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

**AUPHA’S VISION STATEMENT**
To develop leaders who possess the values and competencies necessary to drive improvement throughout the health system.

**AUPHA’S MISSION STATEMENT**
AUPHA fosters excellence and innovation in health management, policy education, and scholarship.

**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, to foster the development of pedagogy, and to improve teaching and practice.

### AUPHA’s Five Core Committees

**Collaborative Partnerships Committee (CPC)**
Charged with identifying, developing, and implementing alliances beneficial to AUPHA and to the potential collaborator(s).

**Diversity with Inclusion Committee (DWI)**
Charged with addressing the ongoing challenge of the lack of diversity among AUPHA member program faculty and among students, especially at the graduate level.

**Global Leadership Committee (GLC)**
Charged with developing an AUPHA global presence.

**Undergraduate Program Committee (UPC)**
Charged with managing specific activities relevant to undergraduate program members.

**Graduate Program Committee (GPC)**
Charged with focusing on issues pertinent to graduate program members.
My year as Board Chair

officially started in June but actually the work began in May at a Strategic Planning Retreat where Diane Howard, Jerry Glandon, and I discussed the AUPHA plans for the upcoming year. In the past few years there seemed to be new initiatives. This past year we decided to focus inward and look at where we (AUPHA) are adding value to members and opportunities for improvement. This year was also different because we had one of the largest classes of new board members. The 2017-2018 AUPHA Board had five new incoming members. We had a goal to integrate and engage the new board members quickly into the operations of the board. On that note I will share what your board focused on and accomplished this past year. NOTE: I know Diane graded herself, the board, and AUPHA last year. I am not doing that because I have never been a stellar student and am not a big fan of grades, especially my own.

One of the first items we looked at was a review of AUPHA’s Strategic Plan. New board members Suzanne Wood and Jessie Tucker, along with Brooke Hollis, took the lead in this review. Some initial results of their work is a revision of the CEO’s Performance Review metrics to include more strategic plan initiatives. At the June 2018 Board meeting, we will be discussing, updating, or developing a new Strategic Plan for AUPHA.

Related to the strategic plan review was a review of AUPHA’s bylaws. This review was led by our board secretary, Brenda Freshman, along with Carol Molinari and new board members Nancy Borkowski and Jessie Tucker. Some updates have been identified and have been sent to legal counsel for review. More information relating to possible bylaw changes will be coming next year.

In October 2017, the Undergraduate Workshop was hosted by the Department of Health Management and Informatics at the University of Central Florida. This workshop is a function of the Undergraduate Program Committee (UPC). This year the UPC was co-chaired by Carol Molinari and Jullet Davis. In June, new board member Rosemary Caron will be stepping in as co-chair of UPC.

In March 2018, the Graduate Program Committee (GPC) hosted the Graduate Program and Practitioner Workshop in conjunction with the ACHE Congress. Board member Cindy Watts is the current chair of the GPC and led the planning committee for the workshop.

AUPHA’s research-based publication, Journal of Health Administration Education, had two special editions focusing on Diversity and Inclusion last year. AUPHA has made progress in this important area. Much of the progress can be attributed to the work of board members Rupert Evans and Ray Grady.

New board member Nancy Borkowski was the AUPHA board representative to the Global Leadership Committee. AUPHA had a milestone event this past year when Jerry and I traveled to China to visit the undergraduate program at Huazhong University of Science and Technology in Wuhan. This program is the first from China seeking undergraduate certification from AUPHA. Jerry then presented about AUPHA at the Chinese Health Management Association.

One initiative was AUPHA’s working with an AUPHA member to contribute to the Charter on Professionalism in Healthcare. Brenda Freshman led this ongoing work to define professionalism in healthcare from a truly interdisciplinary perspective.

As our financial statements indicate, AUPHA resources and financial condition are stable. Equally important we had a clean audit from the independent auditor. This is always good.
news for a 501(C)3 organization. Much of this success goes to the AUPHA staff and the Finance Committee, chaired by Leigh Cellucci, treasurer and board member.

Mark Diana, as Chair-elect, spent much time and energy leading the Annual Meeting Planning Committee (AMPC). This meeting requires a tremendous amount of effort to ensure it is of high quality and brings value to attendees. The AUPHA staff and AMPC deserve a special thank you.

An important component in an association (I would say any organization) is succession planning. For AUPHA, much of succession planning is conducted by the Leadership Development Committee (LDC). This year’s LDC was chaired by past Chair Diane Howard. Adding valuable insight to this committee was new board member Tracy Farnsworth. I want to share an example of the importance of LDC’s work. This year the committee received fifteen (15) nominations from well-qualified individuals for three open positions on the AUPHA board.

AUPHA’s biggest undertaking this past year was passionately/begrudgingly known as the “Book.” This past year, board member Mike Meacham served as the project manager of this herculean task. The book is titled Looking Back to Look Forward: AUPHA at 70. Mike, with Diane and Jerry’s assistance, completed this monumental book in time for the unveiling at the Annual Meeting in Philadelphia. We are grateful to all of the book’s contributors for helping us document AUPHA’s history.

As you can see, the board has been very busy and engaged on numerous activities designed to increase member value. Overall, I would say we had a successful year but more work needs to be done. As we celebrate AUPHA’s 70th birthday we cannot take a rest. As my last blog discusses, I spent some time looking back to look forward. AUPHA is at a crossroads in some ways. For seventy years, AUPHA has been in the forefront of health administration education. AUPHA needs to keep up with the increasing pace of change and potentially disruptive forces in the industry we serve and the industry we operate. Both the healthcare and higher education industries are seeing accelerating change, resource constraints, and environmental instability due to a number of causes. AUPHA must adapt and respond to remain in the forefront of healthcare management education. Our goal is simple, to be the home for all programs and faculty teaching the next generation of healthcare managers and leaders.

In closing, I owe a debt of gratitude to the AUPHA board and staff. It has been truly an honor and privilege to work with dedicated and talented individuals in furthering the AUPHA Mission.

Best Wishes,
Keith

AUPHA Staff

Liza Assefa, MBA
Finance Manager

Carly Evans
Recognition Programs Manager

Gerald L. Glandon, PhD
President and CEO

Chris Anne Sanyer
Director of Membership

Jaime E. Stephens, CMP, CAE
Vice President and COO

Jason Chong Walker
Manager of Meetings and Services
Building upon the thoughts from Chair Keith Benson, the President’s letter will also focus broadly on accomplishments during the last year. Much of the rest of this Annual Report presents many of these accomplishments in detail but this letter will try to discuss why these things are important for AUPHA. Our strategic plan provides a general direction and set of priorities and we execute through our day-to-day efforts. It is easy to get caught up in the weeds of detail. Last year we talked about some of the primary functions of your AUPHA and I want to use and expand upon that framework. Consequently, the key functions of AUPHA or most any professional organization include:

► Enhancement of Quality. Enabling mechanisms that support members’ efforts to learn new content and new pedagogy constitute the primary activities of AUPHA. We facilitate networking among members through our Faculty Forums, Open Forum, and discussion groups. We also support face-to-face networking through our Annual Meetings, Graduate Program and Practitioner Workshops, and Undergraduate Workshops. There is no other “place” faculty with an interest in healthcare management education can go to network, collaborate, and acquire new knowledge and skills.

► Create and Distribute New Knowledge. Creating new information about the field is one of the goals of academia and AUPHA supports that by providing avenues for dissemination. We assist in dissemination through the peer reviewed Journal of Health Administration Education as the only forum for publications concerned with how and what we teach. Other journals publish new and relevant knowledge useful for healthcare management educators. Much of this, however, comes, from our members. We believe that AUPHA’s promotion of networking and collaboration among faculty serves to support new this new knowledge as well. In addition, the Exchange and much of the material appearing on our network provides an outlet for new information. Finally, the AUPHA History Project contributes to this knowledge base primarily because it identifies issues that AUPHA has faced throughout its 70 years.

► Monitor and Assess Quality. Beyond promoting and enhancing quality of healthcare management education, we assure to the outside world that programs associated with AUPHA prepare talented individuals who possess the skills, knowledge, and competencies necessary to lead. AUPHA directly conducts certification for our undergraduate program members. Through this process, we are confident that certification has value to the market. Further, AUPHA supports accreditation through direct financial funding of, volunteer manpower for, and joint activities with CAHME.

► Improve Operations. Finding collective ways to improve the efficiency of member program operations is an ongoing effort of AUPHA. As examples, we have developed HAMPCAS to assist graduate programs to make the recruitment and selection process electronic. This year we will launch the standardized exit competency program with Peregrine Academic Services. The comparative information from this tool has the potential to help undergraduate programs identify areas of the curriculum with particular strengths and those with challenges. Finally, we have engaged McAllister & Quinn to voluntarily contract with any of our member programs and their universities to enhance research productivity. Representatives from this organization will attend our Annual Meeting this year.

► Collaborate with the Field. Connections of academe and all aspects of the field of practice are an ongoing element of AUPHA and our member programs. We have formal arrangements with key associations that have been good for both AUPHA and the associations. Our strong and enduring relationship with ACHE is a prime example. Our graduates move into many areas of healthcare management, and that implies AUPHA needs ties with other more specialized organizations.
in this space. Many examples of collaboration exist but our Health Administration Press (HAP) publishing arrangement and fostering the Academic Forums are central to this effort.

Create a Sense of Community. Healthcare management education has a diverse identity both internally and externally. While that diversity contributes to our strength, one job of an association should be to create and promulgate a precise identity. In the parlance of marketing, create an elevator speech that others can understand and repeat. Three efforts have addressed this challenge. First, a focused branding initiative began as the first step to identify and declare who we are. Look for the video aimed at the uninitiated at the Annual Meeting. Second, a joint ACHE/AUPHA Task Force report, scheduled for release this summer, will examine the state of healthcare management education in 2025. It should help us rally around a vision of the future. Third, I have been speaking to internal and external audiences to identify and describe our identity. Most often, I am asked, “What keeps healthcare leaders up at night?” Addressing this question links directly to the educational content you deliver. As educators, we effectively analyze the future of healthcare and determine the competencies our graduates require to succeed. Our message is becoming clearer.

The ongoing activities of AUPHA and some new efforts this year have expanded our footprint and reach. Your support and some expanded activities enabled us to continue to improve the financial performance of your AUPHA. As the financials and positive audit report presented below indicate, we are currently in a strong financial position. The great support and guidance of your Finance Committee led by Leigh Cellucci and the diligent committee members, have led to the strong position. The net revenue reported benefited from a strong stock market but would have been good without that windfall. The balance sheet is also very strong. We have the financial flexibility to pursue the challenges and opportunities that lie ahead of AUPHA and healthcare more broadly.

These back room developments came at a cost, however. Your staff pulled extra duty this last year, as we did more with no additional people. Extra responsibilities and long hours were the norm and everyone rose to the occasion. You should all thank Jaime Stephens, Liza Assefa, Chris Sanyer, Jason Walker, and Carly Evans as I do every day. We have a strong team pulling in one direction. We will need to parse activities to at least one new person in the next year but we have the financial strength for that.

We have a strong commitment to you, our members. You can assist us in three ways:

Complete your member profile. Our new association management system enables us to obtain more complete measures of profile completion. As the report later in this document indicates, only about 10% of participating faculty have their profile 75% complete. You are our primary asset and we need to show the outside world the size, strength, and cohesion of AUPHA members.

Increase faculty participation. Many programs still only provide a small set of their core faculty in the program page. Some programs have no identified faculty. We realize that many of your colleagues may never attend our meetings but including them as faculty in member AUPHA programs is vital. Many of these folks are often more focused on research than on education but in terms of who contributes to the education of our students, they still count. Please encourage your colleagues or your program director to include all member faculty in their program. We can assist with the entry of these new participants.

Program survey response. Please encourage your program leadership and administrative staff to complete AUPHA surveys. In addition to the information on individual faculty, program data help us plead the case for health management education. AUPHA members represent a significant financial force in aggregate. We need to document the magnitude of that force.

Please have a great year and hope to see everyone in Philadelphia.

Gerald L. Glandon, PhD, President and CEO
2018 AUPHA Board Members

Keith Benson, PhD, MHA, MBA
Chair
Winthrop University

Diane M. Howard, PhD, MPH, FACHE
Past Chair
Rush University

Mark Diana, PhD, MBA, MSIA
Chair-Elect
Treasurer
Tulane University

Leigh Cellucci, PhD
Treasurer
East Carolina University

Brenda Freshman, PhD
Secretary
California State University, Long Beach

Nancy Borkowski, DBA, CPA, FACHE, FHFMA
University of Alabama at Birmingham

Rosemary Caron, PhD, MPH
University of New Hampshire

Rupert Evans, DHA, FACHE
Governors State University

Tracy Farnsworth, EdD, MHSA, MBA
Idaho State University

Gerald L. Glandon, PhD
AUPHA

Raymond Grady, MHA, FACHE
Methodist Hospitals

R. Brooke Hollis, MBA
Cornell University

Michael Meacham, JD, MPH
Medical University of South Carolina

Carol A. Molinari, PhD, MBA, MPH
University of Baltimore

Jessie Tucker, III, MBA, PhD, FACHE
Former Robert Wood Johnson University Hospital COO;
U. S. Army Health Services Administrator (Retired)

Carolyn (Cindy) Watts, PhD
Virginia Commonwealth University

Suzanne Wood, PhD, FACHE
University of Washington
<table>
<thead>
<tr>
<th></th>
<th>12/31/2017</th>
<th>12/31/2016</th>
<th>12/31/2015</th>
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<tr>
<td><strong>ASSETS</strong></td>
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<td><strong>Current Assets</strong></td>
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<td><strong>Current Liabilities</strong></td>
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<td><strong>TOTAL LIABILITIES AND EQUITY</strong></td>
<td><strong>4,461,540</strong></td>
<td><strong>3,821,196</strong></td>
<td><strong>3,764,164</strong></td>
</tr>
</tbody>
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## ASSOCIATION OF UNIVERSITY PROGRAMS IN HEALTH ADMINISTRATION
### Summary of Statement of Activities
#### 2017, 2016, and 2015

<table>
<thead>
<tr>
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<th>12/31/2017</th>
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<th>12/31/2015</th>
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<tr>
<td><strong>ORDINARY REVENUE/EXPENDITURES</strong></td>
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<tr>
<td>Revenue</td>
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<tr>
<td>40000 – Operating Revenue</td>
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<td>1,293,749</td>
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<td>46400 – Other Revenue</td>
<td>155,582</td>
<td>141,450</td>
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<td><strong>Total Revenue</strong></td>
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<td>Expenditures</td>
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<td>60000 – Salaries and Wages Expense</td>
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<td>701,820</td>
<td>706,791</td>
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<tr>
<td>60500 – Occupancy and Equipment</td>
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<td>89,790</td>
<td>75,811</td>
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<td>60600 – Operations</td>
<td>74,776</td>
<td>100,650</td>
<td>81,523</td>
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<td>60700 – Program Expenses</td>
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<td>164,614</td>
<td>253,728</td>
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<td>62100 – Professional Fees</td>
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<td>161,792</td>
<td>116,841</td>
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<td>63100 – Travel and Meetings</td>
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<td>206,883</td>
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<td>65100 – Other Expenses</td>
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<td><strong>1,506,900</strong></td>
<td><strong>1,528,898</strong></td>
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<td><strong>OTHER REVENUE/EXPENDITURES</strong></td>
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<td><strong>Net Change in Assets</strong></td>
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<td><strong>197,105</strong></td>
<td><strong>28,693</strong></td>
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INDEPENDENT AUDITORS' REPORT

Board of Directors and Management
Association of University Programs in Health Administration
Washington, DC

We have audited the accompanying financial statements of the Association of University Programs in Health Administration (a nonprofit organization), which comprise the statement of financial position as of December 31, 2017, and the related statements of activities and changes 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.

Auditors' 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 auditors' 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 the Association of University Programs in Health Administration as of December 31, 2017, and the changes 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.

CliftonLarsonAllen LLP
Arlington, Virginia
May 11, 2018
American College of Healthcare Executives
The American College of Healthcare Executives is an international professional society of more than 40,000 healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations. ACHE offers its prestigious FACHE credential, signifying board certification in healthcare management. ACHE's established network of 80 chapters provides access to networking, education, and career development at the local level. In addition, ACHE is known for its magazine, Healthcare Executive, and its career development and public policy programs. Through such efforts, ACHE works toward its goal of being the premier professional society for healthcare executives dedicated to improving healthcare delivery. www.ache.org

American Hospital Association
The American Hospital Association (AHA) is the national organization that represents and serves hospitals, health care networks, patients and communities. Nearly 5,000 hospitals, health systems, other care providers and 43,000 individual members come together to form the AHA. Through our representation and advocacy activities, AHA ensures that members' perspectives and needs are heard and addressed in national health policy development. The AHA also provides education and information on issues and trends for health care leaders. www.aha.org

Peregrine Academic Services
Peregrine Academic Services is the globally recognized leader in providing online exam services for colleges and universities related to program-level assessment, academic leveling, and APA writing style competency. We also provide leadership development, strategic planning, and academic consulting services for higher education institutions and academic organizations.

Programmatic assessment exams are available for Business Administration, Accounting and Finance, Early Childhood Education, Healthcare Administration, General Education, Criminal Justice, and Public Administration academic degree programs. Using an Inbound Exam/Outbound Exam assessment construct (programmatic pre-test/post-test) to determine initial knowledge levels and assess retained student knowledge allows academic officials to benchmark student performance against specific aggregate pools and determine the value-added by the institution based upon the student’s academic experience. www.peregrineacademics.com

HIMSS
HIMSS is a cause-based, global enterprise producing health IT through leadership, education, events, market research, and media services around the world. Founded in 1961, HIMSS encompasses more than 52,000 individuals, of which more than two-thirds work in healthcare provider, governmental, and not-for-profit organizations across the globe, plus over 600 corporations and 250 not-for-profit partner organizations that share this cause. HIMSS, headquartered in Chicago services the global IT community with additional offices in the United States, Europe, and Asia. www.himss.org

Jones & Bartlett Learning
Jones & Bartlett Learning is a world-leading provider of instructional, assessment, and learning-performance management solutions for the secondary education, post-secondary education, and professional markets. Our educational programs and services improve learning outcomes and enhance student achievement by combining authoritative content with innovative, proven, and engaging technology applications. www.jblearning.com

MGMA
As the leading association for medical practice administrators for 90 years, the Medical Group Management Association (MGMA) provides the education, advocacy, data and resources that healthcare organizations need to deliver the highest-quality patient care. MGMA also offers industry-leading board certification and Fellowship programs through the American College of Medical Practice Executives (ACMPE). An MGMA membership on the professional, faculty or student level opens the door to exclusive member benefits, countless networking opportunities and valuable industry updates. www.mgma.com
Who Are We?

Membership in AUPHA is represented by a large and highly diverse set of institutions, members, and faculty. As of March 2018, there were a total of 232 graduate and undergraduate programs from 183 separate institutions. Also included are doctoral programs, affiliate members, international programs and 126 individual members. The table below shows that most of AUPHA’s members are “Full Members” indicating that they are either AUPHA certified (if undergraduate) or CAHME accredited (if graduate).

Membership growth has been in the two associate categories and in the number of institutions that house our member programs. The number of Full programs has remained relatively steady. However, there has been great interest from several Associate Undergraduate programs to become certified, so expect to see the number of Full Certified Undergraduate programs to increase in the next few years.

Number of AUPHA Members by Membership Type and Program Type: 2018 and 2012

<table>
<thead>
<tr>
<th>Membership Type</th>
<th>2012</th>
<th>2018*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Graduate</td>
<td>74</td>
<td>79</td>
</tr>
<tr>
<td>Associate Graduate</td>
<td>44</td>
<td>60</td>
</tr>
<tr>
<td>TOTAL GRADUATE</td>
<td>118</td>
<td>139</td>
</tr>
<tr>
<td>Full Undergraduate</td>
<td>48</td>
<td>45</td>
</tr>
<tr>
<td>Associate Undergraduate</td>
<td>28</td>
<td>43</td>
</tr>
<tr>
<td>TOTAL UNDERGRADUATE</td>
<td>76</td>
<td>88</td>
</tr>
<tr>
<td>TOTAL DOCTORAL</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL PROGRAMS</td>
<td>194</td>
<td>232</td>
</tr>
<tr>
<td>TOTAL INSTITUTIONS</td>
<td>177</td>
<td>183</td>
</tr>
</tbody>
</table>

*As of March 2018
AUPHA Member Programs

The following programs were members of AUPHA as of March 2018. Click an institution for more information on programs. The letters following the listing indicate Undergraduate (UG), Graduate (G), Doctoral (D) or Executive (E) programs.

- Alma College (UG)
- American College of Education (UG)
- Appalachian State University (UG)
- Army-Baylor University (G)
- Ashford University (G)
- AT Still University (G)
- Auburn University (UG)
- Barry University (G)
- Baruch College (G)
- Bay Path University (G)
- Baylor University (G)
- Belmont University (G)
- Boston College (G)
- Boston University School of Management (G)
- Boston University School of Public Health (G)
- California Baptist University (UG)
- California State University – Chico (UG)
- California State University - Long Beach (UG) (G)
- California State University, Los Angeles (G)
- California State University, Northridge (UG)
- Carnegie Mellon University (G)
- Central Michigan University (UG) (G) (D)
- Clarkson University, Capital Region Campus (G)
- Clayton State University (UG) (G)
- Coastal Carolina University (UG)
- College of Saint Elizabeth (G)
- Columbia University (G)
- Concordia College (UG)
- Cornell University/Sloan Program in Health Administration (G)
- Dalhousie University (G)
- Davenport University (UG)
- Des Moines University (G)
- Dillard University (UG)
- Drexel University (UG)
- D’Youville College (UG)
- East Carolina University (UG)
- Eastern Kentucky University (UG)
- Eastern Michigan University (G)
- Eastern Washington University (UG)
- Florida A&M University (UG) (G)
- Florida Atlantic University (UG) (G)
▸ Florida International University (UG) (G)
▸ Franciscan Missionaries of Our Lady University (UG)
▸ George Mason University (UG) (G)
▸ George Washington University (G)
▸ Georgetown University (UG) (G) (E)
▸ Georgia Southern University (G)
▸ Georgia State University (G)
▸ Governors State University (UG) (G)
▸ Grand Valley State University (G)
▸ Hofstra University (G)
▸ Howard University (UG)
▸ Icahn School of Medicine at Mount Sinai (G)
▸ Idaho State University (UG)
▸ Indiana University Richard M. Fairbanks School of Public Health (G)
▸ James Madison University (UG)
▸ Jefferson College of Health Sciences (UG) (G)
▸ Johns Hopkins University (G)
▸ Kings College (G)
▸ Lake Erie College of Osteopathic Medicine (LECOM) (G)
▸ LeTourneau University (G)
▸ Liberty University (UG BA) (UG BS)
▸ Loma Linda University (UG) (G)
▸ Long Island University (UG) (G)
▸ Louisiana State University (G)
▸ Lourdes University (UG)
▸ Loyola University Chicago (UG)
▸ Mary Baldwin University (UG)
▸ Marymount University (G)
▸ Medical University of South Carolina (G) (D)
▸ Methodist University (UG)
▸ Metropolitan State University of Denver (UG) (G)
▸ Minnesota State University Moorhead (UG)
▸ Missouri State University (G)
▸ Montana State University – Billings (G)
▸ National University (UG)
▸ New York City College of Technology/CUNY (UG)
▸ New York University (G)
▸ Norfolk State University (UG)
▸ Northcentral University (G)
▸ Northeastern University (G)
▸ The Ohio State University (G)
▸ Old Dominion University (UG)
▸ Oregon State University (UG)
▸ Pacific University (G)
▸ Pennsylvania College of Health Sciences (UG)
▸ Pennsylvania State University – Harrisburg (G)
▸ Pennsylvania State University (UG) (G) (GOn)
▸ Pfeiffer University (G)
▸ Portland State University (G)
▸ Robert Morris University (UG)
▸ Rollins College (G)
▸ Rosalind Franklin University of Medicine and Science (G)
▸ Rush University (G)
Rutgers University (UG) (G)
Ryerson University (UG)
Saint Leo University (UG)
Saint Louis University (UG) (G) (E)
Samford University (UG) (G)
Seton Hall University (G)
Simmons College (G)
South University (UG)
Southern Illinois University – Carbondale (UG)
Stevenson University (G)
Stonehill College (UG)
Stony Brook University (G)
Suffolk University (G)
Temple University (G) (GBus)
Tennessee State University (UG)
Texas A&M Health Science Center (G)
Texas A&M University – Corpus Christi (UG)
Texas Southern University (UG) (G)
Texas State University (UG) (G)
Texas Tech University (G)
Texas Woman’s University Houston (G)
The Christ College of Nursing and Health Sciences (UG)
Towson University (UG)
Trinity University (G) (E)
Tulane University (G)
Uniformed Services University of Health Science (G)
Universite De Montreal (G)
University of Alabama at Birmingham (UG) (G) (D) (E)
University of Arkansas for Medical Sciences (G)
University of Arkansas Fort Smith (G)
University of Baltimore (UG)
University of California – Los Angeles (G)
University of Central Florida (UG) (G)
University of Cincinnati (G)
University of Colorado Denver (G)
University of Colorado Denver/Network for Healthcare Mgmt (E)
University of Detroit Mercy (G)
University of Florida (G)
University of Georgia (D)
University of Houston – Clear Lake (G)
University of Illinois at Chicago (G)
University of Iowa (G)
University of Kansas Medical Center (G)
University of Kentucky (G)
University of Louisiana at Lafayette (UG)
University of Louisville (G)
University of Maryland University College (G)
University of Memphis (G)
University of Miami (UG) (G)
University of Michigan (G)
University of Michigan – Flint (UG)
University of Minnesota (UG) (G) (E)
University of Minnesota Duluth (UG)
University of Missouri (G)
• University of Mount Olive (UG)
• University of Nevada - Las Vegas (UG) (G)
• University of New Hampshire (UG)
• University of New Haven (G)
• University of North Carolina at Chapel Hill (G)
• University of North Carolina at Charlotte (G)
• University of North Florida (UG) (G)
• University of North Texas (G) (D)
• University of North Texas Health Science Center (G)
• University of Oklahoma Health Sciences Center (G)
• University of Pennsylvania (G)
• University of Phoenix (UG) (G)
• University of Pittsburgh (G)
• University of Puerto Rico (UG)
• University of Puerto Rico - Medical Science Campus (G)
• University of Scranton (UG) (G)
• University of South Carolina (G)
• University of South Dakota (UG)
• University of South Florida (G)
• University of Southern California (G)
• University of Southern Indiana (UG)
• University of St. Francis (UG)
• University of Texas at Arlington (G)
• University of Texas at Dallas (G)
• University of Texas at Tyler (G)
• University of Texas Health Science Center at Houston (G)
• University of the Incarnate Word (G)
• University of Toronto (G)
• University of Utah (G)
• University of Virginia (UG)
• University of Washington Seattle (G)
• University of Wisconsin – Milwaukee (UG)
• Virginia Commonwealth University (G) (D) (E)
• Walden University (UG)
• Washington State University (G)
• Weber State University (UG) (G)
• Western Kentucky University (UG)
• Winston-Salem State University (UG) (G)
• Winthrop University (UG)
• Xavier University (UG) (G)
What Does Aupha Do for Members?

**Network**
The AUPHA Network is one of the most important resources offered by AUPHA. The Network allows members to share with the entire membership, to communicate within focused communities, and to connect one to one.

Because the Network has so many facets it can be difficult to measure all the ways in which AUPHA members connect with one another. These graphs and charts show the trends of Network usage in 2017 and the first quarter of 2018. The overall data show that the communities and messaging become more active up to and during the AUPHA Annual Meeting. Activity then falls off once the fall term starts and through the winter break.

**Discussion Trends**
Discussion posts are the information that a member shares with groups such as the Open Forum, Faculty Forums and the Committee Communities. Discussion messages are messages sent among the groups and Private Messages are sent directly from one member to another within the Network. During this period, over 1,500 messages were sent and nearly 1,400 discussions were posted to communities.

**Library Access**
Another important resource in the Network are the Libraries. Nearly every community has a library where members can post documents to share. During this period, more than 8,000 documents were downloaded and 3,985 documents were viewed without being downloaded.

**Email Open Rate**
A valuable measure of the effectiveness of digital communication is email open rates, which measures the percentage of emails that were opened compared to the total emails sent. The goal is to have an open rate of at least 20%. The Network email open rate consistently tops this 20% mark, even though the rate has fallen slightly from Q1 2017.
The Exchange

In October, AUPHA started sending the Exchange, the digital newsletter, via the new Customer Management System. The issues sent prior to this date, via an email service, had respectable open rates over 20%. However, the issues sent via the new CMS have exceptional open rates above 40%. The click rates, measuring the percentage of emails in which at least one link was clicked, has also risen. While it is very good news that these numbers show the value that members place in the Exchange, it should be noted that AUPHA is also saving money because there is no additional fee to send the Exchange via the CMS. Previously AUPHA paid an email service a fee to deliver the Exchange.

Network Profiles

Every member has a profile in the Network. A basic profile shows affiliation and contact information. More complete profiles can contain a photo and biographical information, and can even be joined with LinkedIn. This additional information can only be accessed by other AUPHA members. Members have complete control over the amount of information they share. However, more complete profiles ensure better response to messages in the Network and complete the information available in the online directory. The new AUPHA Program and Faculty Awards recognize individual and programs who agree to share additional information in the profile. A very small percentage of members have added pictures or other information to their profiles. Members can log into their profiles to add pictures and biographical information.

What are people looking for?

This word cloud is a visual representation of the 25 most searched for terms on the AUPHA web site last year. “Scholarship” is the perennially the most searched for term, while many people also searched for information about Upsilon Phi Delta. This proves that current and prospective health administration students access the AUPHA web site for information and resources, including information about member programs. “Capstone”, “certification” and “accreditation” are also popular search topics.
Upsilon Phi Delta (UPD) Honorary Society

Upsilon Phi Delta is AUPHA’s honorary society. The mission of the Upsilon Phi Delta Honor Society is to recognize, reward, and encourage academic excellence in the study of healthcare management and policy. UPD provides financial assistance through individual scholarships, in the amount of $500 each, to outstanding students pursuing academic degrees that prepare individuals for careers in healthcare management, policy, and leadership.

Membership in the Upsilon Phi Delta Honor Society is open to individuals who meet the national and local standards of this organization and are accepted and initiated into membership of a collegiate chapter. Membership is open to students, faculty, healthcare executives and administrators, and to those contributing to the healthcare administration profession.

As of March 2018, there are 125 UPD chapters, up 15 from the year 2016.

Meetings

AUPHA holds three major meetings: The Annual Meeting and the Graduate Program and Practitioner’s Workshop, formerly known as Leaders Conference. An Undergraduate Program Workshop is also held every other year in the fall. While the focus of both the Graduate and Undergraduate Workshop is geared towards those program members, faculty from both program types, along with affiliate members, are welcome and encouraged to attend.

The Annual Meeting, AUPHA’s largest of the three, is held each summer and rotates around the country. The meeting includes a diverse program of speakers and sessions and appeals to a broad section of membership. The Graduate Workshop is held during the American College of Healthcare Executive’s yearly Congress on Healthcare Leadership held each March. The Undergraduate Workshop is usually held at a member undergraduate program institution.

Certification

Full Certified Member AUPHA programs are recognized for having withstood the rigors of peer review wherein curricula, faculty, and educational outcomes are critically examined by external peer review. Certification places 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 when searching for a program where they will invest in their future.

The standard for undergraduate programs in healthcare management 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 accreditation. 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.

As of March, 2018, 45 undergraduate programs were certified by AUPHA. The individual programs must establish that they meet the intent of criteria in:

- Program Structure, Faculty, and Resources (e.g., teaching loads must be consistent with program mission).
- Student Support Systems (e.g., adequate advising and career placement resources).
- Professional and Alumni Linkages (e.g., committed community advisory board).
- Curriculum and Teaching (e.g., adopt a set of competencies as basis of curriculum).
- Experiential and Applied Learning (e.g., internship experience meets goals and objectives of the program).
- Program Evaluation and Improvement (e.g., outcome assessment is basis of program improvement).

**Criteria Review**

The AUPHA Board of Directors approved the revisions to the criteria proposed by the Undergraduate Program Committee. The revised criteria are optional for the 2019 Undergraduate Certification Reviews and mandatory for the 2020 Undergraduate Certification Reviews.

**2017 Undergraduate Certification Reviews**

AUPHA recognized the following baccalaureate health management programs for successfully meeting the established criteria for AUPHA certification and eligibility for Full Certified Undergraduate membership:

- California State University-Chico
- Central Michigan University
- Franciscan Missionaries of Our Lady University
- Stonehill College
- Texas Southern University
- University of Alabama at Birmingham
- University of Nevada – Las Vegas
- Winston-Salem State University
- Winthrop University

**Accreditation**

Graduate 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. It demonstrates that the program strives to be exceptional and:

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

As of March 2018, 79 graduate program members were accredited by CAHME.
HAMPCAS

While the number of participating universities in the Healthcare Administration, Management & Policy Centralized Application Service (HAMPCAS) has stayed relatively unchanged (44 in the 2016-2017 cycle and 43 in the 2017-2018 cycle), the number of applicants and applications continues to show steady growth. At the conclusion of the 2016-2017 cycle, HAMPCAS processed 451 unique applicants submitting 1045 applications. Both these figures represent the highest recorded during the lifespan of HAMPCAS. The 2017-2018 cycle continues to demonstrate this upward trend. At the end of March 2018, HAMPCAS has processed 420 unique applicants submitting 980 applications. During the same timeframe during the 2016-2017 cycle, 372 applicants submitted 894 applications. For a more in-depth review of these metrics for the past years, please refer to the charts.

Publications

The Journal of Health Administration Education (JHAE) is AUPHA’s quarterly, peer-reviewed journal which includes research, case studies, and essays by leading health administration educators and professionals. The Journal addresses key policy issues in health administration management nationally and internationally and is the foremost authoritative guide on the latest academic and professional developments in the field.

In 2017, the Journal’s acceptance rate was 60%. The Journal published 41 papers, including 11 offering teaching tips and tools. Diversity and Inclusion was the theme of the spring and summer issues.
Health Administration Press (HAP)

AUPHA and Health Administration Press (HAP) have a formal publishing partnership that dates back to 1986. They collaborate to publish a full line of text books covering health services management topics. HAP is also the publishing arm of the Foundation of the American College of Healthcare Executives (ACHE), and international professional society of over 40,000 healthcare executives.

The Law of Healthcare Administration, Eighth Edition
J. Stuart Showalter, JD

Population Health: Principles and Applications for Management
Rosemary Caron, PhD

Lee F. Seidel, PhD, and James B. Lewis, ScD

Principles of Healthcare Leadership
Bernard J. Healy, PhD

Healthcare Operations Management, Third Edition
Daniel B. McLaughlin and John R. Olson, PhD

Introduction to the Financial Management of Healthcare Organizations, Seventh Edition
Michael Nowicki, EdD, FACHE, FHFMA

Patric L. Spath and Diane L. Kelly, DrPH, RN

Health Services Management: A Case Study Approach, Eleventh Edition
Ann Scheck McAlearney and Anthony R. Kovner

Fundamentals of Human Resources in Healthcare, Second Edition
Bruce J. Fried, PhD, and Myron D. Fottler, PhD
2017 and 2018 Prize Winners

The William B. Graham Prize for Health Services Research
The Graham Prize for Health Services Research 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.

2017 William B. Graham Prize Recipient
David Blumenthal, MD, MPP
The Commonwealth Fund

2018 William B. Graham Prize Recipient
Elizabeth H. Bradley, PhD
Vassar College

The Gary L. 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 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/Foundations and the many friends of Dr. Filerman.

2017 Filerman Prize for Educational Leadership Recipient
Sherril Gelmon, DrPh
Portland State University

2018 Filerman Prize for Educational Leadership Recipient
Dolores G. Clement, PhD
Virginia Commonwealth University
The John D. Thompson Prize for Young Investigators
The 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.

2017 Thompson Prize Recipient
David K. Jones, PhD
Boston University

2018 Thompson Prize Recipient
Hefei Wen, PhD
University of Kentucky

Corris Boyd Scholars Program
The HCA Corris Boyd Scholars Program was established in 2006 to provide scholarships to two deserving minority students entering AUPHA full 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 2017, two students were selected to receive a $20,000 per year scholarship, and one student was selected to receive a $10,000 per year scholarship, towards a master’s program in healthcare management from the AUPHA full member program of their choice.

2017 Scholars
Cameron Gabriel
University of Minnesota

Taylor Jordan
Columbia University

Onyeka Okeke
Johns Hopkins University

2018 Scholars
Oluwatobi Alliyu
Planning to attend the Boston University School of Management

Kristen Dupard
Planning to attend Columbia University.
Bachrach Family Scholarship for Excellence in Healthcare Administration

The Bachrach Family Scholarship for Excellence in Healthcare Administration was acquired by AUPHA in 2016. This endowed scholarship was created with the intent of creating a durable legacy to the education of students in areas and at institutions that contributed to the success of David and Linda Bachrach.

The scholarship is available to students enrolled full-time in a CAHME accredited residential graduate program in healthcare administration during their second year of the program of study. It recognizes the demonstrated successful academic performance as undergraduate as well as during their first year of graduate study, with preference to otherwise qualified students who are the first in their immediate family to pursue graduate level education, qualified students who can demonstrate an economic need for such financial support, and/or qualified women applicants.

2017 Bachrach Scholarship Recipient
*Ciera Hall*
University of Florida

2018 Bachrach Scholarship Recipient
*Julia Huynh*
Texas A&M University

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 contribution 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.

2017-18 Winston Health Policy Fellowship Recipients
*Michael Budros*
University of Michigan

*Rachel Dolin*
University of North Carolina at Chapel Hill

2018-19 Winston Health Policy Fellowship Recipients
*Garrett Devenney*
Drexel University

*Kristen Lunde*
University of Michigan
David A. Winston Health Policy Scholarship

The David A. Winston Health Policy Scholarship 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.

2017 Winston Scholarship Recipients

Nawara Alawa
University of Miami

Jessica Broadus
University of North Carolina at Chapel Hill

Molly Brown
University of California, Los Angeles

Grace Burghart
St. Louis University

Lillian Chen
University of California, Berkeley

Bianca DeVirgilio
Boston University

Garrett Devenney
Drexel University

Blake Dobrich
Rush University

James Ebert
The George Washington University

Stephen Gamboa
Columbia University

Laila Goharioon
The George Washington University

Veronica Kapoor
The George Washington University

Karalyn Kiessling
University of Michigan

Joy Lee
Johns Hopkins University

Melissa Mannon
The George Washington University

Greg Mayers
Drexel University

Aayush Mittal
Rush University

Maansi Modi
University of Washington, Seattle

Erica Munoz-Rumsey
University of Michigan

David Opp
Harvard University

Cassidy Pont
University of Michigan

Summer Rak
Johns Hopkins University

Arlene Reich
Johns Hopkins University

Lauren Schein
University of North Carolina, Chapel Hill

Amrita Sehgal
University of Pennsylvania

Jean Phillip Shami
University of Miami
Ana Westervelt
University of Minnesota

Jordan Wolfe
The George Washington University

Celia Wright
Columbia University

In 2018, these seventeen individuals were named as David A. Winston Policy Scholars:

Michaela Acomb
University of North Carolina, Chapel Hill

Alexander Adia
Brown University

Cindy Alvarez
Yale University

Victoria Aysola
The George Washington University

Sara Bourland
Harvard University

Deanna Burch
Drexel University

Alexandria Dulin
University of Michigan

Sienne Hayes
University of California, Berkeley

Ben Lauing
University of California, Berkeley

Gwen Ledford
Rush University

Anna Leonard
University of North Carolina, Chapel Hill

Shannon Macika
The George Washington University

Audrey McIntosh
The George Washington University

Hannah Silverman
The George Washington University

Alexander Urry
Yale University

Nisha Vashist
University of North Carolina, Chapel Hill

Juliana Vigorito
Johns Hopkins University
Moving Forward in 2018

Two years ago we implemented a plan designed to direct the priorities of AUPHA in the years to come. At the time, we said that the plan was “designed to be flexible because the world we operate in changes rapidly. That proved true as opportunities arose that needed action. Fortunately, the structure of reporting and the engagement of the Board enabled AUPHA to move into a number of initiatives not contemplated. Now that we have looked back, we expect to build upon those efforts to engage us into the future. The updated strategic plan that Chair Keith Benson, PhD, mentioned will modify direction no doubt but we already have a strong core from which to plan our future. The ushering in of the new year brought many new initiatives to AUPHA that will drive our efforts going forward:

History Book
The book was launched by 2017 Board Chair Diane Howard, PhD, and led by Michael Meacham, JD. We are pleased to debut this book in Philadelphia. The book examines key issues faced by AUPHA over the last 70 years in its chapters. The wisdom of those writing the chapters and their reflections upon these significant challenges or decisions faced have historical interest but should also inform our future. AUPHA still faces both opportunities and challenges from almost all of the book chapters. For example, Improving Health Administration Education (Chapter 4), Dissemination of Knowledge (Chapter 8), Diversity (Chapter 5), Role of Women (Chapter 6) and Evidence Based Management (Chapter10) occupy our thoughts currently. Understanding the historical context of these issues drives our future decisions.

Branding and Marketing
The campaign will make the case for, and appeal of, the field of health care administration. The first piece in the campaign, a professionally produced video, will be premiered in Philadelphia. The video directly aims at those “uninitiated” to our field. It will certainly be vital to high school and undergraduate students but also to many in and out of academia who just do not understand who we are and what we do. This and related videos in production, along with other branding efforts, will be shared with AUPHA member programs for their own use. AUPHA hopes to better define and raise interest in healthcare management as a career choice nationally and to assist members in making that case locally.
**Awards Program**

The program will recognize and celebrate the numerous valuable contributions of our members and programs. The recognition arose from the realization, made apparent from our history, that many people vital to the growth and development of AUPHA are in fact largely lost to history. They may exist in selective memories but have not been documented for the field. Beyond Board and other formal leadership roles, many vital contributors are forgotten. The Program consists of the following:

- New Program of the Year: Accomplishments in a given year for AUPHA members of less than five years.
- Program of the Year: Accomplishments in a given year for AUPHA members over 10 years.
- Faculty of the Year: Accomplishments within a given year.
- Hall of Fame: Accomplishments for a career.
- Presidential Citation: For outstanding service to the health administration community, programs, and students

**Outcome Assessment**

This year will see the introduction of an exit assessment available to undergraduate programs within AUPHA. The tool will provide comprehensive benchmarks for programs to determine strengths and areas of improvement across their curriculum. The goal is to employ collective action to provide members with affordable tools to improve the quality of healthcare management education. We expect this to be popular and expect to extend this to be used by graduate programs once we are comfortable with the process. AUPHA has partnered with Peregrine Academic Services on development. The first step will be rolled out in 2019.

**Faculty Fellowships**

AUPHA will initiate a faculty fellowship program in the coming year that will identify key challenges facing AUPHA and the field of healthcare management education and recruit faculty to study, analyze, and recommend solutions. It has two primary goals. First, it will seek to prepare the “leaders of tomorrow” by providing promising faculty the opportunity to work on projects essential to the field. Second, it will assist AUPHA in addressing the selected issues and furthers its goal to provide member value. Look for a Call for Applications later this summer.