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“It is a central tenet of AAHC that the ‘answers are in the room’ and that by bringing together our member leaders in innovative forums we can collectively recognize future-forces and together navigate this period of transformational change.”
There is little debate that we are in a period of disruptive transformation. The Association of Academic Health Centers (AAHC), by the nature of its focus on leadership challenges and opportunities, is well-positioned to recognize and define responses to the disruptive forces bearing down on our missions of caring, learning, discovery, and service.

Important AAHC initiatives directly address these future forces, including the Thought Leadership Institute, CEO Roundtables, the Aligned Institutional Mission Program (AIM), and international collaborative opportunities. The rapid growth and evident success of AAHC International is especially rewarding, given the disheartening trend toward global retreat by many today.

An example of a future-force our Association can help us to navigate in the coming years is the rapid convergence of technology with the biological and clinical sciences. We are in what Klaus Schwab has called the fourth industrial revolution marked by the evolution of radically amplified computing power and statistical techniques, such as machine learning and artificial intelligence. This convergence will challenge us across all our missions; and as Marina Gorbis warned in her book, *The Nature of the Future*, if large institutions such as universities and health systems ignore these disruptive forces, it will be at their own peril.

Another future-force comes from healthcare funders, both government and private, who are looking with urgency for payment reform that is increasingly outcome- or value-based. In response, we are seeing novel mergers between payors and providers, as well as new entrants into the healthcare funding and delivery spaces. Patients and consumers are looking to be partners in the production of healthcare value and are increasingly expecting anytime, anywhere care as experienced in other facets of their lives.

In response, almost all academic health centers are transitioning to academic health systems, often with non-academic partners and the ensuing complex culture change involved. If these responses are just transitions per the usual and not deliberate transformations, success is not guaranteed.

Many leaders of our member institutions are already leading successful organizational transformations. It is a central tenet of AAHC that the “answers are in the room” and that by bringing together our member leaders in innovative forums we can collectively recognize future-forces and together navigate this period of transformational change.

As AAHC approaches its 50th anniversary, the Association itself is undergoing an important transition. After 13 years of inspired leadership, AAHC President and CEO Dr. Steven Wartman is moving on to his next chapter, and we welcome Dr. Steve Kanter as the next leader of our Association. I am confident our new CEO and President will build on current initiatives and bring his own bold vision to our Association. On behalf of the board and membership, I extend my deep appreciation to Steven Wartman for his dedicated service and visionary leadership and commit our support to Steve Kanter as he starts his tenure.

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

Nicholas M. Fisk, MBBS, MBA, PhD
Deputy Vice Chancellor (Research)
The University of New South Wales

“AAHCI works tirelessly to promote dialogue and interchange between richly diverse models of academic health centers around the world. It also reflects the growing enthusiasm with which the academic health center concept is being embraced internationally.”
As I reflect on the work of AAHC International (AAHCI) over the past year, one of the more notable trends is that our membership continues to grow. That is in part due to the value proposition that AAHCI offers as the only global body representing the tripartite academic health center mission.

AAHCI works tirelessly to promote dialogue and interchange between richly diverse models of academic health centers around the world. It also reflects the growing enthusiasm with which the academic health center concept is being embraced internationally.

I see other signs of progress. Our regional offices have expanded and strengthened to include four areas: Europe, Southeast Asia, Middle East and North Africa, and Latin America and the Caribbean. Our regional meetings this year, in the Netherlands and Singapore, were exceptional in terms of content and participation, producing many insightful ideas. We look forward to upcoming meetings in Lebanon and Brazil. I have also been pleased with the growing attendance of members from outside the United States at the full suite of AAHC meetings, along with the AAHC Global Issues Forum for 2018, *Driving Change and Achieving Sustainability*, held for the first time outside the US. Finally, international members made up half of the Aligned Institutional Mission sites evaluated to date.

I wish to acknowledge the leadership transitions within AAHC. I particularly want to pay homage to the exceptional leadership of Dr. Steven A. Wartman over the past 13 years. Steve has been extraordinary in his international outreach. He has been an important presence and exemplary speaker at all of AAHCI’s meetings. Moreover, with characteristic politeness, erudition, and candor, he has worked deftly with many different types of institutions as a sage ambassador for AAHCI. I welcome AAHC’s new president, Dr. Steven L. Kanter, and look forward to working with him and the AAHC Board.

Looking ahead, I trust that together we can continue to grow AAHCI’s membership, including in India, China, and Africa—areas where more than half the world’s population now lives. We will welcome new members to AAHCI and continue to expand our collaborative and supportive networks around the globe. Interest in AAHCI continues to flourish, and I look forward to working with you on another successful year of progress.

Nicholas M. Fisk, MBBS, MBA, PhD
Deputy Vice Chancellor (Research)
The University of New South Wales
FROM THE PRESIDENT & CEO

Steven A. Wartman, MD, PhD, MACP
President/CEO, AAHC

“The fundamental leadership challenge for academic health centers is to re-imagine every aspect of their work.”
In my first AAHC Annual Report, published in 2006, I wrote: “The best part of my job has been the opportunity to get to know academic health centers, their leaders and their leadership teams, and to benefit from their knowledge and experience.” As I leave AAHC after 13 years of service, this sentiment holds as true as ever: The “best part” has never changed.

I have had the unique privilege of learning about academic health centers through visits, conversations, publications, and a wide variety of interactions. In so doing, I have gained an even deeper appreciation of why academic health centers are truly essential institutions for a nation’s health and well-being.

Glancing back at my tenure and looking ahead, it is apparent that, as in past eras, the future of academic health centers is increasingly being driven by great leaps in technology. But unlike similar technologic periods, our time is characterized by leaps occurring in ever shorter increments. The impact of the steam engine, the telephone, and even the computer played out over generational time spans. However, in this “fourth industrial revolution” the time span for change has shrunk dramatically and, as a result, will fundamentally re-shape medicine and science not just during our lifetimes, but across the relatively short years of service as academic health center leaders, faculty, and staff.

The hallmark of this change is the technologic convergence, which involves the integration of a range of technologies such as big data, artificial intelligence, robotics, sensors, 3-D printing, crowd sourcing, nanotechnology, and many others—all working together to create a vast and somewhat uncertain infrastructure. In effect, a new ecology of healthcare is being created and led by four fundamental transitions: from healthcare to self-care; from visit care to virtual care; from in-person care in hospitals and clinics to a much wider range of settings, including at-home models; and from one-size fits all to highly customized precision medicine. The ultimate goal of these transitions will be the development of a true learning healthcare system in which every patient and every scientific development informs care, treatment, and health professions education in real time.

Academic health centers need to remain at the forefront of these critical changes. In order to do so, they must be successful in changing their internal culture, developing key strategic partnerships, having a global vision, and ensuring they are the trusted source for medical information. This requires no less than a re-imagining of every aspect of their work. This is, in my opinion, the fundamental leadership challenge going forward. I believe more strongly than ever in the importance and value of academic health centers, and I am confident they will meet this challenge.

Similarly, the Association has to evolve as it provides thought leadership for its members. It must continue to offer a unique set of values and approaches that provide the “meta-view” of what is taking place by offering distinct perspectives that are simply not available anywhere else. In addition, its substantial and growing global presence is a defining feature that speaks to the need for all institutions involved in health professions education, biomedical and clinical research, and patient care/population health to work together in support of each other toward the goal of improved health and well-being.
Some things for the Association to consider as it moves forward:

> Ensure that the definition of membership is in sync with the times. Academic health centers are creating new alliances and partnerships, and new vertically integrated large-scale entities are coming into the field. It is important that AAHC keep pace with these trends and ensure that its membership requirements are compatible with these changes.

> Consider a name change. The concept of “center” may become anachronistic as new models of education, research, and healthcare evolve.

> Take full advantage of being the home for all of the health professions, including some that have yet to be defined!

Over the past 13 years, I have had the distinct honor and pleasure to develop meaningful relationships with leadership, faculty, and staff of academic health centers, as well as to visit more than 100 institutions. I have also been privileged to work with 54 board members. Their voluntary service has been characterized by effective guidance, oversight, and support, and has been instrumental to the success that I have had. I want to thank each one for their help and commitment to the Association. I also want to extend two special notes of appreciation: to our current board chair, Dr. Sam Hawgood, for his exemplary guidance and direction during this period of leadership transition; and to my successor, Dr. Steven Kanter, who I know will do a superb job as the Association moves forward.

I am truly honored to have served as the leader of this Association. There has never been a day that I have regretted my decision to leave a tenured academic position to come to Washington, DC. I have benefited enormously from the larger lens of “being outside the tent,” and have used that perspective to enhance our vision, programs, publications, and member services. While I have not yet decided on my next steps, I do know this: I want to use the knowledge and experience I have gained to pay it forward.

Thank you for your support and friendship.

Steven A. Wartman, MD, PhD, MACP
President/CEO, AAHC
“The Association has to evolve as it provides thought leadership for its members. It must continue to offer a unique set of values and approaches that provide the ‘meta-view’ of what is taking place by offering distinct perspectives that are simply not available anywhere else. In addition, its substantial and growing global presence is a defining feature that speaks to the need for all institutions involved in health professions education, biomedical and clinical research, and patient care/population health to work together in support of each other toward the goal of improved health and well-being.”
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

- **Global Issues Forum, May 2018, Washington, DC**
  The 2018 Global Issues Forum, focused on *Driving Change and Achieving Sustainability*, brought together senior leaders from around the world to discuss prevailing healthcare systems, the drivers of healthcare costs, and how academic health centers and systems drive change by addressing problems and implementing solutions. The conference included the annual AAHCI Steering Committee meeting, Europe and Latin America roundtables, a Global Programs Network workshop, and a roundtable featuring Aligned Institutional Mission™ (AIM) Program consultants.

- **Southeast Asia Regional Meeting, January 2018, Singapore**
  The Southeast Asia Regional Office hosted a regional meeting, themed *Challenges of Developing Academic Health Systems*, in conjunction with the Asia Pacific Medical Education (APMEC) Conference in Singapore.

- **Research Meeting, December 2017, Washington, DC**
  Addressing *Frontiers in Regenerative Medicine*, the 2017 AAHC Research Meeting featured a line-up of speakers presenting on a wide range of topics in the field of regenerative medicine. In addition to member presentations, federal agencies, including the U.S. Food and Drug Administration, the National Institutes of Health, and the U.S. Department of Veteran Affairs, provided updates on government policies and programs.

- **AAHC Annual Meeting, October 2017, Boston, MA**
  AAHC’s Annual Meeting, themed *Changing Models of Academic Health Centers: How the Shifting Environment Impacts Structure, Organization, Mission, and Priorities*, focused on the paradigmatic transitions underway at many institutions. Topics addressed included: setting priorities, mission alignment, changing governance structures, and responding to a challenging healthcare market. This meeting also featured in-depth engagement of CEOs and Chief Academic Officers at roundtables held during pre-meeting sessions.

- **AAHCI European Regional Meeting, September 2017, Maastricht, The Netherlands**
  Together with the Maastricht University Medical Center (MUMC+), the AAHCI European Regional Office hosted the second AAHCI European Regional Meeting, focused on *Clinical Scientist Programs in Medical Education*. With attendees from eight countries, the meeting highlighted the importance of collaboration and exchange among leaders in academic health science centers on broad issues involving clinical scientist training.

- **Senior Administrative/Fiscal Officers (SAFO) Annual Meeting, July 2017, Denver, CO**
  Participants at the 2017 SAFO Annual Meeting addressed the comprehensive theme of *Developing Strategic Partnerships*, including new strategies and best practices in partnership creation and management. Meeting sessions focused on topics such as partnerships in healthcare, international partnerships, and insourcing research and development.
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:**

- *Discussion on Interprofessional Education, Part 3*, May 2018
- *Inter-professional Education: Challenges and Opportunities, Part 2*, February 2018
- *The Future of Journal Publishing*, December 2017
- *Inter-professional Education: Challenges and Opportunities, Part 1*, November 2017
- *Alternative Funding for Research - Success of the Medical Research Society University of Toledo*, August 2017

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) is dedicated to providing 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**
  AAHCI 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 held a workshop at the 2018 Global Issues Forum, during which they considered opportunities to work together, share best practices, and promote partnerships.
WORKING GROUPS

• **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 to harness the potential of the nursing workforce.

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 *2016/17 AAHC Salary Survey Report*, distributed only to members, provided an overview of survey results, including observations regarding longitudinal trends.

• **Peer-to-Peer Queries**
  AAHC provides an informal, exclusive peer-to-peer query service for members of its Executive Leadership Groups (ELGs). This query process allows for the free exchange of information among members who seek useful suggestions, advice on individual experiences, and shared institutional policies and programs that respond to unique or mutual issues and challenges. Member queries are distributed to the appropriate ELG. Responses are summarized, anonymized, and shared with all members of the ELG.

INTERNATIONAL COLLABORATIONS DATABASE

The International Collaborations Database was launched in the Member Center of the AAHC website in response to requests to provide a platform for members to network; share ideas in areas of education, clinical care, and research; and highlight opportunities for partnerships internationally.

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

• Launched more than a year ago, the AAHC/AAHCI website, aahcdc.org, continues to evolve. One main focus has been the creation of exclusive content and redesign of the Member Center section, including the new Case Studies section that highlights academic health center best practices. An additional section featuring findings from the AIM Program
and its expert consultants is in development. A new website section was added, *Leading Institutions that Serve Society*, that highlights the past 13 years of AAHC’s growth and accomplishments and the potential and challenges of academic health centers in a markedly evolving healthcare, scientific, economic, social, and political environment.

- AAHC and AAHCI continued to build a library of video content regarding the Aligned Institutional Mission Program.
- The *AAHC News* weekly newsletter, weekly email updates, and social media platforms (including AAHC’s Facebook and Twitter—@aahcdc—accounts) continue to be vital ways to communicate with AAHC members, including the announcement of the new AAHC CEO and President, Dr. Steven Kanter, which was launched via social media, newsletter, and press release.

**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 *The Future for Professional Publications in a New Era; The Shifting Healthcare Environment: Impact on Academic Health Center Models; Academic Health Centers Addressing Health Equity; The Changing Roles and Challenges of Chief Academic Officers; Adjusting to and Adjustments Within the Academic Health Center Organizational Culture;* and Dr. Steven Wartman’s *Some Lessons I have Learned*.

- **Nota Bene**: a periodic publication focused on in-depth thought leadership pieces of interest to AAHC membership. Recent issues focused on *The Role of the Physician in 21st Century Healthcare* and *Curating Medical and Scientific Knowledge in the Information Age: A Role for Academic Health Centers?*

- **Case Studies**: a members-only website feature providing 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*.

- **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: Impact of Fiscal/Budgetary Health on Strategic Planning.*
ALIGNED INSTITUTIONAL MISSION™ (AIM) PROGRAM

The Aligned Institutional Mission™ (AIM) Program supports 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 to 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.

COMPLETION OF AIM PROGRAM TESTING
The AIM Program process and materials were tested and refined through development and pilot phases involving nine institutions representing the scope of AAHC/AAHCI membership. Institutions participating in this process:

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

The AIM Program model was proven to be viable and effective, and plans are underway for a full program launch.

AIM PROGRAM RESULTS
Institutions participating in the program have found it to be a valuable tool to:

- Enhance strategic planning
- Strengthen cooperation between universities and affiliated hospitals
- Improve interprofessional functions
- Examine how to best organize the academic health center to meet goals in concert with community partners
- Understand how to measure impact of programs
- Join a community approaching issues of alignment within a framework

Positive reports from program participants include:

- Having the distinctive opportunity of having peers as consultants – all of whom are former leaders of academic health centers and systems
- Bringing a unique self-assessment tool and process that encourages valuable discussions between many players internally and externally
• Having inclusive site visits with the impact of changing methods and minds towards the goal of better alignment
• Being a vision-driven process that helps shape next steps and strategic planning for leadership

PROGRAM CONSULTANTS
A select group of consultants has been engaged to work closely with AIM Program participants and staff. Consisting of academic health center executives with decades of experience, the consultant group brings a commanding depth of knowledge and leadership skills to the program. A listing of the consultants can be found on the AAHC website.

AIM PROGRAM FINDINGS
AIM Program findings continue to be evaluated and shared on the AAHC website.

• Online programs featuring AIM Program consultants and participants:
  > April 11, 2018, on Knowledge Sharing, gave all AIM participants the opportunity to meet virtually, compare lessons learned, and share findings
  > September 11, 2017, on External Accountability, highlighted consultant expertise
  > July 12, 2017, on Internal Accountability, highlighted consultant expertise

• Fundamental Strategies: brief analyses from AIM Program Special Advisors on topics within their areas of expertise with suggestions to enhance alignment of the education, clinical care, and research missions
• AIM Program Key Findings: reports from AIM Program Consultants that provide insights on key issues of alignment gained through AIM Program assessments and site visits, as well as best practices based on their experience as academic health center leaders

THOUGHT LEADERSHIP INSTITUTE
The AAHC Thought Leadership Institute (TLI) is 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. Activities undertaken this past year include:

• A Chief Academic Officers (CAO) Roundtable was held in 2017. More than 20 CAOs met during the AAHC Annual Meeting in October 2017 to address technological innovations in education, and to discuss potential program directions. Since the inaugural CAO Roundtable, member conversations have continued quarterly via a virtual, online meeting format. Online discussions have focused on interprofessional education, GME, international academic relationships, and more.
• In 2018, the TLI featured key thought leaders at AAHC’s primary meetings. Highlights included a panel of leaders in the healthcare field at the 2018 Global Issues Forum focused on The Future of the Health Professions.
REGIONAL OFFICES

Regional Offices play a vital and important 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. A listing of the Regional Advisory Groups can be found on the AAHC website. The AAHCI Regional Offices 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 National University of Singapore

REGIONAL ROUNDTABLES AND WEBINARS:

- **Roundtables**: AAHCI held a series of virtual roundtables to bring together members from each region.
  - March 2018, Canada
  - April 2018, Australasia
  - April 2018, Europe
- **Webinar**: July 2017, *The Readiness of Indonesia Primary Health Care in Facing Universal Health Coverage in 2019*

GOVERNMENT RELATIONS

- **Government Relations Network (GRN)**: GRN monthly conference calls 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. Membership in the network has doubled in size over the past year.
- **Annual Meeting Government Relations Panel**: The 2017 Annual Meeting included a well-received GRN session featuring Brian Rye, senior healthcare policy analyst from Bloomberg Intelligence. The panel provided expert analysis on major healthcare policy considerations and projections.
- **Federal Legislation**: A primary focus in federal legislative efforts has been the continued discussions on restructuring the 340B drug discount program and its impact on member institutions; legislative efforts to tackle the opioid crisis; and action on “The Right to Try” legislation. AAHC will continue to monitor these and other developments to ensure that the interests of academic health centers are represented on the Hill.
- **Amicus Brief**: AAHC joined 30 associations in the Supreme Court amicus brief on the administration’s proposed travel ban.
GLOBAL MEMBERSHIP

- North America: 96
- Europe: 12
- Asia: 14
- Sub-Saharan Africa: 1
- Middle East & North Africa: 3
- Australia & Oceania: 9
- Central & South America: 5
# U.S. MEMBERS
As of June 30, 2018

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

### ARKANSAS
University of Arkansas for Medical Sciences
Stephanie Gardner, EdD, PharmD  
Senior Vice Chancellor for Academic Affairs Provost
Cam Patterson, MD  
Chancellor

### CALIFORNIA
Loma Linda University Health
Richard H. Hart, MD, DrPh  
President & Chief Executive Officer  
President, Loma Linda University Medical Center
Lloyd Minor, MD  
Dean of the School of Medicine
Priya Singh, MS  
Senior Associate Dean for Strategy and Communications

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
Thomas Nesbitt, MD, MPH  
Interim Vice Chancellor, Human Health Sciences  
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, MPAH  
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
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
Edward Abraham, MD
Dean and Chief Academic Officer
Miller School of Medicine

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
D. Scott Davis, MD
Provost

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
Interim Chief Executive Officer, University of Illinois Hospital and Clinics
William H. Chamberlin, MD
Chief Compliance Officer
Medical Director, UIC Memorial Center

Michael Zenn, MBA
Chief Executive Officer

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

KANSAS
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
Director, Stem Cell Institute

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

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
Steven Kanter, MD
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
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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
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President

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Senior Vice President, Health Sciences
Dean, School of Medicine

Reuven Pasternak, MD
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VP for Health Systems, Stony Brook University Hospital

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Vice President for Health Sciences
Dean, Jacobs School of Medicine and Biomedical Sciences

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University of Nevada, Las Vegas
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Chancellor for Health Affairs
President and CEO, Duke University Health System

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Phyllis Horns, PhD, RN, FAAN
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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

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Northeast Ohio Medical University
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President

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President
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Vice President of Health Sciences, Wexner Medical Center

The University of Toledo
Sharon Gaber, PhD
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University of Cincinnati
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Senior Vice President for Health Affairs
Vice President for Research

Richard Lofgren, MD, MPH
President & CEO, UC Health

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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

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Oregon Health & Science University
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Dean, School of Medicine

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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

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J. Larry Jameson, MD, PhD
Executive Vice President for the Health System
Dean, Raymond and Ruth Perelman School of Medicine

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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
Greenville Health System
Spence Taylor, MD
President, GHS Clinical University
Vice President Physician Engagement & Chief Academic Officer
President, Upstate Affiliate Organization

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David Cole, MD
President

University of South Carolina-Palmetto Health
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Senior Associate Dean, USC School of Medicine
Chair, Department of Pediatrics
Harris Pastides, PhD, MPH
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The University of Texas Health Science Center at Houston
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President
Michael Blackburn, PhD
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Dean, Graduate School of Biomedical Sciences

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Mary Delay, MBA
Vice President and Chief of Staff, Office of the President
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President

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Raymond S. Greenberg, MD, PhD
Executive Vice Chancellor for Health Affairs

University of North Texas Health Science Center at Fort Worth
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President

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President, Provost and Dean

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Associate Dean for Clinical Affairs & Chief Medical Officer
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Executive Vice President for Health Affairs
Virginia Commonwealth University
Marsha Rappley, MD
Vice President for Health Sciences
CEO, VCU Health System

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CEO, UW Medicine
Executive Vice President for Medical Affairs
Dean of the School of Medicine

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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

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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
INTERNATIONAL MEMBERS
As of June 30, 2018

AUSTRALIA
Brisbane Diamantina Health Partners
Areti Gavrilidis, MBA
General Manager
Robyn Ward, MBBS, PhD
Deputy Vice-Chancellor (Research),
University of Queensland
Vice President (Research)

Monash University
Christina Mitchell, PhD, MBBS
Academic Vice President
Dean of the Faculty of Medicine, Nursing
and Health Sciences

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

Sydney Partnership for Health,
Education, Research, and
Enterprise
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The University of Western Australia
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FRCPath, FAHMS
Dean, Faculty of Medicine, Dentistry and
Health Sciences

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Head, School of Medicine
Faculty of Health

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Salzburg
Herbert Resch, MD
Rector

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Medical School

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Cambodia
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Rector

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Vice Provost Relations with Health
Care Institutions

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Dean, Schulich School of Medicine
& Dentistry
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Executive Vice President, Peking University
President, Peking University Health Science Center

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Chancellor, School of Medicine
Vice President, Shanghai Jiao Tong University

Tongji University School of Medicine
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Professor and Dean

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Decano, Escuela de Medicina y Ciencias de la Salud

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Education Director, Hospital Universitario San Ignacio

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Head of Research Group

University Medical Center Göttingen
Heyo Kroemer, PhD
CEO and Dean, Medical School

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Vice-Rector for Scientific and International Affairs

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Vice Rector for Alumni and Business Networking

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Universitas Indonesia, Faculty of Medicine
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Rector of the University

University of Rome Tor Vergata
Giuseppe Novelli, PhD
Rector

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Nazarbayev University
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Adjunct Professor of Pathology
University of Pittsburgh School of Medicine

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

LEBANON
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Executive Vice President for Medicine and Global Strategy
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Paul Heuschling
Dean of Faculty of Science

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Professor of Infectious Disease

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Vice President, Academics & Research Tec Salud - ITESM

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

Nanyang Technological University
James Best, MD
Dean, Lee Kong Chian School of Medicine

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

SOUTH KOREA
Seoul National University College of Medicine
Chan Soo Shin, MD, PhD
Dean

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Erasmus University Medical Center
Ernst Kuipers, MD, PhD
CEO, Executive Board
Maastricht University
Martin Paul, MD, PhD
President
Albert Scherpbier, MD, PhD
Dean, Faculty of Health, Medicine and Life Sciences
Marja van Dieijen-Visser
CEO and President, Maastricht UMC

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

UNITED KINGDOM
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
Leeds Academic Health Partnership
Paul Stewart, MD
Dean & Professor of Medicine
Jo-Anne Wass
Director of Health Partnerships

University of Oxford
Gavin Screaton, DPhil
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).

This was a momentous year for the organization as Dr. Steven Wartman concluded his 13-year tenure as President and CEO and the organization announced Dr. Steven Kanter as his successor. Strong programmatic activity continued, including an increasingly robust network of international offices and meetings, as well as a very successful series of AIM Program site visits. AAHC maintains healthy investment reserves of $3,305,683, representing more than 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, 2018

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 696,165</td>
</tr>
<tr>
<td>Investments</td>
<td>3,305,683</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>6,554</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>124,932</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>154,257</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$ 4,287,591</strong></td>
</tr>
</tbody>
</table>

### 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>$ 400,272</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>783,670</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>217,216</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>1,401,158</strong></td>
</tr>
<tr>
<td>Commitments and contingencies</td>
<td>-</td>
</tr>
</tbody>
</table>

#### 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>1,549,012</td>
</tr>
<tr>
<td>Board designated</td>
<td>1,180,217</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td><strong>2,729,229</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>63,204</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>94,000</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>2,886,433</strong></td>
</tr>
</tbody>
</table>

### TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$ 4,287,591</strong></td>
</tr>
</tbody>
</table>
ASSOCIATION OF ACADEMIC HEALTH CENTERS, INC. & AFFILIATE
CONSOLIDATED STATEMENT OF ACTIVITIES
AS OF JUNE 30, 2018

### UNRESTRICTED ACTIVITIES

#### Revenue and Support
- **Membership dues**: $3,418,500
- **Meetings and registrations**: 155,870
- **Interest and dividends**: 114,917
- **Grant and contracts**: 39,650
- **Other income**: 13,616
- **Net assets released from restriction**: 9,517

**Total unrestricted revenue and support**: $3,752,070

#### Expense

**Program Services**
- **Meetings**: $628,490
- **AAHC International**: 533,004
- **Communications**: 496,809
- **Membership**: 446,391
- **Executive leadership groups**: 344,114
- **Issues and research**: 177,105
- **Government relations**: 70,013
- **Grant and contracts**: 24,143
- **Advisory groups**: 3,359

**Total program services**: 2,723,428

**Supporting Services**
- **Management and general**: 593,410
- **Governance**: 275,711

**Total supporting services**: 869,121

**Total expense**: 3,592,549

**Change in unrestricted net assets before other items**: 159,521

**Other Items**
- **Net gain on investments**: 87,406
- **Transition costs**: (473,783)

**Total other items**

**Change in unrestricted net assets**: (226,856)

### TEMPORARILY RESTRICTED ACTIVITIES

- **Interest and dividends**: 6,662
- **Net loss on investments**: (3,099)
- **Net assets released from restriction**: (9,517)

**Change in temporarily restricted net assets**: (5,954)

### CHANGE IN NET ASSETS

- **Net assets, beginning of year**: 3,119,243

**Total change in net assets**: (232,810)

**Net assets, end of year**: $2,886,433
Sam Hawgood, MBBS  
Chancellor  
University of California, San Francisco  
Chair

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  
Interim Chief Executive Officer, University of Illinois Hospital & Clinics  
University of Illinois at Chicago

Nicholas Fisk, PhD, MBA, MBBS  
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 Medical Affairs  
Dean, UCF College of Medicine  
University of Central Florida

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

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Senior Executive Vice President for the Health Sciences  
President & CEO, Temple University Health System  
Lewis Katz Dean, School of Medicine  
Temple University

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

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

Richard P. Shannon, MD  
Executive Vice President for Health Affairs  
University of Virginia
### AAHCI STEERING COMMITTEE

As of June 30, 2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nicholas Fisk, PhD, MBA, MBBS</td>
<td>Deputy Vice Chancellor (Research)</td>
<td>The University of New South Wales Australia</td>
</tr>
<tr>
<td>Robert Armstrong, MD, PhD</td>
<td>Foundation Dean, Medical College, Faculty of Health Sciences,</td>
<td>The Aga Khan University – East Africa Kenya</td>
</tr>
<tr>
<td>Claudio Brando, MD</td>
<td>Director of Education</td>
<td>Hospital Universitario San Ignacio Colombia</td>
</tr>
<tr>
<td>Alastair Buchan, FMedSci</td>
<td>Pro-Vice Chancellor (Head of Brexit Strategy)</td>
<td>Oxford University</td>
</tr>
<tr>
<td>Guo-Qiang Chen, MD, PhD</td>
<td>Academician, Chinese Academy of Sciences</td>
<td>Shanghai Jiao Tong University</td>
</tr>
<tr>
<td>Martin Hernandez-Torre, MD, MPH</td>
<td>Vice President for Academics &amp; Research</td>
<td>Monterrey Institute of Technology and Higher Education Mexico</td>
</tr>
<tr>
<td>Daeehe Kang, MD, PhD</td>
<td>Dean of the College of Medicine</td>
<td>Seoul National University</td>
</tr>
<tr>
<td>Mária Judit Molnár, MD, PhD</td>
<td>Vice-Rector for Scientific and International Affairs</td>
<td>Semmelweis University</td>
</tr>
<tr>
<td>Massimo Pignatelli, MD, PhD</td>
<td>Dean, School of Medicine</td>
<td>Nazarbayev University</td>
</tr>
<tr>
<td>Mohamed Sayegh, MD</td>
<td>Executive Vice President for Medicine and Global Strategy</td>
<td>American University of Beirut Medical Center</td>
</tr>
<tr>
<td>Ratna Sitompul, MD, PhD</td>
<td>Dean, Faculty of Medicine</td>
<td>Universitas Indonesia, Faculty of Medicine Indonesia</td>
</tr>
<tr>
<td>Michael Strong, MD</td>
<td>Dean, Schulich School of Medicine &amp; Dentistry</td>
<td>Western University</td>
</tr>
</tbody>
</table>

*Committee Chair*

- Nicholas Fisk, PhD, MBA, MBBS
- Robert Armstrong, MD, PhD
- Claudio Brando, MD
- Alastair Buchan, FMedSci
- Guo-Qiang Chen, MD, PhD
- Martin Hernandez-Torre, MD, MPH
- Daeehe Kang, MD, PhD
- Mária Judit Molnár, MD, PhD
- Massimo Pignatelli, MD, PhD
- Mohamed Sayegh, MD
- Ratna Sitompul, MD, PhD
- Michael Strong, MD
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven A. Wartman, MD, PhD, MACP</td>
<td>President/CEO</td>
</tr>
<tr>
<td>Lynn Bentley</td>
<td>Publications and Content Manager</td>
</tr>
<tr>
<td>Ruhijiyih Degeberg, MPH</td>
<td>Senior Manager, Member Programs</td>
</tr>
<tr>
<td>Sam Evans</td>
<td>Analyst</td>
</tr>
<tr>
<td>Elizabeth Frank</td>
<td>Manager of International Programs</td>
</tr>
<tr>
<td>Elizabeth Bishop Gemoets</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>Lisa Harrison</td>
<td>Office Manager</td>
</tr>
<tr>
<td>Oksana Iudenkova</td>
<td>Manager of Member Programs</td>
</tr>
<tr>
<td>Yuan Li</td>
<td>Database and Technology Specialist</td>
</tr>
<tr>
<td>Sally A. Maloney</td>
<td>Executive Assistant to the President and Chief Operating Officer</td>
</tr>
<tr>
<td>Alcenia McIntosh-Peters</td>
<td>Director of Meetings and Membership</td>
</tr>
<tr>
<td>Angela Mills, MA</td>
<td>Director of Communications</td>
</tr>
<tr>
<td>Christine Kahler Smith, MS</td>
<td>Director of International Programs</td>
</tr>
</tbody>
</table>
To advance the nation’s health and well-being through the vigorous leadership of academic health centers

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