Leading institutions that serve society
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FROM THE CHAIR OF THE BOARD OF DIRECTORS

Sam Hawgood, MBBS

Chancellor

University of California, San Francisco
The Association of Academic Health Centers (AAHC) is celebrating its 50th Anniversary this year. AAHC was established in 1969 by a small group of academic leaders “to be the national resource for higher education concerned with issues of multi-professional education, biomedical research, and the delivery of healthcare, and to enhance the strength of the health professions institutions.” AAHC has been an influential part of the U.S. academic health ecosystem for half a century.

In 2008, AAHC took an important step toward a more global vision with the formation of the Association of Academic Health Centers International (AAHCI). Throughout its 50-year history, AAHC—and more recently AAHCI—has convened thought leaders, identified and disseminated best practices, counseled institutional leaders, and served as a clearing house for new ideas and innovation in the face of both opportunities and challenges for academic health centers.

Fifty years on, the mission of AAHC/AAHCI rings true. Today, we must address issues similar to those that faced the founders of the Association, coupled with new challenges and opportunities of our time. Our founders focused on issues of multi-professional education, biomedical research, and the delivery of healthcare. These remain front and center today. An important challenge facing all academic health leaders is that of maintaining the unity of purpose of our academic health centers. Mission fragmentation or marginalization can result from the markedly different growth velocities of our tripartite mission. We must work against what Microsoft CEO Satya Nadella, in his book *Hit Refresh: The Quest to Rediscover Microsoft's Soul and Imagine a Better Future for Everyone*, refers to as a “confederation of fiefdoms,” whether those fiefdoms are departments, schools, missions, jobs, or employment classifications. He reminds us “innovation and competition don’t respect our silos or our organizational boundaries, so we have to learn to transcend those barriers.”

Communication, respect, and recognition of everyone’s contribution to our missions are key to maintain the particular social alchemy that defines an academic health center or system. Clark Kerr, a visionary President of the University of California in the 1960’s (a time of great social change in this country), emphasized in *The Uses of the University* the need to create and maintain an environment that fully supports a sense of stability; a sense of security; a sense of continuity; and, importantly, a sense of equity in opportunity. Today, the winds of change seem to be blowing from a different direction, but his advice applies equally well.

To continue to be an inspiration for the nation, we, as academic health center leaders must not rest on our laurels but be always scanning the future for forces of disruption, and, when identified, be willing to innovate. Many futurists have warned that institutions that miss or ignore the early signals coming from future forces do so at their peril and inevitably fall behind. Our challenge is to balance existing success while pursuing new opportunities to provide greater value to all we serve.

In the pursuit of value, I am glad the AAHC President and Board of Directors are renewing a focus on diversity within academic health centers during our anniversary year. Diversity should be a core value for us all, embodying inclusiveness, mutual respect, and multiple perspectives. It drives excellence, adds value, advances institutional missions, and ultimately improves the health of all—whether through training, research, or direct patient care. It has been a great pleasure for me to serve the membership as Board Chair for the last year, and I wish the Association a very happy 50th Anniversary.

Sam Hagwood, MBBS
Chancellor
University of California, San Francisco
FROM THE CHAIR OF THE
AAHCI STEERING COMMITTEE

Nicholas M. Fisk, MBBS, PhD, MBA
Deputy Vice Chancellor (Research)
The University of New South Wales
Several notable trends and developments distinguish the Association of Academic Health Centers International’s (AAHCI) progress and accomplishments this past year. To start, we have all been highly engaged by the robust issues and themes that help frame AAHCI discussions.

Of particular note were the powerful speakers at meetings who gave us much food for thought, especially remarks delivered during the 50th Anniversary Distinguished Lectures by Claire Pomeroy, MD, MBA, president of the Albert and Mary Lasker Foundation, and Qimin Zhan, MD, PhD, president of Peking University Health Science Centre and executive vice president of Peking University.

Membership continues to expand, with particular growth this year in members from Europe, the Middle East, and Indonesia. One gratifying trend has been watching AAHCI members sharing unique and valuable insights with their U.S. colleagues, particularly in such areas as population outcomes and their sustainable development goals. Convergence medicine continues to move up in importance, along with deepening recognition of the need to address health equity and sustainability.

We continue to reap considerable gains through AAHCI’s regional offices and regional meetings. In Beirut this year, for example, 300 people from 12 countries engaged in big-picture conversations across a broad set of issues. Similarly, we had highly productive meetings in São Paulo, Berlin, and Salzburg. Of particular note, was AAHCI’s first meeting in Africa, held in Dar Es Salaam in Tanzania. We heard inspiring examples of academic health centers having a significant impact on individual lives, typically within low resource constraints.

Having had its 10th Anniversary last year, AAHCI now celebrates the 50th Anniversary of the founding of AAHC. AAHC’s longevity, and especially its capacity to evolve with the healthcare landscape, underscores just how important this Association is. I salute the pivotal leadership that Dr. Steven L. Kanter has provided in his first year at the AAHC helm.

Among many striking lessons for me over the past year was learning more about specific local health challenges around the globe. Whether the issue is helping Venezuelan refugees in Columbia, addressing challenges of migration health in the Middle East, providing basic healthcare in Africa, or coping with earthquakes in Indonesia, the underlying message is the same: academic health centers can, do, and must continue to provide strong leadership in addressing health issues on the ground. For the coming year, AAHCI stands poised to assist these institutions worldwide to continue and expand that vitally important work.

Nicholas M. Fisk, MBBS, PhD, MBA
Deputy Vice Chancellor (Research)
The University of New South Wales
Australia
The year 2019 marks the golden anniversary of the Association of Academic Health Centers (AAHC) as it celebrates 50 years of convening thought leaders, sharing best practices, and catalyzing the diffusion of innovation.

Inspirational leadership and effective management of academic health centers have been the central concerns of AAHC throughout its first half-century. And the programs, initiatives, and publications briefly outlined in this Annual Report are testimony to the important work of AAHC and its members in advancing healthcare, accelerating biomedical research, and cultivating the next generation of health professionals.

Academic health centers in the United States began a period of significant growth after World War II. By the mid-1950s, leaders at these institutions recognized that they were working in a new model of health professions education, biomedical research, and patient care, and that management of the whole was more encompassing and more complex than the sum of managing each of the parts.

The leaders of these broad-based institutions recognized the need to form an organization to foster deliberation on the high-level issues and challenges facing academic health centers, to share concerns, and to define solutions. In 1956, a group of 17 visionary leaders convened as the University Medical Administrative Group. The group met on a regular, but informal, basis until 1969, when it was formally incorporated as The Organization of University Health Center Administrators, Inc. The organization soon changed its name to the Association of Academic Health Centers and established an office in Washington, DC.

Fifty years hence, AAHC, and its 11-year old international division, the Association of Academic Health Centers International (AAHCI), offer premier programming for the executive leadership of academic health centers worldwide. As you will find on the pages of this Annual Report, AAHC/I supports leaders in academic health with key publications, formal and informal consultation, information resources, and advocacy on selected issues; and the Association regularly introduces new initiatives to increase the capacity of those leaders to respond to urgent priorities, including large-scale crisis management.

As the Association enters its second 50 years, it will continue to focus on the fundamental and unique value of academic health centers—that is, the ability to harness the power at the nexus of research, education, and healthcare in service to the human condition. Catalyzing thought leadership, with a special emphasis on horizon scanning, will be a core guiding value as AAHC works with its members. The Association will continually hone its ability to detect the emergence of novel ideas, looming challenges, and new opportunities.

AAHC will grow and strengthen its network of academic health centers worldwide; will pursue key opportunities to foster diversity, equity, and inclusion throughout academic health centers; and will reenergize relationships with other professional and institutional associations and alliances. Taken together, these actions support a broad-based, inclusive view of academic health, enable high-value networking and partnership opportunities at all AAHC meetings and events, and leverage our ability to make a difference.

Academic health centers are more important today than ever before. Collectively, in the last decade alone, they have generated advances in biomedical science that have revealed more about the human body than has been learned in all of history theretofore. And that has enabled a broad range of healthcare professionals,
educated at these distinguished institutions, to do more for patients today than ever before, in every area of medicine. Progress has been nothing short of astounding and there never has been a better time to pursue a career in the health sciences or the health professions.

Of course, this remarkable progress comes with daunting challenges that, in turn, reveal new opportunities. There is no institution anywhere in the world that is better organized and better equipped than an academic health center to confront these challenges and pursue these opportunities. Joining patient care with research and education creates remarkably fertile ground that has the potential to yield the next scientific insight, the next paradigm shift, or the next disruptive innovation.

Furthermore, when academic health centers act collectively, there is an exponential increase in their power to improve the human condition. That is why AAHC will continue to be a catalyst for thought leadership, a forum for confidential peer-to-peer networking and discourse, and a venue for forward-thinking, progressive, and solution-focused ideas.

Fifty years ago, united by the belief that academic health centers can do more together than any one of them can do alone, a small group of visionary leaders created AAHC. That belief drives our work today.

Steven L. Kanter, MD
President and CEO
AAHC
“As the Association enters its second 50 years, it will continue to focus on the fundamental and unique value of academic health centers—that is, the ability to harness the power at the nexus of research, education, and healthcare in service to the human condition.”

- S.L. Kanter, MD
PROGRAMS & INITIATIVES
MEMBER PROGRAMS

AAHC provides opportunities for members to hear the latest thinking, engage with leading healthcare experts, share best-practices, and network with their peers. Additionally, AAHC hosts and/or participates in programs that convene thought leaders on issues and initiatives impacting member institutions.

MEETINGS

  The 2019 Global Issues Forum, themed *Strategic Partnerships: Advancing Healthcare through Innovative Solutions*, brought together senior leaders from 16 countries around the world to discuss topics such as Human Migration and Health; Rightsizing Academic Health Systems; and Health, Environment, and Racial Equity. The meeting kicked off a year of AAHC 50th Anniversary Lectures featured at its various meetings. A *Crisis Management Symposium* preceded the meeting, and a series of regional roundtables were held at the conclusion of the conference.

- **AAHCI East Africa Regional Meeting**, March 2019, Tanzania
  AAHCI member Aga Khan University convened an international symposium in Dar Es Salaam, Tanzania, bringing together leaders to discuss *Academic Health Systems: Driving the Health Agenda for a Sustainable Future in Low and Middle Income Countries*. Leaders from eight countries explored critical partnerships within organizations and across borders and how to best maximize resources in low- and medium-income countries.

- **AAHCI European Regional Meeting**, March 2019, Austria
  AAHCI member Paracelsus Medical University (PMU) hosted a conference, themed *Forum Medicine 21: The Future of Medical Universities*, to discuss the vast growth in scientific and technological information, advances in digital technology, and changes in economic and health policies that present stakeholders with enormous challenges. PMU brought a fresh perspective to the meeting and fostered dialogue about responding to changes in the field of academic health. Conference presenters and participants engaged in broad and deep discussions about the current speed of innovation and creative models.

- **Research Meeting**, December 2018, Washington, DC
  Addressing *Big Data Advances in Biomedical Science*, the 2018 AAHC Research Meeting featured an impressive line-up of speakers presenting on a wide range of topics in the field of big data management. Topics covered included the role of big data in support of clinical trials; the sharing, storage, and security of big data; as well as institutional approaches to the management and usage of this data. In addition to member presentations, federal agencies, including the U. S. Department of Veterans Affairs and the National Institutes of Health, provided updates on government policies and programs related to the meeting’s theme.

AAHC Celebrates 50 Years: 1969 - 1989

On January 27, 1969, the Organization of University Health Center Administrators, Inc. is formed.

AAHC’s early years saw it function as a network for collaboration among vice presidents for health affairs.

Name changes to Association for Academic Health Centers, Inc. and Washington office opened.

The Senior Administrative and Fiscal Officers (SAFO) group is formed.

John R. Hogness, MD, named as first fulltime President.
• **AAHCI European Regional Meeting, November 2018, Germany**
  The AAHCI European Regional Office, hosted by Maastricht University, organized the meeting, which focused on the topic of *Attracting, Retaining, and Facilitating International Medical Graduates*. The meeting brought together AAHCI members from around Europe as well as several healthcare experts and leaders. Co-hosted by Charité - Universitätsmedizin Berlin, the meeting offered a unique opportunity for members to engage in highly informative discussions, share ideas, brainstorm, and address common challenges.

• **AAHC Annual Meeting, October 2018, Chicago, IL**
  AAHC’s Annual Meeting, themed *Envisioning the Future of Academic Health Centers*, focused on ways in which academic health centers are planning for the future, including structural shifts and the evolving tripartite mission. This meeting also featured in-depth engagement of CEOs and Chief Academic Officers at roundtables held during pre-meeting sessions. A government relations panel, featuring POLITICO Pro journalist Adam Cancryn, updated members on electoral politics and consequences. A banquet was also held honoring AAHC President Emeritus Dr. Steven A. Wartman.

• **AAHCI Middle East & North Africa Regional Meeting, September 2018, Lebanon**
  The conference, hosted by the AAHCI Regional Office at the American University of Beirut, was organized in partnership with Columbia University, Lebanese American University, the University of Balamand, and the Cleveland Clinic. The meeting was themed *Transformation of Medical Education in the New Era* and centered on humanism, technology, and the physician of tomorrow.

• **AAHCI Latin America and the Caribbean Regional Meeting, August 2018, Brazil**
  The meeting, convened by AAHCI Regional Office host University of São Paulo, was themed *Research in the Academic Health Center, the Role of Latin America: Perspectives and Participation in Health Policies*. Topics discussed included the Brazilian health system, enhancing alignment between universities and hospitals, research hospitals within academic health centers, unique partnership models, and innovation in health and social care.

• **Senior Administrative/Fiscal Officers (SAFO) Annual Meeting, July 2018, Charleston, SC**
  The 2018 SAFO Annual Meeting addressed the theme of *Managing Complex Institutions*, including multidisciplinary connections; innovative initiatives; and unique approaches in the management of large, complicated institutions. Meeting sessions focused on topics such as innovative government models, community and academic health center workforce health initiatives, and internal data management.
AAHC President’s Councils are deliberative bodies that examine critical issues facing academic health centers, formulate consensus statements, and share best practices widely in the academic health community. By convening academic health center leaders, individuals with in-depth expertise in a relevant area, and key facilitators, AAHC President’s Councils aim to serve as a vital resource for complex and pressing issues facing AAHC/I member institutions. The inaugural AAHC President’s Council, addressing cybersecurity, was launched in 2019.

**EXECUTIVE LEADERSHIP GROUPS**

- **Senior Administrative/Fiscal Officers**
The Senior Administrative/Fiscal Officers (SAFO) executive leadership group is dedicated to increasing communication on key financial and administrative issues relevant to academic health centers. SAFO members meet annually to discuss common issues, network, and share best practices.

- **Vice Presidents for Research**
The mission of the Vice Presidents for Research (VPR) group is to share best practices with regard to research topics, management, funding, and organization. Members examine the roles and responsibilities of VPRs within the academic health center and the university, as well as foster inter-institutional collaboration. The group holds an annual meeting dedicated to research administration and biomedical research issues of rising concern and relevance.

- **Chief Academic Officers**
The Chief Academic Officers (CAO) group is dedicated to increasing communication and information sharing on key academic, accreditation, and education issues for academic health centers. The CAO group meets virtually on a quarterly basis to discuss common interests such as interprofessional education, the future of the healthcare workforce, and other topical concerns.

- **Government Relations Network**
The Government Relations Network (GRN) provides a venue for an open exchange of ideas and dialogue regarding a broad array of government relations issues specific to academic health centers.

- **Global Programs Network**
AAHC expanded the scope of the Global Programs Network (GPN), comprised of individuals in senior management positions who oversee their institution’s global activities. The GPN has held workshops, during which they considered opportunities to work together, share best practices, and promote partnerships.

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**AAHC Celebrates 50 Years: 1990 - 2009**

- **1992**: AAHC takes on leadership, diversity, and scholar programs.
- **1993**: AAHC assumes leadership role in health workforce concerns and convenes Congress of Health Professions Educators.
- **1994**: Partnerships for Training program is established.
- **1995**: Recognizing the growing importance of academic health centers on a global stage, the Association establishes a Division of Global Health.
- **1999**: AAHC establishes CenterNet, the academic health center TV network, a tool for academic health centers to update policymakers.
SURVEYS AND ANALYSIS
AAHC’s research and analysis activities support member institutions with resources derived from member surveys and other data. These activities provide a strategic foundation for determining U.S. and international initiatives. Activities undertaken this past year include:

• Recurrent Membership Surveys
  The annual **AAHC Salary Survey** provides member institutions with information relating to salary, benefits, and total compensation of CEOs, deans, and other senior officials. The **2018 AAHC Salary Survey Report**, distributed only to members, provided an overview of survey results, including observations regarding longitudinal trends.

• Leader-to-Leader Queries
  AAHC provides an informal, exclusive leader-to-leader query service that allows members to gather information from their peers on a given question or need. Query responses are summarized, anonymized, and shared with relevant peers.

ALIGNED INSTITUTIONAL MISSION™ (AIM) PROGRAM

The Aligned Institutional Mission™ (AIM) Program was formally launched in 2019. This one-year customizable program provides executive consulting services that support academic health centers with strategic positioning in today’s highly challenging environment.

Insights from the inaugural phases of the AIM Program were incorporated into a series of reports focused on **Key Findings** and **Fundamental Strategies**. These reports are available exclusively to AAHC/I members and can be found by logging into the Member Center on the AAHC website.
REGIONAL OFFICES
Regional Offices play a vital role in providing regionally focused programs and strengthening member connections to the global network of academic health centers. In addition to holding regular regional meetings, each office convenes a Regional Advisory Board. The AAHCI Regional Offices for the 2018-2019 membership year are:

- **European Regional Office**, hosted by Maastricht University, The Netherlands
- **Latin America & the Caribbean Regional Office**, hosted by the University of São Paulo, Brazil
- **Middle East & North Africa Regional Office**, hosted by the American University of Beirut Medical Center, Lebanon
- **Southeast Asia Regional Office**, hosted by Universitas Indonesia

ONLINE PROGRAMS
Online programming offers opportunities for virtual communication with experts on important issues and allows members direct access to high-profile thought leaders.

- **Webinars hosted by the Southeast Asia Regional Office:**
  - From Partnership to Innovation: the Role of the Academic Health System
  - Designing Technology Enhanced Learning in Medical Education
- **Webinars hosted by the Middle East & North Africa Regional Office:**
  - Humanism, Technology, and the Physician of Tomorrow: Everything will Change!
  - Research Challenges in the Middle East

COMMUNICATIONS
The AAHC Communications Department advances member interests by highlighting innovations and leadership, and by keeping members apprised on critical issues. The department also supports the programs and initiatives of the organization by facilitating effective communication and promotional materials.

MEMBER OUTREACH
- The AAHC/AAHCI website, aahcdc.org, now includes a Case Studies section that highlights academic health center best practices and an AIM Insights section featuring findings from the AIM Program. A commemorative timeline was added in 2019 in recognition of AAHC’s 50th Anniversary.
- The *AAHC News* bi-monthly newsletter, weekly email updates, and social media platforms support ongoing communication with AAHC members.

AAHC Celebrates 50 Years: 2010 - 2019

- **2010**
  - Affordable Care Act is enacted, including AAHC recommendations for National Health Care Workforce Commission.

- **2012**
  - Social Determinants of Health Initiative results in online toolkit and report.

- **2013**
  - In-depth chapters written by academic health center leaders, *The Confluence of Policy and Leadership in Academic Health Science Centers* is released.

- **2014**
  - Landmark leadership publication released and Metrics Initiative details findings.

- **2015**
  - The Transformation of Academic Health Centers: Meeting the Challenges of Healthcare’s Changing Landscape is published.
• Supporting the AAHCI regional offices and AAHCI regional meetings, a series of templates, web banners, and social media graphics were created.
• Extensive promotional materials were developed to support the Annual Meeting, Global Issues Forum, Research Meeting, and the Senior Administrative/Fiscal Officers (SAFO) Meeting.

AAHC 50TH ANNIVERSARY
AAHC celebrates its golden anniversary in 2019. Inspirational leadership and effective management of academic health centers have been the central focus of AAHC throughout its 50 years.
• A commemorative timeline was researched and designed for both the website and print to highlight the work of AAHC and its members in healthcare, biomedical research, and health professions education. The timeline showcases the organization’s history, leadership, and accomplishments over the past 50 years.
• An Anniversary logo was also created in recognition of the milestone.

PUBLICATIONS
• Leadership Perspectives: a quarterly publication featuring commentaries by academic health center CEOs in a peer-to-peer format that offers thought leadership on the pressing issues and challenges impacting their institutions. Topics covered this past year include Transition Planning; The Evolving Leadership Team; Crisis Management: Cybersecurity; and Crisis Management: Hurricanes and Flooding.
• Case Studies: a digital members-only publication that provides informative studies on best practices that come to light at AAHC meetings, events, and publications. Topical areas explored include: Training Healthcare Providers of the Future; Building Strategic Partnerships; Transforming the Clinical Enterprise; and Advancing the Research Enterprise.
• AIM Insights: a digital members-only publication that features insights realized from the inaugural phases of the AIM Program including Key Findings on best practices and lessons learned; Fundamental Strategies to achieve alignment; and future Case Studies in Best Practices focused on AIM Program outcomes.
MEMBER INSTITUTIONS
GLOBAL MEMBERSHIP
As of June 30, 2019

- North America: 95
- Sub-Saharan Africa: 13
- Asia: 6
- Central & South America: 5
- Middle East & North Africa: 7
- Europe: 12
- Australia & Oceania: 6

Total: 201
U.S. MEMBERS
As of June 30, 2019

ARIZONA
The University of Arizona Health Sciences Center – Tucson & Phoenix Biomedical Campuses
Michael Dake, MD
Senior Vice President for Health Sciences

ARKANSAS
University of Arkansas for Medical Sciences
Cam Patterson, MD, MBA
Chancellor

CALIFORNIA
Loma Linda University Health
Richard H. Hart, MD, DrPH
President & Chief Executive Officer
President, Loma Linda University Medical Center

Stanford University
Lloyd Minor, MD
Dean of the School of Medicine
Priya Singh, MS
Senior Associate Dean for Strategy and Communications

University of California System
John D. Stobo, MD
Executive Vice President for UC Health

University of California, Davis
David Lubarsky, MD, MBA
Vice Chancellor and CEO
UC Davis Health

University of California, Irvine
Richard Gannotta, DHA
Interim CEO, UCI Health System
COO, UCI Health
Howard Gillman, PhD
Chancellor

University of California, San Francisco
Sam Hawgood, MBBS
Chancellor

University of Southern California
Thomas Jackiewicz, MPH
Senior Vice President & Chief Executive Officer for USC Health

Western University of Health Sciences
Daniel Wilson, MD, PhD
President

COLORADO
University of Colorado
Lilly Marks
Vice President for Health Affairs, University of Colorado Anschutz Medical Campus

CONNECTICUT
Yale University
Robert J. Alpern, MD
Dean, School of Medicine

DISTRICT OF COLUMBIA
Georgetown University Medical Center
Edward Healton, MD, MPH
Executive Vice President for Health Sciences
Executive Dean of the School of Medicine

Howard University
Hugh Mighty, MD
Dean, College of Medicine
Vice President of Clinical Affairs

FLORIDA
Florida International University
Robert Sackstein, MD, PhD
Dean, Herbert Wertheim College of Medicine
Senior Vice President for Health Affairs

University of Central Florida
Deborah German, MD
Vice President for Health Affairs
Dean, College of Medicine

University of Florida
David Nelson, MD
Senior VP for Health Affairs
President, UF Health

University of Miami
Edward Abraham, MD
Executive Vice President for Health Affairs and CEO of UHealth
GEORGIA
Augusta University
Brooks Keel, PhD
CEO, AU Health System
President

Emory University
Jonathan Lewin, MD
Executive Vice President for Health Affairs, Emory University
Executive Director, Woodruff Health Sciences Center
President, CEO, Chairman of the Board, Emory Healthcare

Mercer University Health Sciences Center
D. Scott Davis, MD
Provost

Morehouse School of Medicine
Valerie Montgomery Rice, MD
President and Dean

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University of Kansas Medical Center
Robert Simari, MD
Executive Vice Chancellor
Executive Dean, School of Medicine

KENTUCKY
University of Louisville
Gregory Postel, MD
Interim Executive Vice President for Health Affairs

LOUISIANA
Louisiana State University Health Sciences Center - Shreveport
Ghali Ghali, MD, DDS
Chancellor

Tulane University Health Sciences Center
L. Lee Hamm, MD
Senior Vice President and Dean of the Medical School

MARYLAND
Uniformed Services University of the Health Sciences
Richard Thomas, MD, DDS, FACS
President

MINNESOTA
University of Minnesota
Jakub Tolar, MD, PhD
Dean, Medical School
Vice President for Academic Clinical Affairs

MISSISSIPPI
University of Mississippi Medical Center
LouAnn Woodward, MD
Vice Chancellor for Health Affairs
Dean, School of Medicine

The University of Iowa
Brooks Jackson, MD
Vice President for Medical Affairs
Dean, Roy J. and Lucille A. Carver College of Medicine

ILLINOIS
Midwestern University
Thomas A. Boyle, DO
Dean, Postdoctoral Education

Rosalind Franklin University of Medicine and Science
Wendy Rheault, PhD
Interim President and Chief Executive Officer

University of Illinois Hospital & Health Sciences System
Robert A. Barish, MD, MBA
Vice Chancellor for Health Affairs, University of Illinois at Chicago

Michael Zenn, MBA
Chief Executive Officer

INDIANA
Indiana University
Jay Hess, MD, PhD
Vice President for University Clinical Affairs
Dean, School of Medicine

IOWA
Des Moines University-Osteopathic Medical Center
Angela Franklin, PhD
President and CEO, Des Moines University
MISSOURI
University of Missouri - Columbia
Kristofer Hagglund, PhD
Dean, School of Health Professions
Marla L. Lampp
Associate Dean for Administration
School of Medicine
University of Missouri - Kansas City
Mary Anne Jackson
Interim Dean, UMKC School of Medicine
Washington University
David Perlmutter, MD
Executive Vice Chancellor for Medical Affairs and Dean, School of Medicine

NEBRASKA
University of Nebraska Medical Center
Jeffrey P. Gold, MD
Chancellor

NEW JERSEY
Rutgers Biomedical and Health Sciences
Brian Strom, MD, MPH
Chancellor

NEW MEXICO
The University of New Mexico Health Sciences Center
Paul B. Roth, MD, MS
Chancellor for Health Sciences
CEO, UNM Health System
Dean, School of Medicine

NEW YORK
New York Institute of Technology
Jerry Balentine, DO
Vice President for Medical Affairs and Global Health
New York Medical College
Edward Halperin, MD
Chancellor and CEO
Alan Kadish, MD
President
New York University
Robert I. Grossman, MD
Dean and CEO, School of Medicine
State University of New York Downstate Medical Center
Wayne J. Riley, MD, MACP, MBA, MPH
President
State University of New York System Administration
Ricardo Azziz, MD, MBA, MPH
Chief Officer for Academic Health and Hospital Affairs
State University of New York Upstate Medical University
Mantosh Dewan, MD
Interim President
Stony Brook University
Kenneth Kaushansky, MD
Senior Vice President, Health Sciences
Dean, School of Medicine
Reuven Pasternak, MD
Chief Executive Officer
VP for Health Systems, Stony Brook Medicine
University at Buffalo/The State University of New York
Michael Cain, MD
Vice President for Health Sciences
Dean, Jacobs School of Medicine and Biomedical Sciences
University of Rochester
Mark B. Taubman, MD
Senior Vice President for Health Sciences
Chief Executive Officer, URMC
Dean of the School of Medicine and Dentistry

NEVADA
University of Nevada, Las Vegas
Barbara Atkinson, MD
Founding Dean, School of Medicine

NORTH CAROLINA
Duke University
A. Eugene Washington
Chancellor for Health Affairs
President and CEO, Duke University Health System
East Carolina University
Mark Stacy, MD
Vice Chancellor for Health Sciences
Dean, Brody School of Medicine
The University of North Carolina at Chapel Hill

Wesley Burks, MD
Vice Chancellor for Medical Affairs
Chief Executive Officer, UNC Health Care System
Dean, School of Medicine

Wake Forest Baptist Medical Center

Julie Ann Freischlag, MD
Chief Executive Officer
Dean, Wake Forest University School of Medicine

Kevin High, MD
President, Wake Forest Baptist Health

OHIO

Northeast Ohio Medical University
Jay Gershen, PhD, DDS
President

The Ohio State University
Michael V. Drake, MD
President
Craig Kent, MD
Dean, College of Medicine
Vice President of Health Sciences, Wexner Medical Center

The University of Toledo
Sharon Gaber, PhD
President

University of Cincinnati
Andrew Filak, Jr., MD
Interim Senior Vice President for Health Affairs
Dean, College of Medicine
Richard Lofgren, MD, MPH
President & CEO, UC Health

OKLAHOMA

Oklahoma State University Center for Health Sciences
Kayse Shrum, DO
President, OSU Center for Health Sciences
Dean, OSU College of Osteopathic Medicine

University of Oklahoma Health Sciences Center
Jason Sanders, MD, MBA
Chief Executive Officer

OREGON

Oregon Health & Science University
Danny Jacobs, MD
President

PENNSYLVANIA

Temple University
Larry R. Kaiser, MD, FACS
Senior Executive Vice President for Health Affairs
President and CEO, Temple University Health System
Dean, Lewis Katz School of Medicine

The Pennsylvania State University
A. Craig Hillemeyer, MD
CEO, Penn State Milton S. Hershey Medical Center
Senior Vice President for Health Affairs, Penn State University
Dean, Penn State College of Medicine

Thomas Jefferson University
Stephen K. Klasko, MD, MBA
President
President and CEO, Thomas Jefferson University Hospital System

University of Pennsylvania
J. Larry Jameson, MD, PhD
Executive Vice President for the Health System
Dean, Perelman School of Medicine

University of Pittsburgh
Arthur S. Levine, MD
Senior Vice Chancellor for Health Sciences
Dean, School of Medicine

RHODE ISLAND

Brown University
Jack A. Elias, MD
Dean of Medicine and Biological Sciences, The Warren Alpert Medical School

SOUTH CAROLINA

Health Sciences Center at Prisma Health
Spence Taylor, MD
President, GHS Clinical University
Vice President Physician Engagement & Chief Academic Officer
President, Upstate Affiliate Organization
Medical University of South Carolina  
David Cole, MD  
President

University of South Carolina-Palmetto Health  
R. Caughman Taylor, MD  
Senior Associate Dean, USC School of Medicine  
Chair, Department of Pediatrics  
Harris Pastides, PhD, MPH  
President

TENNESSEE  
East Tennessee State University  
Wilsie S. Bishop, DPA, MSN  
Vice President for Health Affairs  
University Chief Operating Officer

Meharry Medical College  
James Hildreth, MD, PhD  
President and CEO

The University of Tennessee Health Science Center  
Kennard D. Brown, PhD, JD, MPA, PA  
Executive Vice Chancellor and Chief Operations Officer  
Steve J. Schwab, MD  
Chancellor

Vanderbilt University  
Jeffrey R. Balser, MD, PhD  
President and CEO, Vanderbilt University Medical Center  
Dean, School of Medicine

TEXAS  
Baylor College of Medicine  
Paul Klotman, MD  
President and CEO

The University of Texas Health Science Center at Houston  
Giuseppe Colasurdo, MD  
President  
Michael Blackburn, PhD  
Executive Vice President and Chief Academic Officer  
Dean, Graduate School of Biomedical Sciences

The University of Texas Health Science Center at San Antonio  
Mary Delay, MBA  
Vice President and Chief of Staff, Office of the President  
William L. Henrich, MD, MACP  
President

The University of Texas System  
Amy S. Thomas, JD  
Executive Vice Chancellor for Health Affairs, ad interim

University of North Texas Health Science Center at Fort Worth  
Michael Williams, MD, DO  
President

UTAH  
University of Utah Health Sciences Center  
Michael Good, MD  
Senior Vice President for Health Sciences  
CEO of University of Utah Health

VIRGINIA  
Eastern Virginia Medical School  
C. Donald Combs, PhD  
Vice President and Dean, School of Health Professions  
Richard V. Homan, MD  
President, Provost and Dean

University of Virginia  
Chris A. Ghaemmaghami, MD  
Associate Dean for Clinical Affairs & Chief Medical Officer  
Pamela Sutton-Wallace, MPH  
Interim Executive Vice President for Health Affairs  
David S. Wilkes, MD  
Dean, UVA School of Medicine

Virginia Commonwealth University  
Marsha Rappley, MD  
Senior Vice President for Health Sciences  
CEO, VCU Health System
WASHINGTON
University of Washington
Paul G. Ramsey, MD
CEO, UW Medicine
Executive Vice President for Medical Affairs
Dean of the School of Medicine

WEST VIRGINIA
Marshall University
Joseph Shapiro, MD
Dean, Joan C. Edwards School of Medicine

West Virginia University
Clay B. Marsh, MD
Vice President and Executive Dean,
WVU Health Sciences

WISCONSIN
Medical College of Wisconsin
John R. Raymond, Sr., MD
President and CEO

University of Wisconsin - Madison
Robert N. Golden, MD
Dean, UW School of Medicine and
Public Health
Vice Chancellor for Medical Affairs
<table>
<thead>
<tr>
<th>Country</th>
<th>Institution</th>
<th>Person(s)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUSTRALIA</td>
<td>Brisbane Diamantina Health Partners</td>
<td>Robyn Ward, MBBS, PhD</td>
<td>Deputy Vice-Chancellor (Research), University of Queensland Vice President (Research)</td>
</tr>
<tr>
<td></td>
<td>Sydney Partnership for Health, Education, Research, and Enterprise</td>
<td>Nicholas Fisk, PhD, MBA, MBBS</td>
<td>Deputy Vice Chancellor (Research), UNSW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chris Levi</td>
<td>Executive Director</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The University of Melbourne</td>
<td>Shitij Kapur, MBBS, PhD, FRCPA, FMedSci, FAHMS Dean, Faculty of Medicine, Dentistry and Health Sciences</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The University of Western Australia</td>
<td>Wendy Erber, MD, DPhil, PhD, FRCPC, FRCPath, FAHMS Dean, Faculty of Medicine, Dentistry and Health Sciences Assistant Vice Chancellor (Health)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>University of Tasmania</td>
<td>Ben Canny, MBBS Head, School of Medicine Faculty of Health</td>
</tr>
<tr>
<td>AUSTRIA</td>
<td>Paracelsus Medical University Salzburg</td>
<td>Herbert Resch, MD Rector</td>
<td></td>
</tr>
<tr>
<td>BAHRAIN</td>
<td>Arabian Gulf University</td>
<td>Khaled Tabbara, PhD Vice President</td>
<td>Acting Dean, College of Medicine and Medical Sciences</td>
</tr>
<tr>
<td>BRAZIL</td>
<td>University of Sao Paulo</td>
<td>Jose Octavio Costa Auler, Jr., MD, PhD Counselor of International Alliances, Faculty of Medicine</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tarcisio E. Filho, MD, PhD</td>
<td>Dean, University of Sao Paulo Medical School</td>
</tr>
<tr>
<td>CAMBODIA</td>
<td>University of Health Sciences, Cambodia</td>
<td>Saphonn Vonthanak, MD, PhD</td>
<td>Rector</td>
</tr>
<tr>
<td>CANADA</td>
<td>McGill University Health Center</td>
<td>Pierre Gfeller, MD, MBA</td>
<td>Interim President and Executive Director</td>
</tr>
<tr>
<td></td>
<td>The University of British Columbia</td>
<td>Dermot Kelleher, MD</td>
<td>Dean, Faculty of Medicine</td>
</tr>
<tr>
<td></td>
<td>University Health Network</td>
<td>Santa Ono, PhD</td>
<td>President and Vice-Chancellor</td>
</tr>
<tr>
<td></td>
<td>University of Toronto</td>
<td>Trevor Young, MD, PhD</td>
<td>Dean, Faculty of Medicine Vice Provost Relations with Health Care Institutions</td>
</tr>
<tr>
<td></td>
<td>Western University</td>
<td>Davy Cheng, MD</td>
<td>Acting Dean, Schulich School of Medicine &amp; Dentistry Vice Dean of Faculty Affairs</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>CHINA</td>
<td>Peking University Health Science Center</td>
<td>Qimin Zhan, MD Executive Vice President, Peking University President, Peking University Health Science Center</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shanghai Jiao Tong University School of Medicine</td>
<td>Guo-Qiang Chen, MD, PhD</td>
<td>Chancellor, School of Medicine Vice President, Shanghai Jiao Tong University</td>
</tr>
</tbody>
</table>
Tongji University School of Medicine
Jialin Zheng, MD
Professor and Dean

Universitas Indonesia, Faculty of Medicine
Ari Fahrial Syam, MD, PhD, FACP
Dean, Faculty of Medicine

COLOMBIA
Clinica Universidad de La Sabana
Juan Guillermo Ortiz Martinez, Sr., MD
Director General

Universidad de Antioquia
Carlos Palacio Acosta
Dean of Faculty of Medicine

Universidad del Rosario
Gustavo Quintero Hernández, MD
Decano, Escuela de Medicina y Ciencias de la Salud

Pontificia Universidad Javeriana-Hospital Universitario San Ignacio
Claudio Brando, MD
Director of Education

GERMANY
Charite Universitätsmedizin Berlin
Duska Dragun, MD
Director, Biomedical Innovation Academy, Berlin Institute of Health

Axel Pries, MD
Dean of the Faculty of Medicine

University Medical Center Gottingen
Heyo Kroemer, PhD
Chairman of the Managing Board
Dean, Medical School

HUNGARY
Semmelweis University
Mária Judit Molnár, MD, PhD
Vice-Rector for Scientific and International Affairs

INDONESIA
Airlangga University
Junaidi Khotib, PhD
Vice Rector for Alumni and Business Networking

Universitas Gadjah Mada
Ova Emilia, MMEd, PhD
Dean, Faculty of Medicine

KAZAKHSTAN
Nazarbayev University
Massimo Pignatelli, MD, PhD
Dean, School of Medicine
Adjunct Professor of Pathology, University of Pittsburgh School of Medicine

KENYA
The Aga Khan University
Robert Armstrong, MD, PhD
Foundation Dean, Medical College, Faculty of Health Sciences

LEBANON
American University of Beirut Medical Center
Mohamed Sayegh, MD
Executive Vice President for Medicine and Global Strategy
Raja N. Khuri Dean, Faculty of Medicine

Lebanese American University
Michel Elias Mawad, MD
Dean, Gilbert & Rose-Marie Chagoury School of Medicine

LUXEMBOURG
University of Luxembourg
Ludwig Neyse, MD, FRCP, FSB
Vice President for Research
Paul Heuschling
Dean of Faculty of Science
<table>
<thead>
<tr>
<th>Country</th>
<th>Institutional Name</th>
<th>Name(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malaysia</td>
<td>University of Malaya Faculty of Medicine</td>
<td>Adeeba Kamarulzaman, MBBS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dean of Medicine, Professor of Infectious Disease</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>TecSalud, Tecnologico de Monterrey</td>
<td>Martin Hernandez-Torre, MD, MPH</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vice President, Academics &amp; Research Tec Salud - ITESM</td>
</tr>
<tr>
<td>New Zealand</td>
<td>The University of Auckland</td>
<td>John Fraser, PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dean, Faculty of Medical and Health Sciences</td>
</tr>
<tr>
<td>Philippines</td>
<td>University of the Philippines Manila</td>
<td>Coralie Therese Dimacali, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Associate Dean for Academic Development</td>
</tr>
<tr>
<td>Qatar</td>
<td>Hamad Medical Corporation</td>
<td>Abdullahif Al-Khal, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deputy Chief Medical Officer, Director of Medical Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Michael Frenneaux, PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chief of Scientific, Academic and Faculty Affairs</td>
</tr>
<tr>
<td></td>
<td>Sidra Medicine</td>
<td>Ibrahim Janahi, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chairman, Medical Education and DIO</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>Specialized Medical Center Hospital</td>
<td>Lina El Kibbi</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director of Medical Academic Affairs</td>
</tr>
<tr>
<td>Singapore</td>
<td>Duke-NUS Graduate Medical School</td>
<td>Thomas Coffman, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dean</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ivy Ng, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Group CEO, Singapore Health Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pte Ltd</td>
</tr>
<tr>
<td></td>
<td>National University of Singapore</td>
<td>John E. Wong, FACP, FAMS, FRCP, MBBS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Vice President (Health Affairs), Senior Vice President (Health Affairs), National University of Singapore, Chief Executive, National University Health System</td>
</tr>
<tr>
<td>South Korea</td>
<td>Seoul National University College of Medicine</td>
<td>Chan Soo Shin, MD, PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dean</td>
</tr>
<tr>
<td>Netherlands</td>
<td>Erasmus University Medical Center</td>
<td>Ernst Kuipers, MD, PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CEO, Executive Board</td>
</tr>
<tr>
<td></td>
<td>Maastricht University</td>
<td>Martin Paul, MD, PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>President</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Albert Scherpbier, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dean, Faculty of Health, Medicine and Life Sciences</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>Gulf Medical College Hospital and Research Center</td>
<td>Akbar Thumbay, MS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vice President - Healthcare Division</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Imperial College London</td>
<td>Professor the Lord Ara Darzi, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chairman for the Institute of Global Health Innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paul Hamlyn Chair of Surgery</td>
</tr>
<tr>
<td></td>
<td>Leeds Academic Health Partnership</td>
<td>Mark Davies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CEO, Imperial College Healthcare NHS Trust</td>
</tr>
<tr>
<td></td>
<td>Paul Stewart, MD</td>
<td>Dean &amp; Professor of Medicine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jo-Anne Wass</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director of Health Partnerships</td>
</tr>
</tbody>
</table>
It is my pleasure to submit the audited financial statements for the fiscal year 2018-2019 for the Association of Academic Health Centers (AAHC) and the Association of Academic Health Centers International (AAHCI).

This Annual Report reflects the first year of leadership under Dr. Steven Kanter, the celebration of AAHC’s 50th anniversary, and many new and expanded program offerings. The global impact of AAHC and AAHCI continues to expand through a strong network of regional offices and meetings convened across four continents. AAHC maintains a strong financial position, with investment reserves of $3,163,164, reflecting ten months of operating costs.

The firm of Tate & Tryon conducted the audit, providing a “clean” or unqualified opinion, meaning that the financial statements are presented fairly in all material respects, in conformity with generally accepted accounting principles.

Copies of the complete audited financial statements are available to members upon request.

Elizabeth Bishop Gemoets
# ASSOCIATION OF ACADEMIC HEALTH CENTERS, INC. & AFFILIATE

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2019

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$449,334</td>
</tr>
<tr>
<td>Investments</td>
<td>3,163,164</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>2,925</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>144,319</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>112,456</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**

$3,872,198

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$277,989</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>591,235</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>175,155</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>1,044,379</td>
</tr>
<tr>
<td>Commitments and contingencies</td>
<td>-</td>
</tr>
</tbody>
</table>

**Net assets**

| Without donor restrictions           |       |
| Undesignated                         | 1,482,988 |
| Board designated                     | 1,180,217 |

**Total net assets without donor restrictions**

2,663,205

**With donor restrictions**

164,614

**Total net assets**

2,827,819

**TOTAL LIABILITIES AND NET ASSETS**

$3,872,198
# ASSOCIATION OF ACADEMIC HEALTH CENTERS, INC. & AFFILIATE

## CONSOLIDATED STATEMENT OF ACTIVITIES

**AS OF JUNE 30, 2019**

### ACTIVITIES WITHOUT DONOR RESTRICTIONS

**Revenue and Support**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$3,563,500</td>
</tr>
<tr>
<td>Meetings and registrations</td>
<td>138,062</td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>107,235</td>
</tr>
<tr>
<td>Grant and contracts</td>
<td>39,454</td>
</tr>
<tr>
<td>Other income</td>
<td>949</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td><strong>$3,849,200</strong></td>
</tr>
</tbody>
</table>

**Expense**

**Program Services**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>$590,350</td>
</tr>
<tr>
<td>Communications</td>
<td>515,196</td>
</tr>
<tr>
<td>AAHC International</td>
<td>506,859</td>
</tr>
<tr>
<td>Membership</td>
<td>456,379</td>
</tr>
<tr>
<td>Executive leadership groups</td>
<td>286,467</td>
</tr>
<tr>
<td>Policy and government relations</td>
<td>180,439</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td><strong>2,535,690</strong></td>
</tr>
</tbody>
</table>

**Supporting Services**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>777,093</td>
</tr>
<tr>
<td>Governance</td>
<td>358,015</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>1,135,108</strong></td>
</tr>
</tbody>
</table>

**Total expense**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total expense</strong></td>
<td><strong>3,670,798</strong></td>
</tr>
</tbody>
</table>

**Change in net assets without donor restrictions before other items**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Items</td>
<td>178,402</td>
</tr>
<tr>
<td>Net gain on investments, net of fees</td>
<td>48,687</td>
</tr>
<tr>
<td>Transition costs</td>
<td>(293,113)</td>
</tr>
<tr>
<td><strong>Total other items</strong></td>
<td><strong>(244,426)</strong></td>
</tr>
</tbody>
</table>

**Change in net assets without donor restrictions**

(66,024)

### ACTIVITIES WITH DONOR RESTRICTIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>7,501</td>
</tr>
<tr>
<td>Net loss on investments, net of fees</td>
<td>(91)</td>
</tr>
<tr>
<td><strong>Change in net assets with donor restrictions</strong></td>
<td><strong>7,410</strong></td>
</tr>
</tbody>
</table>

### CHANGE IN NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>2,886,433</td>
</tr>
</tbody>
</table>

**NET ASSETS, END OF YEAR**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(58,614)</strong></td>
<td></td>
</tr>
</tbody>
</table>

**$2,827,819**
BOARD OF DIRECTORS
As of June 30, 2019

Sam Hawgood, MBBS
Chancellor
University of California, San Francisco
Chair

Robert N. Golden, MD
Dean, UW School of Medicine and Public Health
Vice Chancellor for Medical Affairs
University of Wisconsin – Madison
Chair-Elect

Lilly Marks
Vice President for Health Affairs, University of Colorado Anschutz Medical Campus
University of Colorado
Immediate Past Chair

Robert A. Barish, MD, MBA
Vice Chancellor for Health Affairs
University of Illinois at Chicago
University of Illinois Hospital & Health Sciences System

Nicholas Fisk, MBBS, PhD, MBA
Deputy Vice Chancellor (Research)
The University of New South Wales
Chair, AAHCI Steering Committee

Julie Ann Freischlag, MD
Chief Executive Officer
Wake Forest Baptist Medical Center
Dean, Wake Forest University School of Medicine

Deborah German, MD
Vice President for Health Affairs
Dean, College of Medicine
University of Central Florida

Larry R. Kaiser, MD, FACS
Senior Executive Vice President for Health Affairs
President & CEO, Temple University Health System
Lewis Katz Dean, School of Medicine
Temple University

David H. Perlmutter, MD
Executive Vice Chancellor for Medical Affairs
Dean, School of Medicine
Washington University

Marsha Rappley, MD
Senior Vice President for Health Sciences
CEO, VCU Health System
Virginia Commonwealth University
Nicholas Fisk, MBBS, PhD, MBA  
Deputy Vice Chancellor (Research)  
The University of New South Wales  
Australia  
Committee Chair

Mohamed Sayegh, MD  
Executive Vice President for Medicine and Global Strategy  
Raja N. Khuri Dean, Faculty of Medicine  
American University of Beirut  
Medical Center  
Lebanon  
Committee Chair Designate

Robert Armstrong, MD, PhD  
Foundation Dean, Medical College, Faculty of Health Sciences,  
The Aga Khan University - East Africa  
Kenya

Claudio Brando, MD  
Director of Education  
Pontificia Universidad Javeriana - Hospital Universitario San Ignacio  
Colombia

Guo-Qiang Chen, MD, PhD  
Academician, Chinese Academy of Sciences, President, School of Medicine, and Vice President, Shanghai Jiao Tong University  
Shanghai Jiao Tong University School of Medicine  
China

Davy Cheng, MD, MSc, FRCPC, FCAHS, CCPE  
Dean (Acting) & Distinguished University Professor  
Schulich School of Medicine & Dentistry  
EPICOR Research Chair & Medical Director Centre for Medical Evidence, Decision Integrity, Clinical Impact (MEDICI)  
Western University  
Canada

Martin Hernandez, MD, MPH  
Vice President for Academics & Research  
Monterrey Institute of Technology and Higher Education  
Mexico

Shitij Kapur, MBBS, PhD, FRCPC, FMedSci, FAHMS  
Dean, Faculty of Medicine, Dentistry & Health Sciences  
Assistant Vice Chancellor (Health)  
The University of Melbourne  
Australia

Massimo Pignatelli, MD, PhD  
Dean, School of Medicine  
Nazarbayev University  
Kazakhstan

Luciano Saso, PhD  
Vice-Rector for European University Networks  
Sapienza University of Rome  
Italy

Chan Soo Shin, MD, PhD  
Dean and Professor of Medicine  
Seoul National University College of Medicine  
South Korea

Paul Stewart, MD  
Executive Dean & Professor of Medicine  
Leeds Academic Health Partnership  
United Kingdom

Ari Fahrial Syam, MD, PhD  
Dean, Faculty of Medicine  
Universitas Indonesia, Faculty of Medicine  
Indonesia
OFFICERS
Steven L. Kanter, MD
President and CEO

Elizabeth Bishop Gemoets
Chief Operating Officer

STAFF
Lynn Bentley
Publications and Content Manager

Ruhiyiyih Degeberg, MPH
Director of Research and Member Programs

Sam Evans
Analyst

Lisa Harrison
Office Manager

Yuan Li
Manager of Information Technology

Alcenia McIntosh-Peters
Director of Meetings and Membership

Habiba Osmani, MA
Program Coordinator

Katherine Robbins, MLS
Program Coordinator

Christine Kahler Smith, MS
Director of International Programs

Linda Tabach
Executive Assistant to the CEO

ASSOCIATES
Lauren Maggio, PhD
Programs Scholar

Angela Mills, MA
Communications Associate