

Winter 2012/13

CONNECT:   

Newsletter



Army-Baylor Alumni Association News

Fellow Bears,

Greetings, Happy New Year and thank you again for the honor of serving as your Alumni Association president. We operate on one basic principle - once a Bear, always a Bear! We facilitate ongoing Army-Baylor Alumni communication and collaboration through a variety of programs and services including:

- Academic research & activities
- Alumni activities and networking
- Marketing of the Army Baylor Program
- Events to improve the program's national accreditation and standing

The purpose of the Army-Baylor Alumni Association (ABAA) is to provide the support of benevolent, charitable, and educational undertakings by the US Army-Baylor Program and to students thereof, by encouraging education and promoting union of and good fellowship among former students and friends of the US Army-Baylor Program.

Farewell & Welcome: Unfortunately our 3rd Vice President, Jetta Elliott, had to step down due to job OPTEMPO. We can certainly all commiserate with the stressors of balancing our professional and extracurricular lives, and we sincerely

thank Jetta for her service. Luckily we had another highly-qualified volunteer step into the breach – Elizabeth Sadler agreed to serve out the 3rd VP term. Elizabeth is a 2010 Baylor Grad who currently works in the Army Office of The Surgeon General.

Seeking Nominations

Alumni Association Board Nominations

Submit nominations for the AB Alumni Association Board by March 1st. See details page 2

Distinguished Alumnus Awards

Submit nominations the Distinguished Alumnus Award by March 1st. See details on 3.

Army-Baylor Alumni Board

President: LTC Robert Letizio (robert.letizio@us.army.mil)

1st Vice President: LTC Joseph (Joe) P. Edger (joe.edger@us.army.mil)

2nd Vice President: LTC Forest Kim (forest.kim@us.army.mil)

3rd Vice President: Ms Elizabeth Sadler (elizabeth.sadler@us.army.mil)

Immediate Past President: MAJ Tammie M. Jones (tammie.jones@us.army.mil)

Special thanks to our Baylor Faculty Representatives

Program Director: LTC Lee Bewley (lee.bewley@us.army.mil)

Treasurer: LTC Cynthia Childress (cynthia.childress@us.army.mil)

Alumni Board Nominations

Long before we learned of the lack of ACHE Congress we had decided to conduct our nomination and voting process virtually to reach a wider base of nominees and voters. So, NLT 1 March, please nominate qualified individuals who have both the time and desire to serve the required 5-year commitment to our board. The 5-year term includes 3 years as ascending Vice President, 1 year as President and the final year as Immediate Past President. Ensure your nominee accepts his/her nomination and provide a contact email or phone number so the board can validate his/her commitment. Refer to the Army Baylor Alumni Association Constitution (pages 13-17) for specific information on Board Member Responsibilities.

Also, we are bound by the bylaws to have a civilian as a board member, who may be a DoD or VA civilian, retiree, faculty member or anyone else who isn't in an active military status. So consider all qualified alumni as nominees, but please give special emphasis to our civilians. Submit nominations NLT 1 Mar 2013 to via email to Army Baylor Alumni Board at admin@armybaylor.com

Cancellation of 2013 Army Baylor Dinner (in Chicago)

Due to DoD and VA funding constraints causing significant reductions in ACHE Congress attendance, we are forced to cancel the 2013 Annual Baylor Dinner, originally set for "Fulton's on the River" in Chicago on 12 March 13 during the ACHE Congress Week.

Although the Baylor Dinner is not affiliated with ACHE, we have historically used Congress as a venue to gather our alumni for official business and social camaraderie. So what will the impact be of the cancellation? It's too early to provide a concrete plan, but the board is developing contingency plans including a possible Baylor Dinner/Social in San Antonio ICW the Preceptor Training and Oral Boards Reception on June 14, 2013.



Distinguished Alumnus Award Nominations

Please consider all alumni who have made a significant impact within or outside our Military Health System. Nominations are open to all Alumni and Honorary Alumni. Submit nominations NLT 01MAR 2013 via email: admin@armybaylor.com



ABAA Pursues Affiliation with BU Main Campus

The biggest reason for delaying our Winter newsletter was our collaboration with BU for potential alignment. BU approached us in December 2012 to align our ABAA under the main campus for numerous jointly-beneficial reasons including: ensuring a common theme and message to BU Alumni; fostering increased public awareness of ABAA activities and ongoing initiatives (research, scholarships, etc.); full-spectrum no-cost administrative, legal, marketing, finance and IM-IT/webpage support; and full 501(c)3 tax-free benefits for our organization and our donors. Once affiliated with BU, we will not be required to pay federal/state corporate income tax, and our donors will be able to deduct donations to the ABAA as a charitable donation. This may open up a significantly deeper pool of benefactors, especially if we are eventually added to the Combined Federal Campaign (CFC) roster, which would certainly raise the public status of the Army-Baylor Program and positively affect our future U.S. News and World Report ranking. Another HUGE benefit with BU collaboration is that we would not have to hire a full time administrative person to handle being a 501(c)3 organization.

If affiliated with BU Main Campus, ABAA website would be located on the Baylor Alumni Network website (<http://www.baylor.edu/network/>) . We would be one of the groups under 'Networks' like 'Business' and 'Women'.

That said, there may be some drawbacks to affiliation including: a possible name change to the Army-Baylor Alumni Network (or similar title that will not confuse us with the BU Alumni Association) and possible joining of bank accounts (although we'll retain control of our account and donors can ID us specifically for donations). We would also have to ensure all funds are distributed to events or initiatives that are in keeping with the high standards and traditions of both BU and Army-Baylor, which is already a key component of our ethics model.

We would like to hear from our members before proceeding with the BU collaboration, please send a "yay" or "nay" email to admin@armybaylor.com so we can gather your thoughts and ideas.

Army-Baylor Alum Named Healthcare Executive of the Year

Charles Benninger, CFAAMA was named the 2012 Healthcare Executive of the Year by the American Academy of Medical Administrators (AAMA) during the 2012 AAMA Annual Conference in San Antonio, TX on November 14, 2012. The Healthcare Executive of the Year Award is the AAMA's highest honor. It recognizes an individual whose work has provided an environment for delivering the maximum level of quality care with dignity and human concern. Charles (Class of '93) completed a distinguished 25-year as a Navy Nurse Corps Officer and currently works in the Veteran's Administration. See announcement on pages 18 and 19.

**Congratulations to Charles, yet another
distinguished Army-Baylor Bear!**

Photo Submissions for www.armybaylor.com

Send new and "classic" Army Baylor Alumni photos to lee.bewley@us.army.mil so that we can keep www.armybaylor.com refreshed.

Army-Baylor Pursues Corporate Sponsorship

The ABAA continues our active sponsorship of civic and academic endeavors across the nation. If you know of a worthwhile endeavor that could benefit from our support, please contact us. Recent ABAA-sponsored events included:

- J. Dewey Lutes Student Research Conference
- Academy Health Sciences Graduate School Research Day
- Army-Baylor Distinguished Lecture Series
- University of Alabama-Birmingham Case Competition
- Army-Baylor Alumni Association Reception for the Incoming and Outgoing Class

Alumni Association Sponsored Research

For the second year in a row, the ABAA sponsored two research awards for the 2nd Annual Academy of Health Sciences Graduate School Research Day, held on October 23, 2012. See pictures below.



Graduate School Research Day Poster Winners From left to right: LTC Forest Kim (Co-Chair, Graduate School Research Council), COL Josef Moore (Dean, Academy Health Sciences Graduate School), LTC Reva Rogers (Army-Baylor Class of 2003, Co-Winner, Poster), MAJ Renee Cole (Co-Winner, Poster), COL Randall Anderson (Chief of Staff, AMEDDC&S)



Graduate School Research Day Platform Presentation Winners From left to right: LTC Forest Kim (Co-Chair, Graduate School Research Council), COL Josef Moore (Dean, Academy Health Sciences Graduate School), LTC Joseph O'Sullivan (Winner, Platform Presentation), COL Randall Anderson (Chief of Staff, AMEDDC&S)

25th Annual J. Dewey Lutes Student Research Contest

The ABAA also sponsored the 25th J. Dewey Lutes Student Research Contest providing cash awards for the 1st (\$300), 2nd (\$150), and 3rd (\$50) place winners. See pictures below.



25th Annual J. Dewey Lutes Student Research Contest 1st Place Winners From left to right: LTC Lee Bewley (Program Director, Army-Baylor Program), CPT Michael Henry (Army-Baylor Class of 2013), Ms. Jessica Jones (Army-Baylor Class of 2013), LTC Forest Kim (Deputy Program Director, Army-Baylor Program)



25th Annual J. Dewey Lutes Student Research Contest 2nd Place Winners From left to right: LTC Lee Bewley (Program Director, Army-Baylor Program), Ms. Paula Paradis (Army-Baylor Class of 2013), Ms. Kelly Dove (Army-Baylor Class of 2013, not shown), LTC Forest Kim (Deputy Program Director, Army-Baylor Program)



25th Annual J. Dewey Lutes Student Research Contest 3rd Place Winners From left to right: LTC Lee Bewley (Program Director, Army-Baylor Program), CPT Barry Warshaw (Army-Baylor Class of 2013), Ens Jose PonceVega (Army-Baylor Class of 2013), Ms. Kenya Brown (Army-Baylor Class of 2013), Ms. Stefanie Harris (Army-Baylor Class of 2013), CPT Sean Hoskins (Army-Baylor Class of 2013), LTC Forest Kim (Deputy Program Director, Army-Baylor Program)

Army-Baylor Alumni Recognized at Baylor University vs Kansas



LTG Don Campbell, COL Bill Novakoski and Baylor President Kenneth Starr

This submission comes from COL William “Bill” Novakoski, DO, MPH, MHA, FACHE (Class of '99) who is currently assigned to Fort Hood, TX and will be moving soon to the MEDCOM Proponency Office for Preventive Medicine (POPM) at Ft. Sam Houston, TX.

COL Novakoski writes, “In October 2012 while deployed in Kandahar, Afghanistan as DCCS of 10th Combat Support Hospital (CSH), I received an email from III Corps (Fort Hood) Public Affairs Office. The email stated that Baylor President Kenneth Starr had invited LTG Don Campbell (Kansas State alumni) to the Baylor vs K-State football game on 17 November 2012. The PAO also stated that I, as the senior Baylor alumnus at Fort Hood was also invited to be Judge Starr's guest in the President's Skybox for the football game.

Fortunately, this game occurred about 2 weeks after I re-deployed so I was able to attend. As a Baylor alum, Judge Starr asked me to run onto the field with him in front of the Baylor Freshman Line students at the beginning of the game. At halftime, LTG Campbell and I, in ASUs, were invited onto the field where they announced us and we witnessed 14 Army ROTC cadets taking their scholarship oaths. One of the cadets taking his oath that evening was Evan Garr, the son of COLs Mary (another Baylor MHA alum) and John Garr.

This recognition was all done as Baylor's way to honor veterans at a home Baylor game immediately following Veteran's Day. By the way, Baylor had a historic win in upsetting #1-ranked Kansas State 52-24.”

Thank you COL Novakoski for sharing your experience and for representing BU and our Alumni with distinction. And congratulations to COLs Mary and John Garr on Evan's oath and commitment to future military service...perhaps a future Army-Baylor Alum in training?

Membership Speaks

Thank you to the (anonymous) Alum who recommended we conduct more ABAA Dinner business virtually instead of during the annual dinner. This practical move will allow a less formal dinner agenda, but will also allow for broader input from the majority of our members who aren't able to attend the dinner each year.

Any alumni who want their voices heard, please contact us and we'll ensure your comments are posted, by-name or anonymously. I only ask if you express a concern/complaint also provide us with a recommended solution. Please keep your comments and recommendations coming.

Thanks again for all you do for Baylor University, our Army-Baylor Alumni Association and the provision of quality healthcare throughout the world.

Happy New Year and Sic 'em Bears!



Rob Letizio, FACHE
Alumni President
Class of '99

Online Networking:

There are several online networking groups available to connect with our alum. We are really excited about the reconnecting opportunity that these tools provide. Join us:

LinkedIn: www.linkedin.com **Group Name:** Army-Baylor Alumni

Facebook: www.facebook.com **Group Name:** U.S. Army-Baylor University Healthcare Administration Master's Program

Group Name: US Army-Baylor University MHA

Director's Corner

Hello, Baylor Bears!

I am sending this update from San Antonio and Fort Sam Houston as we are enjoying our normally warm South Texas winter following a great holiday season and after being thrilled with another winning Baylor Bear football season! Additionally, I have the pleasure of reporting that 100 students were enrolled in our program this year (45 members in the Class of 2013, 55 members in the Class of 2014) with prospects of the Class of 2015 having nearly 60 students .

We have outstanding news of student achievement over the past few months:

A group of students representing each of the military services, DAC, and VHA developed a jointly-authored paper, "Analysis of San Antonio Military Medical Center ER/Trauma CT Scanner", within CAPT Tom Mihara's Operations Management Course that achieved "Best Student Research Paper" standing for 2011 – 2012 from the American Academy of Medical Administrators (AAMA). Additionally, Army-Baylor alum and former faculty member, LTC (RET) Chris Pate, Ph.D. provided mentoring support for the student group. Group members included: Ms. Kenya Brown (VHA), Ms. Stefanie Harris (DAC), CPT Sean Hoskins (USA), LT Jose PonceVega (USN), and CAPT Barry Warshaw (USAF).

Another group of students and faculty were recognized by the National Academy of Healthcare Quality for earning the annual "high impact" award for an article published in the Journal of Healthcare Quality. LT Chad Smith, LCDR Suzanne Wood, Ph.D., and LTC Brad Beauvais, Ph.D. jointly developed the paper, "Thinking Lean: Implementing DMAIC Methods to Improve Efficiency within a Cystic Fibrosis Clinic.

The annual summer transitions brought three new teammates and their families to the Army-Baylor program: MAJ Fred Weigel recently completed doctoral studies in management at Auburn University and completed a year of service as Chief, IMD at Eisenhower Army Medical Center before arriving to replace MAJ Mark Mellott in conjunction with Mark's deployment to Afghanistan. Major (CH) Thomas Brooks arrived for faculty service having completed graduate studies in Medical Ethics at Trinity Graduate School. Finally, Army-Baylor alumnus, Major Mishaw Cuyler arrived as a doctoral candidate from the School of Business at the University of Texas-El Paso.

As we look forward to activities in the academic and fiscal year, we now know that broad participation at the annual Military Health System Conference in D.C. and ACHE Congress in Chicago were not possible this fiscal year, but we are still planning to work within the fiscal and operational constraints for travel to participate in knowledge sharing and professional development events to the fullest extent possible. Thanks to the tremendous support of the Army-Baylor Alumni Association, our didactic students were able to participate in the annual South Texas ACHE Landscape here in San Antonio where they received a first-rate professional development seminar. During the course of the program, Army-Baylor faculty members LTC Brad Beauvais and LTC Forest Kim were recognized for their selection as ACHE Regional Graduate Faculty and Research of the Year respectively.

I want to close this newsletter update by conveying tremendous thanks to the many alumni who have contributed financial resources through donations and dues over the past few years that enable the Alumni Association to support our Program. In fact, it seems that the recent Army-Baylor cohorts have embraced a new tradition of becoming "Lifetime Members" of the Alumni Association by joining en masse at the end of the Comprehensive Oral Examinations. Kudos to the Class of 2013 for achieving 71% (32 of 45) Lifetime Member status! Please know that these contributions have a substantial, positive strategic and operational impact. When the Alumni Association contributes to the annual meetings of healthcare management education such as the Association of University Programs in Health Administration (AUPHA) and Academy of Management (Healthcare Management Division), not only does the financial support assist high-quality educational development, but this support also reinforces and bolsters strategic goodwill among the graduate programs of healthcare management which translates into academic regard in U.S. News national rankings, research\service opportunities, and future faculty placements in doctoral studies. Furthermore, the Alumni Association's support of our faculty and students through plaques, awards, and networking receptions reinforces a high sense of community and achievement. On behalf of all the members of our faculty and our students, thank you for all that you do to support the Army-Baylor University MHA\MBA Program!

Respectfully,

LTC Lee W. Bewley, Ph.D., FACHE

Class of 1999

CONSTITUTION OF THE ARMY BAYLOR UNIVERSITY ALUMNI ASSOCIATION

ARTICLE I - NAME

The name of this organization shall be the Army-Baylor Alumni Association, hereafter referred to as the "Association" herein.

ARTICLE II - OBJECTIVES

The objectives of the Association shall be:

- a. To foster, maintain and strengthen a sense of fraternity among alumni of the Army-Baylor University Graduate Program in Health and Business Administration (hereafter referred to as the "Army-Baylor Program");
- b. To promote Association affiliation to all alumni;
- c. To enhance communication among Association members;
- d. To promote education and professionalism of the program and in the field of health care administration;
- e. To encourage membership and participation in professional health care management organizations;
- f. To arrange and conduct social events for Association members;
- g. To provide advice and support to the faculty and staff of the Army-Baylor Program in order to promote and enhance the quality of the program for future graduates;
- h. To provide legally-permissible financial support to the Army-Baylor Program in coordination with the Program Director
- i. To recognize alumni and current Army-Baylor Program students for noteworthy service and contributions to military and civilian health care administration.

ARTICLE III - MEMBERSHIP

- a. Membership in the Association shall be voluntary.
- b. Membership shall encompass the following categories:
 - (1) Active: Any alumnus or Residents whose dues are current.
 - (2) Honorary: A non-alumnus who has significantly contributed to the Army-Baylor Program or the field of military health care administration and who has been nominated by the active membership and elected by the voting members of the Executive and/or Awards Committee.

ARTICLE IV - OFFICERS

a. Association officers shall be active Association members and shall collectively constitute the Executive Committee.

b. Association officers with voting privileges shall be the following:

- (1) Past President;
- (2) President;
- (3) President Elect/1st Vice President;
- (4) 2nd Vice President;
- (5) Secretary/3rd Vice President

c. Appointed Association officers without voting privileges shall be the following:

- (1) Treasurer;
- (2) Director, U.S. Army-Baylor University Graduate Program in Health and Business Administration;
- (3) Army Regent, American College of Healthcare Executives;
- (4) Information Technology – website administrator.

d. The manner of election/appointment of officers shall be in accordance with the Association Bylaws.

Bylaws.

- (1) At least one of the voting officers shall be a retired/civilian Alumnus.
- (2) If at the time of the annual election of the 3rd Vice President all voting officers are retired/civilian alumni, only active duty alumni may be nominated for 3rd Vice President. In that way, at least one of the voting officers shall be serving on active duty.

e. Duties:

(1) The Past President shall serve as principal advisor to the President and shall perform those tasks as requested by the President.

(2) The President shall:

- (a) Direct the activities of other officers of the Association;

(b) Serve as principal liaison between the Association and the Baylor University Alumni Association;

(c) Chair all Association committees;

(d) Serve as an advisor to the Army Regents of the American College of Healthcare Executives on matters of concern to Association members;

(e) Approve the disbursement of funds.

(3) The President Elect/1st Vice President shall:

(a) Serve as principal assistant to the President;

(b) Revise and staff amendments to the Association Constitution and Bylaws;

(c) Organize and conduct marketing and fund-raising activities.

(4) The 2nd Vice President shall:

(a) Arrange the annual alumni dinner in conjunction with the American College of Healthcare Executives Congress on Administration and prepare publicity for the Association newsletter;

(b) Serve as Co-Chair of awards committee and administer awards functions, to include dissemination of publicity and criteria for each award (Distinguished and Honorary Alumni) receipt of nominations, dissemination of nominations to Awards Committee members, and counting of votes.

(5) The Secretary/3rd Vice President shall:

(a) Prepare the Association newsletter as stated in the Association By-laws and submit it to the Baylor University Alumni Association for publication and distribution;

(b) Prepare the agenda for the annual business meeting;

(c) Prepare Executive Committee meeting minutes.

(6) The Treasurer shall:

(a) Maintain accounting records in accordance with applicable rules and regulations;

(b) Prepare a fiscal year financial statement for distribution at the annual business meeting;

(c) Serve as liaison with the Baylor University Alumni Association on all matters regarding dispersal of Association funds on deposit with the University Alumni Association;

(d) Purchase awards for presentation at the annual alumni dinner;

(e) Prepare a proposed budget for the upcoming fiscal year.

ARTICLE V - MEETINGS

a. The Executive Committee shall meet at least annually, normally in conjunction with the American College of Healthcare Executives Congress on Administration. Minutes shall be maintained. The agenda will encompass, at a minimum, the following:

(1) Financial report;

(2) Membership review;

(3) Proposed budget for the upcoming year;

(4) Awards to be presented at the alumni dinner;

(5) Suggestions for future Association activities.

b. A general membership business meeting shall be held annually, normally in conjunction with the American College of Healthcare Executives Congress on Administration.

(1) For the purpose of conducting business, a quorum of members must be present. A quorum is defined as a minimum of sixteen active members in good standing.

(2) The information discussed at the Executive committee meeting shall be disseminated to the membership with the exception of names of awards winners which shall be announced at the alumni dinner.

c. An alumni dinner shall be held annually in conjunction with the American College of Healthcare Executive Congress on Administration. The dinner will normally be scheduled for Tuesday evening of Congress week.

ARTICLE VI - DUES AND OTHER SOURCES OF INCOME

a. Annual Association dues shall be recommended by the Executive Committee and approved by majority vote of the members present at the general membership meeting.

b. Dues structure shall be in accordance with the bylaws of the Association.

c. Honorary members shall be exempt from payment of dues.

However, if these individuals choose to pay dues, they will be granted all privileges accorded active members.

- d. Monetary contributions for either general or specific purposes may be accepted. Contributions, which pose a possible conflict of interest for government employees, will be reported for legal review prior to final acceptance by the Executive Committee.
- e. Any other income-producing activities shall be approved by the Executive Committee.

ARTICLE VII - DISSOLUTION

Upon discontinuance or dissolution of the Association, all of its assets shall be liquidated and the proceeds thereof applied to purposes in consonance with the stated objectives of the Association. Distribution of proceeds will be approved by the Executive Committee.

ARTICLE VIII - ADOPTION AND AMENDMENT

The constitution and bylaws shall be adopted and amended in accordance with the bylaws of the Association.



American Academy of Medical Administrators
AAMA Research & Educational Foundation

Advancing excellence in healthcare leadership

For Further Information:
Susan M. Eget
AAMA Director,
Membership & Communications

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Web: www.ameda.org

PRESS RELEASE

Charles Benninger Named 2012 Healthcare Executive of the Year by the American Academy of Medical Administrators

Des Plaines, IL, December 3, 2012 – **Charles O. Benninger, CFAAMA**, Utilization Management Coordinator, Illiana Veterans Healthcare System in Danville, Illinois, was named the **2012 Healthcare Executive of the Year by the American Academy of Medical Administrators (AAMA)**. Benninger received the award during the 2012 AAMA Annual Conference in San Antonio, TX, on November 14, 2012. The Healthcare Executive of the Year Award is the Academy's highest honor. It recognizes an individual whose work has provided an environment for delivering the maximum level of quality care with dignity and human concern.

Benninger successfully completed a 25-year naval career, which included service as a hospital corpsman and Nurse Corps Officer. While serving as the executive officer at the Naval Hospital in Jacksonville, Florida, Benninger implemented sweeping organizational changes. These included the introduction of Relative Value Units productivity standards, a performance based budget model and the development of an organizational report card for utilization in decision-making by the Board of Directors. During just two months, as a director in a private multispecialty practice, Benninger directed the acquisition, implementation and conversion to PACS and CR imaging systems at four clinic locations. In his current position with the Illiana Veterans Healthcare System, he provided guidance in the successful implementation of an interdisciplinary process for the inpatient care unit that has cut avoidable bed days in half and resulted in cost avoidance of over \$1.5 million.

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American College of Cardiovascular Administrators (ACCA)
American College of Long-Term Care Administrators (ALCA)

American College of Federal Healthcare Administrators (ACFHA)
American College of Healthcare Information Administrators (ACHIA)

American College of Oncology Administrators (ACOA)
American College of Small and Rural Healthcare (ACSRH)
American College of Neuroscience Administration (ACNA)

Benninger is the past Chair of the AAMA's Credentialing Committee, which develops and bestows CAAMA certification. He led the committee in the transiting the certification exam from a mixed format with both objective and subjective essay questions, to a completely objective question format, which eliminated all subjectivity and reduced grading time. Benninger has been an AAMA member since 1998.

About AAMA

The AAMA Mission is to advance excellence in healthcare leadership through individual relationships, multidisciplinary interaction, practical business tools and active engagement. The AAMA recognizes and brings together diverse specialties of the broad, multidisciplinary medical administration community. AAMA provides solutions, strategies and resources to help healthcare administrators overcome the challenges of their evolving environment.

AAMA includes specialty groups focused on the administration of cardiovascular services, oncology programs, contingency planning, healthcare information systems, federal healthcare, small or rural healthcare organizations, and neuroscience administrators. The Academy offers a quarterly electronic publication with peer-reviewed articles, three annual conferences, credentialing programs, volunteer leadership development and networking opportunities. Details of AAMA's programs and services are available on its website, www.aameda.org.