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From the chair of the
BOARD OF DIRECTORS

Robert A. Barish, MD, MBA
Vice Chancellor for Health Affairs, University of Illinois Chicago
University of Illinois Hospital & Health Sciences System
The COVID-19 pandemic created unprecedented challenges, particularly in healthcare. AAHC’s work during the past year rose to these challenges as they impacted our membership.

Reflecting on AAHC’s work over this past year, I want to particularly acknowledge the outstanding accomplishments of AAHC President and CEO Steven Kanter. Throughout the pandemic, Steve demonstrated extraordinary leadership in moving the organization forward while maintaining a sound financial position.

During the past year, AAHC’s strategy and planning expanded the association’s capacity to advance its mission and better serve our members through the design, implementation, and growth of key initiatives. The Association’s leadership was consistently evident in the rich stream of information disseminated to help members stay better informed throughout the pandemic. Of particular note, the outstanding thought leader panels that Steve and the AAHC staff convened under the umbrella of AAHC CONNECT were of the highest quality and garnered many accolades.

The work of AAHC’s membership through its volunteer committees, including the President’s Council on Cybersecurity and the President’s Council on Health Plans and Population Health, produced monographs and other useful resources that were very well received by leaders in academic health, and inestimably benefitted the membership. This year’s President’s Council on Health Security, with an illustrious roster of members, has already completed extensive background work. In the realm of advocacy, AAHC ensured its voice was heard in the context of ongoing federal support for research and for passage of the pandemic relief packages. In developing a framework for AAHC to pursue work in equity, diversity, and inclusion through the newly-formed AAHC Sullivan Alliance, AAHC clearly has made diversity and health equity a top priority.

Over the past year, AAHCI has expanded and further developed its capacity to advance the mission of academic health centers globally. Apart from delivering outstanding programming for AAHCI meetings and overseeing well-regarded AIM Program consulting assistance, concrete steps were taken to strengthen AAHCI’s volunteer leadership structure.

This report documents and details many other important accomplishments that AAHC has undertaken in the past year. Throughout these pages, I believe it is abundantly clear that AAHC continues to provide invaluable information, insights, and tools to help leaders of academic health centers recognize emerging issues, navigate difficult challenges, and set their own courses for progress. This could not have happened without the experienced, thoughtful, and strategic guidance of Steve Kanter as its president and CEO. I invite you to take a few minutes to review this report summarizing the outstanding work of our organization and its leadership.

Robert A. Barish, MD, MBA
Vice Chancellor for Health Affairs, University of Illinois Chicago
University of Illinois Hospital & Health Sciences System
From the chair of the
AAHCI STEERING COMMITTEE

Mohamed H. Sayegh, MD, FAHA, FASN, FRCP
Professor of Medicine and Immunology
American University of Beirut Medical Center
Senior Scientific Advisor to the Director
National Institute of Allergy and Infectious Diseases, National Institutes of Health
Senior Lecturer
Harvard Medical School
This unprecedented year, dominated as it was by the COVID-19 pandemic, confirmed the intrinsic value of many of AAHCI’s strategies and activities.

Fundamentally, the pandemic underscored the benefits that can be gained from sharing information and collaborating across country borders, principles on which AAHCI was founded. At the same time, experiences during the pandemic also suggest ways in which we can make AAHCI even stronger and more valuable to its members.

As chair of the AAHCI Steering Committee, my vision has been to expand collaboration between the regions that the Association represents. We saw the value of that strategy this year in a highly successful AAHCI webinar on the impact of the pandemic on migrant populations and refugees. This gathering engaged colleagues in the Middle East, Europe, and South America. One of my hopes is that AAHCI can expand on such critical information-sharing. In that regard, another of our important activities this year was a roundtable meeting that focused on ways we can develop a roadmap for expanding interregional collaboration within AAHCI.

I believe that AAHCI is also poised to contribute even further to greater inter-institutional and interregional collaboration. During the pandemic, for example, the MENA region conducted clinical trials for a COVID-19 vaccine developed in China. That experience underscores the potential that exists for expanded interregional collaboration in research. I envision an AAHCI that could be well-positioned to nurture relationships that could lead to important research collaborations. Similarly, relationships developed within AAHCI could help institutions develop programs to exchange faculty and to offer student exchanges and externships.

AAHCI’s use of AAHC CONNECT to foster online meetings and communications, as well as the much wider use of such channels during the pandemic by all academic health centers, suggests another broad area for us to focus on. As we move forward, a critical question for AAHCI to explore is the full impact of digital technology—positive and negative—on our work in education, patient care, and research, and how we can harness the power of those modalities to improve our institutions.

Over the last few years, we essentially have doubled AAHCI membership in the MENA region, and the regional offices’ webinars and conferences have been highly rated and well-attended. We continue to recruit actively across AAHCI as we articulate the kind of value that AAHCI delivers in ways that advance health and healthcare globally. We have grown this process, and I am confident we will continue to do so, enabling AAHCI to expand its vital work to help academic health centers worldwide to advance and apply knowledge to improve health.

Mohamed H. Sayegh, MD, FAHA, FASN, FRCP
Professor of Medicine and Immunology
American University of Beirut Medical Center
Senior Scientific Advisor to the Director
National Institute of Allergy and Infectious Diseases, National Institutes of Health
Senior Lecturer
Harvard Medical School
From the
PRESIDENT AND CEO

STEVEN L. KANTER, MD
President and CEO
AAHC
Academic Health’s Finest Hour

In the summer of 1940, as Britain faced the formidable challenges of a global war, Sir Winston Churchill delivered what has come to be regarded as one of the greatest speeches in history. The last sentence of the speech is its most famous:

Let us therefore brace ourselves to our duties, and so bear ourselves that, if the British Empire and its Commonwealth last for a thousand years, men will still say, “This was their finest hour.”

In the summer of 2020, as academic health centers faced the formidable challenges of a global pandemic, those who work and learn at these remarkable institutions stepped forward to demonstrate leadership, dedication, courage, fortitude, and sacrifice—words often used to describe the response of Britain and its people 80 years ago.

It was indeed academic health’s finest hour.

Academic health centers transformed rapidly to meet the challenges of the COVID-19 pandemic. They ramped up telehealth, stepped up the pace of research, worked at the forefront of vaccine development, studied new treatments for COVID-19, implemented new approaches to education, dealt with a coextensive pandemic of mental health problems, communicated extensively with the public, and did it all in record time—often in new and accelerated ways—while concurrently taking care of the sickest of patients.

As we near the two-year mark of the pandemic, it is a critical time to reflect on lessons learned and, perhaps even more importantly, to consider how these lessons can and must inform how we prepare for future pandemics and other crises, and even reimagine healthcare, research, and education.

To catalyze these efforts, the Association of Academic Health Centers (AAHC) has been working to identify transformative change that is occurring as a result of the coronavirus pandemic, distinguish key leadership priorities for the post-pandemic period, concentrate efforts in advocacy and communications, pursue an explicit focus on diversity, and implement a commitment to social justice.

The AAHC President’s Council on Health Plans and Population Health organized a presentation on health insurance plans at academic health centers in the United States and held a well-received “ignite-style” session showcasing innovations in population health at academic health centers worldwide—both at the 2020 Annual Meeting. In early 2021, we formed the AAHC President’s Council on Health Security to develop recommendations to relevant national and international bodies regarding policy and funding initiatives to advance health security goals. The leadership of academic health centers on this issue is absolutely critical to dealing effectively with future pandemics and other crises.

Also, we created a new Executive Leadership Group (ELG) for Chief Health Security Officers at academic health centers. This group will examine the rapidly evolving role of those who lead their institution’s enterprise-wide efforts in readiness, recovery, and response to events that endanger the health status of individuals and communities.
We developed *AAHC Thought Leader Panels* to facilitate dissemination of innovation, examine transformative change, and hear the perspectives of top leaders on how they foresee the next couple of years.

The AAHC Chief Academic Officers ELG, in partnership with the AAHC Sullivan Alliance, established the *Pipelines to Pathways Initiative*, which aims to discover lessons learned from these programs and to describe success factors that advance health equity at member institutions. One result of this work is a series of case studies titled, *Connecting Pipelines to Pathways for Health Equity*. Each case study details a specific challenge, the institution’s response, key lessons, and outcomes.

In addition, we launched *AAHC Profiles in Partnership* to document and share new and established collaborations between member institutions, especially international partnerships, and to catalyze the development of new relationships that have the potential to generate novel ideas and drive innovation.

As we look forward to next year, we recognize that the collective efforts of academic health centers will help ensure that we continue to bring every country in the world through the coronavirus pandemic.

We recognize that it is critical to maintain strong connections among academic health centers, especially across borders and boundaries, as we confront threats—be they viruses or electrons—that respect neither politics nor geography.

And we recognize that no academic health center, acting alone, can fully meet the challenges in health and healthcare that we face in today’s world. It is more important than ever before for all stakeholders in academic health to join together to lead the way forward with a strong and united voice.

*Steven L. Kanter, MD*
*President and CEO*
*AAHC*

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

LEVERAGING STRENGTHS FROM THE PANDEMIC
While academic health centers pivoted their strategies in response to the pandemic, AAHC evolved ongoing programs and developed new programs to reflect the changing needs of its members throughout the year. As part of its commitment to support its members, AAHC focused on connecting members to ensure rapid dissemination of information and on redesigning program offerings to bring attention to challenging issues as they arose. These actions included:

• **Thought Leader Panels** – bringing together top academic health center leaders in small, intimate, virtual gatherings that allowed for open conversations sharing personal experiences on challenges and priorities in responding to the pandemic.

• **Best Practices and AAHC Leadership Queries** – capturing the critical work of AAHC members and sharing timely information among members.

• **AAHC Spotlight** – highlighting academic health center innovations and featuring the pandemic response work of leaders and teams at academic health centers around the world.

• **AAHC CONNECT** – providing members virtual opportunities throughout the year to engage in peer-to-peer dialogues, hear from experts, and build upon collaborative efforts.

• **Health Equity Case Studies** – cataloging best practices and success factors for pipeline and pathway programs for health equity and enhanced diversity in the healthcare professions.

• **Advocacy** – joining other organizations to advance funding, comprehensive policies, and additional resources to support academic health centers.

AAHC CONNECT
AAHC CONNECT was launched in 2020 as a premier virtual experience to deliver timely and relevant topical events. Through AAHC CONNECT, AAHC increased regular virtual programming for members in a variety of formats including virtual meetings, webinars, roundtables, and other online programming.

• **Southeast Asia Regional Meeting 2020**
In November 2020, AAHCI member and Southeast Asia (SEA) Regional Office host, Universitas Indonesia Faculty of Medicine (FMUI), co-hosted a virtual regional meeting with AAHCI under the theme of *Assessing the Adaptation and Resilience of Academic Health Centers during the COVID-19 Pandemic*. The meeting brought together members in the region at a critical time to share their perspectives and experiences. Sessions included:

> Mitigating COVID-19 During Times of Political Change
> Managing the Relationships Between University and Teaching Hospitals
> COVID-19 Treatment and Vaccine Development
> Preparing Academic Health Centers for the Future
• Executive Leadership Roundtables
  > Chief Academic Officers (CAO) Roundtables
    • Regulatory Requirements
    • High Stakes Testing & Accreditation
    • Advancement of Women
    • Longitudinal, Integrated Clinical Education
  > Senior Administrative and Fiscal Officers (SAFO) Roundtables
    • SAFO-AIM Consulting Program
    • Innovative Use of Space
    • Role of Academic Health Centers in Addressing Racism
    • CARES Funding Issues
  > Vice Presidents for Research (VPR) Roundtables
    • Pandemic Impact on Research
    • Cohort Relationships

• Regional and Cross-Regional Roundtables
  > The AAHCI Regional Offices held roundtables concurrent with the 2020 AAHC Annual Meeting and the 2021 AAHC Global Innovation Forum, providing opportunities for regional members to share experiences and discuss collaborative opportunities.
  > AAHCI Roundtable: Introduction to Central Asia (co-hosted by Nazarbayev University School of Medicine)
  > The AAHCI Cross-Regional International Collaboration Roundtable provided members an opportunity to meet and interact across the regions, and to introduce AAHCI programming to potential members.

• Regional Webinars
  > AAHCI Middle East & North Africa (MENA) Regional Webinars
    • COVID-Free Hospital: How to do it?
    • Online Teaching and Faculty Development
    • Family Coping after a Disaster - The Case of the Beirut Explosion
    • The Current State of COVID-19 Vaccines
  > AAHCI Southeast Asia Regional Webinars
    • Mental Health of Healthcare Workers
    • The Academic Health System Concept
  > AAHCI Latin America & the Caribbean (LAC) Regional Webinar
    • Impact of Research during COVID-19
  > AAHCI East Africa Regional Webinar
    • Diagnostic, Management, and Preventive Measures of COVID-19

• Cross-Regional Webinars
  > The Impact of COVID-19 on Migrant and Refugee Health (co-hosted by the World Health Summit M8 Alliance)
  > Academic Health Centers and the Core Challenges in Learner-Teacher Relationships (hosted by Bezmialem Vakif University, Turkey)
  > Clinical Academic Centers in Europe: Challenges and Opportunities (hosted by the University of Beira Interior, Portugal)
• Webinar Series on Innovations in Health Professions Education
  (Co-hosted by Sapienza University of Rome)
  > The Leading Role of Academic Health Centers in Simulation and Patient Safety
  > Digital Solutions at the Intersection of Health and Education

ANNUAL MEMBERSHIP MEETINGS
In response to the COVID-19 pandemic and travel restrictions, all AAHC meetings during the past year were held virtually.

• Global Innovation Forum (GIF), April 19-23, 2021
  Themed Collaboration Drives Innovation: The Critical Role of Academic Health Center Partnerships, the meeting highlighted the critical disruptions, transformations, and innovations that AAHC/I members are achieving through partnership in a shifting and highly challenging healthcare environment. Topics included:
  > Collaboration Drives Innovation
  > Promoting Health Equity in Healthcare
  > Responding to COVID - The Role of AHSCs Beyond AHSCs
  > Challenges in COVID-19 Vaccine Delivery and Administration: Perspectives from Around the Globe
  > Leadership Development at Academic Health Centers: Cultivating Innovation, Community, Diversity, and Belonging
  The inaugural AAHC Partner Summit was launched at the 2021 GIF. The Summit included an interactive forum with breakout sessions to examine critical aspects of partnership models and opportunities. Academic health leaders representing 46 institutions from 16 countries across the globe explored the top contributing factor for success in partnership and the one thing they would do differently when setting up a new partnership.

• Research Meeting, November 30 – December 4, 2020
  The Research Meeting included a weeklong schedule of events under the overarching theme of The Research Community’s Critical Role in Readiness, Response, and Recovery. Participants explored the crucial role academic health centers play during global health emergencies and public health crises. Sessions included:
  > Keynote Presentation by Mary Woolley, President & CEO of Research!America
  > NCATS and the Impact of COVID-19
  > Research in the Wake of COVID-19
  > Strategies for Increasing Diversity of the Scientific Workforce
  > International Collaborations, Contributions, and Barriers

• AAHC Annual Meeting, September 24 – October 15, 2020
  The 2020 AAHC Annual Meeting consisted of presentations and sessions held over a month’s time focusing on the theme, Paying for Healthcare: Critical Implications for Academic Health Centers. With more than 35 presenters and 124 registrants, the meeting:
  > Highlighted innovations, successes, and challenges institutions have faced during the COVID-19 pandemic;
  > Featured the expanding mission and responsibilities of academic health centers;
  > Included key issues and best practices curated by the President’s Council on Health Plans and Population Health through “ignite-style” presentations and posters;
  > Convened panelists on faculty practice plans and health plan ownership; and
  > Delved into the politics of healthcare in an election year.
• **Senior Administrative/Fiscal Officers (SAFO) Meeting, July 23-24, 2020**  
The 2020 SAFO annual meeting focused on *Envisioning the Future: Innovation at the Academic Health Center*. Participants discussed innovations, best practices, and lessons learned from the COVID-19 pandemic. The program included:

  > Roundtables on *What is the Single Most Innovative or Important Thing Happening at your Institution?* and *COVID-19 and Managing Revenue Loss*
  > Panel Discussions on *Candid Conversations: Responding to Complex Challenges in a Time of Rapid Change and Scenario Modeling and Long-Term Planning as a Result of COVID-19*
  > Virtual Sessions, including *Stress Management and the Academic Health Center: Strategies for Personal and System Health and Wellbeing*

**EXECUTIVE LEADERSHIP GROUPS**

• **Chief Academic Officers**  
The Chief Academic Officers (CAO) group is dedicated to increasing communication and information sharing on key accreditation and education issues for academic health centers. During the 2020-2021 membership year, the group’s activities included:

  > Launching the *CAO Pipelines to Pathways Initiative*, including the publication of a series of case studies focused on *Best Practices: Connecting Pipelines to Pathways for Health Equity*, which are available on the AAHC website;
  > Convening CAO members at a series of roundtables addressing diversity and new education models, as well as peer check-ins; and
  > Disseminating CAO group queries.

• **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. The SAFO group held a series of roundtables on topics such as *The Role of SAFOs and the Academic Health Center in Addressing Systemic Racism* and *CARES Funding Issues*. The 2020 SAFO meeting was held virtually in July with members addressing *Envisioning the Future: Innovation at the Academic Health Center*.

• **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, and foster inter-institutional collaboration. The group held roundtables touching on topics such as the *Pandemic’s Impact on Research and Cohort Relationships*. Additionally, the group held their annual Research Meeting virtually in December 2020 focusing on *Public Health Crises: The Research Community’s Critical Role in Readiness, Response, and Recovery*.

• **Chief Health Security Officers**  
This new executive leadership group launched in 2021. The Chief Health Security Officers (CHSO) executive leadership group aims to foster inter-institutional collaboration while exploring the roles and responsibilities of health security officers at academic health centers. These individuals often have institution-wide responsibilities encompassing preparedness for, response to, and recovery from events that can adversely impact the health status of individuals, communities, and populations.
• **Global Programs Network**  
The Global Programs Network (GPN) is comprised of individuals in senior management positions who oversee their institution’s global activities. In 2021, as part of the *Global Innovation Forum*, GPN members played an important role in launching the inaugural AAHC/I Partner Summit and developing the first round of AAHC/I Profiles in Partnership.

**AAHC/I Profiles in Partnership**  
AAHC/I Profiles in Partnership was developed to facilitate relationship-building between AAHC/I members, provide opportunities for information-sharing on international efforts, and build new pathways to explore collaborative opportunities. Each Partnership Profile includes a member institution’s international interests, partnership opportunities, region, area of work, and contact information. As part of the 2021 GIF, AAHC/I received 40 partnership profiles from members around the world to launch the inaugural round of partner facilitation.

**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:

- **Annual AAHC Salary Survey**  
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 *2020 AAHC Salary Survey Report*, distributed only to members, provided an overview of survey results, including observations regarding longitudinal trends.

- **Leader-to-Leader Queries**  
AAHC provides an exclusive leader-to-leader query service that allows members to gather information from their peers on a specific question or issue. Query responses are summarized, anonymized if appropriate, and shared with relevant peers.

**AAHC President’s Councils**  
AAHC President’s Councils are deliberative bodies that examine critical issues facing academic health centers, formulate consensus statements, and share best practices widely in the academic health community.

By convening academic health center leaders, individuals with in-depth expertise in a relevant area, and key facilitators, AAHC President’s Councils aim to serve as a vital resource for complex and pressing issues facing AAHC/I member institutions.

**AAHC President’s Council on Health Security**  
Convened in 2021, the AAHC President’s Council on Health Security focuses on key issues related to health security, such as delineating the leadership role of academic health centers in health security, defining the role of a chief health security officer, and making recommendations to relevant national and international bodies regarding policy and funding initiatives to advance health security goals.

**President’s Council on Health Plans and Population Health**  
The AAHC President’s Council on Health Plans and Population Health was launched in early 2020 and focuses on key issues related to health plans, such as the benefits and risks associated with health plan models offered at academic health centers, innovative population health approaches that aim to reduce costs and improve
health, and other issues. The Council convened a series of “ignite-style” presentations and posters on population health initiatives at academic health centers.

**PRESIDENT’S COUNCIL ON CYBERSECURITY**

Because cybersecurity is a central, high-level, and high-priority issue for academic health centers, the inaugural AAHC President’s Council on Cybersecurity was created to work on outlining immediate steps that academic health center leadership can take in support of their management team and institution in the domains of readiness, response, and recovery. The members of the Council met several times and developed a set of resources, including *Cybersecurity at Academic Health Centers: Key Considerations for CEOs and C-Suite Leaders.*

**LEADERSHIP INITIATIVES**

AAHC/I leadership initiatives engage current and emerging leaders in academic health to address new challenges, reach across long-standing boundaries, and join together to share ideas, ensure the diffusion of innovation, and blaze new trails in healthcare, research, and education.

**THOUGHT LEADER PANELS**

A forum for high-level conversations, the AAHC Thought Leader Panels brought together top academic health center leaders in small, intimate virtual gatherings that allowed for open conversations sharing personal experiences on the challenges and strategies unique to academic health center leadership. The ideas and recommendations resulting from these discussions will be used to help drive AAHC programming and advocacy.

**AAHCI LEADERSHIP INITIATIVE (ALI)**

Launched in January 2020, ALI aims to develop leadership capacity for academic health centers worldwide, with a special emphasis on institutions in low and middle-income countries (LMIC).

ALI pursues this goal by providing opportunities for academic health center leaders to engage in cross-border learning and networking, to promote collaboration, and to share best practices that advance the work of academic health centers. The four 2020 inaugural ALI awardees are located in the Eastern Africa region and were featured in AAHCI programming throughout the 2020-2021 membership year.

**AAHCI STUDENT LEADERSHIP INITIATIVE (ASLI)**

In response to the challenges medical students faced during the pandemic, the AAHC Student Leadership Initiative (ASLI) was launched by the Latin America & Caribbean (LAC) Regional Office to provide a unique opportunity for medical students to demonstrate their creativity and leadership. This initiative invited medical students to share innovative ideas on supporting the new norms of medical education programming and training in virtual settings. Students whose submissions received top remarks presented their ideas at the AAHC 2021 Global Innovation Forum (GIF).

Member institutions in the LAC region who participated in the inaugural ASLI program included:

- **Clínica Universidad de La Sabana** (Colombia)
- **University of Sao Paulo Medical School (FMUSP)** (Brazil)
- **Faculdade de Medicina de Botucatu – Universidade Estadual Paulista (UNESP)** (Brazil)
- **Pontificia Universidad Javeriana – Hospital Universitario San Ignacio (HUSI)** (Colombia)
• TecSalud, Tecnologico de Monterrey (Mexico)
• Universidad de Antioquia (Colombia)
• Universidad del Rosario (Colombia)

AAHCI CROSS-REGIONAL INTERNATIONAL COLLABORATION INITIATIVE
The AAHCI Cross-Regional International Collaboration Initiative enhances the impact of AAHCI’s mission to bring together institutions that serve the academic health center mission along with the global vision of enhancing health and well-being worldwide. This initiative encourages regular topical summits that support regional partnerships and leverage opportunities for cross-regional activities for healthcare leaders.

AAHC SULLIVAN ALLIANCE
The AAHC Sullivan Alliance aims to strengthen the capacity and quality of the nation’s health workforce by increasing the numbers of ethnic and racial minorities in every area of healthcare and across all aspects of academic health centers.

KEY OBJECTIVES
• Host the Annual Sullivan Lecture, a keynote lecture presented at the AAHC Annual Meeting. The inaugural Annual Sullivan Lecture was delivered at the 2020 AAHC Annual Meeting by Louis W. Sullivan, MD, former U.S. Secretary of Health and Human Services and founder of The Sullivan Alliance to Transform the Health Professions.
• Engage with other associations and thought leaders to develop new ideas around diversity, equity, and inclusion in the health professions, health sciences, and healthcare.
• Convene leaders of pipeline programs across the health professions and encourage the development of new pipeline programs that will help bring diversity to the health professions and increase healthcare access for marginalized communities. The Sullivan Alliance Advisory Committee supported the work of the AAHC Chief Academic Officers to develop a Pipelines to Pathways Initiative.

ALIGNED INSTITUTIONAL MISSION™ (AIM) PROGRAM
The Aligned Institutional Mission™ (AIM) Program is a one-year customizable program that provides executive consulting services to support academic health centers with strategic positioning in today’s highly challenging environment.

The roster of AIM consultants brings extensive experience in leadership positions at academic health centers. The program was expanded to offer consulting services from individuals who have served as senior administrative and fiscal officers.

AIM CONNECT
Catalyzed by the COVID-19 pandemic, an online service of the AIM Program, AIM CONNECT, was launched. The program provides highly individualized and focused consulting based on an institution’s or leader’s needs. After a successful trial run
connecting members of AAHC/I with AIM consultants online for peer virtual consultations, **AIM CONNECT** will continue as a key benefit of AAHC/I membership.

**AIM CONNECT** also offers consulting services from individuals who have served as senior administrative and fiscal officers.

**REGIONAL OFFICES**

Regional Offices play a vital role by providing focused programs to strengthen member connections in the global network of academic health centers.

The Regional Offices hold regular regional meetings, provide online programming on topical issues, disseminate regional newsletters with local perspectives on global issues, and convene Regional Advisory Boards.

**AAHCI REGIONAL OFFICES**

- **East Africa Regional Office**, hosted by the Aga Khan University, Kenya
- **European Regional Office**, in transition for regional office host
- **Latin America & the Caribbean Regional Office**, hosted by the University of São Paulo, Brazil
- **Middle East & North Africa Regional Office**, hosted by the American University of Beirut Medical Center, Lebanon
- **Southeast Asia Regional Office**, hosted by Universitas Indonesia, Indonesia

**REGIONAL OFFICE NEWSLETTERS**

Regional Offices publish newsletters to highlight members in the region, to report on activities, and to provide opportunities for regional perspectives on global challenges and issues such as the coronavirus pandemic.

**COMMUNICATIONS**

The AAHC Communications Department advances member interests by highlighting innovations and leadership, and by keeping members apprised of critical issues.

The department also supports the programs and initiatives of the organization by facilitating effective communication and promotional materials.

**MEMBER OUTREACH**

- Member queries were distributed regarding specific management issues related to academic health center operations. Resultant best practice summaries were disseminated by email. Query topics included:
  - Creation of Chief Strategy Officer position
  - Health System Strategic Planning Consultants
- **AAHC Spotlight on Academic Health Centers**, featured on the AAHC website in both infographic and map formats, provides continually updated information that highlights the critical importance of academic health centers around the world in response to the pandemic. Topics include testing, treatment, personal protective equipment, vaccines, technology, research, telehealth, and community outreach. **AAHC Spotlight** was promoted through social media and to targeted policymakers.
- The **AAHC News** bimonthly newsletter, weekly email updates, and social media platforms support ongoing communication with AAHC members.
• Multiple web projects were completed to enhance information sharing on various AAHC and AAHCI programs, including a redesign of the AAHC homepage. Other web projects included redesign of the AAHC Sullivan Alliance page, the Publications and Resources pages, the AAHCI Roadmap, the President’s Councils page, and the Member Benefits page. To support AAHC member collaboration and partnerships, templates were created for member profiles and are available in the website’s Member Center.

• Extensive promotional materials were developed to support the Annual Meeting, Global Issues Forum, Research Meeting, and the Senior Administrative/Fiscal Officers (SAFO) Meeting.

PUBLICATIONS

• **Connecting Pipelines to Pathways for Health Equity: Case Studies**: an ongoing series originating from the AAHC Chief Academic Officers executive leadership group in partnership with the AAHC Sullivan Alliance. These case studies in best practices showcase pipeline and pathway programs developed at academic health centers to inspire and support learners to enter health professions and biomedical sciences careers, while cataloging lessons learned and success factors.

• **Leadership Perspectives**: a serial 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 *Optimizing Financial Health: Rapidly Evolving Models of Patient Care*; *Optimizing Financial Health: Investing in Innovative Future-Oriented Facilities*; *Optimizing Financial Health: Evolving Forces in the Healthcare Market*; and *Collaboration Drives Innovation: Advancing Population Health*.

• **Leadership Perspectives International**: a serial publication featuring commentaries on relevant global issues and challenges impacting academic health center leaders worldwide, representing the AAHC and AAHCI network. Topics covered this past year include: *Academic Health Centers in Eastern Africa: Leadership and Vision Amidst Challenges and a Pandemic*; *Financing of International Collaboration and Research in a Time of COVID-19*; and *Adapting Your Management Team in Times of Crisis*. 

MEMBER INSTITUTIONS
GLOBAL MEMBERSHIP
As of June 30, 2021

North America 80
Central & South America 6
Europe 11
Middle East & North Africa 8
Sub-Saharan Africa 5
Asia 13
Australia & Oceania 2
U.S. MEMBERS
As of June 30, 2021

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

University of Southern California
Rodney Hanners
Interim Chief Executive Officer for Keck Medicine of USC

ARKANSAS
University of Arkansas for Medical Sciences
Stephanie Gardner, EdD, PharmD
Provost, Chief Academic Officer, Chief Strategy Officer
Cam Patterson, MD, MBA
Chancellor

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

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

Stanford University
Lloyd Minor, MD
Dean of the School of Medicine

Priya Singh, MS
Senior Associate Dean for Strategy and Communications

University of California System
Carrie Byington, MD
Executive Vice President of UC Health

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

University of California, Irvine
Howard Gillman, PhD
Chancellor

University of California, San Francisco
Sam Hawgood, MBBS
Chancellor

University of Colorado
Donald M. Elliman, Jr.
Chancellor, University of Colorado Anschutz Medical Campus

CONNECTICUT
Yale University
Nancy J. Brown, MD
Dean, School of Medicine

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

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

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

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

University of Miami
Joseph Echevarri
Chief Executive Officer, UHealth
Executive Vice President for Health Affairs
GEORGIA
Augusta University
Brooks Keel, PhD
CEO, AU Health System
President

Emory University
Jonathan S. 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

KANSAS
University of Kansas Medical Center
Robert Simari, MD
Executive Vice Chancellor

KENTUCKY
University of Louisville
Toni Ganzel, MD
Vice President for Academic Medical Affairs
Dean, School of Medicine

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
Eric Elster, MD
Dean, Hebert School of Medicine
Richard Thomas, MD, DDS, FACS
President

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

MISSOURI
University of Missouri - Columbia
Victor Arnold
Associate Dean for Finance, School of Medicine
Executive Director, University Physicians

ILLINOIS
Midwestern University
Thomas A. Boyle, DO
Dean, Chicago College of Osteopathic Medicine

Rosalind Franklin University of Medicine and Science
Archana Chatterjee, MD, PhD
Dean, Chicago Medical School
Vice President for Medical Affairs, RFU

Wendy Rheault, PhD
President and Chief Executive Officer

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

Michael Zenn, MBA
Chief Executive Officer

IOWA
Des Moines University-Osteopathic Medical Center
Angela Franklin, PhD
President and CEO, Des Moines University

The University of Iowa
Brooks Jackson, MD
Vice President for Medical Affairs
Dean, College of Medicine
Richard Barohn, MD  
*Executive Vice Chancellor for Health Affairs*

*Washington University*

David H. Perlmutter, MD  
*Executive Vice Chancellor for Medical Affairs*  
*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*  
Douglas Ziedonis, MD  
*Executive Vice President for UNM Health Sciences*  
*Chief Executive Officer of the UNM Health System*

*NEW YORK*  
*New York Institute of Technology*  
Jerry Balentine, DO  
*Vice President for Health Sciences and Medical Affairs*

*State University of New York Downstate Medical Center*  
Wayne J. Riley, MD, MACP, MBA, MPH  
*President*

*OHIO*  
*The Ohio State University*  
Harold L. Paz, MD, MS  
*Executive Vice President and Chancellor for Health Affairs*  
*CEO, The Ohio State University Wexner Medical Center*

*University of Buffalo/The State University of New York*  
Michael Cain, MD  
*Vice President for Health Sciences*  
*Dean, Jacobs School of Medicine and Biomedical Sciences*

*University of Rochester*  
Mark B. Taubman, MD  
*Senior Vice President for Health Sciences*  
*Chief Executive Officer, URMC*  
*Dean of the School of Medicine and Dentistry*

*NEW YORK*  
*New York Institute of Technology*  
Jerry Balentine, DO  
*Vice President for Health Sciences and Medical Affairs*

*State University of New York Downstate Medical Center*  
Wayne J. Riley, MD, MACP, MBA, MPH  
*President*

*State University of New York Upstate Medical University*  
Mantosh Dewan, MD  
*Interim President*

*Stony Brook University*  
Kenneth Kaushansky, MD  
*Senior Vice President, Health Sciences*  

*University of Rochester*  
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*Senior Vice President for Health Sciences*  
*Chief Executive Officer, URMC*  
*Dean of the School of Medicine and Dentistry*
University of Cincinnati College of Medicine  
Andrew Filak, Jr., MD  
Senior Vice President for Health Affairs  
Dean, College of Medicine

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

University of Oklahoma Health Sciences Center  
Jason Sanders, MD, MBA  
Senior Vice President and Provost

OREGON  
Oregon Health & Science University  
Danny Jacobs, MD  
President

PENNSYLVANIA  
Temple University  
Michael Young, MHA  
CEO, Temple University Health System  
President and CEO, Temple University Hospital

The Pennsylvania State University  
Kevin Black, MD  
Interim Dean, College of Medicine  
Vice Dean, Penn State Hershey University Park Regional Medical Campus

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

University of Pittsburgh  
Anantha Shekhar, MD, PhD  
Senior Vice Chancellor for Health Sciences  
John and Gertrude Petersen Dean, School of Medicine

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

SOUTH CAROLINA  
Health Sciences Center at Prisma Health  
Brenda Thames, EdD  
Prisma Health Academics Executive Officer and Provost

Medical University of South Carolina  
David Cole, MD  
President

TENNESSEE  
East Tennessee State University  
Wilsie S. Bishop, DPA, MSN  
Senior Vice President for Academics  
Vice President for Health Affairs

Meharry Medical College  
James E. K. Hildreth, Sr., MD, PhD  
President and CEO

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

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

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

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

UTAH
University of Utah Health Sciences Center
Michael L. Good, MD
Interim President, University of Utah

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

University of Virginia
Craig Kent, MD
Executive Vice President for Health Affairs, UVA Health

Virginia Commonwealth University
Peter Buckley, MD
Dean, School of Medicine
VCU Health System Executive Vice President for Medical Affairs
Arthur Kellerman, MD, MPH
Senior Vice President for Health Sciences CEO, VCU Health

WASHINGTON
University of Washington
Paul G. Ramsey, MD
CEO, UW Medicine
Executive Vice President for Medical Affairs
Dean of the School of Medicine

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

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

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

University of Wisconsin - Madison
Robert N. Golden, MD
Dean, UW School of Medicine and Public Health
Vice Chancellor for Medical Affairs
INTERNATIONAL MEMBERS
As of June 30, 2021

AUSTRALIA
Sydney Partnership for Health, Education, Research, and Enterprise
Nicholas Fisk, PhD, MBA, MBBS
Deputy Vice Chancellor (Research), UNSW
Rowena Tucker, MS
Acting Executive Director
The University of Melbourne
Jane Gunn, PhD, MBBS
Dean, Faculty of Medicine, Dentistry and Health Sciences
John Prins, PhD, MBBS
Head of School, Melbourne Medical School

AUSTRIA
Karl Landsteiner University of Health Sciences
Rudolf Mallinger, MD, PhD
Rector
Paracelsus Medical University Salzburg
Richard Greil, PhD
Head of Oncology and III. Medicine
Wolfgang Sperl, MD, PhD
Rector

BAHRAIN
Arabian Gulf University
Khaled Saeed Tabbara, PhD
Vice President
Acting Dean, College of Medicine and Medical Sciences
Abdelhalim Deifalla, PhD
Dean, College of Medicine & Medical Sciences

BRAZIL
Sao Paulo State University (UNESP)
Medical School
Maria C. Lima, MD, PhD
Dean and Associate Professor
University of Sao Paulo
Tarcisio E. Filho, MD, PhD
Dean, University of Sao Paulo Medical School

CANADA
Dalhousie University
Alice Aiken, PhD
Vice President Research and Innovation
McGill University Health Center
Pierre Gfeller, MD, MBA
President and Executive Director
The University of British Columbia
Dermot Kelleher, MD
Dean, Faculty of Medicine
Santa Ono, PhD
President and Vice-Chancellor
Western University
John Yoo, MD, FRCS(C), FACS
Dean, Schulich School of Medicine & Dentistry

CHINA
Peking University Health Science Center
Jie Qiao, MD, PhD
Executive Vice President, Peking University President, Peking University Health Science Center
President, Peking University Third Hospital
Shanghai Jiao Tong University School of Medicine
Guo-Qiang Chen, MD, PhD
Chancellor, School of Medicine
Vice President, Shanghai Jiao Tong University
Sun Yat-sen University, The First Affiliated Hospital
Haipeng Xiao, PhD
President
Tongji University School of Medicine
Jialin C. Zheng, MD
Dean, School of Medicine

COLOMBIA
Clinica Universidad de La Sabana
Juan Guillermo Ortiz Martinez, Sr., MD
Director General
Pontificia Universidad Javeriana-Hospital Universitario San Ignacio
Claudio Brando, MD
Education Director, Hospital Universitario San Ignacio

Universidad de Antioquia
Carlos Palacio Acosta, MD, MSc
Dean of Faculty of Medicine

Universidad del Rosario
Gustavo Quintero Hernández, MD
Dean, School of Medicine and Health Sciences

CYPRUS
University of Nicosia Medical School
Andreas Charalambous, MD, PhD
Executive Dean

GERMANY
Charite Universitätsmedizin Berlin
Heyo Kroemer, PhD
Chief Executive Officer
Axel Pries, MD
Dean of the Faculty of Medicine

University Medical Center Gottingen
Wolfgang Bruck, MD, PhD
Dean of the Medical Faculty
Chairman of the Managing Board

INDONESIA
Airlangga University
Muhammad Miftahussurur, MD, PhD
Vice Rector for Internationalisation, Digitalisation, and Information
Budi Santoso, MD, PhD
Dean of Medical Faculty

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

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

ITALY
Sapienza University of Rome
Antonella Polimeni, MD
Rectress
Luciano Saso, PhD
Vice-Rector for European University Networks
Faculty of Pharmacy and Medicine

KAZAKHSTAN
Nazarbayev University
Massimo Pignatelli, MD, PhD
Vice President for Medicine
Dean, School of Medicine

KENYA
The Aga Khan University
William Macharia, MD, MSc
Associate Dean, Research
Lukoye Atwoli, MBChB, MMedPsych, PhD
Dean, Medical College East Africa

Kenya Medical Research Institute
Evans Amukoya, MD
Ag Director Collaboration, Programs, Grantsmanship

Kenyatta University School of Medicine
Harun Kimani, MD, PhD
Dean, School of Medicine

LEBANON
American University of Beirut Medical Center
Mohamed Sayegh, MD
Professor of Medicine and Immunology
Senior Scientific Advisor to the Director, National Institute of Allergy and Infectious Diseases, NIH
Senior Lecturer, Harvard Medical School

Lebanese American University
Sola Aoun Bahous, MD, PhD
Interim Dean, Gilbert & Rose-Marie Chagoury School of Medicine
Michel Elias Mawad, MD
President

MALAYSIA
University of Malaya Faculty of Medicine
April Roslani, MBBCH
Dean
<table>
<thead>
<tr>
<th>Country</th>
<th>Institution</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEXICO</td>
<td>TecSalud, Tecnologico de Monterrey</td>
<td>Margarita Espino-Barros, MA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jorge Valdez-Garcia, MD, PhD</td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>University of the Philippines Manila</td>
<td>Coralie Therese Dimacali, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Charlotte M. Chiong, MD, PhD</td>
</tr>
<tr>
<td>QATAR</td>
<td>Hamad Medical Corporation</td>
<td>Abdullatif Al-Khal, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Michael Frenneaux, PhD</td>
</tr>
<tr>
<td>SINGAPORE</td>
<td>Duke-NUS Graduate Medical School Singapore</td>
<td>Thomas M. Coffman, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ivy Ng, MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National University of Singapore</td>
</tr>
<tr>
<td></td>
<td></td>
<td>John E. Wong, FACP, FAMS, FRCP, MBBS</td>
</tr>
<tr>
<td>SLOVENIA</td>
<td>University Medical Center Ljubljana</td>
<td>Jadranka Buturovic-Ponikvar, MD, PhD</td>
</tr>
<tr>
<td>SOUTH KOREA</td>
<td>Seoul National University College of Medicine</td>
<td>Chan Soo Shin, MD, PhD</td>
</tr>
<tr>
<td>THE NETHERLANDS</td>
<td>Erasmus University Medical Center</td>
<td>Ernst Kuipers, MD, PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J.P.T.M. van Leeuwen, PhD</td>
</tr>
<tr>
<td>TURKEY</td>
<td>Bezmialem Vakif University</td>
<td>Rumeyza Kazancioglu, MD</td>
</tr>
<tr>
<td>UGANDA</td>
<td>Kampala International University Western Campus</td>
<td>Robinson Ssebuufu, MBChB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Damalie Nakanjako, MBChB, MMED, PhD</td>
</tr>
<tr>
<td>UNITED ARAB EMIRATES</td>
<td>Gulf Medical University</td>
<td>Hossam Hamdy, MBChB, PhD, FACS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Khalifa University, College of Medicine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>John Rock, MD</td>
</tr>
</tbody>
</table>

*Note: This list includes key contacts from various academic health centers around the world.*
UNITED KINGDOM

Imperial College London

Angela L. Cooper, PhD
Director for External Partnerships, Faculty of Medicine

Jonathan Weber, PhD
Dean, Faculty of Medicine

Manchester Academic Health Science Centre

Jonathan Massey, PhD
Senior Lead for AHSC Operations
It is my pleasure to submit the audited financial statements for the fiscal year 2020-2021 for the Association of Academic Health Centers (AAHC) and the Association of Academic Health Centers International (AAHCI).

This fiscal year occurred fully during the COVID-19 pandemic and reflected not only the challenges of pandemic limitations on activities, but also the tremendous opportunities for academic health centers to lead the way in responding to the global crisis. AAHC and AAHCI responded with a robust shift to virtual programming, a maintained focus on executive thought leadership in academic health, and a suite of programs designed to highlight the groundbreaking work being done by member institutions. AAHC maintained a solid financial footing, experiencing significant growth in strategic reserves given the market influences and streamlining costs to ensure fiscal stability. Current reserve holdings are $4,076,220, equivalent to more than 15 months of operating costs and representing 20 percent growth from FY2019-2020.

The firm of RSM US LLP 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.

As I conclude my tenure with AAHC and AAHCI, I would like to note what a privilege it has been to work with academic health centers around the globe. The work being done by AAHC and AAHCI member institutions has never been more inspiring or important than right now, and it has been an honor to serve that mission.

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

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF JUNE 30, 2021

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,668,865</td>
</tr>
<tr>
<td>Investments</td>
<td>4,076,220</td>
</tr>
<tr>
<td>Promises to give</td>
<td>100,000</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>106,383</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>38,391</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$5,989,859</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$149,174</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,553,000</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>59,936</td>
</tr>
<tr>
<td>Paycheck Protection Program loan</td>
<td>270,188</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>2,032,298</strong></td>
</tr>
<tr>
<td>Net assets:</td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions:</td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>2,444,596</td>
</tr>
<tr>
<td>Board designated</td>
<td>1,180,217</td>
</tr>
<tr>
<td><strong>Total net assets without donor restrictions</strong></td>
<td><strong>3,624,813</strong></td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>332,748</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>3,957,561</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$5,989,859</strong></td>
</tr>
</tbody>
</table>
ASSOCIATION OF ACADEMIC HEALTH CENTERS, INC. & AFFILIATE
CONSOLIDATED STATEMENT OF ACTIVITIES
AS OF JUNE 30, 2021

**ACTIVITIES WITHOUT DONOR RESTRICTIONS:**

**Revenue and Support:**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$2,982,188</td>
</tr>
<tr>
<td>Paycheck Protection Program Loan Forgiveness</td>
<td>281,811</td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>114,016</td>
</tr>
<tr>
<td>Contributions</td>
<td>50,000</td>
</tr>
<tr>
<td>Other income</td>
<td>414</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td><strong>$3,428,429</strong></td>
</tr>
</tbody>
</table>

**Expenses**

**Program Services:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>$645,364</td>
</tr>
<tr>
<td>Communications</td>
<td>529,499</td>
</tr>
<tr>
<td>AAHC International</td>
<td>320,764</td>
</tr>
<tr>
<td>Meetings</td>
<td>315,563</td>
</tr>
<tr>
<td>Executive leadership groups</td>
<td>165,471</td>
</tr>
<tr>
<td>Policy and government relations</td>
<td>156,718</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td><strong>2,133,379</strong></td>
</tr>
</tbody>
</table>

**Supporting Services:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>820,579</td>
</tr>
<tr>
<td>Governance</td>
<td>299,245</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>1,119,824</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>3,253,203</strong></td>
</tr>
<tr>
<td>Change in net assets without donor restrictions</td>
<td></td>
</tr>
<tr>
<td>before net gain on investments</td>
<td>175,226</td>
</tr>
<tr>
<td>Realized and unrealized gain on investments, net of fees</td>
<td>658,762</td>
</tr>
<tr>
<td><strong>Change in net assets without donor restrictions</strong></td>
<td><strong>833,988</strong></td>
</tr>
</tbody>
</table>

**ACTIVITIES WITH DONOR RESTRICTIONS:**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>148,333</td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>7,896</td>
</tr>
<tr>
<td>Realized and unrealized gain on investments, net of fees</td>
<td>20,085</td>
</tr>
<tr>
<td><strong>Change in net assets with donor restrictions</strong></td>
<td><strong>176,314</strong></td>
</tr>
<tr>
<td><strong>Change in net assets with donor restrictions</strong></td>
<td><strong>1,010,302</strong></td>
</tr>
</tbody>
</table>

**NET ASSETS:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning</td>
<td>2,947,259</td>
</tr>
<tr>
<td><strong>ENDING</strong></td>
<td><strong>$3,957,561</strong></td>
</tr>
</tbody>
</table>
# Board of Directors

As of June 30, 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert A. Barish, MD, MBA</td>
<td>Vice Chancellor for Health Affairs, University of Illinois at Chicago, University of Illinois Hospital &amp; Health Sciences System Chair</td>
</tr>
<tr>
<td>Michael L. Good, MD</td>
<td>CEO, University of Utah Health Senior Vice President for Health Sciences Dean, University of Utah School of Medicine University of Utah Health Sciences Center Chair-Elect</td>
</tr>
<tr>
<td>Robert N. Golden, MD</td>
<td>Dean, UW School of Medicine and Public Health Vice Chancellor for Medical Affairs University of Wisconsin – Madison Immediate Past Chair</td>
</tr>
<tr>
<td>Carrie Byington, MD</td>
<td>Executive Vice President University of California Health University of California</td>
</tr>
<tr>
<td>Deborah German, MD</td>
<td>Vice President for Health Affairs Dean, College of Medicine University of Central Florida</td>
</tr>
<tr>
<td>Sam Hawgood, MBBS</td>
<td>Chancellor University of California, San Francisco</td>
</tr>
<tr>
<td>James E.K. Hildreth, MD, PhD</td>
<td>President and CEO Meharry Medical College</td>
</tr>
<tr>
<td>Cam Patterson, MD, MBA</td>
<td>Chancellor University of Arkansas for Medical Sciences</td>
</tr>
<tr>
<td>David H. Perlmutter, MD</td>
<td>Executive Vice Chancellor for Medical Affairs Dean, School of Medicine Washington University</td>
</tr>
<tr>
<td>Mohamed Sayegh, MD, FAHA, FASN, FRCP</td>
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