annual report

of the Association of
University Programs in
Health Administration
Excellence:
AUPHA believes that excellence in education leads to excellence in healthcare management practice, and ultimately leads to improved quality, efficiency and accessibility in healthcare delivery.

Innovation:
AUPHA promotes innovation, encourages the adoption of new strategies, and disseminates best practices in healthcare management and policy education.

Collaboration:
AUPHA collaborates in the generation and translation of research and the integration of theory and practice in interprofessional work environments.

Diversity:
AUPHA believes diversity—in people, in programs and in perspectives—is essential for an effective interprofessional workforce.

Learning:
AUPHA pursues continual learning to advance and share knowledge, foster the development of pedagogy, and improve teaching and practice.

AUPHA will be viewed as the EMBODIMENT OF EXCELLENCE in health management and policy education.

AUPHA will be the INTELLECTUAL HOME for directors and faculty of programs in health management and policy education.

The quality of program graduates will increase as a result of the INCREASED QUALITY OF TEACHING & SCHOLARSHIP at member programs.

Professional education in health management and policy will be the ACADEMIC PATHWAY OF CHOICE & EXPECTATION for future leaders in the health sector.

AUPHA members will receive and perceive CONSISTENT & INCREASING VALUE in their membership investment.

AUPHA achieves excellence and innovation in healthcare management and policy education by embracing diversity and providing opportunities for learning and collaboration.

Excellence: AUPHA believes that excellence in education leads to excellence in healthcare management practice, and ultimately leads to improved quality, efficiency and accessibility in healthcare delivery.

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LETTER FROM THE CHAIR OF THE BOARD OF DIRECTORS

Three of our undergraduate students at Weber State University’s Health Administrative Services program were recently accepted into some of the very best master of health administration programs in the U.S. this past week. We were excited for them. I say that even though we have our own MHA program. That, to me, paints a picture of what it means to be part of the Association of University Programs in Healthcare Administration (AUPHA). I consider my fellow members as friends and peers, all of who make an effort to support and cheer for one another...for the most part. I’m not naive enough to think that there isn’t a bit of competition among us, but get onto the AUPHA Network and take a look at the number of programs who are willingly helping one another or who have submitted syllabi with permission to use them as you will.

Membership in this strong organization is more than just an occasional visit at a meeting, although that’s one of my favorite benefits of AUPHA. When you join us, you instantly have a few hundred more friends and peers who become part of your program, if you’d like. You have access to benchmarking data, Body of Knowledge resources, educational webinars, and support for certification of your undergraduate program or accreditation of your graduate program. You’ll be able to visit with educators who have been teaching, completing research, and publishing for many years; or those who are just getting started and can share some of the latest methodology. In short, you become part of the premier health administration education association in the world, one that is designed to make your program better and your job easier.

I’m proud to say I’ve been a part of AUPHA since 1998 and don’t plan on letting up any time soon. I’ll see you in June, visit with you on the Network, or talk with you on the phone anytime.

Kenneth Johnson, PhD, FACHE
LETTER FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Where are we going?

U
nder the best of circumstances, transitions from a President and CEO with a long tenure create more work for staff, the Board, volunteers and affiliates. Who will lead? Can we continue existing programs? Who will do the work? Many questions are in the back, or sometimes in the front, of everyone’s mind. Central to those questions is “Where are we going?”

Big source of anxiety! We all should know, however, that one person does not make or break an organization. AUPHA began in the 1940s and has gone through a number of significant changes in structure and leadership over the decades. We have prevailed with greater strength and focus. Remember that the Association of University Programs in Health Administration is not just an organization with an office in Arlington, Virginia, but is the sum of our collective efforts to improve the healthcare system by preparing future healthcare leaders and advancing the quality of health management education.

AUPHA exists to support members with at least two general types of activities — those fully formed and those emerging. At the risk of slighting the work of many volunteers and staff involved, the fully formed activities tend to be ongoing, mostly routine and effective. These include our undergraduate certification processes, the Journal of Health Administration Education, the many prizes and awards that we administer (Graham Prize, Filerman Prize, Thompson Prize), and the Winston Health Policy Fellowship. Not that these can’t be improved — they tend to function quite well.

The emerging activities are not fully formed, thus need a different type of attention from membership, leadership and the Board. These products of past Board and leadership decisions have great merit but need attention going forward.

Benchmarking for Healthcare Management Education (BEHM). BEHM enables programs to examine their strategic, operational performance and outcomes compared to all or to similar programs nationally.

Body of Knowledge (BOK). To attain competencies, students must have a core knowledge base or content knowledge of the healthcare system. No other organization possesses the legitimacy to define and publish this content. The BOK was developed and by design is intended to be a fluid document that expands and changes as the world around us changes.

Health Administration, Management and Policy Centralized Application Service (HAMPAS). Like similar programs in Public Health and Medicine, HAMPAS serves to increase awareness of participating programs, diversify the applicant pool and simplify the application process. For students, it streamlines the application process.

Faculty Forums. These internet based virtual meeting “places” enable all of our members access to our collective wisdom. Organized around fourteen specific content domains, these are highly valued and utilized places to share information about our field.

Internal Networking. AUPHA sponsors an array of events designed to enable our members to learn, teach and share information regarding health management content and teaching methods. The Annual Meeting, Leaders Conference, and Undergraduate Workshop all contain a structure to facilitate formal and informal network activity. These events offer a way for our many members to collaborate beyond what can be done during a conference call or similar engagement.

External Networking. AUPHA operates in a large and diverse healthcare industry with a wide array of participants and organizations representing competing and complementary interests. We have a network characterized by differing degrees of formality among these players. For example, CAHME is tightly linked with reciprocal CEO participation on Boards, ACHE jointly sponsors our Leaders Conference, and we have a royalty arrangement for HAP textbook publications. Our affiliation with other players is less formal or nonexistent. We also have strategic opportunities globally that have yet to be formalized.

What does all of this mean? The CEO Letter and this Annual Report indicates where are have been and where we are today. AUPHA needs ideas, assistance and participation to complete the emerging activities. We can shape that future if we all participate actively. We have arrived to the middle of 2014 through the leadership of the Board of Directors, diligent work from your staff, and, importantly, heroic efforts from many committed volunteers. My thanks to everyone for having faith in me to help guide your association in the future. Together we can determine where we are going and get there!

Gerald L. Glandon, PhD
In 2012, AUPHA debuted its Benchmarking for Education in Healthcare Management (BEHM), a web-based platform designed to replace AUPHA’s Annual Program Survey. This Operations portal allows programs to use comparative data to identify areas of strength, reveal areas for improvement, and begin the process of further strengthening their program as a whole.

AUPHA continued its commitment to increasing member value in 2013 with the expansion of the BEHM platform and the launch of the Compensation & Benefits portal. This new portal offers individual faculty at AUPHA member programs the opportunity to report their individual salary and compensation and then benchmark their earnings against their peers in aggregate via pre-set filters.

As with the Operations portal, the Compensation & Benefits portal allows users to export line graph reports, as either PowerPoint slides or a PDF, plotting the users’ response against the 25th percentile, median, and 75th percentile responses of their peers. It has proven to add member value, as one member program reports using it as objective evidence to argue to increase faculty salaries and also to significantly increase the director’s bargaining position.

Such a valuable tool requires maximum participation by all members. Programs and member faculty are strongly encouraged to participate in both the Operations and Compensation & Benefits portals, not only for their own benefit, but also for the benefit of the whole field of healthcare management education. AUPHA strives to be the information center for the healthcare management field and is only able to be fully successful with the help of its members.

The report below displays real data drawn from the portal and is an example of the information AUPHA member faculty are able to extract.

<table>
<thead>
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<th>Professor 11-12 Month</th>
<th>n</th>
<th>25%</th>
<th>Median</th>
<th>75%</th>
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<td><strong>By Gender</strong></td>
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<td>Male</td>
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<td>$125,790</td>
<td>$150,000</td>
<td>$199,000</td>
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<td><strong>By Tenure</strong></td>
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<tr>
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<td>$99,254</td>
<td>$125,790</td>
<td>$156,500</td>
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</table>
2013 AUPHA BOARD MEMBERS

BOARD MEMBERS

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Lacey Meckley
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Neasha Stephens
Office Manager

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Stephanie Williams
Manager, Student Affairs
In its fourth year of operation, the AUPHA Network has continued to attract increasing participation by members. Since we launched in 2009, the amount of materials, discussion comments, and blog posts blossomed to more than 10,500 contributions, developing a vast searchable repository of knowledge about the teaching of healthcare management.

The Network has become a vibrant community of AUPHA members exchanging resources and ideas. Usage patterns have continued to grow steadily since inception, including the number of library resources, average unique logins per month, and completed profile pages.

Our total number of logins per month reveals patterns of usage that coincide with the school year, but still show consistent upward trends in growth even in the slower activity periods.

The AUPHA Network is home to 14 faculty forums. These communities, each led by a volunteer, are charged with collaborating and developing healthcare management resources. They develop goals, create work plans, facilitate dialogue and take on special projects as needed by the community.

Late in 2013, AUPHA released a mobile site for the Network community that enables users to access the Network on-the-go. Via the mobile site, users can look up members in the directory and contact them directly, post to discussions and access library resources.
WEB SITE

The AUPHA Web site underwent a facelift and restructuring in 2013. Since the launch of the AUPHA Network, members frequently experienced confusion and expressed frustration about where to locate information. Additionally, the branding of the public-facing AUPHA web site was inconsistent with the Network.

The 2013 redesign enhanced the user experience and developed a consistent appearance. By bringing both sites onto the same content management platform, AUPHA was able to implement search functionality that serves both the public-facing site and the Network communities, thereby alleviating the frustration of locating resources.

In an effort to improve the user experience, we streamlined navigation and used visual elements within the site that would cue users. The navigation was restructured to reflect the information that users seek from the site, as well as to meet the needs of our most important audiences. Powerful imagery has been incorporated that reflects real members and students at member programs, as well as the diversity of our membership in race, gender, and age. Additionally, colors were updated to reflect health, and to tie into other marketing efforts.

As part of the overall restructuring, the Career Center was relaunched with more robust functionality. Among many new upgrades, the Center is now part of a network of job boards, which allows users to advertise jobs that will post to other boards in health administration or academia – or both, providing much greater visibility to your posts.

Other new features to the public site, which launched in October, include:

- Content from the Network communities presented to draw the attention of non-member faculty
- Listings of most recent job postings
- Our “Get Involved” page that lets AUPHA members know how they can make an impact within AUPHA
- A more robust program directory that allows programs to upload graphics, visually designates accredited and certified members, and displays all faculty and staff that are listed in AUPHA’s member database
- Public facing link to the AUPHA Exchange, AUPHA’s monthly member newsletter
- An enriched user experience with custom content for members
The Healthcare Administration, Management & Policy Centralized Application Service, HAMPCAS, completed its second successful application cycle in 2013 with thirty-eight participating programs. Increasing the number of applicants using the service over 10% since the previous year, HAMPCAS is proving to be a successful instrument in creating awareness of the field and reaching a greater number of prospective applicants. As the third HAMPCAS cycle launched in the fall of 2013, AUPHA renewed their commitment to these goals and looked to further expand the platform.

In 2013, enhancement conversations centered on the concept of program visibility and student exposure to healthcare management programs, resulting in the development of the HAMPCAS Directory Portal. The directory provides students with a central location to review a comprehensive program overview, admissions requirements, and application information for all participating schools. It also features a search tool allowing students to search by university name, state, and program/degree type, highlighting the various member degree offerings.

At the 2013 Annual Meeting, AUPHA member programs convened to discuss HAMPCAS and learn from colleagues using the service. Current HAMPCAS participants shared their experiences with the group, highlighting their admissions data, expanded geographic reach, and increased program visibility via HAMPCAS marketing campaigns, noting that HAMPCAS is an extension of prior AUPHA efforts to promote the field to prospective students. AUPHA’s technology partner, Liaison International, also provided an overview of the admissions platform, WebAdMIT, detailing key features and workflow tools, such as its ability to manage and analyze data, integrate customized scoring rubrics, and calculate GPAs for each applicant.

Technological enhancement will be a powerful theme for HAMPCAS moving forward, as the Advisory Council has committed to developing tools that encompass the evolving needs of all AUPHA graduate member programs. AUPHA looks forward to 2014 where the focus will lie on the admissions and review process, granting programs additional tools, such as applicant summaries, a rolling deadline feature, and the ability to blind select application panels from reviewers. Programs are also looking forward API, or Automatic Data Export functionality, to strengthen the CASs relationship with Student Information Systems.

Collaboration continues with Liaison International to introduce a new platform, CAS 3.0, to the membership in 2015. CAS 3.0 promises an improved applicant experience with an intuitive and modern interface, improved workflow tools, and enhanced mobile capabilities and alerts. The platform also brings flexibility to programs, providing the option to customize the application with each program’s brand colors and logo, essays and questions, and additional evaluations, allowing for a tailored, yet centralized process.

### 2013 HAMPCAS SCHOOLS

The following programs accepted applications via HAMPCAS in 2013:

**AUPHA Full Graduate Members (CAHME-Accredited Programs)**

- **University of Alabama at Birmingham**  
  Department of Health Services Administration  
  School of Health Professions

- **University of Arkansas for Medical Sciences**  
  Department of Health Policy & Management  
  Fay W. Boozman College of Public Health

- **Columbia University**  
  Department of Health Policy and Management  
  Mailman School of Public Health

- **Cornell University**  
  The Sloan Program in Health Administration  
  College of Human Ecology

- **Georgetown University**  
  Department of Health Systems Administration  
  School of Nursing and Health Studies

- **Georgia State University**  
  Institute of Health Administration  
  Robinson College of Business

- **Governors State University**  
  Department of Health Administration  
  College of Health and Human Services

- **University of Illinois at Chicago**  
  Department of Health Policy and Administration  
  School of Public Health

- **Indiana University at Indianapolis**  
  Department of Health Policy and Management  
  Richard M. Fairbanks School of Public Health
University of Iowa
Department of Health Management and Policy
College of Public Health

University of Miami
Executive MBA Program in Health Sector Management & Policy
School of Business Administration

University of Michigan
Department of Health Management & Policy
School of Public Health

University of Minnesota
Division of Health Policy and Management
School of Public Health

University of Missouri–Columbia
Health Management and Informatics Program
School of Medicine

The Ohio State University
Division of Health Services Management & Policy
College of Public Health

The Pennsylvania State University
Department of Health Policy and Administration
College of Health and Human Development

University of Pittsburgh
Department of Health Policy & Management
School of Public Health

Rush University
Department of Health Systems Management
College of Health Sciences

Saint Louis University
Department of Health Management and Policy
College for Public Health and Social Justice

Temple University
Department of Risk, Insurance & Healthcare Management
Fox School of Business

Texas A&M Health Science Center
Department of Health Policy & Management
School of Rural Public Health

Texas Woman’s University
Health Care Administration Program
College of Health Sciences

Trinity University
MS in Health Care Administration Program
Department of Health Care Administration

Tulane University
Department of Global Health Systems & Development
School of Public Health and Tropical Medicine

Virginia Commonwealth University
Graduate Program in Health Administration
School of Allied Health Professions

University of Washington–Seattle
Department of Health Services
School of Public Health

AUPHA Associate & Associate Candidate Graduate Members:

AT Still University
Health Administration Program
School of Health Management

Carnegie Mellon University
School of Public Policy & Management
H. John Heinz III College

Des Moines University
Graduate Program in Health Care Administration
College of Health Sciences

University of Detroit Mercy
Department of Health Services Administration
College of Health Professions

Kings College
Department of Health Care Administration
McGowan School of Business

Montana State University–Billings
Department of Health Administration
College of Allied Health Professions

Pfeiffer University
Department of Health Administration
School of Graduate Programs

Seton Hall University
Department of Political Science and Public Affairs
College of Arts and Sciences

Temple University
Department of Health Management and Policy
School of Public Health

Stevenson University
MS in Healthcare Management
School of Graduate and Professional Studies

University of the Pacific
MBA in Healthcare Management
Eberhardt School of Business

Winston-Salem State University
Master of Healthcare Administration Program
School of Business and Economics
EMPHASIS ON EDUCATION

ANNUAL MEETING

Consistently ranked as one of the most valued benefits of membership, AUPHA’s educational offerings feature something for everyone. The largest of the association’s meetings, the Annual Meeting is held each summer and attracts over 300 members and non-members from around the globe. In addition to a robust array of educational sessions, the Meeting offers numerous networking and learning opportunities and other chances for engagement. A special thanks to the 2012-2013 Professional Development Committee, chaired by Ken Johnson, PhD, FACHE, Weber State University, and the many members who unselfishly gave their time to plan the program.

The 2nd Annual AUPHA Global Symposium, first introduced in 2012 and held immediately prior to the Annual Meeting, focused on strategic-based management models and application by health services organizations in a variety of countries undergoing health system reform. The day-long symposium included case studies and discussion of future directions for teaching and research on effective global strategic management models, relevant competencies, and best practices.

The Annual Meeting opened with Carrie Owen Plietz, MHA, Chief Executive Officer at Sutter Medical Center in Sacramento, as the 2013 Pattullo Lecturer. Ms. Owen Plietz shared her meteoric rise to the position of CEO at an exceptionally young age and the challenges she faced along the way. The meeting closed with the equally impressive Rhonda Scott, PhD, RN, the 2013 Studer Group Forum speaker and the Chief Nursing Officer and Executive Vice President of Grady Health System in Atlanta. Dr. Scott, an engaging storyteller, shared the metamorphosis of the Grady Health System and her experiences throughout its many transitions.

UNDERGRADUATE WORKSHOP

The 2013 Undergraduate Workshop, held at Loyola University-Chicago in October, marked the third time the Workshop was held on the campus of an AUPHA member program. The Workshop, which is held biennially, continues to receive rave reviews from the undergraduate segment of the membership, offering a unique and comfortable atmosphere for them to network with colleagues and friends old and new. The Planning Committee, chaired by Pam Paustian, PhD, University of Alabama at Birmingham, developed the program featuring a keynote address by Ray Grady, MHA, FACHE, Northwest Community Healthcare, an AUPHA Board member. The next Undergraduate Workshop is currently under development and will be held at Metropolitan State University in Denver November 6th – 8th, 2015.

LEADERS CONFERENCE

Each spring, AUPHA holds its Leaders Conference during the American College of Healthcare Executives (ACHE) Annual Congress on Healthcare Leadership and 2013 was no exception. Over 100 attendees enjoyed listening to the opening Keynote Address by John Lynch, II, MHA, President and CEO of Main-Line Health. Mr. Lynch addressed the issue of diversity and inclusion in his presentation and what AUPHA members, as educators and practitioners could do to improve inclusion in the field. A tribute to Tom Dolan, outgoing President and CEO of ACHE, followed the opening session. Education sessions, including ones on strategies for global excellence and intra-university collaborations, provided additional professional development opportunities.
WEBINARS

The 2013 webinar series, offered as a complimentary benefit to AUPHA members, featured the following seven learning opportunities:

► All Learning is Active Learning
  Robert Lee, PhD
  University of Kansas Medical Center
  Kathleen Gillespie, PhD
  Saint Louis University

► Everything You want to Know but are Afraid to ask…or…How to Build an MBA Healthcare Management Program
  Linda Gunn, PhD
  Western Governors University

► From Web 3.0 to eLearning 4.0: Leveraging Artificial Intelligence in Healthcare Education
  Leslie King, PhD
  Franklin University
  Joy Wu, PhD
  Eastern Virginia Medical School
  Danielle Hart (Graduate Student)
  Franklin University

► If You Build It, Will They Come? Development on an On-Campus Residency for Online Students
  Carla Stebbins, PhD
  Des Moines University
  Denise Hill, JD, MPA
  Des Moines University

► Lean Six Sigma: As a Performance Improvement Methodology for HAS Students
  Sandra DiPasquale, DrPH
  Bryant & Stratton College
  Thom Marra, MBA
  ASQ Certified Six Sigma Black Belt and Certified Quality Engineer

► Teaching Change Management: A Mini-Case Simulation Approach
  Nancy Borkowski, DBA
  Florida International University
  Alison Peden
  Account Manager, ExperiencePoint

► Use of Web Technology
  Jacqueline Sharpe, PhD
  Old Dominion University
  Loreta H. Ulmer, EdD
  Old Dominion University
CERTIFICATION AND ACCREDITATION

Graduate and undergraduate Full Member AUPHA programs are recognized for having withstood the rigor of peer review wherein curricula, faculty, educational outcomes, and student and employer satisfaction are critically examined by external peer review. Accreditation and certification place a seal of approval on programs successfully meeting these rigorous standards. External stakeholders look to this seal as a way to distinguish a program from its peers. Increasingly, prospective students are also looking for AUPHA Certification and CAHME Accreditation when searching for a program where they will invest in their future.

AUPHA CERTIFICATION

At the undergraduate level, this standard is met by achieving certification by AUPHA. In a process comparable to other specialty program accreditations, programs seeking certification must submit an extensive self-study detailing the program’s structure, educational processes, and assessment mechanisms in response to criteria established by AUPHA and the Undergraduate Program Committee (UPC). An external peer panel thoroughly examines the applicant program, with the process culminating in a face-to-face meeting at the AUPHA annual conference. The panel’s report and recommendations serve as the basis for certifying the program and driving program improvement.

Certification, while similar in process and standards, differs from accreditation in that it does not require a site visit, thus allowing the costs incurred by the program to remain much lower than that of specialty accreditations. Additionally, certification is not required to meet external mandates, allowing the association to remain focused on the unique financial and educational needs of its undergraduate constituents.

AUPHA recognizes the following baccalaureate healthcare management programs for successfully meeting the established criteria for AUPHA certification and eligibility for Full Certified membership in 2013:

- Governors State University
- James Madison University
- Howard University
- Methodist University
- University of Michigan-Flint
- University of New Hampshire
- University of North Carolina at Chapel Hill
- Oregon State University
- Western Kentucky University

AUPHA extends special recognition to Davenport University and the University of Minnesota-Duluth for achieving AUPHA Certification for the first time in 2013.

CAHME ACCREDITATION

Accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME) sets the standard for high quality health management education. CAHME serves the public by promoting, evaluating, and improving the quality of graduate healthcare management education in the United States and Canada. Only CAHME is recognized by the Secretary of the US Department of Education and by the Council on Higher Education Accreditation to grant accreditation to individual master’s degrees in healthcare management.

CAHME Accreditation is the benchmark for students and employers alike that ensures the integrity, accountability and quality of healthcare management education and it demonstrates that the program strives to:

- Meet the highest standards of quality in healthcare management education.
- Utilize appropriate academic content.
- Include membership in a network of colleagues that transcends boundaries of universities, colleges, and professional associations.

While many colleges and universities purport to offer training in healthcare management, programs that seek and maintain CAHME accreditation have gone further. They have defined a comprehensive set of health management competencies vital to the successful operation of healthcare organizations and demonstrated that graduates possess those competencies. These programs have adopted the philosophy of Continuous Quality Improvement in the education process and recognize that without accreditation, quality is hard to distinguish. The lack of an accrediting process leaves students unsure of the quality of the educational experience and assures employers that graduates are prepared for the wide variety of management responsibilities they’ll encounter. CAHME accredited Healthcare Management Programs are better positioned to compete for high caliber student applicants.
AUPHA MEETINGS GALLERY
PUBLICATIONS

The Journal of Health Administration Education continues to be an IP-accessible publication following conversion to an electronic journal in 2011. In the past year, the Journal published the following issues:

**v 30 no 1:** Featuring the following articles:
- Editorial: Innovative teaching methods and content for health administration education
  S. Robert Hernandez, DrPH & Richard M. Shewchuk, PhD
- Article: Using Qualitative Research to Understand Student Interest in Long-Term Care Administration
  April Temple, PhD & Jon M. Thompson, PhD
- Teaching Tips and Tools: Utilizing University-Based Partnerships to Enhance Undergraduate Health Administration Education: An Applied Community Health Assessment Data Module
  Rosemary M. Caron, PhD, MPH & Holly Tutko, MS
- Teaching Tips and Tools: Incorporating Problem-Based Learning Assignments in an Undergraduate Course
  Mitchell Glavin, PhD
- Active Learning in Action: Preparing Future Leaders for Policy Reform
  Renee Brent Hotchkiss, PhD; John Cantiello, PhD; & Michelle Warbington, MHA

**v 30 no 2:** Featuring the following articles:
- Editorial: Hail and Farewell
  S. Robert Hernandez, DrPH & Richard M. Shewchuk, PhD
- Advancing Practices for Developing the Field Experience for Health and Aging Services Administrators
  Douglas Olson, PhD; Jennifer Johs-Artisensi, PhD; & Timothy Vaughan, PhD
- The Utility of the Team Notebook As A Teaching Tool for Team Learning
  Bonita S. Sasnett, EdD & Robert Campbell, EdD

**v 30 no 3:** Featuring the following articles:
- Editorial: Howdy
  Dean G. Smith, PhD
- Article: Current Trends in Graduate-Level Healthcare Management Education: An Examination of Accreditation Outcomes
  Kevin D. Broom, PhD; Suzanne J. Wood, PhD; & Carla J. Sampson, MBA
- Article: Longitudinal Outcomes of a Brief Interprofessional Educational Experience among Health Services Administration and Occupational Therapy Graduates
  Edmond A. Hooker, MD, DrPH; Renee’ A. Zucchero, PhD; & Valerie A Hill, MS
- Article: Body of Knowledge for Health Administration Education: Teaching Epidemiology in the Age of Health Care Reform
  Rosemary M. Caron, PhD, MPH; Edmond A. Hooker, MD, DrPH; & Jessica D. Ulrich-Schad, MA
- Program Management Issues: Professional Development in an Undergraduate Health Care Management Program: A Case Study in Teaching Adjunct Faculty about Student Competencies
  Nancy K. Sayre, DHEd
- Teaching Tips & Tools: Lessons from a Health Care Study Abroad Program
  Natalia Rekhter, MHSA

**v 30 no 4:** Featuring the following articles:
- Editorial: Global Health
  Dean G. Smith, PhD
Global Health: The Role of Health Services Administration Education in Global Health Development: A New Perspective
Gary L. Filerman, PhD

Global Health: Globalization of Performance Improvement Approaches and Methods in Health Organizations: Implications for Health Management Education and Practice in the United States and Taiwan
Michael A. Counte, PhD; Bill Wang, PhD; Jar Yuan Pai, DrPH; & Larry Chang, MHA

Global Health: The Globalization of Health Services: The Impact of Global Medical Travel in India, Brazil and Mexico
Blair D. Gifford, PhD; SinYoung Park, MBA; Sharmila Anand, MD; Tereza Gueddes, PhD; & Sukriti Sachdeva, MBA, DDS

Teaching Tips & Tools: Responding to the Rise of Students on Independent, International, Co-Curricular Experiences
Michael Rozier, MHS & Elizabeth Schwaab, MPH

Graham Prize Remarks: Dorothy P. Rice, ScD

Studer Group Forum: Rhonda A. Scott, PhD, RN, CS

AUPHA-HAP PUBLICATIONS

The following books were published in 2013 under the AUPHA/HAP Imprimatur:

- Evaluating the Healthcare System: Effectiveness, Efficiency, and Equity, Third Edition, by Charles E. Begley, PhD; David R. Lairson, PhD; Robert O. Morgan, PhD; Paul J. Rowan, PhD; and Rajesh Balkrishnan, PhD, contributing author
- Introduction to Health Policy by Leiyu Shi, DrPH
- Information System for Healthcare Management, Eighth Edition, by Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD; and Donna J. Slovensky, PhD
- Strategic Healthcare Management: Planning and Execution by Stephen L. Walston, PhD
- Managerial Ethics in Healthcare: A New Perspective by Gary L. Filerman, PhD; Ann E. Mills; and Paul M. Schyve, MD
- Health Insurance, Second Edition, by Michael A. Morrissey, PhD
- Healthcare Marketing: A Case Study Approach by Leigh W. Cellucci, PhD; Carla Wiggins, PhD; and Tracy J. Farnsworth, EdD
- Cases in Healthcare Finance, Fifth Edition, by Louis C. Gapenski, PhD, and George H. Pink, PhD
- The Middleboro Casebook: Healthcare Strategy and Operations by Lee F. Seidel, PhD, and James B. Lewis, ScD
AUPHA STUDENT INITIATIVES

AUPHA Student Community

Many students look to AUPHA for resources, guidance, and opportunities for involvement with the Association. In response, AUPHA launched a student community in 2013 to serve as a platform for collaboration and the sharing of useful resources. The community is open to all healthcare management students, undergraduate, graduate, and doctoral, and provides a platform to network, share ideas, and discuss relevant topics. In its pilot year, the community engaged more than two hundred and fifty students representing seventy programs in health administration.

Similar to the AUPHA Faculty Networks, the platform provides participants with a custom profile, and access to a discussion board and library. Students are encouraged to discuss activities that pertain to groups, such as Upsilon Phi Delta, share resume or application tips, current news clips or articles, or experiences with internships or fellowships in the field. The community also provides AUPHA with a platform to distribute information on scholarships, fellowships, award opportunities, and professional development events.

In 2014, AUPHA looks forward to collaborating with member program faculty and alumni to offer the AUPHA Student Webinar Series, focusing on topics of importance such as, how to gain valuable experiences in the field, strategies to excel in an academic program, and continuing education and professional development after graduation.

Upsilon Phi Delta Honor Society

Upsilon Phi Delta (UPD) is a national honor society designed to recognize, reward, and encourage academic excellence in the study of healthcare management and policy. Formally established in 1999 with ten charter chapters, UPD has expanded to over one hundred and ten chapters at ninety-five AUPHA member schools. Membership is open to students, faculty, healthcare executives and administrators, and to those contributing to the healthcare administration profession.

All chapters must adhere to the Policies and Procedures set by the UPD Committee, a volunteer entity of AUPHA, however, individual chapters are autonomous, and can plan activities and functions based on the members’ interests and individual program needs. Over the past year, chapters have held graduation and induction ceremonies for their members, honorary luncheons, and community volunteer events.

In 2013, the UPD Committee established the Upsilon Phi Delta Scholarship Program, intended to encourage and reward academic excellence in health management and policy. Several five hundred dollar scholarships will be awarded to UPD chapters during the 2014 inaugural scholarship year, and selected chapters will have the opportunity to select one deserving inductee at their program to receive the award. Scholarship monies may be used towards educational expenses, including tuition, books and materials, and professional development events.
AWARDING EXCELLENCE

The William B. Graham Prize for Health Services Research

The Graham Prize was established to succeed the Baxter International Foundation Prize for Health Services Research, which was established in 1985 and has long been internationally regarded as the premier recognition for health services research.

The Prize recognizes national or international contributions of researchers who apply analytic methods to examine and evaluate the organization, financing, and/or delivery of health services. It is awarded to individuals who have significantly contributed to public health in one of three primary areas: Health Services Management, Health Policy Development, and Healthcare Delivery. The winner is selected annually by an international committee of past Prize winners, distinguished academics, and internationally recognized researchers. The Prize includes an award of $25,000 to the individual and $25,000 to a nonprofit institution that supports the winner’s work.

The 2013 William B. Graham Prize recipient was Dorothy Rice, ScD. Dr. Rice is professor emerita in the Department of Social and Behavioral Sciences at the University of California, San Francisco, with joint appointments at the Institute for Health & Aging and Institute for Health Policy Studies.

Renowned for her prolific body of research, Dr. Rice has authored more than 200 published monographs, books, articles, and book chapters on the economics of medical care, aging, chronic illness, disability, health statistics, and domestic violence. She has also written about various cost-of illness studies, including costs associated with the health effects of smoking, alcohol and drug abuse, mental illness, Alzheimer’s disease, and AIDS.

Filerman Prize for Educational Leadership

The Filerman Prize for Educational Leadership recognizes individuals from AUPHA member programs who have made outstanding contributions to the field of healthcare management education, who have exhibited leadership in their field, and who have enriched their institutions, their students, and healthcare management education through their work. It was established to honor Gary L. Filerman, PhD, the first president of AUPHA, for his many years of service to the association and to healthcare management education.

The Filerman Prize is administered by AUPHA with the generous support of the University of Minnesota’s Healthcare Alumni Associations/Foundation and the many friends of Dr. Filerman.

The 2013 recipient of the Filerman Prize for Educational Leadership was Stephen S. Mick PhD, FACHE, at Virginia Commonwealth University.

John D. Thompson Prize for Young Investigators

The John D. Thompson Prize for Young Investigators is awarded to faculty from AUPHA member programs whose work has contributed to knowledge in health services. It was established to honor John D. Thompson, a professor of health administration who set exemplary standards in teaching, commitment to learning, collegial relationships, and health services research.

The 2013 John D. Thompson Prize for Young Investigators was awarded to Diana Bowman, LLB, PhD, University of Michigan.
Bugbee-Falk Book Award
Each year, AUPHA bestows the Bugbee-Falk Book Award to a group of outstanding students in full member graduate and undergraduate programs. Recognizing the lifetime accomplishments of George Bugbee and Isidore S. Falk, MD, the award helps students establish their professional libraries by providing them with works by respected authors in the field. Each year, seven programs and invited to select a student to receive the award.

Congratulations to the winners of the 2013 Bugbee-Falk Book Award:

Amy Barringer, University of Memphis
Erica Fisher, University of Nevada Las Vegas
Laura Harbaugh, Texas Woman’s University
Brittany Jobin, University of New Hampshire
Rebecca Klayman, Simmons College
Katelyn Lankford, University of South Carolina
Anthony Mujica, James Madison University

Corris Boyd Scholars Program
The HCA Corris Boyd Scholars Program was established in 2006 to provide scholarships to two deserving minority students entering Full AUPHA Member programs. The Program honors Corris Boyd, a senior healthcare executive with HealthTrust Purchasing Group and HCA who was a proponent of excellence and leadership and dedicated to increasing diversity. Mr. Boyd died in 2005.

In 2013, two students were selected to receive a $20,000 per year scholarship towards a master’s program in healthcare management from the AUPHA member school of their choice.

The 2013 scholars are Carolina de la Puente, currently attending George Washington University and pursuing a Master’s in Health Services Administration and Crystal Sanford, University of Southern California, working on her Master’s of Health Administration.
DAVID A. WINSTON HEALTH POLICY FELLOWSHIP

The David A. Winston Health Policy Fellowship offers a twelve-month postgraduate experience in Washington, DC, to students from AUPHA member universities. Established in 1987, this Fellowship commemorates the contributions and personal commitment of David A. Winston, who played a significant role in shaping American health policy at both the state and federal level.

The objective of the David A. Winston Health Policy Fellowship is to provide a unique opportunity to learn about the political system through direct exposure to public and private sector roles in health policy development. The Fellowship embodies Mr. Winston’s commitment to the public/private partnership necessary for a high-quality, market-oriented healthcare system.

The 2013 Winston Fellows are Anne M. Dwyer of the University of Minnesota and Colin Goldfinch from the University of Washington.

Congratulations to the 2013 Winston Scholarship recipients:

Leslie Anderson
University of Michigan

Lauren Baba
University of Washington Seattle

Jason Buxbaum
University of Michigan

Leif Brierley
Boston University

Michelle Keller
University of California – Los Angeles

Thuy-Anh Le
New York University

Allison Mangiaracino
University of California – Los Angeles

Kimberly Puccetti
University of California – Berkeley

Darcelle Skeete
University of Iowa

Trenton White
The George Washington University

David A. Winston Health Policy Scholarship

The David A. Winston Health Policy Scholarship Program aims to increase the number and quality of individuals trained in healthcare policy at the state and federal levels by providing financial support to deserving health policy students for furthering their education. The scholarship recognizes student excellence and achievement based on the student’s record along with recommendations from faculty and colleagues. Ten $10,000 scholarships are offered each year to students who demonstrate their potential to succeed in health policy at the state or federal level upon receiving their master’s in healthcare management or health policy degree.

David A. Winston Health Policy Symposium

In addition to receiving a generous scholarship, recipients of the Winston Scholarship are hosted in Washington, DC, for a full-day symposium on current health policy issues. The 2013 symposium featured the following program:

A Differing Perspective
Thomas Miller, American Enterprise Institute

Perspectives from the Insurance Industry
Karen Ignagni, America’s Health Insurance Plans

Perspectives from the Senate
Kelly Whitener, Senate Committee on Finance, and Janet Lucas, Office of Senator John Thune

Perspectives from the House
Julie Goon, Committee on Energy and Commerce, and Cybele Bjorklund, Committee on Ways and Means

Perspectives from the Providers
Chip Kahn, Federation of American Hospitals, and Todd Askew, American Medical Association
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Texas A&M Health Science Center
Texas State University
Texas Tech University
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Trinity University
Tulane University
Union Graduate College
Universite De Montreal
University of Alabama at Birmingham
University of Arkansas
for Medical Sciences
University of California - Los Angeles
University of Central Florida
University of Colorado Denver
University of Florida
University of Illinois at Chicago
University of Iowa
University of Kansas Medical Center
University of Kentucky
University of Memphis
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- Eastern Kentucky University
- Franklin University-Columbus
- Jefferson College of Health Sciences
- Kaplan University, School of Health Science
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- Loyola University Chicago
- Mercy College of Ohio
- Midway College
- Minnesota State University Moorhead
- National University
- New York University
- Pennsylvania College of Health Sciences
- Robert Morris University
- Saint Leo University
- Saint Louis University

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- California Baptist University
- Globe University
- Loma Linda University
- Lourdes University
- Morgan State University
- New York City College of Technology/ CUNY
- Norfolk State University
- Texas Southern University
- University of Phoenix
- University of Southern Indiana
- University of St. Francis
- Walden University

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- Penn State University - Harrisburg
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- Saint Joseph’s College of Maine
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- University of Pennsylvania
- University of Texas at Dallas
- University of the Pacific
- Walden University

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- Universidad de Buenos Aires
- University of Auckland
- University of New England
- University of Technology, Sydney
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- European Health Management Association
- International Study Programs
- Society for Health Administration Program in Education
- Studer Group
- The Decision Group
- The University of Chicago
- Universidad Anahuac Mexico Norte

*Multiple degrees offered at this level. Please visit the AUPHA Directory for more details on this and all other AUPHA Member Programs.
Independent Auditor’s Report

To the Board of Directors
Association of University Programs in Health Administration
Arlington, Virginia

We have audited the accompanying financial statements of the Association of University Programs in Health Administration (AUPHA), which comprise the statement of financial position as of December 31, 2013, and the related statements of activities and change in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

FOR DISCUSSION PURPOSES ONLY

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of AUPHA as of December 31, 2013, and the change in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited AUPHA’s 2012 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated April 12, 2013. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2012, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Additional information regarding the AUPHA’s 2013 Audit may be found on the web site, www.AUPHA.org
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San Antonio, Texas

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March 17, 2015
Palmer House Hilton
Chicago, Illinois

2015 Annual Meeting
June 3-6, 2015
Miami Hyatt Regency
Miami, Florida

2015 Undergraduate Workshop
November 6-8, 2015
Metropolitan State University of Denver
Denver, Colorado