Contents

1  <President’s Report
2  <Strategic Plan
3  <Education
5  <Communications, Public Relations, Marketing
8  <Leadership Development
9  <Partnerships, Alliances, Advocacy
12 <Research, Discovery, Innovation
14 <Scholarship of Excellence Program
15 <Awards Program
17 <ASAHP Institutional Members
19 <ASAHP Committees, Subcommittee, and Task Force Member Roster
21 <Audit
24 <Treasurer’s Report
25 <ASAHP Staff
25 <2020 Board of Directors
Little did I know that my first year as ASAHP President would involve leading during a pandemic! The year 2020 was certainly a year that challenged us all, both personally and professionally. The pandemic brought disruption to almost all aspects of our lives, including higher education and health care. Empathy, leadership, resilience, support, teamwork and ingenuity were all necessary to respond to rapidly changing and unpredictable circumstances. Many of us pivoted to continue operations by working out of our homes and online. This scenario revealed to us the power technology has to transform life as we knew it, and our need to adapt to an ever-changing digital world.

Collaborations and partnerships are more critically needed than ever. ASAHP supports, informs, guides, leads, and works with you to advance education, practice, and research, and influence policies through partnerships. The Association worked hard this past year to maintain a high quality of service and add value to its membership. Here are a few of these notable activities:

- Developed a new strategic plan in January 2020 that articulates ASAHP’s priorities and a shared vision that sees ASAHP is THE source for interprofessional collaboration to improve health.
- Five strategic areas of activity and committees were identified, each continuing to be led by an ASAHP board member:
  - Communications, public relations and marketing – Andrew Butler
  - Leadership development – Deborah Larsen
  - Education – Cesarina Thompson
  - Partnerships, alliances and advocacy – Teresa Conner
  - Research, discovery, and innovation – Brian Shulman
- Launched a 2020 Live Virtual Series featuring over thirty-six presentations from allied health professionals across the country. Presentations took place every other week and were recorded and archived on our website at asahp.org/virtualseries.
- Hosted the 2020 ASAHP annual conference virtually with the theme “Connect & Engage”.
- Established an online community for members to plan and communicate activities and events.
- Employed Basecamp as a platform for project management and team communications.
- Continued to engage with CGFNS to support and sponsor work on developing academic standards, quality assurance and testing for international allied health workers which is led by Richard Oliver (ASAHP) and Julia To Dutka (CGFNS).
- Actively planned the leadership program led by Deborah Larsen and Tina Whalen to be able to offer the Leadership Development Program in 2021.
- Strengthened ASAHP’s finances while offering a membership discount with oversight by the ASAHP treasurer Brian Shulman.
- Established an ASAHP & University of Cincinnati Interprofessional Innovation Grant Program aimed at providing support for interprofessional collaboration research among the ASAHP membership.
- Continued ASAHP representation in the Interprofessional Education Collaborative, Commission on Accreditation of Allied Health Education Programs, and the National Academies of Sciences, Engineering and Medicine’s Global Forum on Innovation in Health Professional Education.

I extend an enormous amount of gratitude to John Colbert, Jacoby Lawrence, Kristen Truong, and Thomas Elwood for their strategic thinking and responsive actions that provided us with continuity of operations and creative programming. Special thanks to the Board of Directors for their leadership. I am excited at the prospect of someday soon being able to join you in person and embrace the human spirit.

Phyllis King, President (2020) (2021)
THE Association conducted a Strategic Planning Workshop on January 28-29, 2020 in Clearwater Beach, FL.

Establishing a set of specific objectives and measures of success metrics is based on the following:

**ASAHP Mission**
*(Why we exist)*
Advancing health through interprofessional collaboration

**ASAHP Vision**
*(Where we are going)*
The source for interprofessional collaboration to improve health

**ASAHP Values**
*(What we hold in high esteem)*
- High quality education; interprofessional collaboration;
- Connecting education and health, innovation, leadership, and diversity

**ASAHP Current Differentiators**
- Multidisciplinary (IPP, IPE)
- Leadership development and mentoring of emerging leaders
- Resources, talent, expertise
- Network and members (live IP collaboration)
- Unique niche

**ASAHP Future Differentiators**
- Serve as a connector between improved health and interprofessional education and collaboration
- Establish workforce partnerships and addressing workforce readiness
- Serve as influencer of interprofessional collaboration
- Create and embrace innovation
- Forward thinking

**Five-Year Strategic Plan Objectives**
The following pages of the 2020 Annual Report discuss implementation of these five Objectives:
- Education
- Communications, Public Relations, and Marketing
- Leadership Development
- Partnerships, Alliances, and Advocacy
- Research, Discovery, and Innovation

Group working on strategic plan
ASAHP’s position is that it is essential for all health professions programs and schools to provide interprofessional education (IPE) opportunities for students from a variety of health disciplines. IPE must foster competencies beyond clinical care, including leadership, advocacy, and evidence-based practice. Students from all programs should participate in interprofessional placements that provide interaction and collaboration with at least one other health discipline in the care of actual patients/clients and families.

ASAHP in 2016 became a member of the Interprofessional Education Collaborative (IPEC) Council, a group of 20 organizations formed to address interprofessional educational experiences to help prepare future health professionals. Each member has two participants at meetings and the Association is represented by President Phyllis King (University of Wisconsin-Milwaukee) and Interprofessional Education Task Force Chairperson Anthony Breitbach (Saint Louis University). They attended the Interprofessional Education Collaborative (IPEC) Council meeting in 2020 and also the virtual IPEC meeting in late June. IPEC held its next Institute virtually on December 1, 3, 8, and 10, 2020.

Beginning with the Association’s 2017 Annual Conference, this event is designated as an American Interprofessional Health Collaborative (AIHC) Affiliate Conference. A new featured section called “Interprofessional Practice and Education” was created in the Association’s Journal of Allied Health beginning with the Fall 2017 issue. Ten IPE articles appeared in the four issues of the journal distributed in Spring 2020, Summer 2020, Fall 2020, and Winter 2020. Another four articles not included in that special section also involved interprofessional practice and education.

The series involved the following presentations:

- **April 17, 2020**—Health Professions Clinical Education in the Time of COVID-19
- **May 29, 2020**—Considerations in Reintegrating Students into Clinical Settings
- **June 12, 2020**—Discussion Panel with Educational Accreditors
- **June 26, 2020**—Incorporating Telehealth into Student Training
- **July 31, 2020**—Panelists from Member Institutions Discussing Different Approaches to Re-Opening This Fall
- **September 25, 2020**—Telehealth: Preparing Students for Current and Future Practice
- **A “Live Virtual Series”** featured the following presentations:
  - **September 30, 2020**—Curriculum Innovations Related to COVID-19
  - **October 14, 2020**—Models of Excellence for Enhancing Diversity, Equity, and Inclusion
  - **October 28, 2020**—Interprofessional Education and Practice
  - **November 11, 2020**—Curriculum Innovations Related to COVID-19
  - **November 18, 2020**—Models of Excellence for Enhancing Diversity, Equity, and Inclusion
  - **December 2, 2020**—Curriculum Innovations Related to COVID-19
• December 16, 2020—Curriculum Innovations Related to COVID-19

The 2020 ASAHP Annual Conference originally was scheduled to be held in Long Beach, CA. Instead, a virtual meeting was conducted on October 22, 2020. It featured a discussion on the latest happenings at ASAHP, a preview of the upcoming November elections, committee meetings, and exclusive networking sessions with Association colleagues.

In light of the changes to the Annual Conference, a proposal was made to allow for the provision of abstract presentations virtually. Abstracts were vetted through the usual process and a new bi-weekly Abstract Series was made available for the entire ASAHP membership. These items also were recorded and archived. Twenty minutes were allocated for each presentation, including Q&A from the audience.

Faculty members and staff at ASAHP member institutions and organizations were invited to join ASAHP’s member-only online community. The aim is to enable members to engage in deep discussion with each other, talk about pertinent issues, network with peers, and share events, news, and resources with the membership. ASAHP has created communities for Deans, Associate Deans, Clinical Education Discussion Forum, and Member Information.

ASAHP completed the ninth year of a partnership with the National Academy of Medicine in a Global Forum on Innovation in Health Professional Education. The 2020 Member Meeting took place virtually on Wednesday—December 2, 2020. The Association was represented at the meeting by President Phyllis King, IPE Task Force Chairperson Anthony Breitbach, and Director of Public Affairs Kristen Truong.

ASAHP strongly endorses interprofessional education (IPE) and interprofessional collaborative practice (IPCP). In 2018, the Association created Awards For Institutional Excellence And Innovation In Interprofessional Education And Collaborative Health Care. The purpose is to recognize a member institution and/or industry member for outstanding achievement in IPE and IPCP. Several institutions also will be recognized as “Programs of Merit” by ASAHP.

The 2020 Award for Institutional Excellence and Innovation in Interprofessional Education and Collaborative Health Care went to Brian B. Shulman, Vasiliki (Betty) Kapralos, and Genevieve Zipp of Seton Hall University.

Also, the 2020 Program of Merit Award went to Quinnipiac University.

Some actions identified as a means of implementing this Strategic Plan objective are:

• Fund and implement regional summits

• Develop online education for members including fundraising and advocacy topics as a priority

• Create consulting/expertise service linking member institutions in real-time

• Create and implement internal speaker’s bureau for industry access—ASAHP expertise broadcast
The Journal of Allied Health is a scholarly periodical that is produced quarterly. As such, this publication reaches a wide range of readers and potential authors who could serve as a valuable source of future membership growth for the Association. A key feature that distinguishes it from other publications is that it cuts across the various allied health professions.

Former ASAHP Executive Director Thomas W. Elwood, Dr.P.H. serves as Editor of the Journal and manager of all other Association publications. In addition to the printed version, since 2001 the Journal has appeared on the World Wide Web through the company Ingenta. As a result, the Association’s periodical is enhanced because more than 20,000 institutions such as libraries and more than 25,000,000 end users have access to it.

Each year, thousands of browsers around the globe go online to inspect Journal abstracts and many subsequently pay a fee to download articles. ASAHP’s Journal ranks in the top 60 every month in 2020 in a survey performed by the firm Publishing Technology of several thousand periodicals based on the number of full-text downloads. The Journal had its best showing in September when it was ranked 45th.

As a means of generating wider visibility of this publication, beginning with the Spring 2007 issue, one article is available on ASAHP’s website at no charge. As a reflection of the spread of globalization, articles from other countries have become regular features. The Journal attracted 128 new manuscripts in calendar year 2020.

Worth noting is that the total number of manuscripts submitted is a figure that does not provide a complete picture. Viewed from another perspective, between January and December 2020, that total is 223, an amount that includes revised manuscripts resubmitted on more than one occasion, manuscripts withdrawn for various reasons, and papers rejected without a review.

Although the bulk of the articles originated in the United States, 25 papers came from Australia, Canada, Cape Verde, India, Iran, Japan, Malaysia, Kuwait, and Saudi Arabia.
“We have been thrust into the digitization of healthcare. The pandemic has fast-forwarded our adoption of technologies to serve the healthcare industry in almost every way. The convergence of technology, digitalization, additive manufacturing, machine learning and 3D modeling is here. Innovations as a result of these changes will significantly impact the patient experience, businesses, and the modeling of education to prepare the next generation healthcare workforce. The question for higher education is how fast can we understand, adapt, anticipate, and project patient care needs and healthcare innovations to prepare our students and meet the needs of this new world? Digital literacy has become a necessity. Data-informed decision-making offers us a superior advantage. Collaborations and partnerships are critical.”

– Phyllis King, Ph.D., President, University of Wisconsin, Milwaukee (Two-Year Term as President began October 2019)
The Association announced the availability of a new book entitled, From Fish To Philosopher: Allied Health Editorials 2008-2020 in print, e-book, and podcast versions based on a select group of 40 editorials published in the Journal of Allied Health during those years. The e-book and podcast versions were provided at no cost to ASAHP members. An aim was to apprise readers of ongoing themes that shed light on inner workings of the Journal. A portion of the intended audience is prospective authors who might benefit by learning about the peer review process, reasons why manuscripts are rejected for publication, and improving manuscript quality.

Some actions identified as a means of implementing this Strategic Plan objective are:

- Hire a consultant (communication plan) to create membership growth plan and outreach
- Social media, website – upgrade: add content info for new deans
- Survey membership and market research
- Careers in HC portal and job fairs

The bi-weekly ASAHP UPDATE provides a steady stream of information about the Association as well as external items of interest, such as grant announcements, fellowship opportunities, and legislative developments on Capitol Hill. Each issue is disseminated electronically. Deans and directors are in an advantageous position to share this resource with colleagues in non-member institutions who may find it to be of benefit to join ASAHP because of the valuable services the Association offers.

The Association’s newsletter TRENDS is distributed 10 times each year. Throughout 2020, articles discussed developments in health reform and higher education, legislative initiatives, along with sections pertaining to the allied health workforce, technology breakthroughs, and reports on topics affecting the health professions.
Leadership Development

Chairperson: Tina Whalen, Ph.D. (University of Cincinnati)

Board Champion: Deborah Larsen, Ph.D. (The Ohio State University)

From 1998 until 2005, with partial funding by the Bureau of Health Professions, ASAHP conducted a Leadership Development Program in conjunction with the National Network of Health Career Programs in Two-Year Colleges, the Health Professions Network, the National Society of Allied Health, and the American Association of Community Colleges.

In 2005, the Association’s Board of Directors approved the creation of a leadership development program aimed at individuals in ASAHP member institutions. The Association then offered its own program exclusively for individuals from ASAHP member institutions in 2006, 2007, 2009, 2011, 2013, 2016 and 2018. The target group is associate/assistant deans, department chairpersons/directors, and deans who had served in that position for less than 24-months.

Deborah Larsen, Ph.D. (The Ohio State University) and Celia Hooper, Ph.D. (University of North Carolina Greensboro) are leading the eighth iteration of this offering, which will occur in 2021 with Part I scheduled for October 18-19 in Long Beach, CA immediately prior to the ASAHP Annual Conference on October 20-22. Part II will take place in Columbus, OH on May 12-13, 2022.

Individuals selected to participate in the program are:

- Radhika Aravamudhan (Salus University)
- Leslee Battle (Winston-Salem State University)
- Laura Bilek (University of Nebraska Medical Center)
- Joaquin Borrego Jr. (Pacific University)
- Jeffrey DiGiovanni (University of Cincinnati)
- Cheryl DuBose (Arkansas State University)
- Jesus Garcia-Martinez (Saint Louis University)
- Valerie Herzog (Weber State University)
- Tina Maddox (University of Arkansas for Medical Sciences)
- John McCarthy (Ohio University)
- Angela McDonald (St. Joseph’s University)
- Jose Moscoso-Alvarez (Universidad Central del Caribe)
- Jeff Radel (University of Kansas Medical Center)
- Timothy Reistetter (University of Texas Health Science Center San Antonio)
- Martin Rice (Indiana Wesleyan University)
- Nancy Rice (University of South Alabama)
- Dawn Rivas (Northern Arizona University)
- Scott Ross (University of North Carolina Greensboro)
- Jeffrey Stout (University of Central Florida)

Some actions identified as a means of implementing this Strategic Plan objective are:

- Recruit healthcare industry leaders/experts to the Board; encourage collaboration with healthcare industry
- Formal mentor program/peer coaching
- Support/train student leaders
- Podcasts, “micro-learning”, modules (accept into university as credential)
An ongoing endeavor is a proposed International Training Consortium that would create a partnership between ASAHP and industry leaders to help prepare allied health professionals for rehabilitation positions internationally. Actionable projects include a Rehab Corps with placements of students and faculty to meet local needs overseas, and a global residency program with model curriculum and placements.

A memorandum of understanding (MOU) with the Commission on Graduates of Foreign Nursing Schools (CGFNS) and ASAHP was signed in 2019 to delineate responsibilities toward the development of a global certification program for rehabilitation professions. An aim is to advance the work of the International Task Force and Tri-Alliance in having a global health worker certification program in rehabilitation.

The following individuals served as ASAHP representatives on the CAAHEP (Commission on Accreditation of Allied Health Education Programs) in 2020:

Barry Eckert, Ph.D. (Salus University) who serves as Treasurer

Gregory Frazer, Ph.D. (University of South Alabama)

Julie O’Sullivan Maillet, Ph.D. (Rutgers University)

David Shelledy, Ph.D. (University of Texas Health Science Center at San Antonio)

Yasmen Simonian, Ph.D. (Weber State University).

ASAHP continues to be actively involved with the Association of Specialized & Professional Accreditors (ASPA). ASAHP Board Member Barry S. Eckert, Ph.D. (Provost and Vice President for Academic Affairs at Salus University) serves on the ASPA Board of Directors and also is part of the Health Professions Accreditors Collaborative (HPAC), which currently is discussing the role of accreditation in interprofessional education. He also served as Board Liaison to the Committee on Accreditation for Emergency Medical Service Professions (CoAEMSP).

In other activities involving accreditation, Shelley Mishoe, Ph.D. (Old Dominion University) served as ASAHP’s representative on the Commission on Accreditation for Respiratory Care (CoARC) and on the Advisory Committee to the Accreditation Commission for Midwifery Education (ACME).

Kenneth Johnson, Ph.D. (Weber State University) continued his involvement with the Association for Prevention Teaching and Research (APTR) on its Healthy People Curriculum Taskforce. Projects include updating the Clinical Prevention and Population Health Curriculum Framework and creating the Interprofessional Education Crosswalk that links the Framework with various core competencies for interprofessional education.

An ongoing revenue source is the arrangement that ASAHP has with the firm of CastleBranch, which conducts immunization and criminal background checks on students who apply to many academic institutions that belong to the Association. Each year, the company sponsors five awards provided through ASAHP’s Scholarship of Excellence Program.

Chairperson: Anthony Breitbach, Ph.D. (Saint Louis University)

Board Champion: Barbara Wallace (Kindred Healthcare)
An Allied Health Centralized Application Service (AHCAS) became operational in Fall 2014 as an online admissions application process for students in respiratory care; radiologic and imaging sciences; and clinical/medical laboratory science, which could result in revenue for ASAHP. The service, which is a joint venture between ASAHP and the firm Liaison International, was launched in September 2013 for students applying for admission in the 2014 fall semester. The goal is to streamline both the application process for students and the admissions reviewing process by institutions.

The AHCAS does not change application and admission procedures, but streamlines them instead. Liaison staff uses the WebAdMIT portal to consolidate all of an individual student’s applications to different academic institutions and programs so that test scores, transcripts, and reference letters all are lodged in a single location. Information about the status of an application then can be tracked by students and institutions easily. The advantage for institutions is that much less stress is placed on admissions staff, freeing up time to address other tasks.

An example of another asset is that institutions will be able to attract out-of-state applicants because of the national characteristics of the platform on the Web. GPAs are compiled by Liaison staff with the added feature that some portions of the GPA can be customized, such as for science and mathematics grades only or just for grades in biology courses.

ASAHP created the “Washington State of Play” in 2019, which consists of a series of threads to apprise Association members of developments on Capitol Hill and in key executive agencies involved in health and higher education. In 2020, development began of an “Advocacy Toolkit” that consists of a wide variety of resources aimed at enhancing skills needed to have a positive influence on health and education policy issues.

ASAHP and partnership organizations in the Federation of Associations of Schools of the Health Professions (FASHP), Health Professions and Nursing Education Coalition (HPNEC), Friends of HRSA, and the Student Aid Alliance routinely express views to governmental officials regarding health care and higher education issues. Examples of several actions undertaken in 2020 are as follows:

ASAHP joined many other organizations in a joint letter to HHS Secretary Alex Azar, urging renewal of the current public health emergency declaration for at least an additional 90 days before it expires on July 25. Such a declaration is needed to adequately deploy necessary resources and authorities.

ASAHP joined other entities in a letter sent to Congressional leadership in support of increased funding for public health infrastructure. The groups recommend $4.5 billion in additional annual funding for CDC, state, local, tribal and territorial core public health infrastructure to pay for such essential activities.

ASAHP joined with a coalition of organizations contacting the Congressional leadership in the U.S. House and Senate in support of public health professionals through the Public Health Loan Repayment Program included in the HEROES Act and urging Congress to create and fund this program as part of the next COVID-19 package.

The Health Professions and Nursing Education Coalition (HPNEC), of which ASAHP is a member, sent a letter to the Congressional leadership, restating a request of $790 million for HRSA Title VII and Title VIII workforce programs, and urging Congress to provide at least $367 million in supplemental emergency funding for those programs to support our current and future health workforce.
ASAHP was among 15 organizations of the Federation of Associations of Schools of the Health Professions (FASHP) that joined in urging the White House and Congressional leadership to consider the unique needs of the nation’s health professions schools and students, and the associations that represent them, in any federal legislative or stimulus package to address the impacts of the COVID-19.

The Association’s website is the source of much valuable information. A centrally placed item that attracts browsers is the ASAHP Newswire. Unique in that it covers a broad spectrum of events taking place both in health care and higher education, each weekday descriptions are prepared and links are provided to new reports, funding opportunities, official pronouncements, and other material of interest that originates in government agencies, think tanks, foundations, and research institutes around the world. Weekly summaries are distributed electronically to the membership. These items have the potential to be used with legislators and other governmental policymakers as a means of highlighting the types of essential allied health services being provided in their congressional districts and states. ASAHP also created a COVID-19 guidance and resources web page, which is updated frequently and includes newswire postings pertaining to COVID-19, along with other guidance, news, letters, program updates, and resources.

The ASAHP Student Assembly was formed in May 2016. Student Assembly members work together via videoconference. During the 2019 ASAHP Annual Conference in Charleston, SC, students moderated concurrent sessions. Continuing efforts will focus on student recruitment by reaching out to various Deans and Directors from ASAHP member institutions and fostering personal connections at their own universities. Association Board of Directors Member Craig Jackson, Ph.D. (Loma Linda University) continues to work with the students in achieving these endeavors. In 2020, the group was in the process of developing a social media policy.

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Some actions identified as a means of implementing this Strategic Plan objective are:

**Professional Organizations and Accreditation Bodies**
- Inventory and assess current relationships and celebrate existing relationships (what is working and not working)
- Develop alliances with identified professional organizations (e.g., PT, OT)
- Develop alliances with accreditation bodies
- Industry Partnerships
- Identify and develop healthcare partnerships (e.g., hospitals, manufacturers, and insurance companies)
- Develop a tool kit to show values of partnership with ASAHP (working with communication committee)
- Develop industry partnerships to drive and promote research, publications, student activities/employment, conferences.

**Advocacy Association and Profession**
- Identify champions (members of congress, association liaisons) that will promote the needs and benefits of ASAHP
- Develop an advocacy tool kit to develop internal advocates (working with education committee)
- Develop government relationships to advocate for the needs and priorities of allied health professions, higher education, and students
The data collection period for the Association's Institutional Profile Survey (IPS) closed in February 2020 with 72 member institutions participating in the most recent iteration of the study for the reporting period 2018-2019. This investigation long has been considered by deans and directors at member institutions to be a key benefit of belonging to ASAHP.

The study produces information of immense value insofar as data are provided for 32 different kinds of academic programs, including number of faculty and FTEs in them. Other essential components are: Median Salaries by Program and Faculty Rank; Highest Earned Degree of Faculty by Department and Rank; College Research Detail Report; Most Recent Class Graduates by Program; College Tabulation Report; and Student Enrollment Demographics/Headcounts. A new feature in the study concluded in February 2020 is to filter by regional accreditation body in addition to the report group (all institutions, academic health centers, and four-year institutions). Only institutions that submitted data for 2018-2019 will be able to see that information.

The Association's Journal of Allied Health furnishes an attractive venue for investigators seeking to publish manuscripts involving research. The Spring, Summer, Fall, and Winter issues in 2020 included 38 papers classified as Original Research Articles and 11 items in the category of Research Notes. Another 17 articles involved research, but appeared under the headings of Commentary, Interprofessional Education, and Potential Patterns.
Members of a subcommittee for implementing this Strategic Plan objective began the development in 2020 of a White Paper that will propose recommendations and a framework for allowing faculty and chairpersons to determine scholarly goals, skills required, metrics for success, percent efforts (funded/unfunded), overall faculty mix, and team formation. An aim is to recommend a menu of options for leaders at both department and school levels to develop faculty interests in scholarship. The subcommittee conducted several conference calls beginning in October 2020.

The group has generated a preliminary list of future White Papers to pursue that can contribute to the theme of research, discovery, and innovation.

**Current possibilities are:**

- User-centered design of research problems to solve and generate solutions that individuals really want to use.
- How to develop clinical innovation by partnering with engineering programs.
- Converting clinical and community-based experiences into scholarly productivity.

**The following individuals are participating in this endeavor:**

**David Brown, Ph.D.** (University of Texas Medical Branch at Galveston), *Lead Member*

**Fevzi Akinci, Ph.D.** (Duquesne University)

**Doris Molina Henry, Ph.D.** (Winston-Salem State University)

**Susan Gordon-Hickey, Ph.D.** (University of South Alabama)

**Fang-Ling Lu, Ph.D.** (University of Texas Health Science Center at San Antonio)

**The following overall priorities have been identified for carrying out this Strategic Plan objective:**

- Fund pilot IPE research grants; promote research (IPS)
- Publish research special issues/topics in ASAHP’s *Journal of Allied Health*
- Establish a Research Resource Center as a curated repository of advice and resources to faculty at all stages of research development

**Some actions identified as a means of implementing this Strategic Plan objective are:**

**Platform for Research Collaboration**

- Promote research collaboration among ASAHP members
- Create opportunities to foster multi-center research trials
- Create process and a forum for sharing best practices on effective research administration.

**Research Mentorship**

- Create desired goals and outcomes for the mentorship program
- Identify pool of mentors and mentees
- Match mentors and mentees

**Scholarship and Research**

- Create theme for research initiative
- Create awareness for various funding opportunities, e.g., pilot opportunities in ASAHP
- Provide PhD-based scholarship to promote research
Each year, the Association sponsors the Scholarship of Excellence Program for allied health students enrolled in its member institutions. The purpose is to recognize outstanding individuals who excel in their academic programs and have significant potential to assume future leadership roles in the allied health professions. Each student chosen for an award receives a $1,000 scholarship.

In 2020, ASAHP provided scholarships for 12 students. Five of these awards were provided by the firm of CertifiedBackground.com, a company that offers criminal background check and immunization status check services to member institutions. The year 2013 marked the inauguration of the Elwood Scholar Award. It was created by the Board of Directors and named for ASAHP’s long-serving Executive Director Thomas W. Elwood who retired from that position in 2012. The recipient in 2020 was Cassady Allen, a student in physical therapy at the University of Texas Medical Branch at Galveston.

Working independently of one another, some ASAHP Past Presidents also selected the following nominees to receive scholarships:

**Lydia Bias**—Bowling Green State University (Communication Disorders)

**Maciej Bielen**—Seton Hall University (Physical Therapy)

**Jennifer Boakye**—A.T. Still University (Audiology)

**Meredith Braza**—University of North Carolina at Chapel Hill (Audiology)

**Kaetlyn Culter**—The Ohio State University (Occupational Therapy)

**Tiffany Imes**—Winston-Salem State University (Occupational Therapy)

**Christina Martinez**—University of Texas Southwestern Medical Center (Physical Therapy)

**Israel Mendez**—East Carolina University (Physician Assistant)

**Jaclyn Sidow**—University of Cincinnati (Physical Therapy)

**Miranda Skelley**—Salisbury University (Medical Laboratory Science)

**Elise Wordekemper**—University of Nebraska Medical Center (Physical Therapy)
The Association’s Awards Program is designed to recognize individuals for their excellence in both societal and public/professional achievements. The following recipients were honored at the 2020 Annual Conference that was conducted as a Connect and Engage Virtual Meeting on October 22:

**Cultural Pluralism Award**
Cynthia Hughes Harris, Ph.D.  
(Florida A&M University)

**The Distinguished Service and Achievement Award**
Julie O’ Sullivan Maillet, Ph.D.  
(Rutgers University)

**The Outstanding Member Award**
Celia R. Hooper, Ph.D.  
(University of North Carolina Greensboro)

**Darrell C. Mase Presidential Citation**
Thomas W. Elwood, Dr.P.H.  
(ASAHP)

**Fellows Award**
Abiodun Akinwuntan, Ph.D.  
(University of Kansas Medical Center)

Peter C. Hu, Ph.D.  
(University of Texas M.D. Anderson Cancer Center)

Tina F. Whalen, Ph.D.  
(University of Cincinnati)

**Award for Institutional Excellence and Innovation in Interprofessional Education and Collaborative Health Care**
Brian B. Shulman, Ph.D.  
(Seton Hall University)

Vasiliki (Betty) Kapralos, M.D.  
(Seton Hall University)

Genevieve Zipp, Ed.D.  
(Seton Hall University)
Elwood Scholarship Award
Cassady Allen
(University of Texas Medical Branch at Galveston)

J. Warren Perry Journal of Allied Health Award
Once an article is submitted to the Journal of Allied Health and passes a quality control checkpoint, reviewers assigned to assess it begin by providing scores for nine different criteria. Among 40 original research and commentary articles that appeared in the four issues published in 2020, the five manuscripts with the highest scores next were ranked by members of the Editorial Board who worked independently of one another. Based on an average of their respective scores, the paper ranked highest was “Knowledge and Attitudes of Physical Therapy Students Across a Longitudinal Healthcare Systems-Focused Patient Safety Curriculum.” It appeared in the Summer 2020 issue.

The authors are from the University of Colorado School of Medicine; South Valley Physical Therapy in Denver, CO; and the U.S. Department of Veterans Affairs in Denver, CO.

Tamara S. Struessel, DPT
Chelsea R. Van Zytveld, DPT
Jeri E. Forster, PhD
Robyn Gisbert, DPT
Amy Nordon-Craft, DSc

The late J. Warren Perry was a founding member of ASAHP, became the Association’s 2nd President, and was the founder of the Journal of Allied Health in 1972. Each individual received an award plaque.

Most professions increased system-focused safety competencies after the release of the Institute of Medicine reports on errors, patient safety, and core competencies for health professions beginning in 1999. The physical therapy profession remained focused on individual safety, driven by accreditation requirements. The purpose of their study was to describe change in the knowledge and attitudes of Doctor of Physical Therapy (DPT) students following a longitudinal system-focused patient safety curriculum and 22 weeks of clinical education.

The authors concluded that student knowledge and attitudes improved in several important domains of patient safety including patient safety training, situational awareness, role of provider competence, and disclosure responsibility. Challenges remain in understanding professional responsibility and health care culture and its connection to error.
The following institutions were members of ASAHP in 2020:

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<thead>
<tr>
<th>A.T. Still University</th>
<th>Indiana University-Purdue University Indianapolis</th>
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<tbody>
<tr>
<td>Alabama State University</td>
<td>Indiana Wesleyan University</td>
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<td>Arkansas State University</td>
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<td>University at Buffalo, The State University of New York</td>
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<td></td>
<td>University of Arkansas for Medical Sciences</td>
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</table>
ASAHP Institutional Members

University of Central Florida
University of Cincinnati
University of Connecticut
University of Hartford
University of Illinois at Chicago
University of Kansas Medical Center
University of Kentucky
University of Michigan - Flint
University of Minnesota
University of Mississippi Medical Center
University of Nebraska Medical Center
University of New England
University of New Haven
University of North Carolina at Chapel Hill
University of North Carolina Greensboro
University of North Florida
University of Oklahoma Health Sciences Center
University of South Alabama
University of South Dakota
University of Tennessee Health Science Center
University of Texas M.D. Anderson Cancer Center
University of Texas Medical Branch at Galveston
University of Texas Rio Grande Valley
University of Texas Southwestern Medical Center
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Duke University  
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Whitney Nesser, PhD  
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John Sigg, PhD, FASAHP  
Ithaca College  
Alyssa Quinlan, MS  
St. John’s University  
Stacy Groppack, PhD, FASAHP  
Stonybrook University

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UT Health San Antonio

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University of Texas Southwestern

Jesús García-Martínez, PhD  
Saint Louis University

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The University of the Incarnate Word

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University of Texas Southwestern

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St. Catherine University

David Henzi, EdD  
UT Health San Antonio

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University of Kansas Medical Center

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Midwestern University

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Radford University

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Byron Russell, PhD  
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Saint Louis University

Sarah Manspeaker, PhD  
Duquesne University

John Sigg, PhD, FASAHP  
Ithaca College

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Vice Chair: Susan Gordon-Hickey, PhD  
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Pacific University

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Sacred Heart University

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University of Oklahoma

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Texas Tech University Health Sciences Center

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University of Cincinnati

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Pacific University

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UT MD Anderson

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Stony Brook University

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University of South Alabama

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Pacific University

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St. Catherine University

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University of Toledo

Genevieve Zipp, EdD  
Seton Hall University

Vasiliki (Betty) Sgouras, MD  
Seton Hall University

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Rutgers University

Graduate Assistant: Courtney Masterson  
Saint Joseph’s University

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Cleveland Clinic

Felicia Chew, MS  
Genesis Rehab Services

Laura Dailey, PhD  
Kindred Healthcare

Clothilde Dudley-Smith EdD  
Sacred Heart University

Mari Knettle, EdD  
Cleveland Clinic

Robert McLaughlin, PhD, FASAHP  
Baylor College of Medicine

Christopher O’Brien, PhD  
King’s College

Yasmen Simonian, PhD, FASAHP  
Weber State University

Sue Ann Sisto, PhD  
University at Buffalo

Marcie Weinstein, PhD  
Towson University

Barbara Wallace, FASAHP  
Kindred Healthcare

Brenda Bertrand, PhD  
University of Alabama at Birmingham

Peter Hu, PhD, FASAHP  
University of Texas MD Anderson

Sarah Ewing, PhD  
Gannon University

Education Committee - International Task Force Working Group

Chair: Rich Oliver, PhD  
University of Missouri

Co-Chair: Julia To Dutka, EdD  
CGFNS International, Inc.

Katherine Beissner, PhD  
SUNY Albany

Michael Wong, DPT  
Azusa Pacific University

Mark Kovic, OTD  
Midwestern University

Lea Brandt, OTD  
University of Missouri

Charles Curtis, DPT  
Saint Barnabas Health Care System

Sneha Bharadwaj, PhD  
Texas Woman’s University

Cheryl Gunter, PhD  
West Chester University

David Henzi, EdD  
University of Texas Health Sciences Center, San Antonio

Fevzi Akinci, PhD  
Duquesne University

Wayne Winstorfer, MPA  
Ascension – St. Elizabeth Hospital

Leadership Development Committee

– Leadership Development Program

Co-Chair: Deborah Larsen, PhD, FASAHP  
Ohio State University

Co-Chair: Celia R. Hooper, PhD, FASAHP  
University of North Carolina Greensboro

Tina Whalen, EdD  
University of Cincinnati

Chris Ingersoll, PhD, FASAHP  
University of Central Florida

Harold Jones, PhD, FASAHP  
Retired Dean, University of Alabama at Birmingham
## STATEMENTS OF FINANCIAL POSITION

### June 30, 2020 and 2019

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td><strong>Current assets</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$ 785,675</td>
<td>$ 611,722</td>
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<td>Investments</td>
<td>1,538,500</td>
<td>1,520,582</td>
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<td>Accounts receivable</td>
<td>15,271</td>
<td>42,794</td>
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<td>Prepaid expenses</td>
<td>21,114</td>
<td>33,911</td>
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<td><strong>Total current assets</strong></td>
<td>$ 2,360,560</td>
<td>$ 2,209,009</td>
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<td><strong>Property and equipment, net of accumulated depreciation</strong></td>
<td>803</td>
<td>1,551</td>
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<tr>
<td><strong>Institutional Profile costs- net of accumulated amortization</strong></td>
<td>10,369</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$ 2,371,732</td>
<td>$ 2,210,560</td>
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### LIABILITIES AND NET ASSETS

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<th>2019</th>
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<td><strong>Current liabilities</strong></td>
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<tr>
<td>Accounts payable</td>
<td>$ 41,817</td>
<td>$ 20,125</td>
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<td>Deferred revenue</td>
<td>301,399</td>
<td>169,480</td>
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<td>Deferred rent - current portion</td>
<td>1,841</td>
<td>573</td>
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<td><strong>Total current liabilities</strong></td>
<td>$ 345,057</td>
<td>$ 190,178</td>
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<td><strong>Long-term liabilities</strong></td>
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<td>Deferred rent - net of current portion</td>
<td>$ 3,144</td>
<td>$ 4,984</td>
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<tr>
<td><strong>Total long-term liabilities</strong></td>
<td>$ 3,144</td>
<td>$ 4,984</td>
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<td><strong>Total liabilities</strong></td>
<td>$ 348,201</td>
<td>$ 195,162</td>
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<td><strong>Net assets</strong></td>
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<td>Without donor restrictions</td>
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<td>Undesignated</td>
<td>$ 564,519</td>
<td>$ 578,033</td>
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<td>Designated</td>
<td>1,307,257</td>
<td>1,285,852</td>
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<td><strong>Total without donor restrictions</strong></td>
<td>$ 1,871,776</td>
<td>$ 1,863,885</td>
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<td>With donor restrictions</td>
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<td>$ 151,755</td>
<td>$ 151,513</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>$ 2,023,531</td>
<td>$ 2,015,398</td>
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<td><strong>Total liabilities and net assets</strong></td>
<td>$ 2,371,732</td>
<td>$ 2,210,560</td>
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### ASSOCIATION OF SCHOOLS OF ALLIED HEALTH PROFESSIONS
dba ASSOCIATION OF SCHOOLS ADVANCING HEALTH PROFESSIONS
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
Year Ended June 30, 2020

#### Without donor restrictions

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<tr>
<th>Support and revenue</th>
<th>General</th>
<th>Project initiative</th>
<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
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<td>Membership dues</td>
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<td>18,438</td>
<td>742</td>
<td>21,695</td>
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<td>Other income</td>
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<td><strong>Total support and revenue</strong></td>
<td>$992,950</td>
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<td>$18,438</td>
<td>$742</td>
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<td>$1,015,096</td>
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#### Expenses

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<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
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<td>Institutional profile</td>
<td>50,732</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50,732</td>
<td>-</td>
<td>50,732</td>
</tr>
<tr>
<td>Journal of Allied Health</td>
<td>65,981</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>65,981</td>
<td>-</td>
<td>65,981</td>
</tr>
<tr>
<td>Committees and Task Forces</td>
<td>545,045</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>545,045</td>
<td>-</td>
<td>545,045</td>
</tr>
<tr>
<td><strong>Total program</strong></td>
<td>$425,020</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$425,020</td>
<td>-</td>
<td>$425,020</td>
</tr>
</tbody>
</table>

#### General and administrative

<table>
<thead>
<tr>
<th>General and administrative</th>
<th>General</th>
<th>Project initiative</th>
<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General operating expenses</td>
<td>$425,020</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$425,020</td>
<td>-</td>
<td>$425,020</td>
</tr>
<tr>
<td>Board of directors</td>
<td>36,899</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>36,899</td>
<td>-</td>
<td>36,899</td>
</tr>
<tr>
<td><strong>Total general and administrative</strong></td>
<td>$461,919</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$461,919</td>
<td>-</td>
<td>$461,919</td>
</tr>
</tbody>
</table>

#### Total expenses

| Total expenses                       | $1,006,964 | - | - | - | $1,006,964 | - | $1,006,964 |

#### Change in net assets

| Change in net assets                | $14,104   | $2,225 | $18,438 | $742 | $7,391 | $742 | $8,133 |
| Net assets, beginning of year       | 578,033   | 569,137 | 561,293 | 155,422 | 1,863,885 | 151,513 | 2,015,398 |
| Net assets released from restrictions | 500       | 500     | (500)   |      |   |   | |
| **Net assets, end of year**         | $564,519  | $571,362 | $579,731 | $156,164 | $1,871,776 | $151,755 | $2,023,531 |
ASSOCIATION OF SCHOOLS OF ALLIED HEALTH PROFESSIONS
dba ASSOCIATION OF SCHOOLS ADVANCING HEALTH PROFESSIONS
STATEMENTS OF FINANCIAL POSITION
June 30, 2020 and 2019

Without donor restrictions

<table>
<thead>
<tr>
<th>Support and revenue</th>
<th>General</th>
<th>Project initiative</th>
<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$ 660,547</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$ 660,547</td>
<td>$-</td>
<td>$ 660,547</td>
</tr>
<tr>
<td>Annual and other meetings</td>
<td>147,620</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>147,620</td>
<td>-</td>
<td>147,620</td>
</tr>
<tr>
<td>Publication</td>
<td>37,316</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>37,316</td>
<td>-</td>
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<tr>
<td>Investment income</td>
<td>1,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,000</td>
<td>-</td>
<td>1,000</td>
</tr>
<tr>
<td>Rental income</td>
<td>(9,128)</td>
<td>66,641</td>
<td>(10,042)</td>
<td>21,909</td>
<td>69,380</td>
<td>21,909</td>
<td>91,289</td>
</tr>
<tr>
<td>Other income</td>
<td>88,148</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>88,148</td>
<td>-</td>
<td>88,148</td>
</tr>
<tr>
<td>Total support and revenue</td>
<td>$ 925,503</td>
<td>$ 66,641</td>
<td>$ (10,042)</td>
<td>$ 21,909</td>
<td>$ 1,004,011</td>
<td>$ 21,909</td>
<td>$ 1,025,920</td>
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</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Program</th>
<th>General</th>
<th>Project initiative</th>
<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual and other meetings</td>
<td>$ 219,072</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$ 219,072</td>
<td>$-</td>
<td>$ 219,072</td>
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<tr>
<td>Publications</td>
<td>68,773</td>
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<td>-</td>
<td>-</td>
<td>68,773</td>
<td>-</td>
<td>68,773</td>
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<td>Public affairs</td>
<td>29,556</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>29,556</td>
<td>-</td>
<td>29,556</td>
</tr>
<tr>
<td>Scholarship</td>
<td>36,223</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>36,223</td>
<td>-</td>
<td>36,223</td>
</tr>
<tr>
<td>Membership</td>
<td>33,779</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>33,779</td>
<td>-</td>
<td>33,779</td>
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<tr>
<td>Journal of Allied Health</td>
<td>44,201</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>44,201</td>
<td>-</td>
<td>44,201</td>
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<td>Leadership projects</td>
<td>4,774</td>
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<td>-</td>
<td>-</td>
<td>4,774</td>
<td>-</td>
<td>4,774</td>
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<tr>
<td>Committees and Task Forces</td>
<td>12,197</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12,197</td>
<td>-</td>
<td>12,197</td>
</tr>
<tr>
<td>Total program</td>
<td>$ 448,574</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$ 448,574</td>
<td>$-</td>
<td>$ 448,574</td>
</tr>
</tbody>
</table>

General and administrative

<table>
<thead>
<tr>
<th>General</th>
<th>General</th>
<th>Project initiative</th>
<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of directors</td>
<td>35,499</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>35,499</td>
<td>-</td>
<td>35,499</td>
</tr>
<tr>
<td>Total general and administrative</td>
<td>$ 461,881</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$ 461,881</td>
<td>$-</td>
<td>$ 461,881</td>
</tr>
</tbody>
</table>

Total expenses

<table>
<thead>
<tr>
<th>General</th>
<th>General</th>
<th>Project initiative</th>
<th>Contingency Reserve</th>
<th>Scholarship</th>
<th>Total without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$ 15,048</td>
<td>$ 66,641</td>
<td>$ (10,042)</td>
<td>$ 21,909</td>
<td>$ 93,556</td>
<td>$ 21,909</td>
<td>$ 115,465</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>562,985</td>
<td>502,496</td>
<td>571,335</td>
<td>133,513</td>
<td>1,770,329</td>
<td>129,604</td>
<td>1,899,933</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$ 578,033</td>
<td>$ 569,137</td>
<td>$ 561,293</td>
<td>$ 155,422</td>
<td>$ 1,863,885</td>
<td>$ 151,513</td>
<td>$ 2,015,398</td>
</tr>
</tbody>
</table>

< 2020 Annual Report >
Wow!! What a time to be in higher education where we change delivery modes over the span of seven days in some cases; where we have conflicting opinions—some based on science, some antidotal—about how to offer clinical education; clinical education sites spontaneously denying access to our students; programs spending more money on PPE, hand sanitizer, and disinfecting wipes than they are spending on learning resources for our students. I could go on but you have lived a like scenario I’m sure. As I paused to assess our current state within our Association, I was reminded of three quotes: Albert Einstein once offered “In the middle of difficulty lies opportunity.” We, our industry, our institutions, your academic units, our Association, have survived to meet the new challenges of our times. Helen Keller submitted that “Character cannot be developed in ease …Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved.” Lastly, William Arthur Ward propounded: “Wise are they who have learned these truths…Trouble is temporary…Time is tonic…Tribulation is a test tube.” We may be coming to the end of this challenging, tiring, yet rewarding time. In summarizing our last year, I was bemused by Franklin D. Roosevelt who said: “When you come to the end of your rope, tie a knot and hang on.” We have been hanging for a while; it may be time to relax and refocus.

As I prepare my final Treasurer’s Report, I wanted to thank each of you for your support and encouragement. I have been continually impressed by the personal investment and the sweat equity we make as members to our Association and I am reminded of our grand purpose to support our students, faculty, institutions and ultimately the patients and clients they will encounter. The current leadership team led by President Phyllis King, President-elect Deborah Larsen, Immediate Past President Susan Hanrahan, and the CHP management group led by Executive Director John Colbert move deliberately and judiciously to strategically guide our Association and are ever cognizant of the financial history and challenge our Association faced 28 years ago. Through that collective effort of vision and leadership and the considerable commitment of our membership, we continue to succeed in difficult and challenging times—a TRUE testament to the membership! That perspective pervades all of our activities and the lesson was simple yet clear: our financial standing matters and it is strong. As I first shared in 2014, my approach has been based on transparency and has embraced the “Buffett philosophy”: “Rule No. 1: Never lose money. Rule No. 2: Never forget Rule No. 1.” – *The Taoe of Warren Buffett*, 2006. But more relevant in these times of a global pandemic, distance education, diminishing enrollments, decreasing financial support and respect for our institution, increasing accountability and oversight, and new-found social responsibility, is the inspired 1963 quote from the book *Strength to Love* where Martin Luther King Jr. stated: “The ultimate measure of a (person) is not where s/he stands in moments of comfort and convenience, but where s/he stands at times of challenge and controversy.”

With that in mind, the state of the Association’s financial standing is strong. President King, President-elect Larsen, your Board of Directors, and ED Colbert have embraced a deliberate, due-diligent approach to allocation and spending. The prime directive is and will remain for the foreseeable future the continued financial stability of our Association. At the time of the annual Audited Financial Report, our Association had a total of $2,371,732 in assets of which $785,675 was in cash (lock box), $1,538,500 in investments, $15,271 in accounts receivable, $21,114 in prepaid expenses, and $10,369 in accumulated amortization with only $348,201 in total liabilities. The Association investment strategy continues to generate returns that equal or exceed those evidenced in the market. The budget remains consistent with past practice and tradition and its calculations are conservative. To sum-up the current financial state of our Association, I would quote from page 15 of the Independent Auditors’ Report, prepared by Thompson, Hughes, and Trollinger:

As of June 30, 2020, the Association has $2,187,951 of financial assets available to meet cash needs for general expenditures within one year of the balance sheet date. Financial assets available consist of cash and cash equivalents of $785,675, accounts receivable of $15,271, and $1,538,500 of investments, $151,755 of which are subject to restrictions that make them unavailable for general expenditures. The Association has a policy to maintain at least $500,000, as a contingency reserve. The Association has no long-term debt.

As A.A. Latimer stated, “Budget: a mathematical confirmation of your suspicions.” Your Board of Directors approved a 2021-2022 budget that has been consistent for the past two years. President King, President-elect Larsen, and your Board of Directors in partnership with the Executive Director John Colbert have been “spot-on” in anticipated revenue and expenditure allocations. Charles Haddon Spurgeon stated: “Economy is half the battle of life; it is not so hard to earn money as to spend it well.” I leave you with a quote from Maya Angelou, who said “My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style.” Your Association is well positioned to thrive in a strong, stable, and focused manner in support of our vision to be the leading interprofessional voice for better health and healthcare. As H. Jackson Brown Jr. posed: “Never let the odds keep you from doing what you know in your heart you were meant to do!” Thank you for the opportunity to serve you and the Association and, as always, I stand available to answer any questions at your convenience.

Respectfully submitted,

Gregory Frazer, Ph.D.
**ASAHP Staff**

John Colbert, M.A., Esq.
Executive Director

Jacoby Lawrence, M.P.A.
Director of Legislative Affairs and Program Services

Kristen Truong, M.P.A.
Director of Public Affairs

Thomas Elwood, Dr.P.H.
Publications Director

**2020 Board of Directors**

Susan N. Hanrahan, Ph.D., President
Arkansas State University
*(One-Year Term as Immediate Past President ended October 2020)*

Phyllis King, Ph.D., President
University of Wisconsin, Milwaukee
*(Two-Year Term as President began October 2019)*

Deborah Larsen, Ph.D.
The Ohio State University
*(Term as President-Elect began October 2020)*

Gregory H. Frazer, Ph.D., Treasurer
University of South Alabama
*(Two-Year term ended October 2020)*

Brian Shulman, Ph.D., Treasurer
Seton Hall University
*(Two-Year term began October 2020)*

Teresa Conner-Kerr, Ph.D., Secretary
Radford University
*(Two-Year Term began October 2019)*

Andrew Butler, Ph.D.
The University of Alabama at Birmingham
*(Three-Year term began October 2019)*

Barry S. Eckert, Ph.D.
Salus University
*(Three-Year term began October 2018)*

Craig Jackson, J.D.
Loma Linda University
*(Three-Year term began October 2020)*

Cesarina Thompson, Ph.D.
University of Hartford
*(Three-Year term began October 2018)*

Jon Williamson, Ph.D.
University of Texas Southwestern Medical Center
*(Three-Year term began October 2020)*

Barbara Wallace
Sr. Director, Quality, University Relations, Kindred Healthcare