

AGENDA
ADMINISTRATIVE BOARD

of the
COUNCIL OF DEANS

June 25, 1971
Executive Room
7:30 a.m. - 9 a.m.
Dupont Plaza Hotel
Washington, D.C.
BREAKFAST

- I. Consideration of the April 16, 1971 Minutes
- II. Planning for COD Session at Annual Meeting
 - 1. Report on CAS and COTH plans
 - 2. OSR Meeting
 - 3. Possible Attendance of Foreign Dignitaries
 - 4. Program or Deliberative Session - Content?
- III. Dates and Sequencing of Future Meetings
- IV. Function of Administrative Board
- V. Items to be Considered at Executive Council Meeting Relating to COD Concerns
 - A. Action Items
 - 1. Election of Provisional and Institutional Members
 - 2. Criteria for Membership and Process of Election
 - 3. Organization of Student Representatives--Finances
 - 4. Faculty Participation in AAMC Affairs
 - B. Information Items
 - 1. COD Action on Planning Coordinators' Section
- VI. Report on Institutional Management Development Activities

ASSOCIATION OF AMERICAN MEDICAL COLLEGES
MINUTES
ADMINISTRATIVE BOARD OF THE COUNCIL OF DEANS

April 16, 1971
Dupont Plaza Hotel
Washington, D.C.

Present:

(Board Members)

Merlin K. DuVal, M.D., Presiding
Carleton B. Chapman, M.D.
Kenneth R. Crispell, M.D.
Clifford G. Grulee, M.D.
William F. Maloney, M.D.
Sherman M. Mellinkoff, M.D.
Charles C. Sprague, M.D.
Harold C. Wiggers, Ph.D.

(Staff)

John A. D. Cooper, M.D.
John M. Danielson
August G. Swanson, M.D.
Marjorie P. Wilson, M.D.
Joseph A. Keyes

Ex Officio:

William G. Anlyan, M.D.
Russell A. Nelson, M.D.

I. Call to Order

The meeting was called to order at 7:10 a.m.

II. Minutes of the February 12, 1971 Meeting

The minutes of the previous meeting were approved as written.

III. Regional Meeting Agendae

This portion of the meeting focused on a discussion of the items presented for consideration at the regional meetings of the COD in Dr. DuVal's memorandum of April 9, 1971.

A. Student Representation in AAMC

Dr. DuVal announced the appointment of a Task Force to Develop Guidelines for the Organization of Student

Representatives. The Task Force is constituted as follows:

Robert M. Bird, M.D., University of Oklahoma,
Chairman

J. Robert Buchanan, M.D., Cornell University

Clifford Grobstein, Ph.D., University of California-
San Diego

John A. Gronvall, M.D., University of Michigan

Emanuel Suter, M.D., University of Florida

Ex Officio: Merlin K. DuVal, Jr., University of
Arizona

B. Corporate Responsibility for Graduate Medical Education

As indicated in Dr. DuVal's memorandum, the paper presented for consideration at the February COD meeting has been revised and retitled "The Implications of Corporate Responsibility for Graduate Medical Education." It is now intended to serve as a background paper for a policy statement currently under development by a joint committee of COD, CAS, and COTH.

It was pointed out that the M.D. degree no longer has the same significance that it did in a much earlier period. It now signifies that degree of preparation necessary to benefit from an additional period of education which will develop the competence requisite to the independent practice of medicine. Post-M.D. education should be recognized as an academic endeavor, and academic institutions should begin to accept responsibility for the completion of the task which they have begun. Several problems in bringing this about were discussed. One centers about the ambiguity of the status of the resident-student or provider of services--brought about by the current methods of compensation. Resolution of this ambiguity may bear heavily on the method of allocating the costs and the responsibility for meeting the expenses of residency programs. Some concern was expressed about the impact on non-affiliated hospitals of the adoption of a policy advocating academic cognizance of graduate medical education. In response it was pointed out that there appeared to be two avenues open to such hospitals: affiliation with an academic medical center or the development of a substantial "universitoid" educational enterprise such as

exists at Hartford Hospital. Mr. Danielson indicated that there is a potential for elucidation of some of the issues considered through deliberations of two COTH task forces, one considering relations with house staff, and the other examining the goals and objectives of COTH with a view toward developing more appropriate criteria of membership. This second group will be working with others to develop more accurate indices of characteristics by which to distinguish types or classes of hospitals.

C. The Relationship of the VA to Academic Medical Centers

Dr. DuVal announced the forthcoming Airlie House Retreat with members of the VA staff as a step which hopefully will facilitate the easing of the "increasingly strained" relationships between the medical schools and the VA. Two sources of tension were identified: 1.) certain administrative procedures adopted recently by the VA, and 2.) the current requirements for the dispensing of research funds administered by the VA. Dr. DuVal asked that the matter be discussed further at the regional meetings and that specific and detailed information on individual problems be forwarded to the Association so that the leadership could deal on a more informed basis with the VA.

IV. Faculty Participation

Dr. Anlyan and Dr. Cooper reported on the progress of their efforts to formulate an appropriate proposal to carry out the Assembly's mandate to develop a mechanism which would provide for greater faculty participation in the Association's affairs. They presented three alternatives for consideration:

A. An Organization of Faculty Representatives

This would provide a configuration parallel to the Organization of Student Representatives, i.e., one representative from each Institutional Member and Provisional Institutional Member, related to the Council of Deans, representation in the Assembly equal to 10 percent of OFR membership, and a seat on the Executive Council.

B. A Council of Academic Societies and Faculties

This would involve expanding the CAS to provide a focus for institutional faculty representation.

C. A Council of Faculties

This would involve the establishment of a fourth Association Council with an organization and prerogatives parallel to the existing Councils.

These alternatives had been presented previously to the Administrative Boards of CAS, COTH, and to the Executive Committee. CAS considered the second alternative preferable, the first acceptable and the third undesirable. COTH also tended to favor the second, and the Executive Committee clearly favored the second. Dr. Anlyan indicated that the intended course of action was to present the matter to the Executive Council for its advice and to request that the deans consider the matter more extensively at both their regional meetings in April and their national meeting in May. Hopefully, the proposal could be in form for final disposition at the Annual Meeting of the Association in the fall.

The subsequent discussion of the issue by the Board focused on matters of cost, the adequacy of the CAS as a faculty forum, the forum provided by the Midwest for faculty participation, and the intensity of faculty interest for greater participation within the AAMC. There was some suggestion that it was the younger faculty which felt most strongly that its views were not heard. This led to the speculation that some program, similar to the Markle Scholars Program, might well have a place within the AAMC.

No vote was taken nor was final resolution of these issues attempted. The sentiment of the group, excepting that of a minority committed to a contrary view, was clear that a fourth alternative should be adopted, i.e., the Assembly should be requested to reconsider and revoke its mandate.

V. Structure and Function of the Council of Deans

Dr. DuVal invited the Board to engage in a free-ranging discussion of the role of the COD both within the context of the AAMC and with respect to meeting the needs and expectations of the deans. It was his hope that through discussions of this type within the Administrative Board, the various regions and finally at the May 20, 1971 meeting of the Council, the goals and objectives of the COD would come into clearer focus and provide appropriate guidance on the conduct of Council affairs. Dr. DuVal questioned whether Council meetings, for instance, should

be oriented toward the presentation of program materials or rather provide a forum for the deliberation of matters of common concern. While the latter had great attraction, he pointed to the difficulty of structuring and conducting a meeting of one hundred men in such a fashion as would satisfy all of their expectations.

There were arguments presented both pro and con regarding the value of regional meetings; they were seen as valuable in providing a forum for discussion, but of limited value because issues tend to relate to local, state or national concerns--there are few truly regional issues.

One factor contributing to the ambiguity of the COD role within the AAMC was the increasing complexity of the Association itself. While the deans remain the representatives of the Institutional Members, the components of the institution are increasingly being represented as well. One concern, which the deans must have, is that the Association remain flexible and responsive, avoiding the pitfalls of bureaucratic complexity leading to organizational paralysis.

Other concerns expressed:

- The Association does not devote sufficient attention to assisting the deans with the solution of their day-to-day problems but spends too much time on national issues and solving the problems of the world.
- There is some feeling that the staff takes too much initiative without sufficient input from the deans.
- Some of the feeling of lack of involvement in Association affairs and perception of its unresponsiveness results from poor communications; a fruitful approach would be to give wider distribution to the "Weekly Activities Report," which is sent to Executive Council members. It should be sent to every dean with the admonition that it be shared with the faculty.
- To be workable, a large organization must delegate authority to a smaller group which is responsive and responsible to the whole. It is possible that the Administrative Board is inadequately fulfilling this role. One reason may be that it does not enjoy sufficient confidence of the membership.

- ② This may result from election procedures not designed to insure broad and effective input from the membership. Perhaps, politicizing, nomination from the floor, abolition of the Nominating Committee or regional election of representatives to the Administrative Board and Executive Council are called for.
- ② Some mechanism should be designed to provide for continuous communication among the deans between meetings: a "buddy system" or a broader use of the Northeast Region's model--subregionalization with communication links between subregional chairmen; greater attendance of regional chairmen at Executive Council meetings.

VI. Adjournment

The meeting was adjourned at 8:55 a.m.