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FROM THE CHAIR of the BOARD OF DIRECTORS

“I am certain that AAHC will continue to be an organization of value and influence, helping us to position for the future as well as shape the future of medicine.”

Lilly Marks
Vice President for Health Affairs
University of Colorado Anschutz Medical Campus
University of Colorado
Throughout the world, academic health centers have become epicenters of medical research and discovery, healthcare workforce education, and the translation of new knowledge into improved clinical care and outcomes.

Yet, it is difficult to remember a time when this important work has been more challenged. During these pivotal times, the Association of Academic Health Centers (AAHC) has emerged as an important forum for academic health center leaders, and it has been my honor and pleasure to serve as Chair of the Board of Directors of AAHC this past year.

Unlike larger and more diverse membership associations, AAHC provides a unique and concentrated focus on the leadership challenges incumbent in managing large, complex health centers and on successfully positioning our institutions to thrive in the dynamic intersection of academic medicine and healthcare. Our futures are being redefined by countless forces, including rapidly advancing and often disruptive technology, the ongoing tension of spiraling healthcare cost and access issues, and the pressures of funding medical research. Innovative AAHC programs, such as the Thought Leadership Institute and Aligned Institutional Mission™ (AIM) Program are examples of how the Association helps its members share information and gain insights that enable us to be at the vanguard of change.

The emergence of the Association of Academic Health Centers International (AAHCI) is another defining example of the important work being done. At a time when the United States and a growing number of countries seem to be retreating within their own nationalistic boundaries and priorities, it is important to recognize that some issues—including the advancement of human health and medical science—impact all humanity and must cross international boundaries and political subdivisions. AAHCI allows academic health center leaders around the globe to convene around these important topics, learning from each other, sharing best practices with each other, and building collaborative networks with colleagues throughout the world.

We all owe a debt of gratitude to AAHC President and CEO Steven Wartman for his superb leadership of AAHC over the past 12 years. Along with a small but talented staff, he has provided the vision and momentum for the organization and its programmatic initiatives. As Dr. Wartman embarks on the next phase of his life in July 2018, it will be an order of some magnitude to recruit a new leader with the same tenacity, commitment, and vision.

Again, it has been a pleasure to serve this organization and to work with some of the premier leaders and thinkers in medicine and academic medicine today. I am certain that AAHC will continue to be an organization of value and influence, helping us to position for the future as well as shape the future of medicine.

Lilly Marks
Vice President for Health Affairs
University of Colorado Anschutz Medical Campus
University of Colorado
“As the only global body representing the tripartite mission internationally, AAHCI works tirelessly to promote dialogue and interchange between richly diverse models of academic health centers around the world.”

Nicholas M. Fisk, MBBS, MBA, PhD
Deputy Vice Chancellor (Research)
The University of New South Wales
Progress toward our 2015 strategic plan to enhance integration between AAHCI and AAHC has been impressive, for which my predecessor Dr. Martin Paul deserves much credit. This is evidenced by the new website, coalescing U.S. and international activities into a singular organization.

Thirty five percent of the combined membership is now from the international arm. Next year, the Global Issues Forum (GIF), the highlight of the AAHCI calendar, will be held outside the United States for the first time. But perhaps the greatest demonstration of global integration is interest in the flagship Aligned Institutional Mission™ (AIM) Program, with AAHCI members making up half the development and the majority of pilot sites.

As the only global body representing the tripartite academic health center mission internationally, AAHCI works tirelessly to promote dialogue and interchange between richly diverse models of academic health centers around the world. This applies whether nascent or mature, systems or networks, private or public, amidst a wide range of geographical, political, and health contexts. Pivotal here are our regional meetings, held this last year in Mexico, Qatar, and Canada, as well as AAHCI’s regional offices in Singapore and The Netherlands, with two opening in Brazil and Lebanon.

The recent 2017 GIF, with approximately 100 attendees from as far afield as Ghana and the Philippines, heard speakers from 11 countries, including the keynote from Sir Robert Lechler, President of the Academy of Medical Sciences in the UK. Learnings from the Zika crisis, experiences with the AIM Program, collaborative progress for nurse practitioners, and the AAHC Thought Leadership Institute’s prescient peek into future healthcare all underpin our common objectives.

It won’t have escaped attention that we have gaps in AAHCI coverage, especially from India, China, and Africa, areas where more than half of the world’s population live. We look forward to welcoming new members to the AAHCI family in this key long-run challenge on the road to pan-global representation.

Finally, it has been a pleasure to serve formally on the AAHC Board, where the interest and enthusiasm for international activities is truly palpable—a great portend for the future of both AAHC and AAHCI.

Nicholas M Fisk, MBBS, MBA, PhD
Deputy Vice Chancellor (Research)
The University of New South Wales
“The Association has been very active in bringing forth issues that encompass 21st Century healthcare.”

Steven A. Wartman, MD, PhD, MACP
President/CEO, AAHC
The Role of Academic Health Centers in the 21st Century Healthcare Ecosystem

As I begin my 13th and final year at AAHC, I am thinking more than ever about the future of academic health centers. I am especially concerned about their role in the “Fourth Industrial Revolution,” uniquely characterized by the exponential technologic convergence of the physical, digital, and biologic worlds. (The preceding revolutions were: water and steam power; electricity; and digital).

The capacity to change how we live and the evolving role of humans on the planet are no longer science fiction discussions. Consider, for example, the future of the health professions. These professions historically have been defined as having unique sets of knowledge and skills to be used for the benefit of others. But medical knowledge is consistently being externalized away from the professions, and, as a result, no longer rests exclusively in their hands. As artificially intelligent machines are increasingly called upon to manage and interpret complex arrays of health data while patients become even more empowered and connected, the health professions have the difficult job of reinventing themselves to remain relevant.

Each of our mission areas requires reimagining and reinforces the compelling need for our institutions to be led by transformative leaders—leaders who are capable of changing behaviors and executing new strategies. They are not easy to find, and academic health centers must do a better job of finding, cultivating, and supporting them.

The Association has been very active in bringing forth issues that encompass 21st century healthcare. Our Thought Leadership Institute has held provocative and well-attended sessions and released a number of publications. The Institute is planning to consider new models of health professions education with our newly minted leadership group of Chief Academic Officers (CAOs). The Aligned Institutional Mission™ (AIM) Program is now in its pilot phase and is scheduled to be rolled out to all members in 2018. AIM is intended to enable academic health centers to take on 21st century challenges by taking advantage of their unique capability of capturing the synergy derived from optimally aligning education, research, and patient care/population health to create a real-time learning health system. Our strong and growing international presence is facilitating collaboration and knowledge-sharing in our increasingly globalizing world. These and other member services are supported by AAHC’s robust portfolio of meetings, webinars, publications, and outreach—along with our new, integrated website.
It has been a great pleasure to work with our Board of Directors this past year, led by Lilly Marks, vice chancellor for health affairs, University of Colorado Anschutz Medical Campus. The Board has been supportive and visionary, and their thoughtful approach bodes very well for the Association during the upcoming period of leadership transition.

The 21st century has been described as a “brave new world.” There are two poles from which one might consider this characterization: the dystopian view of Aldous Huxley or the more optimistic view of Miranda in Shakespeare’s *The Tempest*. Huxley, at one point, writes that “Actual happiness always looks pretty squalid in comparison with the overcompensations for misery...” Miranda, on the other hand, states “How beauteous mankind is! O brave new world, That has such people in’t.” I don’t know about you, but I prefer Miranda’s view.

Steven A. Wartman, MD, PhD, MACP

*President/CEO, AAHC*
Each of our mission areas requires reimagining and reinforces the compelling need for our institutions to be led by transformative leaders—leaders who are capable of changing behaviors and executing new strategies. They are not easy to find, and academic health centers must do a better job of finding, cultivating, and supporting them.

-S. Wartman
PROGRAMS
&
INITIATIVES
MEMBER PROGRAMS

AAHC provides opportunities for members to 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

• **Global Issues Forum, May 2017, Washington, DC**
  The 2017 Global Issues Forum focused on *Emerging Research Models and Trends*, and addressed best practices, innovative programs, and the unique role academic health centers play in conducting and driving research. Participants and presentations demonstrated the cutting-edge science occurring within AAHC member institutions. The conference was also the venue for the annual AAHCI Steering Committee meeting, a Southeast Asia roundtable, and a workshop bringing together *Aligned Institutional Mission™* (AIM) Program development site participants, pilot site participants, and consultants.

• **Latin America Regional Meeting, March 2017, Mexico City, Mexico**
  The 2017 Latin America Regional Meeting was themed *International Collaboration of Academic Health Centers: Improving Global Health, Health Professions Education, and Biomedical Research*. In collaboration with AAHCI and attended by representatives from six countries, this two-day conference was hosted by TecSalud, Tecnológico de Monterrey and held at the Tecnológico de Monterrey, Campus Ciudad de México, in Mexico City. Speakers represented academic health centers in the region (USA, Brazil, Colombia, Mexico, Ecuador), as well as several from outside the region.

• **Indonesia Meeting, January 2017, Yogyakarta, Indonesia**
  The Universitas Gadjah Mada, in collaboration with AAHCI and the Association of Indonesian Medical Education Institute, hosted a one-day meeting with local Indonesian medical schools to discuss the academic health center concept.

• **Research Meeting, December 2016, Washington, DC**
  Addressing *Precision Medicine: Promises and Challenges*, the 2016 AAHC Research Meeting explored the many fascinating developments occurring in precision medicine, as well as the challenges academic health centers face during this paradigm shift in research and patient care. The meeting featured presentations related to disease populations, engaging underserved communities, ethical considerations of precision medicine, and institutional initiatives in facilitating collaboration. Federal authorities, including the U.S. Food and Drug Administration, the National Institutes of Health, the U.S. Department of Veteran Affairs, and the White House, provided updates on government policies and programs.

• **Fall International Meeting, October 2016, London, Ontario, Canada**
  Themed *Innovation, Technology, and Health: Making it Work*, the AAHCI Fall International Meeting brought together leaders from Canadian and international academic health centers to explore innovative ways to integrate technology and healthcare. The meeting was hosted by Western University.

• **AAHC Annual Meeting, September 2016, San Diego, CA**
  AAHC’s Annual Meeting, themed *Academic Health Centers and the Private Sector*, explored the relationship between academic health centers and the for-profit sector. Topics included private sector transformations in healthcare delivery and how these innovations impact academic health centers. Sessions also addressed technological innovation, new care delivery models, population health
management, new business models, and the healthcare workplace. This year’s meeting also featured the inaugural CEO Roundtable series as a pre-meeting event. Roundtable discussions focused on changing government models as well as alignment and mission integration.

• **Senior Administrative/Fiscal Officers (SAFO) Annual Meeting, July 2016, New York, NY**

The 2016 SAFO Annual Meeting program focused on the financial and business aspects of *Culture and Change Management*, exploring how academic health centers and other industries fiscally and operationally approach cultural transformation, human capital, and ongoing institutional change. Meeting sessions addressed topics such as leadership development, strategic diversity, faculty engagement, governance and administration, recruitment and retention, and other challenging aspects of cultural and institutional change.

**ONLINE PROGRAMS**

Online programing offers opportunities for virtual communication with experts on important issues and allows members direct access to high-profile thought leaders. Topics included:

- **Faculty Recruitment, Development, and Retention**
  March 2017
- **AIM Program: Interprofessional Education and Practice**
  March 2017
- **AIM Program: Mission**
  February 2017
- **Academic Health Centers of the Future: New Approaches to Capacity Optimization and Command Centers**
  November 2016
- **The Nursing Perspective: Spotlight on the International Learning Collaborative**
  November 2016
- **Gender Inequality and Academic Health Center Leadership**
  October 2016
- **Population Health and Practice Transformation through Ambulatory Performance Improvement Platform in an Academic Health System**
  September 2016

**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 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. This nascent ELG will begin planning relevant tasks and communication strategies in the coming fiscal year.
WORKING GROUPS

• **AAHCI Latin America Working Group**
  The Latin America Working Group was created to advise and support the continued growth and development of AAHCI in the region. The Working Group played an important role in planning AAHCI’s Latin American regional meeting in March 2017 and the creation of a new Latin America & the Caribbean Regional Office.

• **AAHCI Africa Working Group**
  AAHCI has an Africa Working Group that provides program support for the region, and is working toward co-hosting an Africa regional meeting in 2019.

• **Nursing Leadership Workgroup**
  Exploring collaborative efforts at academic health centers, group members have provided presentations at AAHC meetings and facilitated discussions with members on how AACHC and AAHCI can harness the potential of the nursing workforce.

INTERNATIONAL COLLABORATIONS DATABASE

The International Collaborations Database was created in conjunction with the new AAHC website and member center. The database will allow members to create profiles; share information on international programs; promote opportunities for partnership at member institutions; and search for partners in specific areas of education, research, and clinical care. This portal will also serve as a platform for AAHC and AAHCI to gather information and data, conduct analysis, write reports, and share findings with membership.

COMMUNICATIONS

The AAHC Communications Department focuses on raising AAHC's profile on topics of critical importance for members as well as highlighting the importance of academic health centers.

DIGITAL COMMUNICATIONS

• The **AAHC website** was redesigned with updated content, organization, navigation, and member resources. Building on feedback from members, the AAHCI and AAHC websites were integrated into one site (aahcdc.org) to offer a better user experience. In addition, the content was reviewed and reorganized to reflect current association programs, initiatives, and priorities. The website is now more graphic, and a responsive design allows for optimal viewing on any device. The newly created collaboration database provides opportunities for members to explore and build partnerships globally, and the interactive member center offers curated content and an opportunity to connect with other members of the association.

• This year, AAHC and AAHCI built a **library of video content** for informative and promotional purposes on the Aligned Institutional Mission™ (AIM) Program, Thought Leadership Institute, and AAHCI recruitment.

• AAHC communicates with and features members via the weekly **AAHC Newsletter** and in social media using AAHC’s Facebook and Twitter (@aahcdc) accounts.
MEDIA RELATIONS AND THOUGHT LEADERSHIP

• AAHC staff continue to build strong relationships with health reporters, serving as a resource. A reporter from Politico attended and was a featured speaker at the 2016 Annual Meeting, and covered the Thought Leadership Institute panel discussion at the Global Issues Forum in Washington.

• An article on the GME Roundtable series and the future of the healthcare workforce was featured in a Health Affairs blog in August of 2016. The capstone event to the GME Roundtables, held in conjunction with the GW Health Workforce Institute in December of 2016, garnered coverage in Medpage Today.

PUBLICATIONS

• Leadership Perspectives: a bi-monthly 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 Outside Perspectives from Former AAHC Board Chairs, Partnering with the Technology Sector, The Evolving Role of Nurses in Academic Health Centers, Perspectives from Outside the Tent, Healthcare Policy Going Forward: Expectations for the New Congress and President, and Challenges and Achievements in Mission Alignment.

• Nota Bene: a periodic publication focused on in-depth thought leadership pieces of interest to AAHC membership, to be published periodically. The December issue focused on Medicine and Machines: The Coming Transformation of Healthcare.

• AAHC Research & Analysis-Key Perspectives: an electronic publication that features key perspectives for academic health center leaders based on membership surveys and data analyses. Topics this year included: CEO Opinion Survey: Mission Support and the New Administration; Pursuing Population Health in the Data Age; and two issues exploring AAHC’s Salary Survey more in depth.

ALIGNMENT INSTITUTIONAL MISSION™ (AIM) PROGRAM

The Aligned Institutional Mission™ (AIM) Program provides a service for academic health centers in achieving optimal alignment of the education, research, and patient care missions so as to create a learning health system. The AIM Program is highly individualized for the specific strategic vision and stage of development of each participating institution. This unique program assists academic health centers in:

1) enhancing and measuring organizational alignment; 2) setting and meeting the strategic goals of this alignment; and 3) benchmarking their degree of success.

DEVELOPMENT PHASE

AAHCI staff and AIM consultants engaged in site visits with participating institutions as part of the Development Phase of the AIM Program. Following the visits, AAHCI worked with the Development Sites and AIM consultants to evaluate the process and tools used. The processes, tools, and documentation were subsequently updated in preparation.
PILOT PHASE

With the successful completion of the development phase, AAHCI expanded the group of AIM Program consultants to accommodate the growing program. Six sites representing a range of AAHC and AAHCI members were selected to participate in the Pilot Phase of the program prior to full launch. Pilot Phase consultants and site participants met at the 2017 Global Issues Forum, and site visits will begin in October 2017. This phase will be congruent with continued engagement with the Development Sites as they finalize tangible action plans with outcomes and measures to help meet defined goals. The Pilot Sites are:

- **Seoul National University**
  Seoul, South Korea
- **Universitas Indonesia Faculty of Medicine**
  Jakarta, Indonesia
- **University of Arkansas**
  Little Rock, Arkansas, USA
- **University of Southern California**
  Los Angeles, California, USA
- **East Tennessee State University**
  Johnson City, Tennessee, USA
- **University of Malaya**
  Kuala Lumpur, Malaysia
- **Kansas University Medical Center**
  Kansas City, Kansas, USA
- **University Medical Center Gottingen**
  Gottingen, Germany
- **Semmelweis University**
  Budapest, Hungary
- **University of São Paulo School of Medicine**
  São Paulo, Brazil

PROGRAM CONSULTANTS

A select group of consultants have been engaged to work closely with AIM Program participants and AAHCI staff in evaluating the sites as well as the tools of the program itself. Academic health center executives with decades of experience, the consultants bring a commanding depth of knowledge and leadership skills to the program. A listing of the consultants can be found on the AAHC website.

THOUGHT LEADERSHIP INSTITUTE

The AAHC Thought Leadership Institute (TLI) was created to be a platform for convening provocative and inspiring thought leaders from diverse backgrounds and disciplines to stimulate creative thinking around critical issues facing academic health centers.

- The inaugural TLI offering, supported by Elsevier, Inc., *Professional Intelligence: Medicine, Machines, and the Future of Healthcare*, was launched in April 2016. This series focuses on the growing interface of medicine and artificial intelligence and how to develop and leverage that interface to improve 21st century health and well-being. The first engagement of thought leaders in the field was held in Chicago in August 2016, and a provocative panel of highly-respected health leaders continued the discussions at the 2016 Annual Meeting in San Diego in September 2016, deliberating on the topic “Must a Physician be Human?” In December 2016, the first publication of this series—*Medicine and Machines: The Coming Transformation of Healthcare*—was published.
In January 2017, AAHC’s TLI event, Healthcare and Technological Innovation—A Look Ahead, was held in Fort Lauderdale, FL. More than 20 CEOs representing AAHC member institutions came together with external thought leaders. The focus on implications of technological innovation for 21st century medicine inspired a dynamic discussion. This topic was carried through AAHC/AAHCI regular meetings, including the 2017 Global Issues Forum agenda, which featured an interactive panel discussion on Humanism and Technology in 21st Century Healthcare.

SURVEYS & ANALYSES
AAHC’s research and analysis activities support member institutions with resources derived from member surveys and other data collections. These activities provide a strategic foundation for determining U.S. and international initiatives. Activities undertaken this past year include:

RECURRING AAHC MEMBERSHIP SURVEYS AND REPORTS
- 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 2015/16 AAHC Salary Survey Report, distributed only to members, provided an overview of survey results, including limited observations regarding longitudinal trends.
- The annual AAHC Member Institution Profile Survey has been transitioned to a triennial data collection designed to maintain a database of basic information about U.S. member institutions in such areas as faculty and enrollment, finance, clinical operations, and international collaborations.
- A semi-annual AAHC CEO Opinion Survey, formerly a component of the AAHC Member Institution Profile Survey, was spun off as a separate data collection. The first survey collects information on leading indicators regarding the impact of changes in public policy on member institutions; the second survey collects information on leading indicators regarding the impact of changes in economic trends on member institutions.
- A series of research and analysis reports, including AAHC’s Key Perspectives for AHC Leaders, addressed a variety of subjects of interest to senior leaders.

REGIONAL OFFICES
AAHCI completed the pilot phase of the Regional Office program in December 2016. Two of the three pilot offices will renew their Regional Office status:
- Southeast Asia Regional Office, hosted by National University of Singapore
- European Regional Office, hosted by Maastricht University, The Netherlands

MEETINGS
The AAHCI Middle East and North Africa (MENA) Regional Summit, held in December 2016 in Doha, Qatar and hosted by Hamad Medical Corporation, brought more than 100 leaders together from 10 countries to discuss how academic health systems can be more responsive to population needs. The meeting followed the World Innovation Summit for Health (WISH) and marked the final program of the AAHCI Middle East & North Africa Regional Office hosted by HMC.
FUTURE REGIONAL OFFICES
AAHCI plans to open two new Regional Offices in July 2017 in conjunction with the new membership year:

- Middle East & North Africa Regional Office, to be hosted by the American University of Beirut Medical Center, Lebanon
- Latin America & the Caribbean Regional Office, to be hosted by the University of São Paulo, Brazil

POLICY & GOVERNMENT RELATIONS

- **Federal Legislation.** A primary focus in Federal legislative efforts has been the continued discussions and drafts of Affordable Care Act reform legislation, with an eye toward following key portions of other legislation that impact membership, including reauthorization of FDA user fees and NIH funding.

- **Government Relations Network (GRN) Steering Committee.** GRN meetings provide an open dialogue for members to share information on legislative efforts at the state level and coordinate best practices for engagement on key issues.

- **Interdisciplinary Steering Committee (ISC).** The ISC is comprised of government relations staff at associations representing disciplines included within academic health centers, such as physician assistants, nurses, osteopathic programs, pharmacy, physical therapy, and allied health.

- **GME Capstone Event.** In the culmination of AAHC’s GME Roundtable Series, a panel of experts was convened to address AAHC’s report and findings. Co-hosted by the Health Workforce Institute of George Washington University, the program was widely attended in person and online via live web-streaming. Panelists were: Dr. Don Berwick, president emeritus and senior fellow, Institute for Healthcare Improvement, and former administrator of the Centers for Medicare and Medicaid Services; Dr. Victor Dzau, president, National Academy of Medicine; Dr. Gail Wilensky, economist and senior fellow at Project HOPE; Dr. Fitzhugh Mullan, professor of health policy in the Milken Institute School of Public Health at George Washington University and co-director of the George Washington University Health Workforce Institute; and Karen Fisher, chief public policy officer, Association of American Medical Colleges. The event was taped and is available for viewing on the AAHC website.
GLOBAL MEMBERSHIP

North America (Canada) - 101
Europe - 10
Asia - 14
Middle East & North Africa - 4
Sub-Saharan Africa - 2
Australia & Oceania - 8
Central & South America - 5
U.S. MEMBERS
As of June 30, 2017

ARIZONA
The University of Arizona Health Sciences Center – Tucson & Phoenix Biomedical Campuses
Michael Jonen
Senior Associate Vice President for Health Sciences
Leigh Neumayer, MD
Interim Senior Vice President for Health Sciences

ARKANSAS
University of Arkansas for Medical Sciences
Daniel Rahn, MD
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

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

University of California, Davis
Thomas Nesbitt, MD, MPH
Interim Vice Chancellor, Human Health Sciences
UC Davis Health

University of California, Irvine
Howard J. Federoff, MD, PhD
Vice Chancellor, UCI Health Affairs
CEO, UCI Health Systems

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
Terri Carrothers
Senior Vice Chancellor for Administration and Finance
Chief Financial Officer, UC Denver, Anschutz Medical Campus

Donald Elliman
Chancellor, University of Colorado, Anschutz Medical Campus

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
John A. Rock, MD
Founding Dean, Herbert Wertheim College of Medicine
Senior Vice President for Health Affairs

University of Central Florida
Deborah German, MD
Vice President for Medical Affairs
Dean, UCF College of Medicine
University of Florida
David S. Guzick, MD, PhD
Senior VP for Health Affairs
President, UF Health

University of Miami
Steven Altschuler, MD
Senior Vice President of Health Affairs
CEO of UHealth
Laurence B. Gardner, MD, MACP
Interim Dean, Leonard M. Miller School of Medicine
Executive Dean for Education and Policy

GEORGIA
Augusta University
Brooks Keel, PhD
CEO, Georgia Regents 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
Hewitt W. Matthews, PhD
Senior Vice President for Health Sciences
Dean, College of Pharmacy

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

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

Northwestern University
Eric Neilson, MD
Dean, Feinberg School of Medicine
Vice President for Medical Affairs

Rosalind Franklin University of Medicine and Science
K. Michael Welch, ChB, FRCP, MB
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
William H. Chamberlin, MD
Chief Compliance Officer
Medical Director, UIC Memorial Center
Avijit Ghosh, PhD
CEO, University of Illinois Hospital
Associate Vice President for Hospital Operations, University of Illinois

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

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

KANSAS
University of Kansas Medical Center
Douglas Girod, MD
Executive Vice Chancellor

KENTUCKY
University of Louisville
Gregory Postel, MD
Interim Executive Vice President for Health Affairs
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<th>State</th>
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<td>Louisiana State University Health Sciences Center - Shreveport</td>
<td>Ghali Ghali, MD, DDS, Chancellor</td>
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<td>Tulane University Health Sciences Center</td>
<td>L. Lee Hamm, MD, Senior Vice President and Dean of the Medical School</td>
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<td>MARYLAND</td>
<td>The Johns Hopkins University</td>
<td>Paul Rothman, MD, CEO, Johns Hopkins Medicine, Dean of the Medical Faculty</td>
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<td>Richard Thomas, MD, DDS, President</td>
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<td>Harvard University</td>
<td>George Daley, MD, PhD, Dean of the Faculty of Medicine, Harvard Medical School</td>
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<td>Nancy J. Tarbell, MD, Dean for Academic and Clinical Affairs, Harvard Medical School</td>
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<td>University of Michigan</td>
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<td>University of Minnesota</td>
<td>Brooks Jackson, MD, Vice President for Health Sciences, Dean, Medical School</td>
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<td>University of Missouri - Columbia</td>
<td>Hank Foley, PhD, Interim Chancellor</td>
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<td>University of Missouri - Kansas City</td>
<td>Steven Kanter, MD, Dean, UMKC School of Medicine</td>
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<td>Washington University</td>
<td>David Perlmutter, MD, Executive Vice Chancellor and Dean, School of Medicine</td>
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<td>NEBRASKA</td>
<td>University of Nebraska Medical Center</td>
<td>Jeffrey P. Gold, MD, Chancellor</td>
</tr>
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<td></td>
<td>Rutgers Biomedical and Health Sciences</td>
<td>Brian Strom, MD, MPH, Chancellor</td>
</tr>
<tr>
<td>NEW MEXICO</td>
<td>The University of New Mexico Health Sciences Center</td>
<td>Paul B. Roth, MD, MS, Chancellor for Health Sciences, CEO, UNM Health System, Dean, School of Medicine</td>
</tr>
<tr>
<td>NEW YORK</td>
<td>New York Institute of Technology</td>
<td>Jerry Balentine, DO, Vice President for Medical Affairs and Global Health</td>
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<tr>
<td></td>
<td>New York Medical College</td>
<td>Edward Halperin, MD, Chancellor and CEO</td>
</tr>
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<td></td>
<td>New York University</td>
<td>Alan Kadish, MD, President</td>
</tr>
<tr>
<td></td>
<td>Robert Berne, PhD, Executive Vice President for Health</td>
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<td></td>
<td>Robert I. Grossman, MD, Dean and CEO, School of Medicine</td>
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<tr>
<td></td>
<td>State University of New York Downstate Medical Center</td>
<td>John F. Williams, MD, EdD, MPH, President</td>
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<tr>
<td></td>
<td>University of Missouri - Kansas City</td>
<td>Steven Kanter, MD, Dean, UMKC School of Medicine</td>
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<td></td>
<td>Washington University</td>
<td>David Perlmutter, MD, Executive Vice Chancellor and Dean, School of Medicine</td>
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<td>University of Nebraska Medical Center</td>
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<td></td>
<td>State University of New York Downstate Medical Center</td>
<td>John F. Williams, MD, EdD, MPH, President</td>
</tr>
</tbody>
</table>
State University of New York Upstate Medical University
Danielle Laraque-Arena, MD
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 University Hospital

University at Buffalo/The State University of New York
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Dean, Jacobs School of Medicine and Biomedical Sciences

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Dean, School of Medicine

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Executive Vice President of Health System Affairs
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University of Oklahoma Health Sciences Center
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Senior Vice President and Provost

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Vice President for Research
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President, Upstate Affiliate Organization

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Dean of the Faculty of Medicine, Nursing and Health Sciences

South Australian Health & Medical Research Institute
Steve Wesselingh, PhD
Executive Director

The Australian National University
Imogen Mitchell, PhD
Dean, ANU Medical School

The University of Melbourne
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President and Vice-Chancellor
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Robyn Ward, MBBS, PhD
Deputy Vice-Chancellor (Research)
Vice President (Research)

The University of Western Australia
Wendy Erber, MD, DPhil, PhD, FRCPath, FAHMS
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Professor and Vice-Rector of International Relations and Project Activity

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Medical University - Plovdiv
Mariana Murdjeva, MD, PhD
Professor and Vice-Rector of International Relations and Project Activity

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Senior Director, Chief Strategy Officer

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Vice Provost Relations with Health Care Institutions

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Michael Strong, MD
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Vice Provost Relations with Health Care Institutions
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Qimin Zhan, MD
President, Peking University Health Science Center
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Chancellor, School of Medicine
Vice President, Shanghai Jiao Tong University

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Hospital Universitario San Ignacio
Claudio Brando, MD
Education Director
Universidad del Rosario
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Chief of Education, Hospital Luis Vernaza

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Chief Academic Officer, Dublin Academic Medical Centre
Patrick Murray, MD
Dean of Medicine and Head of School

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Fumio Kumada
Manager of Faculty of Medicine
Educational Affairs Department

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Adjunct Professor of Pathology
University of Pittsburgh School of Medicine

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University of Luxembourg
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Vice President for Research

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Dean of Medicine
Professor of Infectious Disease

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TecSalud, Tecnologico de Monterrey
Martin Hernandez-Torre, MD, MPH
Vice President, Academics & Research Tec Salud - ITESM

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John Fraser, PhD
Dean, Faculty of Medical and Health Sciences

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University of the Philippines Manila
Coralie Therese Dimacali, MD
Associate Dean for Academic Development

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Hamad Medical Corporation
Abdullatif Al-Khal, MD
Deputy Chief of Medical Education
Hanan Al Kuwari, PhD
Minister of Public Health
Managing Director, HMC

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King Faisal Specialist Hospital and Research Centre
Qasem Al Qasabi, MD
Chief Executive Officer
Saud Al-Shanafey, MD, MSc
Deputy Executive Director, Academic Affairs

SINGAPORE
Duke-NUS Graduate Medical School
Singapore
Thomas Coffman, MD
Dean
Ivy Ng, MD
Group CEO, Singapore Health Services Pte Ltd

National University of Singapore
John E. Wong, FACP, FAMS, FRCP, MBBS
Senior Vice President (Health Affairs), National University of Singapore
Chief Executive, National University Health System
Lee Kong Chian School of Medicine
James Best, MD
Dean

SOUTH KOREA
Seoul National University College of Medicine
Daeehee Kang, MD, PhD
Dean

THAILAND
Faculty of Medicine Siriraj Hospital, Mahidol University
Prasit Watanapa, MD, PhD, FRCS, FACS
Professor and Dean

THE NETHERLANDS
Maastricht University
Martin Paul, MD, PhD
President
Albert Scherbier, MD, PhD
Dean, Faculty of Health, Medicine and Life Sciences

UNITED ARAB EMIRATES
Gulf Medical College Hospital and Research Center
Akbar Thumbay, MS
Director Operations, Healthcare & Retail Division
UNITED KINGDOM

Academic Health Science Partnership in Tayside

John Connell, MD
Chair, NHS Tayside Board

Dilip Nathwani
Co-Director, AHSP

Imperial College London

Professor the Lord Ara Darzi, MD
Chairman for the Institute of Global Health Innovation
Paul Hamlyn Chair of Surgery

Mark Davies
CEO, Imperial College Healthcare NHS Trust

Gavin Screaton, DPhil
Dean, Faculty of Medicine

Leeds Academic Health Partnership

Paul Stewart, MD
Dean & Professor of Medicine

Jo-Anne Wass
Director of Health Partnerships

University of Oxford

Alastair Buchan, FMedSci
Dean of the Medical School
Head of the Medical Sciences Division
It is my pleasure to submit the audited financial statements for the fiscal year 2016-2017 for the Association of Academic Health Centers (AAHC) and the Association of Academic Health Centers International (AAHCI).

The past year was one of continued growth for the Association, notably in the area of the AIM Program as it moved into the pilot stage, and with the growing impact of the Thought Leadership Institute. Significant investments were made in infrastructure this year with the launch of a new website offering personalized member service and a planned interactive database of international collaborations. The 144 member institutions reflect a truly global organization, with member programming being developed to support senior leadership across borders. The state of the Association remains strong, with investment reserves of $3,413,826 that reflect almost a full year 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, 2017

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,268,259</td>
</tr>
<tr>
<td>Investments</td>
<td>3,413,826</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>117,424</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>166,297</td>
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<tr>
<td>Property and equipment</td>
<td>222,445</td>
</tr>
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</table>

**Total Assets** $5,188,251

### Liabilities and Net Assets

#### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$316,419</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,503,275</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>249,314</td>
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</table>

**Total Liabilities** 2,069,008

#### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>1,775,868</td>
</tr>
<tr>
<td>Board designated</td>
<td>1,180,217</td>
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</table>

**Total unrestricted net assets** 2,956,085

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporarily restricted</td>
<td>69,158</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>94,000</td>
</tr>
</tbody>
</table>

**Total net assets** 3,119,243

**Total Liabilities and Net Assets** $5,188,251
## ASSOCIATION OF ACADEMIC HEALTH CENTERS, INC. & AFFILIATE

### CONSOLIDATED STATEMENT OF ACTIVITIES

**AS OF JUNE 30, 2017**

### UNRESTRICTED ACTIVITIES

#### Revenue and Support

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$3,372,500</td>
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<tr>
<td>Meetings and registrations</td>
<td>147,484</td>
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<tr>
<td>Interest and dividends</td>
<td>126,284</td>
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<tr>
<td>Grant and contracts</td>
<td>147,246</td>
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<tr>
<td>Other income</td>
<td>12,655</td>
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<tr>
<td>Net assets released from restriction</td>
<td>1,278</td>
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</tbody>
</table>

**Total unrestricted revenue and support** $3,807,447

#### Expense

**Program Services**

<table>
<thead>
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<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>$767,877</td>
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<tr>
<td>Communications</td>
<td>481,613</td>
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<tr>
<td>Executive leadership groups</td>
<td>472,737</td>
</tr>
<tr>
<td>Membership</td>
<td>453,812</td>
</tr>
<tr>
<td>AAHC International</td>
<td>453,682</td>
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<tr>
<td>Issues and research</td>
<td>306,939</td>
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<tr>
<td>Grant and contracts</td>
<td>270,920</td>
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<tr>
<td>Government relations</td>
<td>88,019</td>
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<tr>
<td>Advisory groups</td>
<td>12,207</td>
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</table>

**Total program services** 3,307,806

**Supporting Services**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>611,370</td>
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<tr>
<td>Governance</td>
<td>264,677</td>
</tr>
</tbody>
</table>

**Total supporting services** 876,047

**Total expense** 4,183,853

**Change in unrestricted net assets before investment gain** (376,406)

**Net gain on investments** 208,913

**Change in unrestricted net assets** (167,493)

### TEMPORARILY RESTRICTED ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>7,076</td>
</tr>
<tr>
<td>Net gain on investments</td>
<td>6,018</td>
</tr>
<tr>
<td>Net assets released from restriction</td>
<td>1,278</td>
</tr>
</tbody>
</table>

**Change in temporarily restricted net assets** 11,816

### 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>3,274,920</td>
</tr>
</tbody>
</table>

**NET ASSETS, END OF YEAR** $3,119,243
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As of June 30, 2017

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University of Colorado
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CEO, UCI Health Systems
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Dean, UNM School of Medicine
The University of New Mexico Health Sciences Center
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As of June 30, 2017

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The Netherlands
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Hospital Universitario San Ignacio
Colombia

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United Kingdom

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Chair, NHS Tayside Board
Academic Health Science Partnership in Tayside
United Kingdom

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Vice-Rector for Scientific and International Affairs
Semmelweis University
Hungary

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Chancellor, School of Medicine
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Seoul National University College of Medicine
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National University of Singapore
Singapore

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Executive Vice President for Medicine and Global Strategy
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American University of Beirut Medical Center
Lebanon

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The Aga Khan University–East Africa
Kenya
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Ruhiyiyih Degeberg, MPH  
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Web Support Specialist

Elizabeth Frank  
Project Coordinator

Elizabeth Bishop Gemoets  
Chief Operating Officer

Lisa Harrison  
Office Manager

Oksana Iudenkova  
Project Coordinator

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Senior Director for Policy and Strategy

Yuan Li  
Database and Technology Specialist

Sally A. Maloney  
Executive Assistant to the President and Chief Operating Officer

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Director of Meetings and Membership

Angela Mills, MA  
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Yvette Odu  
Research Analyst

Christine Kahler Smith, MS  
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Kristen Verderame, Esq.  
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