



ASSOCIATION OF
AMERICAN
MEDICAL COLLEGES

AGENDA
FOR
COUNCIL OF DEANS
ADMINISTRATIVE BOARD

WEDNESDAY, SEPTEMBER 27, 1989

1:00 PM - 2:00 PM
MONROE WEST

2:00 PM - 5:00 PM
MONROE EAST

6:00 PM - 9:00 PM
HEMISPHERE

THURSDAY, SEPTEMBER 28, 1989

8:30 AM - 12:30 PM
CONSERVATORY

12:30 PM - 1:30 PM
THOROUGHbred

WASHINGTON HILTON HOTEL AND TOWERS
WASHINGTON, D.C.

COUNCIL OF DEANS
ADMINISTRATIVE BOARD MEETING

September 27-28, 1989
Washington Hilton Hotel and Towers
Washington, D.C.

AGENDA

WEDNESDAY, September 27, 1989

1:00 p.m. - 2:00 p.m.
Governance Committee Session
Monroe West

2:00 p.m. - 5:00 p.m.
COD Administrative Board meeting with Governance Committee Reps
Monroe East

6:00 p.m. - 9:00 p.m.
COD Administrative Board Reception/Dinner
Hemisphere

THURSDAY, September 28, 1989

8:00 a.m. - Continental Breakfast
Conservatory

8:30 a.m. - 12:30 p.m.
COD Administrative Board Meeting
Conservatory

12:30 p.m. - 1:30 p.m.
Joint Administrative Boards Lunch
Thoroughbred

COUNCIL OF DEANS
ADMINISTRATIVE BOARD MEETING

Thursday, September 28, 1989
8:30 a.m. - 12:30 p.m.
Conservatory Room

AGENDA

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I. Call to Order	
II. Report of the Chair	
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IV. Report of the President	
V. Action/Discussion Items:	
A. Election of Academic Society Member (See Executive Council Agenda, Page 10)	
B. Endorsement of LCME Accreditation Decisions (See Executive Council Agenda, Page 11)	
C. A Single Examination for Medical Licensure (See Executive Council Agenda, Page 24)	
D. AAU Draft Report on Indirect Costs (See Executive Council Agenda, Page 65)	
E. NIH Research Facilities Construction Authorization (See Executive Council Agenda, Page 72)	
F. Waxman Amendment on Medicare Payments for GME (See Executive Council Agenda, Page 76)	
G. Draft Revision of the General Requirements of the Essentials of Accredited Residencies and GME (See Executive Council Agenda, Page 85)	
H. Proposed Revision of the Rules and Regulations of the Group on Medical Education (See Executive Council Agenda, Page 98)	
I. Report of the Task Force on Physician Supply (See Executive Council Agenda, Page 104)	
J. Group on Faculty Affairs Proposal.....	12

VI. Information Items:

A. Annual Meeting plans, i.e. dinner, Louis J. Kettel, M.D.

B. 1990 Spring Meeting Planning Committee Membership

C. Group Progress Reports: (See Executive Council Agenda)

- Group on Business Affairs, Page 105
- Group on Faculty Practice, Page 107
- Group on Institutional Planning, Page 108
- Group on Public Affairs, Page 109
- Group on Student Affairs, Page 110

D. AAMC Award Recipients
(See Executive Council Agenda, Page 112)

VII. Report of OSR Chair

VIII. Old Business

IX. New Business

X. Adjourn

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

MINUTES

June 15, 1989
8:40 a.m. - 12:30 p.m.
Conservatory Room

Washington Hilton Hotel & Towers
Washington, D.C.

PRESENT:

(Board Members)

L. Thompson Bowles, M.D., Ph.D., Chair
William T. Butler, M.D., Immediate Past Chair

Executive Council Representatives:

George T. Bryan, M.D.
Phillip M. Forman, M.D.
John Naughton, M.D.
Henry P. Russe, M.D.
Robert E. Tranquada, M.D.

Members-at-Large:

David S. Greer, M.D.
Leon E. Rosenberg, M.D.
Hibbard E. Williams, M.D.

Assembly Officials:

*D. Kay Clawson, M.D., Chair
*David H. Cohen, Ph.D., Chair-elect

OSR Representatives:

Clayton Ballantine, M.D., Chair
Caroline Reich, Chair-elect

Invited Guest:

William Stoneman, III, M.D., AMA, Section on Medical Schools

*Present for part of the meeting

(AAMC Staff)

Brooke Bonner
*Sarah Carr
Robert D'Antuono
H. Paul Jolly, Ph.D.
Robert F. Jones, Ph.D.
*Donald G. Kassebaum, M.D.
Louis J. Kettel, M.D.
Joseph A. Keyes, Jr., J.D.
*Herbert W. Nickens, M.D.
Wendy H. Pechacek
Gladys V. Peters
*Robert G. Petersdorf, M.D.
*John F. Sherman, Ph.D.
*Allan C. Shipp
August G. Swanson, M.D.
*Kathleen S. Turner

I. Call to Order

Dr. L. Thompson Bowles, Chair as of June 1, 1989, called the meeting to order at 8:40 a.m.

II. Report of the Chair

Dr. Bowles reported on the April 14, 1989 meeting of the AAMC ad hoc Committee on Governance and Structure. The committee will further refine its proposal for change and distribute the document to the three administrative boards in late summer. Discussion of the issues listed in the document will come before the administrative boards when they meet in September. The committee will assign two members to attend each of the administrative board meetings to engender a discussion of the issues involved with the hope of obtaining feed back on prioritizing the twelve issues and getting a sense of the administrative boards' thoughts about how the issues ought to be resolved. The original submission time of the report to the Assembly has been moved to 1990 because the committee needs more input from the organization.

Dr. Bowles welcomed William Stoneman, III, M.D., Chair, AMA Section on Medical Schools, to the meeting. Dr. Stoneman, rotating off his position as Chair will be succeeded by Dr. W. Donald Weston at the completion of the June 1989 AMA Annual Meeting.

III. Approval of Minutes

The Minutes of February 23, 1989 COD Administrative Board meeting were approved. (Staff has made a few editorial changes.)

Dr. Kettel reported the April 15, 1989 Administrative Board Spring Meeting Minutes were distributed to the COD board members and will be documented and re-circulated with the June 15, 1989 administrative board minutes. There were no action items in the Spring Meeting minutes to be reported.

IV. Report of the President

Dr. Robert G. Petersdorf reported the following:

Administrative Matters - Budget and Personnel

The Association realized a small surplus instead of the predicted deficit for FY 89. Reasons for the surplus are: revenues from MCAT and AMCAS were greater than budgeted; savings in personnel expenditures; and realized gain from sale of investments. (The Executive Council will take action on the FY 90 budget this afternoon, June 15, 1989.)

The marketing analysis of AAMC salaries, performed by The Wyatt Company, has been completed. AAMC's mid-level professional salaries are behind the Washington, D.C. market. The AAMC has frozen Executive Staff salaries in

order to fund FY 90 increases in these mid-level salaries. AAMC's support staff salaries were adjusted last year and are now on track with the market.

Staff Appointments as of July 1, 1989:

Douglas E. Kelly, Ph.D. - Associate Vice President
Division of Biomedical Research

August G. Swanson, M.D. - Vice President
Graduate Medical Education and
International Medical Schools Program

Louis J. Kettel, M.D. - Vice President
Division of Academic Affairs

Karen P. Mitchell, Ph.D. - Assistant Vice President
Section for Educational Research

Association's New Headquarters

The Association plans to occupy a building by the end of December 1991. In February 1989 the Executive Council authorized AAMC's staff to enter into a development agreement with Boston Properties for the construction of a building to be located at 2450 N Street, N.W. Two pluses for the Association in owning its own building are: the reunification of the Association and an increase in space. The Association will have more conference room space, eliminating the need to meet so often in outside facilities. Two problems have arisen: 1) a local citizens group has filed a motion to reconsider the Zoning Commission's ruling of last December which approved the project on behalf of Boston Properties and (2) a "Janitors for Justice" group has filed suit against the Zoning Commission for permitting the Boston Properties proposal to go forward.

The Association is seeking tax-exempt financing. Dr. Sherman has testified before the City Council and great progress was thought to have been made.

Distinguished Service Members (DSM)

An ad hoc committee, chaired by Dr. D. Kay Clawson, met several times last year to redefine the criteria for DSM. The committee recommends no DSM nominations be made this year pending the completion of the governance report. If nominations are received, they will be held until that report is approved.

Meeting With Assistant Secretary of DHHS

On May 31, 1989, Drs. John F. Sherman, Richard M. Knapp, Thomas E. Malone and Robert G. Petersdorf met with James Mason, M.D., the new assistant

secretary of HHS, and Audrey Manley, deputy assistant secretary. A summary of the meeting issues follows:

- **Search for New Center for Disease Control and NIH Directors**

The AAMC provided Dr. Mason with a list of candidates and offered to assist in selection process.

- **Use of Animals in Research**

Of particular discussion was the U.S. Department of Agriculture's APHIS (Animal and Plant Health Inspection Service) regulation. Dr. Mason indicated he and others would continue to follow this issue.

- **Ethics Advisory Board**

Dr. Mason asked the AAMC to provide information on research that has been held up because of the absence of the Advisory Board. The AAMC will provide such information in a letter to be sent to Dr. Mason.

- **The Issue of the Use of Human Fetal Tissue for Transplantation Research**

- **NIH Reprogramming Requests for Research Training**

Dr. Knapp will report on this issue and provide handouts at today's, June 15th, lunch.

Testing Legislation in New York State

Dr. Petersdorf reported Senator LaValle has introduced legislation which would seriously limit the pretesting questions on admissions tests in New York. Pretesting, stated Dr. Petersdorf, is essential because it assures the reliability and accuracy of a student's performance in medical school; it is essential to the development of test forms free of racial/ethnic and gender bias. The Association has taken a strong position against this bill and is receiving a fair amount of support from the New York state deans.

AAMC Positions on Public Policy

The Association typically has not taken positions on public policy not directly related to medical education. Dr. Petersdorf reported changes in AAMC's leadership have prompted the Association to revisit this position to determine if it is one that continues to serve the Association. No definitive decision need be made now, but it is an issue on which the Association would like to have input on how to proceed.

V. Action Items

A. Election of CAS Members

The Board approved support of the applications for membership in the Council of Academic Societies from the Society for Education in Anesthesia and the Society of Medical College Directors of Continuing Medical Education.

B. Endorsement of LCME Accreditation Decisions (2 sets)

The Board approved the recommendation that the Executive Council endorse the LCME accreditation decisions listed in the Executive Council Agenda of June 14-15, 1989, pages 10-22.

C. AAU Report on Indirect Costs

The Board approved the recommendation that the AAMC commend the AAU on the preparation of the document and urge the constituents to consider using staff's recommendations.

ACTION: The document should be distributed to all members of the Council of Deans and GBA. Drs. Louis J. Kettel and John F. Sherman will ask staff for an analysis of the document and report back to the Board in September.

Dr. Kettel will oversee the mailing to the deans which will be accompanied by a cover letter asking for their prompt comments. Dr. Kettel will report these comments at the September Board meeting.

Dr. Swanson stated it would be interesting to hear in September of the experiences of those around the table in discussing the document with their Chairmen.

D. AAMC Positions on Public Policies

The Board agreed there should be no specific policy. Issues should be handled on a case-by-case basis.

RECOMMENDATION:

The Executive Council should identify a process in which such issues should be identified and analyzed from the standpoint of what kind of stance the Association should take.

ACTION: Drs. L. Thompson Bowles and Louis J. Kettel will work on the precise wording to present to the Executive Council today, June 15, 1989.

E. Conflict of Interest

The Board received the status report. No specific action was requested.

F. APHIS Proposed Animal Welfare Regulations

The Board supports the position document presented in the Executive Council Agenda of June 14-15, 1989, pages 70 and 71.

G. Meeting Site for Spring 1991

The 1991 Spring Meeting will be held at the Westcourt in the Buttes, Tempe, Arizona, April 13-17, 1991.

H. A Single Examination for Medical Licensure

Dr. Bowles summarized the single examination for medical licensure document. A three step examination sequence has been proposed. Background material has been presented to the National Board of Medical Examiners at its March 1989 meeting and the Federation of State Medical Boards at its April 1989 meeting. The COD Administrative Board was asked to review the document further and be willing to take a position at its September Board meeting.

A few of the issues are:

1. What kind of licensing examination is wanted?
2. Was the proposed new examination sequence appropriate?
3. Will the examination drive the curriculum more than it is now being driven?
4. Is there a potential negative impact on the LCME accreditation process?

I. Annual Meeting Update

1. Sunday Afternoon Session

There will be a joint session with the AAHC. The topic has yet to be confirmed. The suggested topic is: Department Heads as an interface and their problems in managing that interface. A keynote speaker will address changes in administrative roles with a responding panel of a dean, department head, vice president and hospital CEO. The Board endorsed the topic. Dr. Kettel will work out details with Roger Bulger, M.D., of the AAHC.

I. Annual Meeting Update (Continued)

2. Monday Night Dinner

Staff will plan the Monday, October 30, 1989, COD reception/dinner to take place at the National Press Club.

3. VA/COD Combined Session

This session will take place on Tuesday afternoon, November 1, 1989.

J. Computer Assisted Instruction in the Basic Sciences

The Board urged Dr. Kettel to take no action at this time. He will monitor the GME approach and the programs of the National Fund for Medical Education.

K. Group on Medical Education Bylaws Changes

The Board approved the proposed bylaws changes including the name change to the Group on Educational Affairs. The change better reflects the membership and the group's activities. It also avoids confusion with other acronyms (e.g., Graduate Medical Education).

VI. Information Items

A. Transfer "Traffic Rules"

Traffic rules are forthcoming from the GSA for future discussion.

B. Group Progress Reports

No action needed. Information items only.

VII. Report of OSR Chair

Clayton Ballantine, M.D., OSR Chair, reported the OSR Board's focus in several different arenas:

- increasing the activity level of the OSR reps at individual schools;
- annual meeting
- "Progress Notes"

Caroline Reich, Chair-elect, added comments about OSR activities in the LCME arena.

VIII. Old Business

None

IX. New Business

None

X. Report of AMA Section on Medical Schools

Dr. Stoneman reported the Governing Council of the AMA Section on Medical Schools will meet Friday, June 16, 1989. The full Section will convene Saturday, June 17, 1989. A few of the areas for which resolutions will be proposed for AMA House of Delegates action are:

- Single Examination for Medical Licensure
- Medical Education, Both Undergraduate and Postgraduate
- Use of Animals in Research

XI. Adjournment

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

MINUTES
April 14, 1989
12:30 - 1:45 p.m.
Santa Rosa East

Fess Parker's Red Lion Resort
Santa Barbara, California

PRESENT:

(Board Members)

William T. Butler, M.D., Chair
L. Thompson Bowles, M.D., Ph.D., Chair-elect

Executive Council Representatives:

George T. Bryan, M.D.
Phillip M. Forman, M.D.
John Naughton, M.D.
Henry P. Russe, M.D.
Robert E. Tranquada, M.D.

Members-at-Large:

Hibbard E. Williams, M.D.

AAMC Executive Committee:

D. Kay Clawson, M.D.

Invited Guests from the American Medical Association:

Harry S. Jonas, M.D.
William Stoneman, M.D.

(AAMC Staff)

Louis J. Kettel, M.D.
Joseph A. Keys, Jr., J.D.
Gladys V. Peters
Robert G. Petersdorf, M.D.
August G. Swanson, M.D.

I. Call to Order

The meeting was called to order by William T. Butler, M.D., Chair, at 12:30 p.m.

II. Preparation of Discussion Groups' Reports and Strategies:

The Board took no action on the discussion issues or conclusions. The following members were asked to render a summary report of the discussion issues at the Saturday morning business meeting session of the Council:

II. Preparation of Discussion Groups' Reports and Strategies: (Cont'd)

- George T. Bryan, M.D. - Student Recruitment, Issues of Lower Class Size: The Impact on Funding
- Henry P. Russe, M.D. - Issues in Hospital Affiliations
- Phillip M. Forman, M.D. - Issues in Graduate Medical Education

III. VA/COD 1989 Annual Meeting Planning Committee:

ACTION: Dr. Kettel will staff a committee to work with the VA people in planning the joint program.

IV. Annual Meeting Sunday Afternoon Session:

Prior to the Plenary Session of the AAMC, which starts at 4:30 p.m. Sunday, October 29, the COD will hold a joint session with the vice presidents of the AAHC.

ACTION: Dr. Kettel will work with Dr. Roger Bulger on topic suggestions for the Sunday afternoon session and will bring the suggestions to the June Administrative Board meeting.

V. Deans Dinner, Annual Meeting:

ACTION: Staff will bring dinner site suggestions to the June Administrative Board meeting.

VI. Meeting Site for 1991:

Two sites were presented to the Board for consideration: The Pointe on South Mountain, Phoenix, AZ, and the Westcourt in the Buttes, Tempe, AZ. The Westcourt was selected for 1991.

ACTION: Gladys Peters will procure contract proposal from the Westcourt and present it to the Board at its June meeting.

VII. Conflicting Dates for Spring 1990 Meeting:

The Board approved the request to change the meeting dates of the 1990 Spring Meeting in order to avoid conflicting with Passover, April 10-17, 1990. Two sets of new dates were presented to the Board: March 31 - April 4, 1990 (In Saturday, out Wednesday) and April 3 - 7, 1990 (In Tuesday, out Saturday). The hotel will be in touch with Gladys Peters as to which dates they can accommodate. The Board's first choice is March 31 - April 4. However, if those dates are not available, the April 3 - 7 dates will be acceptable.

VII. Conflicting Dates for Spring 1990 Meeting (Continued)

RECOMMENDATION: All future Spring Meetings should begin on Saturday so that deans will miss as few days as possible from their schools.

VIII. Other Business:

Dr. Butler welcomed Drs. William Stoneman and Harry Jonas to the Board meeting and asked if they had anything to report.

Dr. Stoneman reported on the AMA Interim Meeting in Dallas last December stating that the principal activity was the VA panel discussion which focused on some financial problems in the VA. According to his source within the VA, the VA is taking a close look at its academic affiliations and is positioning itself toward some modifications. Something should surface in advance of the Federal fiscal year about possible reassignment of mission to VA facilities and the closing of some. They will be taking a hard look at the academic affiliations with respect to how well they fit.

Dr. Petersdorf reported the VA has surfaced the idea of a group getting together to evolve a mechanism like the Armed Forces has done for closing some of their bases. However, stated Dr. Petersdorf, no word has been received that these closings are targeted at the academic community.

Dr. Stoneman also reported that Deans John Chapman and Robert Waldman have been proposed to run in competitive campaigns in the House of Delegates of the AMA for seats on the Council of Medical Education and the Council on Scientific Affairs. Dr. Stoneman has written to all deans asking them to supplicate their state delegation and any specialty society with delegates they may influence.

Dr. Jonas reported he and Donald G. Kassebaum, M.D. are streamlining the data collection processes involved in LCME visits. Substantial revisions in both Part I and II of the annual questionnaires are being taken and the next step will be to change the annual questionnaire to conform with the data questions. Annual questionnaires for seven years will then automatically be a survey database. This database will be computerized and made available on disc.

Dr. Jonas also reported that this is the year for the LCME to go before the Department of Education to be recognized as the official accrediting body. Dr. Kassebaum is preparing a written response to the DOE. A hearing will take place this fall where continued opposition to LCME being designated the official body is expected.

IX. Adjournment

PROPOSAL FOR AAMC GROUP ON FACULTY AFFAIRS

Since 1985 a group of medical school administrators, led by Eleanor Shore, M.D., associate dean for faculty affairs at Harvard Medical School, has expressed interest in forming an AAMC Group on Faculty Affairs. At the 1986 AAMC annual meeting, the group planned a program session on faculty aging and retirement that over 200 people attended. At the 1988 annual meeting, faculty affairs representatives invited to a breakfast meeting exhibited a commonality of interest in a number of faculty affairs issues and expressed enthusiasm and support for creating a formal AAMC Group. Meanwhile, some potential group members have continued to meet informally. The group has planned a two-part program for the 1989 annual meeting, with program sessions on the elimination of mandatory retirement and affirmative action.

While there are no formal policies regarding the establishment of AAMC Groups, they have historically been based on a community of common interest resulting from similar job responsibilities. The AAMC Directory of Medical Education shows only 25 medical schools, including four Canadian schools, with a dean's office administrator whose title indicates responsibility for faculty affairs. This low number indicates that many potential Group members are not readily identified by title. Likely other designees to a Group on Faculty Affairs would be those with a title of executive, vice, or senior associate dean, or a dean for academic affairs.

Clearly, a Group would not be needed if the interests of prospective members could be satisfied by participation in an existing Group. However, the continued informal gatherings of these administrators in recent years is evidence that their professional interests are not presently being served. Section status within an existing Group does not appear a satisfying alternative to the faculty affairs representatives nor to any existing Group.

The strongest argument for creation of a Group on Faculty Affairs is that faculty-related issues have become some of the most pressing challenges to members of the Council of Deans and to the AAMC. Participation in the Group would facilitate members' sharing of information and experiences and learning from each other, in a way that would enable them to become more able and valued administrators. The development of expertise and national resources in this arena would thus be facilitated. Some of the issues which would form the basis of Group professional development meetings and projects include:

- o tenure as an evolving concept -- changes in criteria for award, process of documentation and review, length of probationary period;
- o alternatives to tenure -- clinician-educator tracks, long-term contract arrangements;
- o faculty performance evaluation, in particular, methods and procedures for the evaluation of teaching performance;
- o faculty aging and the policy implications of the end of mandatory retirement;

- o affirmative action policies and plans with regard to the recruitment and advancement of women and minority faculty;
- o early and phased faculty retirement programs in U.S. medical schools;
- o the impact of tax reform legislation on faculty pension arrangements and fringe benefit packages;
- o departmental (and chair) review;
- o the search process for faculty and chairs;
- o policies governing faculty roles and involvement in commercial research ventures;
- o misconduct and conflict of interest policies;

There are at present AAMC staff initiatives directed at a number of these issues, by the Division of Institutional Planning and Development and the Division of Biomedical Research. The active involvement of a Group on Faculty Affairs would greatly facilitate these efforts, particularly in data collection and information dissemination.

The creation of a Group has various other implications. Professional development is the major function of AAMC Groups. A Group on Faculty Affairs would create an additional Group meeting in the spring, in addition to program sessions at the annual meeting. Depending upon institutional policies, this may put further pressure on institutional travel budgets. A membership directory and newsletter are other expected products of the Group.

Finally, the question of Group membership would have to be decided. While the initial concept of a Group on Faculty Affairs was to have administrators in the office of the dean as representatives, it has been suggested that deans also be allowed to appoint faculty who serve as chairpersons of important policy committees.

In summary, the issues surrounding the management of medical school faculty will continue to grow in importance and complexity in the years ahead and occupy an increasing amount of administrative time. A Group on Faculty Affairs could accomplish several objectives: increase communication among institutions on faculty policy issues, develop the expertise of faculty affairs administrators, and contribute to AAMC programs and projects in this area. The proposal has a number of implications that should be considered carefully.

Recommendation:

That the Council of Deans Administrative Board discuss the potential formation of an AAMC Group on Faculty Affairs, specifically with reference to a) the desirability of creating such a Group and b) how should membership be defined.

ASSOCIATION OF AMERICAN MEDICAL COLLEGES

Future Meeting Dates

1989

- September 27-28 Executive Council/Administrative Boards Meetings
Washington, D.C.
- October 27-Nov. 2 AAMC Annual Meeting
Washington, D.C.
- December 13-15 Officers Retreat
Aspen Institute, MD

1990

- February 21-22 Executive Council/Administrative Boards Meetings
Washington, D.C.
- March 14-16 CAS Spring Meeting
San Antonio, TX
- April 3-7 COD Spring Meeting
Sonesta Sanibel Island Resort
Fort Myers, Florida
- May 9-11 COTH Spring Meeting
Boston, MA
- June 27-28 Executive Council/Administrative Boards Meetings
Washington, D.C.
- September 26-27 Executive Council/Administrative Boards Meetings
Washington, D.C.
- October 19-25 AAMC Annual Meeting
San Francisco, CA
- December Officers Retreat

1991

- April 13-17 COD Spring Meeting
Westcourt in the Buttes
Tempe, AZ
- Nov 9-14 AAMC Annual Meeting
Washington, D.C.