to its listeners. The rehearsal is located just five blocks north of the Little America Hotel and runs from 7:30pm until 9:30pm. If you’d like to attend as a group, look for the person with the AUPHA sign in front of the entrance to the Tabernacle from 7:00–7:15pm.

The Choir is a 360-member chorus of men and women, all volunteers, who have performed at World’s Fairs and expositions, at inaugurations of U.S. presidents, in acclaimed concert halls from Australia and Europe to Asia and the Middle East, on television broadcasts, and now on YouTube and Facebook. The Choir has even been referred to as “America’s Choir,” as a result of their high standard of popular choral music.

**Family History Library**

Note: You must sign up for this event when registering for the meeting.

While in Salt Lake City, visit the Family History Library to make personal family discoveries using their collection of roughly 1.4 million rolls of microfilm on-site, as well as over 600,000 books, serials, and maps. AUPHA is working with the Family History Library’s staff to set up a group to visit Thursday evening. If you are interested, be sure indicate so when registering for the meeting. Space is limited, so individuals will be accepted on a first-come, first-serve basis.

Individuals are also welcome to visit the Library on a walk-in basis to browse their collection of billions of record images, 550 guest computers, and over 200 microfiche readers. Come join in on the numerous activities made available to the public such as the fun and engaging discovery experiences on the Main Floor, recording booths to preserve your family stories and memories, and attend specialized workshops going on. The facilities are open from 8:00am–9:00pm Monday through Saturday and 1:00pm–5:00pm on Sunday.

**Site Visit**

Note: You must sign up for this event when registering for the meeting.

Join colleagues on a site visit of the University of Utah Hospital on Wednesday morning. Attendees will learn about the facility’s best practices, departments, and staff. Space is limited, so attendees will be accepted on a first-come, first-serve basis. For the most up-to-date information on timing, activities, and travel logistics, visit the Annual Meeting website.

The University of Utah Hospital is a research and teaching hospital on the campus of the University of Utah in Salt Lake City. It serves as a major regional referral center for Utah and the surrounding states of Idaho, Nevada, Wyoming, Montana, and New Mexico. University of Utah Health Care is praised for the following specialties: cardiology, geriatrics, gynecology, pediatrics, rheumatology, pulmonology, neurology, oncology, orthopedics, and ophthalmology. Since University of Utah Hospital, opened its doors in 1965, they’ve grown from a single hospital to an extensive health care system that includes four hospitals, 12 neighborhood health centers, 1,000+ board-certified physicians with 200+ medical specialties, and 8,000+ committed staff members. They work to provide the best care for patients across the spectrum of health care, from routine screenings and outpatient visits to trauma emergencies.
AUPHA has reserved a block of rooms for Annual Meeting attendees only at the Little America Hotel. Little America Hotel is conveniently located on 10 acres in the heart of downtown Salt Lake City, just 10 minutes from the Salt Lake International Airport.

Nestled between the Wasatch and Oquirrh Mountain Ranges in the magnificent Salt Lake Valley, Little America is within walking distance from shopping, restaurants, cultural and sporting events, and is roughly 30-40 minutes from the major ski resorts.

Other nearby attractions include historic Temple Square, the world-famous Great Salt Lake and national parks, forests, and monuments.

A smoke-free property, Little America Hotel offers 850 luxurious guestrooms, complimentary in-room wi-fi access, down pillows, and other luxury amenities.

The 10-acre grounds are beautifully landscaped with fountains, flower gardens, and over 300 trees.

* Prices as of press time, January 2020.
Once again, AUPHA is proud to include self-care and wellness as a component of the meeting!

Start your day in style with a smooth-flow yoga class — no experience needed! All yoga poses are modifiable and optional and everyone is welcome regardless of fitness level or yoga experience. Bring an open mind, a sense of adventure, a yoga mat, and a bottle of water. Participants should wear comfortable clothes. Some mats will be available to borrow. Namaste!

The classes will be offered on Thursday and Friday mornings.
A special thanks to Julie Carmalt, PhD, Cornell University, for leading the class.

NEW THIS YEAR

Beginning this year, the Annual Meeting will include a separate Undergraduate Program track targeted to the undergraduate audience.

This takes the place of the former Undergraduate Workshop previously held every other fall (the most recent being in Winston-Salem, North Carolina, in October 2019). This year’s program includes eight focused sessions beginning on the afternoon of Tuesday, June 2nd and ending immediately before the Pattullo Lecture on Wednesday, June 3rd.

In addition to the above, the Annual Meeting moving forward will also include a Doctoral track. This year’s program consists of three sessions scheduled on Wednesday, June 3rd.

Consult the Annual Meeting web site in mid-February for specific session times.
### Special Thanks to Our 2020 Program Sponsors

#### Gold
- Johns Hopkins University
- Rush University
- Saint Louis University
- Southern Illinois University
- Tulane University

#### Silver
- The George Washington University
- Metropolitan State University of Denver
- University of Alabama at Birmingham
- University of Iowa
- University of Michigan
- University of Minnesota
- University of Missouri
- University of North Carolina - Chapel Hill
- University of Utah
- University of Washington - Seattle
- Virginia Commonwealth University
- Weber State University
- West Virginia University
- Western Governors University

#### Bronze
- Cornell University
- Indiana University
- Loyola University Chicago
- Medical University of South Carolina
- Seton Hall University
- University of Colorado Denver
- University of Memphis
- University of the Incarnate Word
- University of Wisconsin Milwaukee
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<td>Must provide copy of ID. Applies only to students currently enrolled in a Health Administration program.</td>
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<td>International</td>
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<td>Global Symposium</td>
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<td>The Undergraduate Track Only option will only provide access to the undergraduate track sessions from 1:00PM Tuesday until 1:00PM Wednesday. Review the Schedule at a Glance to learn more about session times.</td>
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