

## Chapter Two The First Meeting

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After the organizational meeting described in Chapter One, a follow-up meeting was held, as part of the AAMC national meeting. This gathering also took place on October 27, 1967.

Deans of 84 medical schools had designated 126 persons to attend the meeting.

“Gus” Carroll had written to each person who had been designated to attend, inviting suggestions for topics to be discussed. About 80 persons responded and suggested 55 different questions and subjects for discussion.

This meeting was chaired by Dr. Lee Powers, AAMC, Associate Director, Office of the Executive Director.

On the podium, in addition to Dr. Powers, were, Mr. Carroll, Nathaniel Karol, Director of the Division of Grant Administration Policy for the US Department of Health, Education and Welfare, and Ernest Allen, ScD., Director, Office of Extramural Programs, US Public Health Service.

“Gus” spoke briefly about the purpose of the meeting, the preparation and interest expressed by those attending.

Dr. Allen spoke about current problems regarding medical school-federal government relations. Mr. Karol participated in this discussion.

Carroll spoke to many of the business officers after the meeting. He said that they were, “enthusiastic and pleased with the meeting,” and mentioned this in a memorandum he sent to Dr. Robert Berson, Executive Director of the AAMC. His memorandum was dated November 6<sup>th</sup> 1967.

In this memorandum he said: “except that we had an overflow crowd (between 135 and 150) and not enough seats, the meeting went well and seemed to be well received. ... The two hour session was too short to accomplish much but from the letters and calls I received before the meeting it became clear that there was a unanimous feeling that regular meetings should be held – smaller but longer regional meetings, an annual meeting, and possibly some workshop type meetings regarding special areas of medical college business administration. ... I realized that there would not be enough time for productive discussion of what should be done next, so I invited 7 experienced business officers to meet with me on the morning of October 27<sup>th</sup> to talk about the future. ...”

Prior to the meeting, Mr. Carroll sent a memorandum to those invited to attend the first meeting of the Medical School Business Officers Section of The AAMC. His memorandum was dated February 16<sup>th</sup> 1968. (see appendix two).

In his memorandum he advised the business officers that, “The Executive Council and officers of the AAMC have enthusiastically endorsed the organization of a Business and Fiscal Officers Section of the Association.”

That was the background leading up to the first official national meeting of the U.S. medical school business and administrative officers.

On Thursday October 31<sup>st</sup>, 1968, at 1:30 PM, at the Shamrock Hilton Hotel in Houston, Texas, Joseph Diana, called to order, the first official national meeting of the Medical School Business Officers Section Of The Council Of Deans.

Hugh Hilliard reported on behalf of the By-Laws Committee.

He remarked that, “although there will probably be some ad hoc committees established, the formation of standing committees should not take place until the next annual meeting.” The rationale was that this was desirable in order to avoid over-structuring until the new section and its officers had had a chance to identify the specific committee needs. He then presented the proposed by-laws (see Appendix “C”).

Mr. Robert G. Lindee reported for the Nominating Committee.

The committee proposed the following officers for the 1968-69 fiscal year:

President:	-Mr. Joseph Diana
Vice President:	-Mr. Harry Parker
Secretary:	-Mr. William C. Hilles
Treasurer:	-Mr. C. N. Stover, Jr.

The slate of officers was elected by unanimous vote of those in attendance.

Mr. George N. Norwood, Jr. reported for the Budget Committee.

He reported that the AAMC had assured the Business Officers Section (BOS), that they would cover basic expenses of the organization. At the time of this meeting a formal budget had not been developed. The plan was that this would be done by the Executive Committee during the coming year.

Joe Diana discussed the goals, objectives and future activities of the BOS.

- ❑ Purpose of the organization: To advance medical education particularly in the area of business.
- ❑ The BOS will be representative of all medical schools in performing its functions and that its officers, the membership and Chairs of the standing committees will be subject to sufficient turnover.

- ❑ The need for professionalizing the business officer's role as a team member in governing the medical school.
- ❑ Provide the best techniques and assistance to serve the programs of each medical school.
- ❑ The BOS will work to achieve a high level of sensitivity to the needs of each institution's personnel and programs.

Activities planned for the 1968-69 fiscal year:

- ❑ A workshop on medical school management.
- ❑ Interchange of administrative talent between schools.
- ❑ Middle management training.
- ❑ A medical school administrative fellowship program with the Federal government.

Mr. Thomas J. Campbell, Assistant Director, AAMC Division of Operational Studies, conducted an open discussion on professional development.

He told the group that a recent questionnaire on the background and organizational position of medical school business officers indicated a multiplicity of institutional organization charts and business officer experience.

He suggested that workshops be patterned after the AAMC administrative institutes, with the BOS picking the appropriate subject and curriculum development.

Dr. Walter Rice, Director of the AAMC Division of Operational Studies stressed the need for a close working relationship between the business officers and his division.

The next agenda topic called for reports from the regional meetings.

It was recognized from the very beginning that the strength of the BOS would be very dependent on the strength and success of its regional organizations.

The BOS divided the nations medical schools into the following regions;

- ❑ Northeast
- ❑ Southern
- ❑ Midwest
- ❑ Western

Hugh Hilliard reported on the first meeting of the Southern Region. It was held in Atlanta on May 13th 1968. Twenty-five people attended the meeting representing most of the southern medical school.

Discussion included: relationships with teaching hospitals, AAMC faculty salary questionnaire, budgeting and interim financial reporting, plans for future meetings.

Bill Hilles reported on the first meeting of the northeast region. It was held in on July 26th 1968. Representatives of twenty-eight of the regions thirty-seven medical schools attended. Discussion included: organizing business services within a modern medical center, fiscal considerations related to medical service plans, organization plans, a development of by-laws for the BOS.

On Friday, November 1<sup>st</sup>, 1968 the second program session of the young group took place. It started at 1:30 PM and ended at 5:00 PM.

C. N. (Red) Stover, served as the Chairman.

The group heard a talk by Dr. Manson Meads, Dean of the Bowman Grey School of Medicine. He presented - "A Dean's Eye View of the Business Officer."

In his talk Dr. Mead said, "the rapid growth of faculties, facilities, and programs had resulted in an increased complexity of financing of medical education. At the same time there is emerging public attitudes with respect to allocation of national resources to support the cost of medical education and bio medical research. This results in the need for a business and finance officer qualified to perform as a key medical school administrator."

"Such an individual must be capable of ensuring the optimum use of existing resources and of assuring that appropriate information is developed relating to program costs and sources of income so essential for sound, long range planning, decision making and program evaluation."

Dean William F. Maloney, of the Tufts University School of Medicine spoke about the relationship between the BOS with the AAMC.

He said that the advancement of medical education depends on good management. "As long ago as 1876, this thought was expressed by a group of leaders of twenty-two medical colleges, meeting to form a provisional Association of Medical Colleges of America."

He went on to talk about the close relationship between the AAMC and the medical business officers in such areas as, medical school program costs, medical center staffing patterns, cost analysis in teaching hospitals, annual expenditures reports and many other areas.

He urged a continuation of these relationships and said that this would lead to improving statistical reporting, finding better ways to determine the cost of medical education, develop better methods of budgeting, internal fiscal reporting for medical schools and improving relationships between medical schools and the federal government.

He emphasized that as a responsible official concerned with sound financial policy and operation of his/her medical school the business officer must recognize his/her responsibility for bringing ~~their~~ wisdom to the national policy scene through the AAMC.

Mr. Robert F. Kerley, Vice President for Business Affairs and Treasurer, University of Kentucky, spoke about the relationship of the business officer and COGR (Committee on Governmental Relations).

He discussed the role in federal-university relations which could be undertaken jointly by the Committee on Governmental Relations of the National Association of College and University Business Officers (NACUBO), and the new business officers section of the AAMC.

He reviewed the brief history of the government-university liaison and the development and nature of COGR. He emphasized its concentration on problems effecting educational institutions with significant federally funded sponsored programs. He said, nevertheless, COGR was not designed to handle all of the special problems experienced that may concern the AAMC. Therefore, it is very important that there be a very close coordination and continual dialogue between the two business officers groups on all matters of common interest as well as the specialized problems of particular interest to medical schools.

Dr. Julius B. Richmond, Acting President, State University of New York, Up State Medical Center, presented the first annual, A. J. "Gus" Carroll Memorial Lecture.

His talk was titled, "Creative Administration." He spoke about the talents and accomplishments of the late Gus Carroll, emphasizing his creativeness in developing more effective ways to meet the problems of medical center administration.

He suggested three areas that would be of concern over the next several years. [1] The development of a spirit of inquiry, [2] Adequate attention to institutional self- study and self-analysis resulting in new approaches to better management of resources, [3] Emphasis on the need to examine new approaches in financing health services to the American public.

He closed by expressing his view that the business officer is a full member of the academic community, not exclusively a service arm of the institution.

At the conclusion of Dr. Richmond's presentation the first annual meeting of the Business Officers Section of the Association of American Medical Colleges was duly adjournment.

**BOS Nominating**

Joseph A. Diana, Jr., *chairman*  
Erick K. Erickson  
David ...  
John ... *Journal of Medical Education*  
C. N

**BOS Program**

Adrian E. Williamson, *chairman*  
Walker W. Allen  
Alfred F. Beers  
Floyd L. Hagan  
Daniel P. Benford (*Ex officio*)

**BOS External Relations**

Thomas A. Fitzgerald, *chairman*  
Richard Aja  
Ronald A. Lochbaum  
Bernard Siegel  
George M. Norwood, Jr. (*Ex officio*)

**BOS Professional Development**

Joseph E. Lynch, *chairman*  
Marvin H. Siegel  
S. R. Wallace  
Hugh E. Hilliard (*Ex officio*)

**BOS Financial and Statistical Standards**

William A. Zimmerman, *chairman*  
J. Howard Feldmann  
M. James Peters  
Don Young  
Joseph A. Diana, Jr. (*Ex officio*)

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BOS Committees as listed in the  
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