2012

annual report

of the Association of University Programs in Health Administration
What is AUPHA? Who Are Our Members?

The Association of University Programs in Health Administration (AUPHA) is a global network of colleges, universities, faculty, individuals, and organizations dedicated to the improvement of healthcare delivery through excellence in healthcare management and policy education. Our mission is to foster excellence and drive innovation in health management and policy education, and promote the value of university-based management education for leadership roles in the health sector. AUPHA is the only non-profit entity of its kind that works to improve the delivery of health services—and thus the health of citizens throughout the world—by educating professional managers. AUPHA’s membership includes the premier baccalaureate, master’s, executive, and doctoral degree programs in health administration education in the United States, Canada, and around the world. The AUPHA faculty and individual members represent more than 400 colleges and universities.
STRATEGIC FRAMEWORK

OUR VISION
To develop leaders who possess the values and competencies necessary to drive improvement throughout the health system.

OUR MISSION
To foster excellence and drive innovation in health management and policy education, and promote the value of university-based management education for leadership roles in the health sector.

OUR VALUES
- Excellence
- Innovation
- Collaboration
- Diversity
- Learning

AUPHA VALUES
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.

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.
2012 AUPHA BOARD MEMBERS

BOARD MEMBERS

Sharon Schweikhart, PhD, MBA, Chair
The Ohio State University

Kenneth Johnson, PhD, FACHE, Chair Elect
Weber State University

Christy Lemak, PhD, FACHE, Secretary
University of Michigan

Thomas Vaughn, PhD, Treasurer
University of Iowa

Mark Allan, MBA, MSW
Boston University

Keith Benson, MHA, PhD
Winthrop University

Julia Costich, JD, PhD
University of Kentucky

Peter Fitzpatrick, EdD, RPh
Clayton State University

Brenda Freshman, PhD
California State University Long Beach

Ray Grady, MHA, FACHE
Northwest Community Healthcare

S. Robert Hernandez, DrPH
University of Alabama at Birmingham

Diane Howard, PhD, MPH
Rush University

Mary Kay Madsen, PhD, RN, FAAIDD
University of Wisconsin-Milwaukee

Bernardo Ramirez, MD
University of Central Florida

Quint Studer
The Studer Group

Andrew Sumner, ScD
Georgia State University

Lydia Middleton, MBA, CAE, ex officio
Association of University Programs in Health Administration
CURRENT AUPHA STAFF

Lydia Middleton, MBA, CAE
President and Chief Executive Officer

Lucinda Flowers
Senior Director of Education

Jaime E. Stephens, CMP
Vice President

Liza Assefa
Accounting Manager

Lacey Meckley
Director of Membership

Neasha Stephens
Office Manager

Kristi Donovan, MS, CAE
Senior Director of Professional Affairs

Kimberly Starks
Senior Director of Finance and Administration

Stephanie Williams
Manager, Student Affairs

Lydia Middleton, MBA, CAE
President and Chief Executive Officer

Lucinda Flowers
Senior Director of Education

Jaime E. Stephens, CMP
Vice President

Liza Assefa
Accounting Manager

Lacey Meckley
Director of Membership

Neasha Stephens
Office Manager

Kristi Donovan, MS, CAE
Senior Director of Professional Affairs

Kimberly Starks
Senior Director of Finance and Administration

Stephanie Williams
Manager, Student Affairs
LETTER FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Creating a Home for Best Practices

As I reflect on all that has been accomplished at AUPHA over the 12 months that comprise the year 2012, the theme that comes to mind is a pursuit of best practice in the field. AUPHA’s mission and purpose have always related to identifying and promulgating best practices, but in 2012, more than ever before, I believe we delivered on that promise to our membership.

Several initiatives over the past year have served to strengthen our commitment to being a home for best practices in healthcare management education. The most tangible is the rollout of the Benchmarking for Healthcare Management Education (BEHM) platform that was launched at the Annual Meeting in 2012. BEHM is an online data entry portal where AUPHA member programs report their annual data—which was previously reported to AUPHA via an annual survey—then compare themselves to other programs. The platform allows various filters of the data, so a CAHME-accredited graduate program in a private school of public health could compare itself to like programs. Or, if a user wanted to know what the typical faculty size was for a program in a school of business, that data could be easily extracted and used to inform decision making about faculty recruitment.

The comparisons that are generated through BEHM can also be converted into PDF or PowerPoint charts for use in presentations, publications, etc. This is the first time that programs can get an apples-to-apples comparison of how their program stacks up against other programs in the field. There is considerable pressure from government and accreditors today for programs to report not only their outcomes, but where their outcomes stack up against other programs. The BEHM data will allow programs to answer the questions posed to them by both internal and external stakeholders as to how well they demonstrate the current best practice in the field.

Another way in which AUPHA has pursued the identification and promulgation of best practice throughout the field is by exploring how healthcare management is taught outside of the United States, and sharing with faculty outside of the United States information on how healthcare management is taught in the US. This examination of what we have in common and what we can learn from our international colleagues was launched at the 2012 AUPHA Annual Meeting when we hosted 18 international faculty as part of the first annual AUPHA Global Symposium. This meeting provided the first of what I hope will be many opportunities for our US and Canadian faculty to interact with faculty teaching similar content around the world.

Following on that initiative, over the past year I personally attended gatherings of academic healthcare management programs in Australia, China, Latin America, and Europe, and AUPHA helped fund a faculty trip to India to meet with programs there. All of this travel has resulted in a significantly higher level of visibility for AUPHA and the work of our faculty outside of the United States. This creates a means for us to share broadly the best practices we have identified and which we promulgate primarily through the Network and BEHM, and learn what is working well in other settings that can inform our teaching and program leadership at home.

A third initiative that has grown out of the desire to not only identify, but also play a role in defining best practice, is the Body of Knowledge project. Over the course of the year, AUPHA engaged our faculty forums and committed volunteers in an effort to define what the appropriate content of a healthcare management curriculum should be and what a student should know upon graduation from a program that defines itself as offering a degree in healthcare management. The resulting product is a tool that programs and faculty may use to ensure that they are offering comprehensive coverage of the topic areas that are widely accepted as being appropriate and necessary in a curriculum. Additionally, it can serve to inform students about what they can expect in a healthcare management program in terms of knowledge attainment. The Body of Knowledge now lives as a WIKI on the AUPHA Network and is intended to be a living, breathing electronic resource. It is our hope that over the coming year, faculty will take the opportunity to review it, comment on it, edit it, and/or add to it to further enhance its comprehensiveness and appropriateness for the field.

All that AUPHA has accomplished this past year is the result of visionary leadership from the Board of Directors, tireless and outstanding work on the part of the AUPHA staff, and the time and talent contributed to the association by our many committed volunteers, without whom none of this would be possible. My everlasting thanks to all of you for what you do for AUPHA, our members, and our field.

[Signature]
The Benchmarking for Education in Healthcare Management (BEHM) platform officially launched in 2012. The launch of this web-based benchmarking platform continues AUPHA’s commitment to increasing member value and to being the home for best practices in healthcare management education by allowing programs to identify areas of strength, reveal areas for improvement, and start the process of further strengthening the program as a whole. It provides the program the freedom to use the data once collected by the AUPHA Annual Program Survey in a way that will best work to the program’s advantage by offering comparisons and reports via pre-set filters.

Member programs are provided with login credentials to their own password-protected account. Programs report their data, such as data on program enrollment, graduate placement, and faculty demographics, and then have the opportunity to compare their data to data entered by other AUPHA member programs. The platform contains pre-set filters to allow programs to compare themselves to programs that meet criteria selected by the program. Reports can then be generated and downloaded for the program to use in presentations and publications, or as support for program improvement.

Case Study Using BEHM

University A is interested in improving its candidate selection process. Currently, the program requires a 3.0 GPA and uses a personal statement and the performance in pre-requisite courses as consideration for admission, with only some of their applicants are required to interview in person. The program is interested in seeing if this is the standard among other AUPHA member programs. The screen shot below shows the percentage list for each multiple-choice question, with University A’s data shown in blue.
The Program Director would like to push for the program to require all applicants to interview in person and provide a resume. By clicking on the small bar graph image to the right of the question, the program director is able to download a bar graph that depicts the comparison results. The image below shows that 71% of programs require a resume, which is one of the top three requirements of all responding programs.
In its fourth year of operation, the AUPHA Network has continued to attract increasing participation by members. Since 2011, the amount of materials, discussion comments, and blog posts has doubled to 8,000, contributing to a searchable repository of knowledge about the teaching of healthcare management. The Network offers a convenient, accessible platform for members to exchange ideas and share resources.

Emerging patterns of engagement reveal that members tend to be most active at the beginning of the school year (during September and October) and in late spring, prior to AUPHA’s Annual Meeting. Even during slower seasons, however, traffic continues to increase each year as members recognize the Network’s value.

To support and encourage member engagement, late in 2012 AUPHA introduced a monthly webinar that helps members get started on the Network. The association has also worked to strengthen the bridge between the Network and the Faculty Forums through development of the Body of Knowledge, a resource intended to define the content recommended for any AUPHA member program. Encouraging members and volunteer leaders to submit reference materials and use the discussion boards to provide feedback on draft documents has served to engender familiarity with the system and stimulate increased participation.

Another useful tool offered by the Network is the AUPHA Open Forum, a discussion group for all AUPHA members. When a member posts a question, issue, or notification, nearly 2,000 of their peers have the opportunity to respond, building a repository of documented knowledge about teaching healthcare management.

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, and take on special projects as needed by the community. The currently recognized Faculty Forums are:

- Advancing Women Leaders in Healthcare Management
- Diversity
- Ethics
- Finance, Economics & Insurance
- Global Healthcare Management
- Health Information Management
- Health Policy
- Innovative Teaching
- Long-Term Care
- Management
- Medical Group Practice/Ambulatory Care
- Online Teaching and Technology
- Public Health
- Quality Improvement
In September 2012, AUPHA opened the Healthcare Administration, Management, and Policy Centralized Application Service (HAMPCAS) for its second cycle. The web-based system is the first centralized application service specifically for students applying to graduate programs in health administration, healthcare management, and health policy. Participating schools represent the diverse AUPHA member program base, as well as the many academic settings in which our programs reside, including allied health, health sciences, management/business, medicine, and public health. While HAMPCAS programs come from a variety of academic perspectives, they all have similar goals in mind—to increase awareness of their program and degree offerings, diversify and enhance their applicant pools, and simplify the application and admissions process. HAMPCAS has proven a successful instrument in helping member schools obtain these goals.

For students, HAMPCAS simplifies the application experience. The service provides applicants with a convenient way to apply to multiple member programs through a single standardized application, resulting in substantial time and cost savings. In addition to eliminating the duplication of work—preparing multiple copies of credentials for applications—the service also makes it easy for prospective applicants to research schools in preparation to apply. Students find the application easy to navigate and appreciate the ability to pay the fee and check their application status online.

While managing the admissions process is typically labor intensive and costly for admissions officers, HAMPCAS provides a centralized location where they can obtain applications and applicant data, run reports and analysis, verify transcripts and test scores, and get customer support. The admissions offices of HAMPCAS programs experience a significant cost savings and reduced administrative burden, allowing them to reallocate resources away from administrative tasks towards recruitment and marketing efforts.

The HAMPCAS web-based admission software, WebAdMIT, enhances members’ ability to manage data by providing a comprehensive view of applicant information. It also provides the ability to customize scoring models or rubrics to rank applicants, the potential to send and track batch or individual emails, as well as manage, score, and comment on interview questions and responses. WebAdMIT grants schools access to data typically available only at the end of a cycle, allowing participants to run reports in real-time against any segment of their applicant pool, or for comparison against the aggregate.

The successful experiences of HAMPCAS programs is due in part to the increased visibility the service provides, as participants are part of a national branding effort and are promoted to a larger, more diverse applicant pool. HAMPCAS programs are also marketed in a variety of ways: through the National Association of Advisors to the Health Professions, websites such as ExploreHealthCareers.org and Idealist, through Facebook, Twitter, and AUPHA exhibits, meetings, websites, and AUPHA’s quarterly publication, the Exchange.

System enhancements are made to the service annually based on member program feedback and experiences, in an effort to continually improve the service. Initially, test scores were self-reported by applicants, with official scores sent directly to schools. Along with many other enhancements in 2012, official GRE scores are now reported directly to HAMPCAS, further simplifying the process for both admissions staff and applicants. In the coming years, AUPHA and the HAMPCAS Advisory Council intend to work with additional testing organizations to report official scores into the system.

Participating programs are finding qualified candidates through the service and HAMPCAS applications have increased by 25 percent in 2012. Cornell University notes an increased awareness of the MHA degree in general, and their Sloan MHA Program in particular. Since joining the service in 2011, overall applications to Cornell have increased, while applications to Cornell via HAMPCAS have nearly doubled. HAMPCAS’ inaugural member program, Rush University, has seen a steady growth rate in their applicant pool since they converted to the HAMPCAS system. Rush is one of the few universities to use HAMPCAS as their only means of accepting applications, and their total applicant pool has increased approximately 20 percent since joining. They are also seeing applications from a much more diverse geographic region, and have an enhanced ability to understand their full pool of applicants and the ability to see what is coming in the pipeline.

Participation in HAMPCAS is a complimentary AUPHA member benefit, and the service continues to welcome new and interested programs.
The following schools accepted applications through HAMPCAS in 2012:

### AUPHA Full Graduate Members:

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

- **University of Arkansas for Medical Sciences**
  Master of Health Services Administration Program
  Fay W. Boozman College 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 Iowa**
  Department of Health Management and Policy
  College of Public Health

- **University of Michigan**
  Health Management and Policy Program
  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

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

- **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
  School of Public Health

- **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**
  Program in Health Care Administration
  College of Health Sciences

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

- **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**
  Health Care Policy and Management Program
  Heinz College

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

- **University of Detroit Mercy**
  Health Services Administration Graduate Program
  College of Health Professions

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

- **Montana State University-Billings**
  Department of Health Administration
  College of Allied Health Professions

- **University of North Texas Health Science Center**
  Department of Health Management and Policy
  School of Public Health

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

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

- **Stevenson University**
  Healthcare Management Master's Program
  School of Graduate and Professional Studies

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

ANNUAL MEETING

AUPHA’s educational offerings are always highly rated by the membership. The Annual Meeting, held each summer, is the largest of the association’s meetings, drawing an annual attendance of approximately 350 individuals. Attendance at the Annual Meeting continues to increase each year, a testament to its timely, topical, and sometimes provocative content. AUPHA is grateful to the Annual Meeting Planning Committee for their dedication and commitment in developing a high-quality and focused educational offering.

The 2012 Annual Meeting, held in Minneapolis, Minnesota, introduced a new component to the meeting, the Global Symposium. The Symposium, held immediately prior to the opening of the Annual Meeting, focused on global aspects of healthcare management education and the development and enhancement of partnerships between U.S. and international programs. Eighteen international programs were represented at this inaugural event. The Symposium will continue as an integral part of the Annual Meeting moving forward and will serve to advance the international membership and global presence directive of AUPHA’s 2011 Strategic Plan.

The Pattullo Lecture, the Meeting’s Opening General Session, featured Ann Bancroft, polar explorer and educator extraordinaire, who brought her incredible polar journeys to life using actual video footage and powerful still photography. The Studer Group Forum, generously sponsored by Studer Group, showcased John Touissant, MD, the Founder and CEO of Thedacare, Center for Healthcare Value.

The Transforming Healthcare into Health: What the Future Holds for Program Graduates panel featured leaders from three sectors of the healthcare industry who shared their unique perspectives on how healthcare delivery will be transformed in the coming years as a result of technology and policy changes.

Leaders Conference

AUPHA continues to partner with the American College of Healthcare Executives (ACHE), holding its Leaders Conference during ACHE’s annual Congress on Healthcare Leadership each March. This partnership provides AUPHA members attending Congress with added value and convenience, and offers ACHE attendees a chance to network with their AUPHA colleagues. Leaders Conference opens with a joint AUPHA/ACHE Breakfast Presentation, providing faculty an opportunity to learn about issues of importance to the education and practice community. In 2012, an audience of over 100 heard Major General David Rubenstein, FACHE, Chief, U.S. Army Medical Service Corps, address current and future challenges facing healthcare leaders in his keynote presentation, Healthcare Leadership: Thoughts From My Foxhole. Concurrent breakout sessions followed General Rubenstein’s presentation, focusing on topics including intra-university collaborations, student performance assessment, and the future of graduate healthcare management education.

Undergraduate Workshop

AUPHA’s next Undergraduate Workshop, which is held in odd-numbered years, will be held at Loyola University-Chicago in October of 2013. This will be the second time the meeting will be held at the campus of an AUPHA member program—the most recent Undergraduate Workshop was held at the University of Alabama at Birmingham in November of 2011. This Workshop is specifically geared towards the undergraduate segment of the membership and offers faculty members an intimate setting in which to network with their peers and share best practices unique to the undergraduate setting.
**AUPHA Webinar Series**

AUPHA offers a series of educational and interactive webinars designed to inform attendees about the latest issues and advancements in healthcare management education.

AUPHA’s 2012 webinar series was highly valued by the many members that participated. Particularly well-attended were those webinars focusing on hospital consolidation, building a new curriculum, and teaching change management. These and past webinars are available for download in the AUPHA Network.

The Program Director Webinar Series was developed several years ago and includes offerings at various levels: Program Director 101 level (*New Program Director Orientation*), 201 level (focusing on four key areas, including *Building a Faculty, and Student Recruitment*), and 202 level, (*Marketing, Promoting, and Maintaining Your Brand*). In 2012, the Program Director 301 level webinar, *Succession Planning*, was added to the series and provides guidelines for a smooth transition when turnover occurs. AUPHA’s 2012 webinar series was highly valued by the many members that participated.

**TAKKING A LOOK AT FACULTY DIVERSITY**

In 2004, the Sullivan Commission surveyed the status for minority healthcare professionals in medical, dental, and nursing education. The report stated “The nation is in a state of unprecedented demographic transformation. We are getting older and growing more diverse. Therefore, our health needs are changing dramatically... In future years, our health professionals will have even less resemblance to the general population if minority enrollments in schools of medicine, dentistry, and nursing continue to decline and if health professions education remains mired in the past and—despite some improvements—inhomogeneously unequal and increasingly isolated from the demographic realities of mainstream America” (Missing Persons: Minorities in the Health Professions, 2004).

While the Sullivan Report addressed medical, dental, and nursing schools, the findings are also applicable to healthcare administration and public health policy and management programs in the United States. The situation is even more critical because there has been no analysis of the state of healthcare administration or public health policy and management programs in the United States. These programs are vitally important because of the integral role they play in the delivery of healthcare and the development of healthcare policy. Student diversity has increased over the last several years; however, the composition of minority faculty in healthcare administration and public health is not representative of the demography of the country, nor even of our student body.

There has been no national quantitative assessment of minority faculty (African American, Hispanic/Latino, and Native Americans) to understand, from their perspective, the current work environment, progress toward tenure, and future outlook. In 2012, the AUPHA Board of Directors agreed to fund research, in partnership with the Robert Wood Johnson Foundation, to assess the status of health administration minority faculty. Investigators will conduct national assessment of the landscape of minority faculty in AUPHA member and Council of Education in Public Health (CEPH) accredited programs. The final report is due to AUPHA in late spring 2013.

This research is designed in two stages. First, the demography of minority faculty in health administration and public health policy and management programs will be assessed. Second, the research seeks to understand the perceived challenges and strengths related to hiring, retaining, and the career advancement of health administration and public health policy and management program minority faculty from their perspective.

AUPHA intends to use the results of this important research to inform the Board of Directors as to future programming to address the challenges of increasing faculty diversity and support systems for minority faculty.
NEW INITIATIVES

BODY OF KNOWLEDGE

With the intent to identify and delineate the content that students in health management programs should learn during the course of their studies, nearly fifty AUPHA volunteers contributed to the development of the profession’s first Body of Knowledge, published in late 2012. Working through the AUPHA Faculty Forums, members came together to explicitly define that knowledge that will prepare the next generation of healthcare managers.

The Body of Knowledge differs from competencies in that it refers to the knowledge base, or content, rather than the student’s ability to demonstrate skill using the content. It assumes that competency in application requires a basic knowledge of facts, theories, and analytical approaches. The Body of Knowledge is distinct from accreditation requirements of CAHME or CEPH in that it encompasses detailed subject matter in addition to broad topics.

The Body of Knowledge is not intended to be taken as a series of course outlines nor collectively as a required curriculum. Rather, the broad content areas and the detailed learning objectives have been determined by the field of academicians and practitioners as information that a student should gain at some point in their course of study. How learning objectives are grouped into courses, what format is used to achieve learning, or how learning is evaluated are not included in this resource, as these are deemed to be the purview of individual universities.

The Body of Knowledge was compiled with input from faculty of health management programs throughout the AUPHA membership and was reviewed and revised with broad input. Delivered in Wiki form, the Body of Knowledge has become a living resource; as our field is constantly evolving, it is expected that the Body of Knowledge will also evolve. By posting the resource in document format and in an interactive Wiki platform, AUPHA offers all users the opportunity to see the reflections of others who are striving to teach healthcare management. Special thanks to consultant Connie Evashwick, PhD, for serving as editor of this resource.

Body of Knowledge topics include:

- Diversity
- Economics
- Epidemiology
- Ethics
- Financial Management (including accounting)
- Global Healthcare Management
- Health Insurance
- Health Policy
- Health Systems and Hospitals
- Healthcare Law
- Human Resources
- Information Technology
- Leadership
- Long-Term Care
- Marketing
- Medical Group Practice
- Organizational Behavior and Management Theory
- Organizational Structure and Governance
- Public Health Systems
- Quality and Patient Safety
- Strategic Planning
ANNUAL MEETING GALLERY
CERTIFICATION

In a process comparable to specialty accreditation of graduate healthcare management programs, AUPHA conducts a peer review process for those undergraduate programs willing to undergo the rigors of external review in the interest of program excellence. Programs seeking certification must submit an extensive self-study detailing the program’s structure, educational processes, and evaluation/improvement mechanisms in response to criteria established by AUPHA and its Undergraduate Program Committee (UPC). A panel of peers thoroughly examines the applicant program. The Panel’s report and recommendations serve as the basis for certifying the program and driving program improvement.

AUPHA Certification places a seal of approval on programs successfully meeting the rigorous quality standards. External stakeholders look to AUPHA Certification as a way to distinguish a program from its peers. Increasingly, prospective students are also looking for AUPHA Certification when searching for a program where they will invest in their future.

In 2012, AUPHA recognizes the following baccalaureate healthcare management programs meeting the established criteria as eligible for full membership and AUPHA Certification.

- University of Alabama
- Auburn University
- University of Baltimore
- East Carolina University
- Pennsylvania State University
- Ryerson University
- University of Scranton

AUPHA extends special recognition to Eastern Washington University for achieving AUPHA Certification for the first time in 2012.

ACCREDITATION

Graduate and undergraduate Full Member AUPHA programs are recognized for having withstood the rigors of peer review wherein curricula, faculty, educational outcomes, and student and employer satisfaction are critically examined by external review teams.

At the graduate level, this standard is met by achieving accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME). CAHME accreditation is designed to foster high-quality professional education for healthcare management education. CAHME accreditation demonstrates that the program strives to be exceptional and:

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

While many colleges and universities purport to offer training for the field of healthcare management, programs that seek and maintain CAHME accreditation have gone further and have adopted the philosophy that education is subject to a Continuous Quality Improvement Process.

AUPHA continues to serve as a conduit of communication between those programs that are accredited or seeking accreditation and the CAHME staff and Board. The AUPHA Leaders Conference and Annual Meeting both provide opportunities for CAHME to meet with and update program faculty. Additionally, AUPHA and CAHME communicate frequently on issues of interest or concern to the graduate programs.
JOURNAL OF HEALTH ADMINISTRATION EDUCATION

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 29 no 1: Featuring the following articles:

Editorial: Selected Approaches for Improving our Educational Programs by S. Robert Hernandez, DrPH & Richard M. Shewchuk, PhD

Article: Enhancing Public Health System Financial Performance Through Changes in MPH Program Content by Louis C. Gapenski, PhD, Michael E. Morris, MPH, MPA, CPH, & Peggy A. Honoré, DHA

Article: Surveying Perceptions of MBA and MHA Degree Options in a Health Services Management Program by Winston W. Isaac, PhD, Pria M.D. Nippak PhD, Candace J. Ikeda-Douglas, MSc, & James Pringle MBA

Article: A Transformative Framework for Improving Healthcare Management Education by Charles Wainright, PhD, MHA, FACHE, Grady S. York, EdD, & Beth Woodard, PhD, MHSA

Teaching Tips & Tools: Online and Blended Learning: Are We Delivering Quality Undergraduate Programs in Health Administration? by Carol A. Molinari, PhD

2011 Graham Prize Remarks by John Park & Edward Wagner, MD, MPH

v 29 no 2: Featuring the following articles:

Editorial: How can we chart a true course in winds of change? by S. Robert Hernandez, DrPH & Richard M. Shewchuk, PhD

Article: What Do Healthcare Management Students Think About Interprofessional Teams And How Do Students Compare To Their Clinical Peers? by Janet R. Buelow, PhD, Rod McAdams, PhD, & Bryan Riemann, PhD, ATC, FNATA

Article: Success of Business Plan Development Course Offered to Physicians Enrolled in a Master’s in Medical Management Program: A Pilot Educational Project by Kishore J. Harjai, MD, MMM, & Babs Carryer, MPM

Article: Identifying and Developing Leadership Competencies in Health Research Organizations: A Pilot Study by Pamela L. Davidson, MSHS, PhD, Ricardo Azziz, MD, MBA, MHA, James Morrison, BS, Janet Rocha, MA, & Jonathan Braun, MD, PhD

Teaching Tips & Tools: Does Interprofessional Education Including Reflection Impact Course Performance? by Bonita S. Sasnett, EdD, & Thomas Ross

2012 Studer Group Forum by John Touissant

v 29 no 3: Featuring the following articles:

Editorial: Selected Contributions to the Field by S. Robert Hernandez, DrPH & Richard M. Shewchuk, PhD

Article: A Journey of Knowledge Sharing and Continuous Learning by Janice M. Engberg, PhD, Janine R. A. Kamath, MBA, MS, Amerett L. Donahoe-Anshus, MA, & R. Nicole Blegen, MBA

Article: Profiles of Non-traditional Adult MHA and MBA Students and Their Choice of Degree Program by Bradford R. Frazier, PhD, Carlton C. Young, JD, PhD, & David R. Williams, PhD, FACHE

Teaching Tips & Tools: Use of an Audience Response System to Teach Problem-Solving in Health Administration by Abby Swanson Kazley, PhD, & Dustin Annan-Coulta, PhD

Article: Does Role Playing Improve Students’ Course Performance or Self-Assessment of their Interpersonal Skills? by Patricia D. Royal, EdD & Thomas Ross, PhD

2012 Graham Prize Remarks: Giving Real Economics in Healthcare the Benefit of the Doubt: Two Steps Forward and One Step Back by Mark V. Pauly, PhD

v 29 no 4: Featuring the following articles:

Editorial: Selected Methods for Improving Health Administration Education by S. Robert Hernandez, DrPH & Richard M. Shewchuk, PhD

2012 Studer Group Forum by John Touissant

Article: A new approach for assessing student competency achievement: The SLU MHA competency-based oral comprehensive examination by Ana Maria T. Lomperis, PhD, Kathleen N. Gillespie, PhD, Connie Evashwick, ScD, FACHE, CPH, & Jason Turner, PhD

Article: Analyzing the Gender Gap in the Salary of Health Administration Faculty by Bisakha Sen, PhD, Michael A. Morrisey, PhD, Peter M. Ginter, PhD, & Nir Menachemi, PhD

Teaching Tips & Tools: On Beyond Clickers: Twitter as a Classroom Response System by John E. Paul, PhD, MSPH & Nicholas Iannitti, MHA

Teaching Tips & Tools: Expanding the Definition of an Internship: Embracing Non-Convention Graduate Students by Kendall Cortelyou-Ward, PhD, Jennifer Sumner, PhD, & Timothy Rotarius, PhD
AUPHA-HAP PUBLICATIONS

The following books were published in 2012 under the AUPHA/HAP Imprimatur:

- Health Informatics: A Systems Perspective by Gordon D. Brown, Timothy B. Patrick, & Kalyan S. Pasupathy
- Dimensions of Long-Term Care Management: An Introduction, Mary Helen McSweeney-Feld & Reid Oetjen, Editors

All of the books above are available in e-book format from CafeScribe, CourseSmart, and Kno.
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 2012 recipient of the William B. Graham Prize was Mark V. Pauly, PhD. Dr. Pauly is Bendheim Professor in the Department of Health Care Management, Public Policy and Management, and Insurance and Risk Management at The Wharton School of the University of Pennsylvania. He is Co-Director of the Roy and Diana Vagelos Life Sciences and Management Program and Professor of Economics in the School of Arts and Sciences at the University of Pennsylvania.

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 2012 recipient of the Filerman Prize for Educational Leadership was John (Jack) Wheeler, PhD, Professor of Health Management and Policy at the University of Michigan.

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 2012 Thompson Prize was awarded to George L. Wehby, PhD, Assistant Professor of Health Economics at the University of Iowa.
RECOGNIZING STUDENT EXCELLENCE

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 are invited to select a student to receive the Award.

Congratulations to the winners of the 2012 Bugbee-Falk Book Award:

Valerie Lumpkins
University of Arkansas for Medical Sciences

Mandy Low
California State University - Long Beach

Laronda James
California State University - Northridge

Kirk Owen
Dalhousie University

Roybn McGrath
Governors State University

Fadi Rammo
Johns Hopkins University

Kathryn L. Roberts
Medical University of South Carolina

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 2012, two students were selected to receive a $20,000/year scholarship towards a master’s program in healthcare management from the AUPHA-member school of their choice.

The 2012 scholars are Carolina Garcia, now a graduate student at Northwestern University, who is working on a Master of Business Administration, and Mohamed Jalloh, currently pursuing a Master of Health Administration at the University of North Carolina at Chapel Hill.

The Foster G. McGaw Scholarship
The Foster G. McGaw Scholarship, which provides financial support to undergraduate and graduate students in healthcare management, was established in 1975 and endowed by Foster G. McGaw. Founder of the American Hospital Supply Corporation, McGaw recognized the importance of healthcare management education and of AUPHA’s contribution to the field.

Scholarship funds are awarded to all AUPHA full graduate and undergraduate programs in years when endowment funds allow. While no new funds were allocated in 2012, programs carrying existing balances were able to award scholarships to deserving students. More than 1,500 scholarships have been awarded since the program began.
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 2012 Winston Fellows are Elizabeth Karan of the University of Minnesota; Yajuan Lu of the University of Pittsburgh; and Swarna Vallurupalli from St. Louis 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 $5,000 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.

Congratulations to the 2012 scholarship recipients:

Beatrice Abiero  
Pennsylvania State University

Krutika Amin  
University of North Carolina at Chapel Hill

Philip Berger  
University of Missouri

Asha Cesar  
The George Washington University

Colin Goldfinch  
University of Washington

Erynne Jones  
University of California - Los Angeles

Artair Rogers  
Georgetown University

Erin Shigekawa  
University of Michigan

Erica Tibbals  
The George Washington University

Willow Yonika  
Columbia University

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 2012 symposium featured the following program:

Perspective from the Administration  
Michael Hash, US Department of Health & Human Services

Perspective from the Opposition  
Thomas Barker, Foley Hoag LLP

Perspectives from the Senate  
Meghan Taira, Office of Sen. Charles Schumer & Jay Khosla, Senate Committee on Finance

Perspectives from the Insurance Industry  
Karen Ignagni, AHIP

Perspectives from the House  
Howard Cohen, Committee on Energy and Commerce & Cybele Bjorklund, Committee on Ways & Means

Perspectives from the Providers  
Chip Kahn, Federation of American Hospitals & Margaret Garikes, American Medical Association
CORPORATE SPONSORS

PLATINUM SPONSORS

GOLD SPONSOR

SILVER SPONSOR
AUPHA MEMBERS AS OF DECEMBER 2012

FULL GRADUATE MEMBERS
University of Alabama at Birmingham*
University of Arkansas for Medical Sciences
Armstrong Atlantic State University
Army-Baylor University
Baruch College & Mt. Sinai School of Medicine
Baylor University
Boston University
University of California - Los Angeles*
California State University - Long Beach
University of Central Florida
Columbia University
University of Colorado Denver
University of Colorado Denver/Network for Healthcare Management
Cornell University
Dalhousie University
University of Florida
George Mason University
The George Washington University
Georgetown University
Georgia State University
Governors State University
University of Illinois At Chicago
Indiana University
University of Iowa
Johns Hopkins University
University of Kansas Medical Center
University of Kentucky
Marymount University
Medical University of South Carolina
University of Memphis
University of Miami
University of Michigan
University of Minnesota*
University of Missouri
Universite De Montreal
New York University
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of North Florida
Northwestern University
The Ohio State University
University of Oklahoma
Health Sciences Center
Pennsylvania State University
University of Pittsburgh
University of Puerto Rico - Medical Science Campus
Rush University
Saint Louis University
University of Saint Thomas
San Diego State University
University of Scranton
Simmons College
University of South Carolina
University of South Florida
University of Southern California
Temple University
Texas A&M Health Science Center
Texas State University - San Marcos
Texas Tech University
Texas Woman’s University Houston
University of Toronto
Trinity University*
Tulane University
Union Graduate College
Virginia Commonwealth University*
University of Washington Seattle
Washington State University
Xavier University

FULL CERTIFIED UNDERGRADUATE PROGRAMS
University of Alabama
University of Alabama at Birmingham
Appalachian State University
Auburn University
University of Baltimore
California State University - Chico
California State University - Long Beach
California State University - Northridge
University of Central Florida
Central Michigan University
Clayton State University
Drexel University
East Carolina University
Eastern Washington University
Florida A&M University
George Mason University
Georgetown University
Governors State University
Howard University
Idaho State University
James Madison University
Mary Baldwin College
Methodist University
Metropolitan State University of Denver
University of Michigan - Flint
University of Nevada - Las Vegas
University of New Hampshire
University of North Carolina at Chapel Hill
University of North Florida
Old Dominion University
Oregon State University
Our Lady of the Lake College
Pennsylvania State University
Ryerson University
University of Scranton
University of South Dakota
Stonehill College
Tennessee State University
Texas State University - San Marcos
Towson University
Weber State University
Western Kentucky University
Winthrop University
University of Wisconsin - Milwaukee

ASSOCIATE GRADUATE CANDIDATE PROGRAMS
AT Still University
Barry University
Boston University
California State University - Los Angeles
Carnegie Mellon University
University of Cincinnati
Clayton State University
College of Saint Elizabeth
Des Moines University
University of Detroit Mercy
Florida International University
Georgia Southern University
Hofstra University
Kings College
LeToureau University
Lindenwood University
Loyola University Chicago
Montana State University - Billings
National University
University of North Texas
Health Science Center
Oregon Health & Science University*
Pacific University
Pennsylvania State University - World Campus
Pfeiffer University
Portland State University
Saint Louis University
Stevenson University
Suffolk University
University of Texas at Arlington
University of Texas Health Science Center at Houston
Texas Southern University
The Sage Colleges
Uniformed Services University of Health Science
University of the Incarnate Word
Weber State University
Winston-Salem State University
ASSOCIATE UNDERGRADUATE CANDIDATE PROGRAMS
Alma College
Concordia College
Concordia University - Irvine
Franklin University - Columbus
Jefferson College of Health Sciences
Kaplan University, School of Health Science
Lancaster General College of Nursing & Health Sciences
Lindenwood University
Loyola University Chicago
Mercy College of Ohio
University of Miami
Midway College
University of Minnesota Duluth
Mount Olive College
National University
New York University
Saint Louis University
South University
Southern Illinois University - Carbondale
Texas A&M University - Corpus Christi
Winston-Salem State University

ASSOCIATE UNDERGRADUATE PROGRAMS
Ashford University
California Baptist University
Davenport University
Globe University
Loma Linda University
Morgan State University
New York City College of Technology/CUNY
Norfolk State University
University of Phoenix
University of Southern Indiana
University of St. Francis
Texas Southern University
Walden University

ASSOCIATE GRADUATE PROGRAMS
Arizona State University
University of California - Berkeley
University of Houston - Clear Lake
University of Maryland University College
University of the Pacific
Park University
University of Pennsylvania
Penn State University - Harrisburg
Rosalind Franklin University of Medicine and Science
Saint Joseph’s College of Maine
University of Texas at Dallas
Walden University

ASSOCIATE DOCTORAL PROGRAMS
University of Alabama at Birmingham*
Central Michigan University
Virginia Commonwealth University
Walden University

INTERNATIONAL PROGRAM MEMBERS
University of Auckland
Baskent University
Charles Sturt University
Edith Cowan University
Esan University
Fiji National University
Flinders University
University of Georgia, School of Health Care
Griffith University
Haohsiung Medical University
Hong Kong Polytechnic University
Jean Moulin - Lyon 3 University
Latrobe University.

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

AFFILIATE MEMBERS
AcademyHealth
Australasian College of Health Services Management
CLADEA
Commission on Accreditation of Healthcare Management Education
The Decision Group
European Health Management Association
International Study Programs
Society for Health Administration Program in Education
The Studer Group
The University of Chicago Graduate Program in Health Administration and Policy
Universidad Anahuac Mexico Norte
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) (a non-profit organization), which comprise the statement of financial position as of December 31, 2012, 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.

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, 2012, 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.
# ASSOCIATION OF UNIVERSITY PROGRAMS IN HEALTH ADMINISTRATION

## STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

FOR THE YEAR ENDED DECEMBER 31, 2012

WITH SUMMARIZED FINANCIAL INFORMATION FOR 2011

<table>
<thead>
<tr>
<th>REVENUE AND SUPPORT</th>
<th>2012 Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$702,916</td>
<td>-</td>
<td>-</td>
<td>$702,916</td>
<td>674,902</td>
</tr>
<tr>
<td>Grants (Note 8)</td>
<td>-</td>
<td>103,651</td>
<td>-</td>
<td>103,651</td>
<td>356,066</td>
</tr>
<tr>
<td>Contributions</td>
<td>174,300</td>
<td>-</td>
<td>-</td>
<td>174,300</td>
<td>174,399</td>
</tr>
<tr>
<td>Annual meeting and conference</td>
<td>283,416</td>
<td>-</td>
<td>-</td>
<td>283,416</td>
<td>228,803</td>
</tr>
<tr>
<td>Investment income (Note 2)</td>
<td>50,231</td>
<td>171,381</td>
<td>-</td>
<td>221,612</td>
<td>64,751</td>
</tr>
<tr>
<td>Advertising</td>
<td>52,473</td>
<td>-</td>
<td>-</td>
<td>52,473</td>
<td>44,706</td>
</tr>
<tr>
<td>In-kind services (Note 13)</td>
<td>45,000</td>
<td>-</td>
<td>-</td>
<td>45,000</td>
<td>45,000</td>
</tr>
<tr>
<td>Rental and copier revenue</td>
<td>7,014</td>
<td>-</td>
<td>-</td>
<td>7,014</td>
<td>5,436</td>
</tr>
<tr>
<td>Royalty income</td>
<td>70,112</td>
<td>-</td>
<td>-</td>
<td>70,112</td>
<td>66,924</td>
</tr>
<tr>
<td>Administrative fees (Note 11)</td>
<td>18,868</td>
<td>-</td>
<td>-</td>
<td>18,868</td>
<td>18,528</td>
</tr>
<tr>
<td>Mailing lists</td>
<td>3,989</td>
<td>-</td>
<td>-</td>
<td>3,989</td>
<td>10,117</td>
</tr>
<tr>
<td>Publications</td>
<td>7,135</td>
<td>-</td>
<td>-</td>
<td>7,135</td>
<td>10,380</td>
</tr>
<tr>
<td>Other revenue</td>
<td>53,490</td>
<td>-</td>
<td>-</td>
<td>53,490</td>
<td>42,305</td>
</tr>
<tr>
<td>Total revenue</td>
<td>1,742,896</td>
<td>1,080</td>
<td>-</td>
<td>1,743,976</td>
<td>1,742,317</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>376,548</td>
<td>321,408</td>
</tr>
<tr>
<td>Conference</td>
<td>393,013</td>
<td>306,810</td>
</tr>
<tr>
<td>Scholarships and Awards</td>
<td>286,120</td>
<td>361,819</td>
</tr>
<tr>
<td>Publications</td>
<td>70,009</td>
<td>59,540</td>
</tr>
<tr>
<td>Total program services</td>
<td>1,125,690</td>
<td>1,049,577</td>
</tr>
</tbody>
</table>

| Supporting Services: |      |      |
| Management and General | 482,992 | 508,768 |
| Fundraising           | 3,856 | 557 |
| Total supporting services | 486,848 | 509,325 |

| Total expenses       | 1,612,538 | 1,558,902 |
| Change in net assets | 130,358 | 183,415 |
| Net assets at beginning of year | 792,134 | 2,753,705 |

**NET ASSETS AT END OF YEAR**

<table>
<thead>
<tr>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>$922,492</td>
<td>$2,885,143</td>
</tr>
<tr>
<td>$1,420,151</td>
<td>$2,753,705</td>
</tr>
</tbody>
</table>
ASSOCIATION OF UNIVERSITY PROGRAMS IN HEALTH ADMINISTRATION

STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2012
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2011

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$715,620</td>
<td>$772,617</td>
</tr>
<tr>
<td>Investments (Notes 2 and 12)</td>
<td>2,466,251</td>
<td>2,244,641</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $750 and $2,800 for 2012 and 2011, respectively</td>
<td>1,570</td>
<td>1,231</td>
</tr>
<tr>
<td>Grants receivable, current portion (Note 3)</td>
<td>89,000</td>
<td>164,000</td>
</tr>
<tr>
<td>Administrative fees receivable (Note 11)</td>
<td>103,648</td>
<td>84,911</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>36,767</td>
<td>22,070</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>3,412,856</strong></td>
<td><strong>3,289,470</strong></td>
</tr>
<tr>
<td><strong>FURNITURE AND EQUIPMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td>7,316</td>
<td>8,058</td>
</tr>
<tr>
<td>Equipment</td>
<td>146,136</td>
<td>125,441</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>(120,037)</td>
<td>(108,402)</td>
</tr>
<tr>
<td><strong>Net furniture and equipment</strong></td>
<td><strong>33,415</strong></td>
<td><strong>25,097</strong></td>
</tr>
<tr>
<td><strong>OTHER ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants receivable, noncurrent portion (Note 3)</td>
<td>86,199</td>
<td>169,684</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$3,532,470</strong></td>
<td><strong>$3,484,251</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$56,751</td>
<td>$62,652</td>
</tr>
<tr>
<td>McGaw scholarship payable</td>
<td>42,758</td>
<td>51,473</td>
</tr>
<tr>
<td>Upsilon Phi Delta fund payable</td>
<td>33,543</td>
<td>26,613</td>
</tr>
<tr>
<td>Accrued salaries and related benefits</td>
<td>38,887</td>
<td>78,291</td>
</tr>
<tr>
<td>Deferred revenue:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>403,263</td>
<td>462,067</td>
</tr>
<tr>
<td>Meetings</td>
<td>15,250</td>
<td>2,950</td>
</tr>
<tr>
<td>Other</td>
<td>56,875</td>
<td>46,500</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>647,327</strong></td>
<td><strong>730,546</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>922,492</td>
<td>792,134</td>
</tr>
<tr>
<td>Temporarily restricted (Note 4)</td>
<td>1,420,151</td>
<td>1,419,071</td>
</tr>
<tr>
<td>Permanently restricted (Note 7)</td>
<td>542,500</td>
<td>542,500</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>2,885,143</strong></td>
<td><strong>2,753,705</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$3,532,470</strong></td>
<td><strong>$3,484,251</strong></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
2012 ANNUAL MEETING PROGRAM SPONSORS

**Diamond Sponsor**
University of Minnesota

**Platinum Sponsor**
University of St. Thomas

**Gold Sponsors**
University of Iowa
University of North Carolina at Chapel Hill
Rush University

**Silver Sponsors**
University of Alabama at Birmingham
University of Alabama at Tuscaloosa
Army-Baylor University
University of California - Los Angeles
Clayton State University

University of Colorado Denver
University of Colorado Denver/Network for Healthcare Management
Concordia University Irvine
Des Moines University
Florida International University
George Mason University
University of Michigan
University of Missouri
The Ohio State University
Old Dominion University
Pacific University
University of Pennsylvania
University of Phoenix
Ryerson University
Saint Louis University
University of Scranton
University of Southern California
Texas A&M Health Science Center

University of North Texas Health Science Center
University of Toronto
Tulane University
University of Washington - Seattle
Weber State University
University of Wisconsin - Milwaukee

**Bronze Sponsors**
University of Arkansas for Medical Sciences
AT Still University
University of Baltimore
Barry University
Boston University
University of Central Florida
Columbia University
Cornell University
Georgetown University

Georgia State University
University of the Incarnate Word
Johns Hopkins University
Loyola University Chicago
Medical University of South Carolina
University of Miami
Pennsylvania State University
Texas State University - San Marcos
Trinity University
Seton Hall University
Union Graduate College
Virginia Commonwealth University
Washington State University
Xavier University

2012 ANNUAL MEETING CORPORATE SPONSORS

**Platinum Sponsor**
Studer Group

**Gold Sponsors**
Allina Health
Frauenshuh / Healthcare REIT
Verizon / Alcatel-Lucent

**Silver Sponsor**
XanEdu Publishing

**Bronze Sponsor**
Health Administration Press
UPCOMING MEETINGS

2013 Annual Meeting
June 19-22, 2013
Portola Hotel
Monterey, California

2013 Undergraduate Workshop
October 25-27, 2013
Loyola University-Chicago
Chicago, Illinois

2014 Leaders Conference
March 25, 2014
Hyatt Regency Hotel
Chicago, Illinois

2014 Annual Meeting
June 18-21, 2014
Grand Hyatt San Antonio
San Antonio, Texas

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