

**Aerospace Medical Association**

**EXECUTIVE COMMITTEE meeting minutes**

**Aerospace Medical Association Headquarters**

**Alexandria, VA**

**August 15-16, 2014**

**AsMA Executive Committee Meeting Minutes**

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**Friday, August 15**

In attendance were:

Phil Scarpa, President

Jeff Sventek, Executive Director

Kris Belland, President-Elect,

Valerie Martindale, VP for Membership Services

Roland Vermeiren, VP for Representation and Advocacy (participated on Saturday)

David Gradwell, VP for International Affairs

Eilis Boudreau, VP for Education and Research

H.J. Ortega, Treasurer (participated by phone on Friday)

Carol Manning, Secretary

Alex Garbino, Member-at-Large

Yael Barr, Member-at-Large

Volker Damann, Member-at-Large

**Welcome (Scarpa)**

**• Introductions**

President Phil Scarpa called the meeting to order at 8:35 a.m. on Friday, August 15, 2014. ExComm members introduced themselves by talking about their background and what AsMA has meant to them. The message that came from the discussion was that AsMA provides an opportunity to meet and network with others who you can then contact in the future about aerospace medical issues. It also provides an opportunity to interact with the next generation of Aerospace Medicine specialists.

**• Review and Approval of Consent Agenda**

No comments or suggestions for changes to the consent agenda were made.

• **Extractions**

No extractions were identified.

• **Consent agenda approval**

Valerie Martindale moved to accept the Consent Agenda. The motion was seconded and approved unanimously by voice vote.

• **Approval/Acceptance of February 2014 ExComm Minutes**

Valerie Martindale moved to accept the minutes of the February 2014 ExComm meeting. The motion was seconded.Joe Ortega identified several administrative changes. He agreed to send the changes to the Secretary for incorporation into the final version of the minutes. The minutes were approved unanimously by voice vote, pending incorporation of the identified changes.

**Governance Reports (Belland)**

• **President’s Report**

Phil Scarpa indicated that he was very pleased and honored to be President of AsMA. Phil said he felt that he has chosen a great group of ExComm members and committee chairs to do good work this year. He then set a theme of “Making a Difference with AsMA” for this year and the upcoming scientific meeting. We are so busy in our daily lives that we need to ask occasionally “Why are we members?” “Why are we here?” “What do we want to do?” In our busy daily lives, we forget how important this work is, not just to AsMA, but to humanity. Phil says he wants us all to remember that. He encouraged the members of ExComm, if they have a story about how AsMA has helped them make a difference in the field, to send them to him, and he will put them on the President’s page.

Recent accomplishments include Kris Belland’s efforts to develop a Strategic Plan for AsMA. These Strategic Initiatives will help make a difference in a concrete way. The specific initiatives are currently being developed. Phil said he included a few of his own initiatives. We need to start acting on these initiatives to make the difference we want to make.

Our delegates to the American Medical Association (AMA), Joe Ortega and Bob Orford, worked with AMA to develop a resolution, based on the work of Claude Thibeault and members of the ATM Committee, to educate physicians about in-flight medical emergencies, both from the perspective of providing advice to travelers and how to handle emergencies when tasked on a plane. Our organization and AMA came up with a resolution to help guide physicians not involved with Aerospace Medicine about inflight medical emergencies.

Phil Scarpa will represent AsMA at the ECAM meeting in Romania in 2 weeks. He will make a presentation on mental health screening in pilots. Phil chaired a working group on this issue 2 years ago. He will be accompanied by several AsMA members. He will also attend the ICASM meeting in Mexico City in October. Phil pointed out the importance of supporting international organizations interested in Aerospace Medicine. We need to be involved in the world or they will do things without us. Phil encouraged AsMA members in other countries to participate in Aerospace Medicine activities as representatives of AsMA.

We are busy in the area of marketing, branding, (and minting) to the world outside of Aerospace Medicine. Phil established an ad hoc committee on Social Media, led by Dan Buckland. In addition, an AsMA coin was developed by Kris Belland that will be available for purchase at the 2015 Annual Scientific Meeting in Orlando.

• **Executive Director’s Report** **(Sventek)**

Jeff Sventek said that a full audit was conducted in 2011 (for the first time) by Gurman and Company. A full audit will be done every 5 years. In the interim four years, the auditors do a financial statement review. Gurman establishes the baseline through the full audit and, each year, reviews the financial statements to ensure that the accountants and office business practices meet governing guidelines for managing funds. This year’s review compared the 2013 financial statements with those for 2012 and with the findings of the 2011 audit. Jeff reported the results in the Meeting Book. We are within the guidance as required by general accounting practices. Jeff highlighted the work done by Gisselle Vargas and Susan Barnes, the AsMA accountant.

Jeff said that he would discuss the 2014 meeting later, noting that it was a highly successful meeting. It finished second in revenue to Anchorage, but only by $200. Jeff said that the drop in membership numbers seemed to have stabilized. He believes that we are starting to see a small increase in members.

**• Treasurer’s Report** **(Ortega)**

Joe Ortega used slides to review the Treasurer’s report. In 2014, we had higher income and lower expenses, resulting in a higher net profit for the San Diego meeting. San Diego was one of the most profitable meetings we’ve had. Joe showed revenue and expenses to date for 2014. The mid-year comparison shows that we are about $50K ahead of where we were last year. Joe said we still need to diversify our income but we’re better across the board, at least at mid-year.

Joe Ortega indicated that the Reserves as of June 2014 were almost $27K higher than they were the previous December. A comparison of the Reserves between June 2013 and June 2014 showed that, even though we withdrew $120K last year, the amount we were down at the end of the year was only about $44K because of the gains in the Reserves, so we regained part of the money we withdrew.

Our annual income between July and December is usually about $200-$300K. Our July – December expenses are usually about $400-$500K. The net over time has usually been between $103K and $280K. Historically, we should have about $40-50K left at the end of a year. Jeff Sventek said he thought we should have more than that this year. Phil Scarpa observed that we usually have between $30-$50K that we can put in the Reserves in an average year and asked if we can expect to go back to that model this year. Jeff Sventek said since he has been ED, they’ve only been able to add money to the Reserves one year and that amount was $50K. Then they had to pull out $120K last year. Joe Ortega said that the historical financial analysis (dating back to 1992, p 102 in the Meeting Book) showed that positive amounts were available in previous years but he wasn’t sure that general accounting principles (including below the line amounts) had been used in the preparation of those numbers.

Eilis Boudreau asked if there was one thing that we could do to improve the financial health of this organization. Joe Ortega replied that he thinks we’re on the right track. Ways to improve what we’re doing is to try to diversify and try to build more income streams through CME. Despite the fact that what we do is important, we’re a small organization. Building the opportunity for our membership to use the services and expertise we have, through CME or networking, are opportunities that we have to figure out how to build up. Joe said he thinks we need to improve by building a brand. We need to advertise that AsMA is the place to go when you have Human Performance or Aerospace Medicine-related questions about how humans operate in those environments. Joe said he thought it was going to require moving in small steps on all fronts. We’ve been doing that for the past several years.

The 2015 budget submission was presented next. Joe Ortega noted that, over the last 4-5 years, we have been able to develop a budget that predicts actual expenses much better. The 2015 budget is a good budget. Estimates have been tightened up. The estimates for the Orlando meeting are higher but he thinks they will be more accurate. The amount budgeted for medical insurance is questionable; Jeff Sventek thought it might be higher than they will experience. Jeff noted that they can’t predict what will happen to medical insurance costs because of the Affordable Care Act. Joe Ortega said he thought that he believes that all the estimates are close except for medical insurance.

**• Finance Committee Report (Ortega)**

Phil Scarpa said he sent 6 initiatives to the Finance Committee to review. Joe Ortega discussed the status of the initiatives.

1. Set self-sustaining investment goal
2. Increase investment risk and return
3. Continue diversification
4. Set up tiered corporate donor structure
5. Encourage Corporate Council
6. Engage AsMA Foundation for financial support

Joe said he wasn’t sure if three of the initiatives (diversification, tiered corporate donor structure, and Corporate Council) should be the responsibility of the Finance Committee. Phil Scarpa said he thought those should be the responsibility of Member Services but that Committee would need input from the Finance Committee.

Joe said they had a telecon with the AsMA Foundation to address Initiative #6, Engage AsMA Foundation for financial support. The outcome was that if AsMA had specific projects that they would like the Foundation to fund, we should develop a proposal, submit it to the Foundation, and they will determine whether it meets their bylaws and standards for funding. Anything related to education or improving AsMA’s educational output, including work on the web site, is something the Foundation can probably fund. But you can’t just ask them for money – you have to submit a proposal. If we come up with an initiative, we can put a proposal together and submit it to the Foundation.

Another initiative Joe said the Finance Committee had worked on was #1, Set a self-sustaining investment goal. The President proposed that we aim for $2.5M in Reserves. Joe said that as he looks at the way we’ve tightened up our finances over the past few years, he thinks a realistic goal is to shoot for is putting away $50K per year in the Reserves, and doing that every year for 10 years. That’s half a million dollars over 10 years. That will bring us to over $1M in Reserves, which he thinks is pretty good goal to shoot for. It’s not quite as lofty as $2.5M but he thinks it is an attainable goal that would get us over $1M and that would cost $50K per year for the next 10 years. Phil Scarpa said we would talk about it later.

The initiative that is more controversial is #2, Increase investment risk and return. The President’s proposal was to put $200K of the Reserve in increasing risk funds and use trailing stop losses. There was a lot of discussion among Finance Committee members about this. Joe said that this is not a decision for us – the investment policy provides an investment philosophy but we do not decide the specific investments that are made. Mr. Glenn Mohn is here today to talk with us about those issues. Joe said he’s not sure, given where we are, that some of this is the way to go but there was a lot of discussion on it. Now we need to understand where we are. Mr. Mohn will tell us how he views where we’re going and his fiduciary role in this whole process.

Joe said that the initiatives generated a lot of discussion among the Finance Committee. He noted that the $2.5M reserves could include the value of the building.

Kris Belland, as Vice President of Governance, thanked Joe for the work that he had done on this and thanked him for getting the group together. Kris said that he and Phil Scarpa were waiting for the decision of the Finance Committee and Joe really energized that discussion. He felt that the Finance Committee discussions had been valuable. Kris said we should have more discussions about the $1.5M, which may not be that bad when you consider that this building is worth about $1.5M, so that, along with Joe’s proposal to raise $1M over 10 years for reserve comes to about $2.5M amount. Kris thanked Phil Scarpa for having Mr. Mohn come and talk with us. Kris said that he thinks we should look at our finances on a yearly basis. Our direction to our investors is a moderate risk, which was a surprise to Kris, who thought it was very conservative. So this discussion is key and critical for ExComm to hear.

**• UBS Financial Advisor Report & Options (Mohn)**

Glenn Mohn introduced his presentation by saying that he wanted to try to develop a partnership between what our organization is trying to accomplish and what they’re trying to do on the investment side. He said he would provide an overview of where things are and would try to give us a sense of how and why they do what they do.

Glen talked about what happened in the market during the past 10 years, both in the US and around the world. He also talked about market performance at other times in recent history. This is a time when patience pays off because there’s been no market correction (defined as 10% pullback lasting 3 months or more). Our portfolio has less than half the risk of the market. But Glen thinks once this correction comes, or we have a nice pullback, we may beat the S&P. He said that there will probably be a correction soon and that will be the time to make a change, for example, reducing our bond exposure. We can become more risky after a correction. Phil asked Glen what he would do if he were us. The answer was that he would wait until there was a correction. Then, if we get rid of the bonds, we’ll have more equity-like returns.

Glen said that it’s really critical that, as an organization, what we really should be doing is massaging and looking at is our investment policy statement that gives UBS the direction to take. Glen said he and Jeff worked on the investment policy statement. It’s absolutely prudent that we have diversification that’s not correlated, which we’re looking at. Let’s look at our investment policy statement, which you certainly can revise. This should be a living document.

Glen said he thinks we have a wonderful portfolio. He owns everything that’s in our portfolio. Would I change things now? Probably not. I think I have about an 18-month window before rates start rising. And even if something happened dramatically here and we needed to have those bonds for a reason, I’d still be comfortable owning them because of how short the duration is. I would wait for a correction bring out the core to about 75% or thereabouts, hold onto the global portfolio and bonds, and the beta (comparison of the risk of the portfolio with the S&P) goes from a .48 to a .56. We’ve got 55% in the Core, 12% or so in the global portfolio, and the rest is with specialty managers. We’d be letting go of some of the bonds, and you have some really short bonds, less than a year that are holding down performance. I’d get rid of that, put it in the hands of the Core. But I would only do it when the market corrects. That’s me talking, but you need to talk. I don’t time the market.

Glen Mohn then left the room but stayed in Jeff Sventek’s office in case the ExComm members had any more questions. During discussions, ExComm members made 4 types of comments about the presentation and AsMA’s financial situation. These included 1) reaction to the meeting and need to look at financial situation every year, 2) AsMA investment/allocation strategy, 3) the need to set a financial target (self-sustaining investment goal), and 4) the effects on our financial situation/investments/organization of having a bad financial year.

After providing general comments, ExComm continued to discuss the efforts of the Finance Committee. Joe Ortega said he had 2 motions from the Finance Committee that are on the table for the Executive Committee to discuss and vote up or down. Given the discussion today, Joe said his thought is that both of these motions would get voted down by the ExComm and he would go back and get direction from the Executive Committee that says something like we’re happy with where our risk posture is now, based on our discussions with Mr. Mohn, and that the ExComm tasks us with … Basically, we’ve put these things to rest here. I can’t go back and get in another argument about trailing stop losses on the email. ExComm needs to give direction here on this.

Phil Scarpa said the Finance Committee has made a motion. I don’t think I need a second. Joe Ortega said that Motion 1 specified an investment strategy for 30% of our strategic reserves.

Motion 1: ” That the Finance Committee endorse to the ExComm a more "forward leaning" investment strategy for 30% of AsMA's strategic reserves (currently approximately $200K) with investment policy language to follow.”

Motion 2: “That the Finance Committee communicate to AsMA's current investment manager that he use advisor-based trailing stop losses for all individual stock investments he undertakes for AsMA.”

Joe Ortega reported that Motion 1 passed the Finance Committee. Motion 2 did not pass. Motion 2 is shown to inform ExComm that it was discussed but did not pass the Finance Committee. But Motion 1 is the one that Joe felt like he had to get guidance on from the ExComm. David Gradwell said 30% is higher than we discussed, though.

Kris Belland proposed a Friendly Amendment: Change Motion 1 to say that the Finance Committee endorse to the ExComm a more “forward leaning” investment strategy. Or the ExComm endorses to the Finance Committee a more “forward leaning” investment strategy. Joe said the motion came from the Committee, so he wasn’t sure how much editing can be done to it. Joe said he would speak against this motion because he believes we are already kind of forward leaning in the posture we’ve given Mr. Mohn to manage with. It’s just that we weren’t communicating that very well to the other folks in the world and that’s where we got into this picture, which I think we clarified. So Joe said he would speak against this motion from the Finance Committee, and recommend that we vote against it. Valerie Martindale said that essentially, if we vote against this, we don’t lose any ground with the stance. Joe: Correct. The current investment policy is in place and we’re doing what we already said we’re doing. Jeff Sventek said he would view both of these motions as requirements to change the existing investment policy. If you don’t want to change the investment policy, you would vote both of them down because everything that Mr. Mohn suggested is already included in the investment policy. Joe: Correct.

Phil Scarpa said he somewhat disagrees with that statement. The first motion has too much detail in it. Phil thinks think that we need to codify our consensus that we want Glen – he’s already going to make changes – we want him to forward lean, whatever that means. Phil wants Glen to get that message. We don’t need to tell him how. So if you kill both and don’t replace them with just the forward lean, Phil said he thinks we’re missing what we’re all agreeing to here. The other thing that Phil wants to make sure that we capture is that we should have a target and that this body should set a target and renew it periodically. Phil said he didn’t know if that’s a friendly amendment or you come back with that motion. We can vote down these 2 and just have a (my opinion) forward leaning statement and a target as the motion.

Kris Belland: We can vote these 2 down, clean the decks, then we give information back. Phil Scarpa: That will be sent to Council. They’ll know we had this discussion, they may have some questions. But it’s still within our policy, so it’s a matter of quantifying what that is. We can give them the details then. Eilis Boudreau asked so do we then vote down both of these, tell Joe to come back to Council with what you’re asking for as a new motion?

Kris Belland said I think what I’m hearing is that we vote these 2 down, then we need to make a statement, maybe a couple of sentences, and vote on it, and put that back to the Finance Committee where Joe can go back and say hey, I talked to ExComm. ExComm wants us to … Phil Scarpa: Or you could do it by friendly amendment. I have no problem with voting these down…

Joe: This is a different issue, a different topic. If you go back to the Initiative Status page, the set of self-sustaining investment goals is the direction that the president gave us to look at. That is there already. If you want to reclarify some of that, we’re working on developing that. That was a suggestion. I can go back to refine it and get it approved by the Committee so that it comes back.

Set self sustaining investment goal

– Proposed goal of $2.5M Reserves

– Suggest goal of $1M Reserves

* $50K per year ($.5M over 10 yr)

The increased investment risk and return was the direction you (Phil) gave me that ended up in the 2 motions that are there in front of you.

• Increase investment risk and return

– Proposed 30% ($200K) reserves in increased risk funds

– Trailing stop losses

One didn’t pass the Finance Committee, so that’s kind of off the table but it’s there just to let you know that we discussed it at length. And Motion 1, which is on the table, says to do what the people on the Committee suggested and the President asked us to do. And if we’re not going to do that, then let’s take that off the table and I’ll keep working on the other ones. But if Phil really thinks that Glenn Mohn needs an extra poke in the ribs to make us money, then I guess we can write something up that says that but that’s a whole separate item.

Phil Scarpa: I think we’re saying the same thing. So let’s vote. Motion 2 is not a real motion because it didn’t pass the committee, it’s an FYI. Joe: It didn’t pass the committee, 4 against and 1 for. So Motion 1, we had a friendly amendment. Do you want to withdraw that now? Joe: I don’t think you can amend a motion that came from the Committee. Kris Belland: I’ll withdraw my friendly amendment from the motion and let it stand as is and you can either accept it or you don’t. Phil Scarpa: Is there any other discussion on Motion 1 as stated?

Motion 1: ” That the Finance Committee endorse to the ExComm a more "forward leaning" investment strategy for 30% of AsMA's strategic reserves (currently approximately $200K) with investment policy language to follow.”

**Motion 1 did not pass.** Phil Scarpa: Now, I can task the Finance Committee to come up with a motion that includes terms that say “forward leaning” and “target.” Can you do that?

Joe: You mean with the other item you gave me – the self-sustaining investment goal? Phil Scarpa: Yes. Joe Ortega: I can come up with something that includes forward leaning in the middle of a suggested goal. Phil Scarpa: Perfect. Kris Belland: These are 2 separate issues. Joe Ortega: I will use the term forward leaning in how we couch the suggested goal. Phil Scarpa: Sounds good. Jeff Sventek: As a point of clarification, the only place this new motion would be captured for publication is in the minutes. It would not impact the investment policy statement. Phil Scarpa: That’s correct. Kris Belland: Great question. Do we want to bring it to Council? I don’t think we have to. Phil Scarpa: The Executive Committee has done their due diligence and they decided a target and some forward leaning, which we already have, are necessary and we can explain those details to the Council. We talked with Glen and he’s going to move some things around. It’s still within our investment policy. That’s the point. That’s why this will sell, because it’s still within our policy. And we’re doing our due diligence by looking at our investments.

David Gradwell said just as a thought for the fact that we’ve only got one day for Council, those 2 motions, that one didn’t get passed by the Finance Committee and the other we voted down, I presume they don’t have to go to Council, do they? Because otherwise we’re going to get so far down into the weeds. Phil Scarpa: They don’t see those, I don’t think. Jeff Sventek: What will show up in the minutes for Council is an open action item from the Executive Committee for an investment strategy philosophy from the Finance Committee that was discussed in the ExComm meeting that will be shared at that point with the Council. The Council will hopefully go it makes sense to us and approve it and then we’re done.

Phil Scarpa: Now, Joe, we’re going to see your recommendations too about some of the suggestions we had. You know, the $100K/year, or $400K/6 years. Chew on those and come back with us so that we can look at them. If we agree, I want that to go to Council, in your presentation to Council. Joe Ortega: Can do, easy. Phil Scarpa: Let’s release Mr. Mohn with many thanks. Valerie Martindale: I’m impressed. I learned a lot. Thank you. That was really helpful.

After ExComm discussion of Finance Committee motions was finished, Glen Mohn left without returning to the conference room to answer any more questions.

Kris Belland: Approved budget is next.

**• Approve 2015 AsMA Budget (Ortega/Sventek)**

Phil Scarpa told the ExComm that we had very little insight into these line-by-line items in the past. When we got the budget, it was really an end-of year report. We would see that an item was expensive or this line item did not cost what we thought. There was no real insight into where we were spending money and where we thought we should set aside money to spend, like any good government agency. Joe and Jeff, during their first few years, created their own line items and compared them. And where they didn’t agree, they talked. So this isn’t just a bunch of guesses. There is a lot of work in there. The fact is that the better we get agreement, the better we are at predicting.

Joe Ortega said that a lot of that history is on his slide, 2010-2014 budget analysis. He took 4 straight years of budgeting information and actuals and tried to compare where we spent it and what we were budgeting for and found a bunch of inconsistencies, some that were really high. We went through every line item on both the books kept at AsMA and the budget items that we recorded and over the course of 3-4 years, we changed the way the accountants did things and changed the way the budget line items were estimated and now they match up really closely. The line items on the budget are now the same as the line items on the financials that the accountants give us. It gives us a really great look and we can really compare them almost directly now. We used to be off by hundreds of percent in several categories and now we have a much tighter look at all the different categories that we actually spend money in. That’s what that whole analysis piece did for us and that’s why I mentioned earlier that I think this is a great budget. Jeff has looked at our actuals and looked at this and I’ve looked at them both and I can’t find anything really to argue with about what he submitted from the Treasury perspective.

Phil Scarpa: From what I remember about your slide, you had an Orlando prediction was 20% off. Was that your prediction vs Jeff’s? Joe Ortega: No, it was 20% higher than last year’s budget prediction. Last year, after Chicago, we made a really low prediction for San Diego. We lowered our expectations, thinking sequestration was still going to be there. This year, our guess for what we’re going to make is 20% higher than last year because we did a couple of things. We guessed way low on how many people were going to come because we were being pessimistic. That’s why there was a 20% difference from last year’s income budget estimate vs. this year’s. I’m OK with that. I think we’re closer to reality with what we’ve got now than we were with what we guessed we were going to make in San Diego. Phil Scarpa: And as you said, are there any discrepancies greater than 5-10% from Jeff’s budget? Joe Ortega: No, we’re looking really tight as we’ve reorganized. We’re getting a better handle on exactly what we’re spending, for journal things, and other things and so I think this is pretty close to where we need to be for next year. I think it’s good. And it shows that we’re going to make a little money, maybe, next year too. Phil Scarpa: Looking at $100K difference though, in that convention thing, between you and Jeff. What’s going on there? (Referring to the AEROSPACE MEDICAL ASSOCIATION 2015 BUDGET PROPOSAL on page 51 of the Meeting Book). Valerie noted that was 2014 vs 2015. Joe Ortega: That was last year’s budget vs this year’s budget. $100K is about 20%--not really, that’s about 18%. It came up because of that. I look at the big discrepancies and ask how come it’s huge. I go oh yeah, I get that one. But the rest of them are very close. And now the trick is tracking our actuals to see how close we were. That’s a whole other thing that I end up doing at the end of the year. We put $4K on the books, did we really spend $4K? Jeff Sventek: But the accountant does that every month. Kris Belland: I remember last year you showed Joe’s proposal and the ED proposal. That’s what I thought this was. You said you guys talk anyway and the ED proposal is the one you guys agreed to. JOE ORTEGA: We’ve already talked and adjusted those numbers based on his initial budget and we looked at it and I think it looks pretty close. So I said this is the one we should send and that’s what he’s got. Before, if there were differences, I would raise them and we could argue. But this one looks really good so I’m happy with what he submitted. Kris Belland told ExComm if something jumps out at you, let us know. Valerie Martindale said the Corporate Member dues, I assume that’s because we have a reduction in our corporate members? Jeff Sventek: That is correct. Carol Manning: Are dues increased this year? Jeff Sventek: No, I’m not recommending any increases this year. Phil Scarpa: I’m going to be against it. Yeah, we did it last year. Jeff Sventek: There are no changes in registration fees for the meeting. I will note, I didn’t capture it at the time, but on the budget, because we didn’t have a second tenant, that $37.5K for rent will go up significantly because we just signed a new lease for the first floor, at a substantially higher amount than we were getting previously from our tenant on the first floor. They will be moving in on September 1. That $37.5K will actually grow to about $48K, I think. (See Meeting Book, page 52, Tenant – Rent). That’s why we tend to be a teeny bit conservative on the income side and a little more aggressive on the expense side so we don’t miss anything. So why don’t you guys look over it – this body takes it forward to the Council for final approval.

Salaries – Jeff Sventek said he’s requesting from this body an increase of 2.5% pay for the staff, other than myself. I don’t want a pay raise. Phil Scarpa: Why are you special? Jeff Sventek: I’m not allowed to have a pay raise. The new contract I signed does not allow me to compete for even cost of living increases. I don’t want a pay raise. But the staff does. They didn’t get an increase in pay last year because of the austere year. I wanted to reward them with a pay raise. And I’ve also requested about a 2% amount for bonus. Phil Scarpa: Do you want to talk about that now? Jeff Sventek: It’s in the budget. Phil Scarpa: So I have a couple of questions. What is the Cost-of-Living Index (COI) for the area? Jeff Sventek: Cost of living for this area for this year was 2%. Phil Scarpa: And you’re suggesting a 2.5% increase? Jeff Sventek: Yes, because we didn’t give them a pay raise at all last year, not even a cost of living increase. Phil Scarpa: What was the reason; we were worried about Chicago last year? Jeff Sventek: We already had the Chicago meeting and were very worried about getting through the year. Phil Scarpa: A second question is about the additional 2% for bonuses, not a pay raise. Are they based upon performance? Jeff Sventek: Yes. Joe Ortega: And that’s a budgeted amount, not an actual spending amount yet.

Eilis Boudreau: I think that people are your most important investment. I think the amount you’re working, relative to the overall budget, is not huge. It sends a really strong message to your staff that you value them. Phil Scarpa: Just to be fair, I think other side of the coin that was expressed, especially last year, was that a lot of people didn’t get pay raises. And the Federal Government actually froze pay. Eilis Boudreau: Right. I’m a Fed. And nothing says we don’t care about what you do. Joe Ortega: One thing, (referring to page 53 of Meeting Book), with Total Expenses at the bottom and the personnel expenses at the top, I’m not sure about your budget. When it says Total non-personnel expenses, it’s exactly the same for 2014 and 2015. There are a couple of different small changes that tell me that it wouldn’t add up to exactly the same amount. Kris Belland: Approval of the budget will take that into account. Jeff Sventek: What’s interesting, in the second line, medical insurance, the $50K is an estimate. Because the Affordable Care Act (ACA) has thrown a lot of our ability to judge what the costs will be up in the air. David Gradwell: I think that it’s important that we are seen to be looking after our staff. The cost of advertising and replacing an employee is a non-recoverable cost. And if we have performance issues, that’s a different matter, an administrative matter that is in Jeff’s hands. But if we are satisfied that our staff are performing, then I think it is beholden on us. The government has sent a very clear message that they don’t give a proverbial about us because of zero pay raise and some of the good people have voted with their feet. I don’t think we want that in a small organization. The government can perhaps take that hit. But we can’t do that. And I believe we should reward the staff along the lines that Jeff has recommended. Where I would disagree with Jeff is that I think we cannot afford to get ourselves into a situation where the Chief Executive Officer of this organization is continuously downgrading the value of the job. If he was unfortunate enough to be hit by the #42 bus off Henry Street, we have nothing in the budget to recruit somebody to fill his place. But we have down-valued that post and our budget is predicated on down-valuing the post. It sends a message that we can take our current ED for granted. If we ever had to find a replacement for him, we just don’t have anything in there to attract somebody with the capacity to come in and do this job effectively for us. Phil Scarpa asked do you mean a recruiting line item or a recruiting fund? David Gradwell: However generously intended, there is a risk that we downwardly spiral the value of our staff, including the most important member. Phil Scarpa: That was a key issue, in part, in our last recruitment. We couldn’t afford some of these guys and luckily, Jeff was on top anyway. They just weren’t even asking for a salary that could be considered. Jeff Sventek: Good point. I recognize that. Every year, I include our salaries in a survey that is done in this area for all the nonprofits. The average salary for an ED of a nonprofit association in the DC area is about $250K. David Gradwell: We’ve got to be careful not to undervalue our assets. Volker Damann: It’s in line with what you said about more aggressive investments. For me, aggressive investing is not only about making money and putting it on the market, it’s also about aggressively investing in staff: salary, bonuses, etc. Otherwise, you also send the message, hey, UBS gets decent money for the support they’re providing to us. And we make money as an organization, which is a good thing. On the other side, we are not investing in our staff. I think people will not value that, sooner or later. So I think we should not send the wrong message to the membership, to Council, to the staff. Eilis Boudreau: It’s very costly to replace your personnel. Not only is it a recruiting question but you lose the institutional continuity. And while we’ve had very loyal staff, at some point, if you’re not paying a fair rate, you can’t expect people to stay, no matter how good they are and how loyal they are.

Phil Scarpa: We really have to do our due diligence on this. Jeff proposed cost of living increases of 2.5% and a discretionary bonus of somewhere around $6K that Jeff will divide, based upon how the staff performs. We will consider that motion, based on Jeff’s budget, for a salary increase and bonus for the staff. The motion was seconded. Kris Belland proposed a friendly amendment to provide a 2.5% increase to all staff, including the ED. David Gradwell: If all staff have to bite the bullet, then all staff have to be involved when we seek to recover the salaries. Phil Scarpa: in terms of Jeff’s salary, it’s just a matter of giving him something he didn’t want. But we typically ask Jeff to leave when we talk about these things.

Phil Scarpa: We have a friendly amendment from Kris to add, across the board, 2.5% for both cost-of-living increases and bonuses. Valerie seconded the motion. Kris Belland: 2.5% across the board COI and a 2.5% for bonus. Jeff said he had gone through the staff and determined which should get 2% and which should get 2.5%, based on performance. The total comes to about $6K. Clarify – 2.5% COI increase across the board for staff members, and up to 2.5% for bonuses. Phil Scarpa: Which basically endorses Jeff’s recommendation. Phil Scarpa: All those in favor of the Friendly Amendment. Amendment passed by unanimous vote. Phil then said we voted for the friendly amendment but we haven’t voted for the budget. David Gradwell moved to approve the budget. David Gradwell. Eilis Boudreau seconded the motion. Discussion: Jeff Sventek: The $76,233 will be adjusted somewhat due to the calculation error and the addition of the pay raise to the ED’s salary. I would expect that the expected net revenue for the year will be about $70K. Eilis Boudreau: But you will get the additional revenue from the rental. The budget was approved by unanimous vote. Jeff Sventek said he would make those adjustments and will prepare the budget for the Council because they have to approve it.

**Lunch was provided by the Aerospace Medical Association**

The Governance report continued with Proposed Bylaws/Policies & Procedures Manual Changes

**• Proposed Bylaws/Policy & Procedures Manual Changes (Belland)**

Phil Scarpa indicated that ExComm’s role was not to vote on the proposed changes but to comment on them.

MOTION 1: ARTICLE II. VISION, MISSION, AND GOALS

A. Vision: The international leader in aerospace medicine and human performance. ~~aviation, space, and environmental medicine.~~

Kris indicated that the change made the description of the Association’s vision more in line with the change to the mission statement and change in the name of the journal. No comment was made about Motion 1.

MOTION 2: ARTICLE VII. COUNCIL OF THE AEROSPACE MEDICAL ASSOCIATION AND EXECUTIVE COMMITTEE.

“… and may recommend the members of the ~~Advisory~~ Editorial Board to the Council after consulting with the Editor.”

This change makes the wording of the bylaws consistent with the wording used inside the front cover of the journal. No comment was made about Motion 2.

MOTION 3: ARTICLE XI. COMMITTEES

SECTION 1. Standing Committees.

A. There shall be the following standing committees: (1) Aerospace Human Performance~~Factors~~,

The name of the Aerospace Human Factors Committee was previously changed to the Aerospace Human Performance Committee. Phil Scarpa noted that this change should have been made last year. Jeff Sventek said that the change was an administrative change that should occur after the name of the committee was changed, so this motion isn’t needed. Consequently, Jeff Sventek recommended that the motion not be sent to Council for review. Kris Belland said he would go back to Denise Baisden, Chair of the Bylaws Committee, and let her know it’s unnecessary.

**Motions 4 and 5 are related.**

MOTION 4: ARTICLE VII. COUNCIL OF THE AEROSPACE MEDICAL ASSOCIATION AND EXECUTIVE COMMITTEE

SECTION 2. Membership of the Council.

Membership of the Council shall consist of … the Aerospace Medical Association Delegate to

the American Medical Association ~~Regent for Aerospace Medicine of the American College of Preventive Medicine~~, the Parliamentarian …

The American College of Preventive Medicine Board of Regents adopted changes to ACPM's governance structures that would convert regent positions to at-large positions, thereby eliminating the Regent positions from each specialty. This change removes the ACPM Aerospace Medicine Regent Council position since it is going away and replaces it with the AsMA delegate to the American Medical Association.

MOTION 5 provides an alternative version of Motion 4.

MOTION 5: ARTICLE VII. COUNCIL OF THE AEROSPACE MEDICAL ASSOCIATION AND EXECUTIVE COMMITTEE

SECTION 2. Membership of the Council.

Membership of the Council shall consist of … the Aerospace Medical Association Delegate to

the American Medical Association ~~Regent for Aerospace Medicine of the American College of Preventive Medicine~~, the Aerospace Medical Association Delegate to the American Osteopathic Association, the Parliamentarian …

AsMA currently does not have a delegate to the American Osteopathic Association; however, Dr. Belland is working with AOA to allow for such a delegate. The addition of the AOA delegate would provide for a balanced representation of MDs and DOs on AsMA Council. This change would be contingent on AOA approval of an AsMA delegate.

Membership of the Council shall consist of … the Aerospace Medical Association Delegate to

the American Medical Association ~~Regent for Aerospace Medicine of the American College of Preventive Medicine~~, the Parliamentarian …

Our feedback to the Bylaws Committee is to remove Motion 4 and only go with 5. Phil Scarpa said that we’re going to go to November with this and if, by December, we’ll have to pull it if they don’t agree.

MOTION 6: ARTICLE VIII. ORGANIZATIONS

SECTION 1. Constituent and Affiliated Organizations

C. Constituent Organizations:

(1) Constituent Organizations must have a minimum membership equivalent to 2% of the active membership of the Aerospace Medical Association as determined and communicated in accordance with the Policy and Procedures Manual. **Individuals who are Emeritus Members of both the Constituent Organization and the Aerospace Medical Association may be included in meeting the 2% requirement.**

Phil Scarpa said he doesn’t think that this one needs to be done.

MOTION 7: ARTICLE VIII. ORGANIZATIONS

SECTION 1. Constituent and Affiliated Organizations

C. Constituent Organizations:

(1) Constituent Organizations must have a minimum membership equivalent to 2% of the active membership of the Aerospace Medical Association as determined and communicated in accordance with the Policy and Procedures Manual. … **A Constituent Organization may have Sustaining Partners, however, that are not active members of the Aerospace Medical Association. These Sustaining Partners are not Members and do not count toward the 2% criterion for Constituency status. Sustaining Partners are not eligible for AsMA awards.** …

Joe Ortega said he didn’t think everyone calls them “sustaining partners” Valerie Martindale said that for the Constituents she belongs to, they’re willing to call them whatever you actually finally come up with because this has been on the table for us for at least 5 years. Phil Scarpa said he thinks terminology like that would help us understand every Constituent’s affiliated folks. If we name them all differently then we have to go look at them all. It’s better to have one term.

Kris Belland said does anyone disagree with this? Phil Scarpa said to get rid of that last sentence.

MOTION 8 POLICY AND PROCEDURES MANUAL

COMMITTEES

Chairs of standing committees must be Association members and shall **be appointed annually by the in-coming President. Consideration should be given to the continuity of committee chairs and deputy chairs as appropriate for some committees; however, committee chairs should typically not** ~~normally~~ serve **more than** ~~for~~ 3 **consecutive** years ~~subject to yearly approval of the President~~. …

This change will clarify that committee chair appointments are made annually. Not all committee chairs serve a three year term and being appointed a committee chair does not always mean a three year commitment. However, some continuity, either through continuation of the same chair or a deputy chair becoming the chair, is important for certain committees.

Kris Belland said that the Bylaws clearly state that it’s the President’s prerogative to appoint a committee chair. Everybody agrees with that. But there’s an inconsistency between the Bylaws and the Policies and Procedures Manual. This move is designed to tighten that up and it will help all future presidents if they want to have chairs removed. So this is a very reasonable, common-sense change. Anyone disagree? Jeff Sventek said he would argue against changing Committee Chairs on a frequent basis. Providing Committee Chairs with a dedicated time period to serve. It provides continuity, that means we’re not changing the database every year, multiple times, and it lets them get in there and spend a period of time to work toward their goals. After that period of time is over, I would say then that it’s the prerogative of the next president to make changes. Phil Scarpa said that he wouldn’t be in favor of that because only every third president gets to decide. Valerie Martindale observed that on some committees, you have one chair for quite a long time because the committee found him entirely appropriate and he was willing to do it and no one had any problem with that so a 3-year limit is artificial. Phil Scarpa said that it’s in the P&P manual, as kind of general guidance, it says please consider continuity. Don’t change for change’s sake. It’s saying that it’s the prerogative of the President but he should be very cognizant of the fact that continuity is important. I see nothing wrong with the way that it is right now.

Phil said it was not unusual for Committee Chairs to fail to communicate with the VPs and ED. That’s why we emphasize having a Deputy Chair. The Deputy steps in when the Chair isn’t available. There is a need to appoint one or perhaps two Deputy Chairs to do the work when the Chair is not around and so that it’s not a surprise when we ask the Deputy to step up if the Chair can’t do it. If a VP can’t contact a Chair at all, a change is effective after the VP says so and the President approves. Phil said he wanted to make sure that is clear to all of us because business needs to get done and we can’t wait all year for someone to not answer. We’ve got to be a little aggressive about this because the committees and committee chairs are the backbone of the organization. If a VP can’t reach a committee chair in a reasonable period of time, probably 30 days, the President wants the VP to appoint someone who can take his/her place and get going with the business that needs to be done.

MOTION 9 POLICY AND PROCEDURES MANUAL

COUNCIL OF THE ASSOCIATION

Add after Functions and Responsibilities of Council Members:

Conduct of Business Between In-Person Meetings

For issues that arise between regularly scheduled in-person meetings, the Council may conduct discussions and voting electronically if all members of the Council are connected electronically (e.g. access to email). This provision excludes voting on proposed Bylaws changes. For the purposes of electronic voting, a quorum is considered all members of Council with a majority vote of the members of Council required to pass. A summary of the discussion should be provided as necessary to ensure that comments by all participants are included for review by the entire Council. Real-time teleconferences or videoconferences may be used for discussion and voting on issues of significant importance, as determined by the President, and would continue to follow the quorum required for in-person meetings as specified in the Bylaws.

Rationale: This change will codify the electronic discussion and voting that is currently being conducted by the Council for issues that arise between regularly scheduled in-person meetings and provide some guidelines and ground rules for conducting electronic business.

Phil Scarpa clarified the motion by saying, first of all, it just codifies what we already do. And it turns out that electronic voting isn’t very well recommended by Roberts Rules, but we do it anyway. There was a discussion about the need for a quorum during electronic voting. It was determined to remove the reference to the quorum - for purposes of electronic voting, a majority vote of the members of Council is required. Phil Scarpa added and have a deadline and reasonable time to respond. It’s going to depend on the issue.

For the last sentence, I think Bob Orford did suggest that Roberts did consider non-in person meetings, and what they’re comfortable with, is that when you do have real-time teleconferences or videoconferences, those are perfectly acceptable to be considered as in-person meetings, so the in-person meetings rules would apply there, so quorum would apply and majority would apply when you have those. So I think it’s worth mentioning for future generations that if you do hold a telecon, you have to have a quorum and you do have to have a majority of that quorum.

MOTION 10 POLICY AND PROCEDURES MANUAL

EXECUTIVE COMMITTEE

Add after Executive Committee Membership (11 voting plus 1 non-voting):

Conduct of Business Between Regularly Scheduled In-Person Meetings

For issues that arise between regularly scheduled in-person meetings, the Executive Committee may conduct discussions and voting electronically if all members of the Committee are connected electronically (e.g. access to email). This provision excludes voting on proposed Bylaws changes. For the purposes of electronic voting, a quorum is considered all members of the Executive Committee with a majority vote of the members of the Executive Committee required to pass. A summary of the discussion should be provided as necessary to ensure that comments by all participants are included for review by the entire Committee. Real-time teleconferences or videoconferences may be used for discussion and voting on issues of significant importance, as determined by the President, and would continue to follow the quorum required for in-person meetings as specified in the Bylaws.

Rationale: This change will codify the electronic discussion and voting that is currently being conducted by the Executive Committee for issues that arise between regularly scheduled in-person meetings and provide some guidelines and ground rules for conducting electronic business.

MOTION 11 POLICY AND PROCEDURES MANUAL

Add after FUNDING AND FINANCES:

ASMA POLICY COMPENDIUM

The AsMA Policy Compendium includes various positions papers, statements, letters, resolutions and committee reports produced by the Aerospace Medical Association over the years. Before submitting a proposed product for the Aerospace Medical Association, the source of the proposed product should:

1. Verify agreement with current positions in the AsMA Policy Compendium,

2. Circulate the proposed product to all AsMA committees and Council organizational representatives for awareness.

Rationale: Verifying agreement with current positions in the Compendium would ensure AsMA would not put forth conflicting statements, policy positions, etc. Requiring circulation to all committees and Council organizational representatives would ensure broader awareness of stated AsMA policies and positions.

After clarification, ExComm approved the motion.

The next section dealt with changes to Policies and Procedures manual associated with last year’s and this year’s proposed bylaws changes. Phil Scarpa gave Kudos to Denise Baisden. References to Aviation, Space, and Environmental Medicine were replaced with Aerospace Medicine and Human Performance. Eilis Boudreau mentioned that there’s one place in this next section where everybody was listed except PAs. It wasn’t here, and somewhere else in the manual they were talking about PAs. Kris Belland said he would just Denise to look back at the bylaws and P&P manual and wherever it mentions that group to make sure we mention Physicians Assistants.

**Open Action Items (Scarpa)**

**• Policy Compendium Review (Vermeiren)**

The Compendium review will be discussed on Saturday when Roland arrives.

**• Membership CME Survey (Martindale)**

Eilis Boudreau discussed the CME survey. She said they have been trying to hit the right mix with CME and MOC. They’ve had lots of great efforts to have CME and MOC that turned out to be money-losing propositions for the Association. We can’t afford that. The CME survey was designed with the very generous assistance of Katrina Avers from the FAA to make sure that whatever CE we offer is in line with the membership’s requests. The survey was delayed because of the sequestration. Eilis said she thought all the changes had been made. Jeff Sventek said that all he needs from Eilis is a thumbs-up. Eilis said she really wants to check it again. There was a question about who was going to send it out. Eilis said that her understanding was that, once they updated their software, they would be able to help us but Jeff would supply the membership information.

**• OSA Position Paper (Boudreau)**

The Sleep Apnea paper is done. The holdup was that ASAMS wanted the Clinical Practice Guidelines (CPG) for sleep to be rewritten so both documents could go out at the same time. Eilis said she wrote the paper the way they said they wanted it. But ASAMS has to give Eilis the new guidelines before she can see if she needs to revise the paper necessary.

**• Coalition of Airmen Certification (Sventek)**

Nothing has happened. Jeff said he called about it several times. Nothing moved on this. He thinks it’s a dead issue. The background was that Dr. Hastings and CAMA wanted a Coalition that would look at the backlog in airman certifications in Oklahoma City and recommend some process changes to the FAA. They were going to get together and come to a final decision at the EAA Air Venture Show. **CLOSED**

**• Biographical Data Form (Sventek)**

Jeff Sventek reported that the biographical data form was used for the Fellows Nomination process this year. Jeff and Gisselle Vargas are meeting next month with Warren Silberman and the ISSI programmer to identify and fix all the problems that Warren had encountered and make the biographical data form more user-friendly. **CLOSED**

**• 2014 CSA Funds Transfer (Sventek)**

Jeff said that we honored our agreement to transfer 10% of the Corporate and Sustaining Member dues for last year to the Corporate and Sustaining Affiliate. We did that after the meeting this year so it has been done. That is the last time that we will transfer over the 10%. Jeff recommended that it be closed. Phil Scarpa noted that we’re done with our financial obligation to them as an Affiliate. **CLOSED**

**• AsMA Medical Guidelines Update (Sventek)**

Jeff reported that, not only are we updating the Medical Guidelines for Physicians in bits and pieces, but we’re also reaching out to organizations that have medical guidelines in place within their specialty. The British Thoracic Society and the British Cardiovascular Society have both agreed to let us link our guidelines to their guidelines for those specialty areas. We came to an agreement in May about how to post these updated guidelines in bits and pieces on the website. Jeff has not done that yet; it will happen over the next couple of months.

Phil Scarpa said that the consensus was to publish the whole thing. As parts are updated, the new parts will replace the obsolete parts so we don’t wait for the whole thing to be done and yet we’re not only posting only those parts that were updated. That’s a great approach. This is a living document that should continue forever. Even though they’re supplying us with guidelines, I encourage us to participate in other organizations’ forums when they formulate these opinions.

PHIL SCARPA: But these guidelines are more about the traveler, not the crew. DAVID GRADWELL: That’s an important distinction. These are about the people who are traveling, but it’s intended for their medical providers. It’s written for the doctors looking after the people who are traveling.

David then reported other news. He said he has an aeromedical clinic at St. Thomas’. A number of the patients he sees are sent by hematologists. One hematologist has 5% of the London population of sickle cell disease. The incidence in London is about 1 in 500 but the national incidence is about 1 in 2600. It’s become apparent that how you address this in terms of clinical management has not been well-documented. The easy answer is that you don’t fly at all. Then they ignore your advice. David suggested to the hematologist that they should see if they could do guidelines for sickle cell disease. They’ve recruited 2 other hematologists. AsMA’s name is on the pro forma that goes to the British Society for Hematology’s Guidelines Committee. With a bit of luck, they will give the green light for us to work up a set of air travel guidelines for hematologists looking after sickle cell disease. It would go for the British Journal of Hematology. Phil Scarpa noted that in scrubbing this thing, we’ve identified a gap that’s part of this whole thing. The more we do, the more value we are seen to contribute. PHIL SCARPA: The Guidelines is a living document that’s open for additions, subtractions, with the idea that it’s intended for the physicians who take care of the patients.

**• Consolidated Dues (Sventek)**

Jeff Sventek said the consolidated dues effort has been frustrating. For 3 years, he’s been hearing from all the Constituent organizations about how much they needed consolidated dues payment. So Jeff and Gisselle worked with the ISSI programmers to get it to where we were ready to start a beta test. They sent out a message to all the Constituent organizations, including the Associate Fellows Group saying that they’re ready. They asked those who wanted to participate to provide their membership lists so they can be entered. Jeff and Gisselle will test it for a while and see how it works and share that information. All those who previously said they wanted to participate came back and said they’re not sure they want to participate in a beta test. The only group that wanted to play full up was the Associate Fellows Group. So they’re going to work with AFG to put the process to a test with the Associate Fellows and share with everyone else, as best they can, how the Consolidated Dues collection process worked for the AF group. Jeff Sventek said that they are going to build AFG’s test next week; he’s already been in communication with them. He said he would work with Joe on ASAMS and maybe SUSAFFS and we’ll go from there.

**Annual Scientific Meeting (Sventek)**

**• 2014 Meeting (Sventek)**

Jeff presented a graph (p 101 in the Meeting Book) that showed meeting attendance from 2009-2014. We had a very good meeting in San Diego. A lot of very positive comments came out of there. It was good for us because, behind the scenes, there were a lot of issues that we had to deal with in San Diego with the hotel. I’m glad that everyone had such a good time and thought the meeting was quite well done.

**o Attendance**

Phil Scarpa asked if the ticket problem would be less serious in Orlando than it was in San Diego. The hotel will enforce it but will we be able to work with them? Jeff Sventek said they will allow us to sell a handful of tickets (5 or 6) after submitting a projected attendance 72 hours in advance. Jeff said that’s why he’s trying to get the Monday tickets sold in advance. There are 6 luncheons on Monday. Ticket sales for those luncheons must be reported by Thursday of the preceding week. If you have a luncheon on Monday, our ability to sell tickets for those luncheons on site at Registration will be extremely limited. Food prices have skyrocketed and the catering services at hotels now are trying to cut their costs by better managing their events. So if they say now they’re going to hold us to the 72-hour report and we can’t sell any more tickets beyond that, now they’ve got 72 hours to go out and buy exactly the amount of food they need for the number of meals you agreed to. Jeff Sventek we’ll make our marketing materials this year indicate that if you plan to attend a Monday lunch or the Tuesday Business Meeting lunch, you must buy your tickets in advance of the meeting because we will not be able to sell tickets on Sunday for the Monday or Tuesday lunches. Wednesday and Thursday tickets are OK. When Jeff approached 3 different organizations requesting that they consider moving their lunches from Monday to either Wednesday or Thursday, and explained all of these issues, they took it to their boards and membership and they came back and all three of them said no, they’re happy staying with Monday. They understand the restrictions. Valerie Martindale asked if that rule applies to the receptions also. Jeff Sventek said no, because social events in the evening are not plated. He said they give the caterers an estimate for attendance at those events. Those are typically buffets, other than the Fellows Dinner on Monday night.

Jeff said that we had a good meeting in San Diego and he fully expects Orlando to meet or exceed San Diego. He thinks we’re going to see a lot of families coming into Orlando and staying longer. Phil Scarpa said they are putting a Friday thing together. He also thinks we’ll have another very good year.

**o Financials**

Jeff developed a graph to show the differences between meetings. It lists the year, the location, gain or a loss in meeting revenue, and gain or loss at end of year. Jeff reported that he could not find the data for Los Angeles. The meeting column tells you how much was earned during the meeting. That then has an impact upon all operations and at the end of that fiscal year, this is what the outcome was.

**• 2015 Meeting**

**o CME Mission Statement (Sventek)**

We are required every August to review the CME mission statement for the ACCME. Last year, we changed it. You don’t change the subheadings: Purpose, Content Areas, Target Audience, and so on. Those are required by the ACCME in any mission statement. What we changed last year was adding the types of activities because we were expanding to enduring materials. Not much of our CME program has changed since last year. I don’t know that there’s anything that we need to change in the mission statement unless you think it’s necessary. Eilis Boudreau noted that the thing to be clear on is when he goes to file for our accreditation, we have to say that we reviewed the CME mission statement. Jeff said yes, it will be in the minutes. We will provide a copy of the minutes. Phil said you’ve got the Survey Monkey and everything else – you can give that data back. It made an impact. David Gradwell: in 2014, we started the MOC recertification lecture series. Would that go under the content area? Jeff Sventek: That’s actually a pretty good idea. If everyone agrees, Jeff can draft a sentence and send it out to you for a review. In an effort to help board-certified Aerospace Medicine specialists, we added a track or review session. Alex Garbino said that this is something that really falls under the Education and Training Committee. I think it fits in here and part of the survey results said that people prefer face-to-face rather than enduring materials. One of the things that’s growing in the E&T Committee that is hard to do is collaboration with other meetings, looking for alternate avenues of getting CME credit than just the AsMA Scientific Meeting. There are possibilities with the Wilderness Medical Society, through clinical reviews and endowment meetings that you can set up in Arizona. People in AMSRO and the Wilderness Medicine people really overlap in their interests. Usually they’re members of both. One thing I think we should consider is offering CME for aerospace medicine people outside of the AsMA Scientific Meeting. Jeff Sventek said we’re going to do that. We have a commitment to offer an aeromedical track for CME in the 2016 ECAM (European Congress on Aerospace Medicine). David Gradwell said there’s another track in 2015 in Oxford. The Academy will do that. Jeff Sventek: We’d have to get approval from Wilderness Medicine to have a dedicated room for x number of days and hours, then we would take on responsibility for calling for papers, reviewing the abstracts, or going out and inviting speakers. Jeff Sventek: It would be more like a lengthy (2-3 day) workshop. Jeff Sventek said we’re going to do a test run this year with a track that is not CME. We’re going to have a room dedicated to certain sessions that will clearly state no CME/no MOC credits for this session. David Gradwell: What would content be? Jeff Sventek: It probably could be very interesting stuff from Aerospace Medicine. Phil Scarpa: Stuff that doesn’t pass muster with the selection process. If someone declares a relevant financial relationship that generates a Conflict of Interest, rather than force him to E&T Committee to go through all these presentations like we did last year, to resolve the conflict we would just say we’re going to accept your paper but we’re going to put it in this track that does not offer CME or MOC credit. Now we’ve eliminated the conflict of interest because it’s not part of our program. VALERIE MARTINDALE: Well, our exhibits are there. They’re completely separated. I think if you associated it with the exhibit hall, it would be OK. JEFF SVENTEK: The ACCME is only concerned about those things that we classify as sessions with credit for CME. They don’t even care if we offer MOC. Their only concern is about the CME credit. If we have a separate room—As long as we don’t declare that you can get CME credit for any of those sessions that take place… Valerie Martindale: We may not be able to control it, but over time, if we have this separation, two things might happen. One, you get a track record, and the other is peer pressure (if you show up for a scientific session in which the other presentations are good and yours is not).

**o Meeting Theme (Scarpa)**

Phil Scarpa announced that the Meeting Theme would be “Making a Difference in Aerospace Medicine.” He said he wants some of our presenters to tie in how their research is going to impact the field. Or that a position that we’re discussing in a panel is influential in future policy. So if you can carry that back to folks who submit abstracts, that would be fantastic.

**o Dolphin Hotel (Scarpa)**

Phil talked about the site visit to the Dolphin Hotel. It was fantastic. You can walk to Epcot. Jeff reported that they are going to open up the hotel reservation site earlier this year, probably before the end of the calendar year.

**o Per Diem Room Rate (Sventek)**

Every room will be at US government per diem rate. This rate was locked in 8 years ago when times were bad. The room rate will be $101/night. The standard room rate at the Dolphin is $240-$250 per night. The expectation is that most of the people will leave on Friday after the meeting. Some room nights are available at that rate into the weekend, but there aren’t very many. Phil said that they’re serious about putting together a post-meeting tour. Last time, 20% of meeting attendees stayed for the tour. It would be nice to get that extra day. Jeff said he would have to negotiate with the hotel.

**o Resort Fee (Sventek)**

They have a resort fee that is not part of the room rate. It is about $23 per day for access to exercise facilities, bottled water in the room, wireless in the room and the meeting rooms. Jeff said that they negotiated the resort fee down to $10/night – but it’s probably going to go up a little bit because they could not negotiate the wifi requirements that they needed for the meeting space. They got an estimate of $12K so instead they will increase the resort fee to about $12/$13 per night, about half of what it typically is. That’s still below per diem.

**o Welcome Reception Sponsorship (Sventek)**

As mentioned before, Caesars is providing $15K for the Welcome Reception.

**o Trumbo 5K (Scarpa)**

The Trumbo 5K Fun Run will be held on site at 6:00 Monday morning. Dr. Jennings has taken the lead on this for the Foundation. He and Jeff and some others will donate to establish an endowed fund to pay for the Fun Run for years to come. The Fun run is named for Dick Trumbo, who was instrumental in sponsoring the Fun Run in years past.

**o US National Anthem**

This is an issue because we have non-US members. Some non-US members have asked Jeff why we play the US National Anthem at our meetings. It’s very difficult to answer that other than we’re having the meeting in the US. We’re an international association. Jeff says he doesn’t want to offend anyone as part of our opening ceremonies. Do we do away with the US National Anthem at the Opening Ceremonies? Yael Barr said she thinks it lends formality to the event. She suggested that every year, we choose one country, in addition to the US, and play that country’s anthem in addition to ours. Volker suggested providing 5 minutes during the Opening Ceremonies for a selected country to present information about their aerospace medical activities. Phil said we used to show the flags of all the countries but Jeff noted that it was difficult to do. Volker said he thinks there is a reason we play the American National Anthem. We are hosting the meeting. But maybe we find another alternative, somehow more visibly demonstrate the international organizations. David Gradwell said this meeting takes place in the US. It’s perfectly appropriate to play the US National Anthem. As an international member, it’s nice to show the international flags. It sends the message that we are an international organization. Phil asked if David feels that he represents his colleagues. Volker said that many people go to the opening ceremony because of the pageantry. You rarely see that. David said that he wondered whether the color guard should be kept. Phil said that it comes from our military background. We could present the colors without a military presence – have them right on the stage. It would take away from the pageantry, but we could present the colors without military uniforms. If we had an AsMA flag, we could bring that up with the flag of the US. We might get a Presidential guard to come and do it. Jeff said we’re going to have the flags rolling on the screens while the music is playing. We’re not going to do the Past Presidents’ pictures for a while. Volker said if you do the slideshow of flags, could we decide on certain international aerospace medical meetings that are happening the same year and show those places in the slideshow with the flag? Phil said it would be a problem if a meeting was missed. But if we show the calendar with everything we know, I think that would be OK. Volker said the ExComm has a certain authority. Shouldn’t we be able to say that we made a decision and go with it. Jeff said as much as he appreciates the comment, guess who they’re going to talk to. Phil said let’s ask John Darwood about the need for a military color guard. A military band can’t play at any event if they can’t play the US anthem. Joe Ortega: I would also be sure that before you build your own color guard that you discuss with the proper people about protocols for handling the flag and if you use flags from multiple countries, it gets complicated. Kris Belland: I will go with the consensus of ExComm on this. I’m OK if you don’t have the Color Guard but, having marched in the Naval Academy color guard, I guarantee, if you get 4 people from AsMA together a couple of hours ahead of time, it’s a recipe for disaster. Alex asked what about having a Boy Scout group do it? Phil said they would figure something out but the consensus here was to keep the National Anthem.

**Strategic Plan Focus Areas – President (Scarpa)**

Phil Scarpa said it’s important to have a plan. He introduced Kris Belland has to talk about his progress on about the Strategic Plan.

**• Overview of AsMA Strategic & Business Plan (Belland)**

Kris Belland talked about the Strategic Plan. If you remember, when we started talking about this over a year ago, you have to see it about 7 times before it really sinks in. This is about the 4th time. Kris went through the background quickly. The methods used to develop the Strategic Plan are Design, Implement, and Sustain. The Business Plan is 16 pages long. What we’ve been doing over the past year is developing strategies, translating them, we’re going to implement it by aligning it with our organization, link to our operations, we’re going to do processes and initiatives. Initiatives are the key thing right now for all the Vice Presidents. We want to leave here with your initiatives prioritized because those will be the future for us for the next couple of years. We will track the initiatives over time and will knock them out one at a time. We identified some initiatives last year during a brainstorming session. We took that list that was developed with Jim Webb and Phil Scarpa added some additional initiatives, so it’s a living, breathing document. We decide what those initiatives are. You, as Vice Presidents, really are the ones who will bring this home. You need to look at the prioritizations and let Kris know what you want to accomplish.

**Strategic Plan Focus Areas/Initiatives – VP Governance and Treasurer – Financial (Belland/Ortega)**

Kris Belland discussed the focus initiatives related to governance and the Business Plan.

**• Make a difference with AsMA**

Phil said that’s an older version of the theme but he’s OK with it.

**• Increase transparency of AsMA leadership nominating process**

Kris said that they talked with Glen Merchant about this. He is on board with this. The idea is to have open and honest communication with who we’re nominating and to have the information out much earlier than presenting it for the first time at the AsMA meeting. Phil Scarpa said those were the words he used to communicate the idea to Glen. He said he assigned the person who he wanted to work it. Phil’s verbal interactions with Glen were good. He wants to be sure that a plan is in place before the nominations and elections process starts in September. That means that if he has bought into this plan, then they will have to advertise it to the membership. We’re collecting nominations for President. If you’re interested, get someone to nominate you or know your rep and work through that person. Jeff Sventek: How will they announce this? Phil Scarpa: We have several venues of announcing. We could do it through social media, we could put it on the web and we could do a mass email. Kris Belland: I forwarded an email to Glen that outlined Phil and Kris’ thoughts and Glen came back and said he was fully supportive. Phil said the idea is very simple. Advertise it before and advertise the ballot before the meeting so members aren’t seeing it for the first time.

**• Formation of a Space Medicine Committee**

There has been pushback from the Space Medicine organization. They feel that they could handle these things internally. They may not want to give up control. Why is there a need for a committee? Phil said he talked with Denise about this yesterday. This is a goal of Phil’s. He wants to be sure that AsMA is consulted about Space Medicine positions. He wants to embed a Space Medicine Committee in our infrastructure so they will always be consulted about issues. However, there has been pretty good interaction with the SMA over the past couple of years. They’re saying now that things are working well so let’s hold off. But Phil gets input from SMA members who aren’t on their ExComm who want to be a part of it. So if we spread these ideas out to the membership. If we could put something in the P&P manual that would say that we would turn to SMA if there are space issues such as Commercial Space Transportation. Valerie Martindale: It seems strange that they would turn down an opportunity to have an extra avenue of representation. Phil noted that they’re only asking the SMA. But he’s asking the SMA to give him a group consensus about whether they want it or not. Initially, they all wanted it. Phil said it’s hard for him to create a committee without their consensus. They’re the major stakeholders.

Valerie Martindale: It doesn’t seem to me that they should decide whether AsMA has a committee on that subject. Phil said they are the major stakeholders. If they don’t want to participate and they hold a grudge on this, it’ll never work. Kris Belland: I suspect this will be an ongoing discussion. Sometimes you drop an idea and it’s picked up 6 months or a year later. Volker said you think it’s more of a process issue than creating another body that duplicates efforts that are already available. That is a fear that I have. If you have both the Committee and the Association – how do you align them, are you creating an internal war, whatever. But the problem is how do you engage the SMA appropriately and reliably to be available when AsMA needs input from them. Phil said if you don’t codify it, if you don’t put it in a written rule (whether P&P or bylaws), it could fall to the wayside. And it would be up to the personal knowledge and relationships that exist make sure it’s maintained. It’s working now but there’s no guarantee that will continue. And it’s a vibrant part of AsMA. They are the major players. Phil Scarpa and Yael Barr: We would be open if the committee was SMA’s ExComm plus others so there aren’t 2 separate bodies working in conflict with each other. There will be 2 bodies on paper, but the people will be the same, though the Committee may be larger. Another issue is the President could choose a chair that the Committee doesn’t like. The committee would be asked you do you want as a chair. Carol Manning noted that a similar discussion occurred about the Aerospace Human Factors Association and the Aerospace Human Factors Committee. Alex said that a lot of the discussion concerned what is the role of one vs the other. Where do they overlap or not overlap? How do you avoid conflict between the two? Jeff Sventek: I’m struggling with the whole concern issue. A Committee within AsMA is a component of the operational structure. It can be tasked by the President to do work. The President of AsMA cannot turn to the SMA and task them to do anything. I struggle with the issues here. Phil Scarpa: I think what you’re unveiling is that our hands are tied about turning to an Association that may or may not want to answer. Valerie Martindale: Does it not also limit AsMA as an advocate for their issues? Joe Ortega: That’s kind of what we’ve been discussing in the past with AMA. When we have an issue that we need some real clout on, we bump it up to the AMA. I would think the Constituents would be that way with AsMA. They would use AsMA to drive a resolution through their committee structure. Jeff asked if we would leave this open. Phil said he would like to leave it open but we need better education and some involvement from this group. I’ve written to them about these things. And I thought it was a done deal until recently. Volker expresses a common concern about competition. I don’t think it has to be that way. Can we task them and ask for a deadline? Yes. We will own them. But other than that, I don’t see the risk. Carol said she would find the statement that Henry Taylor had written. Phil Scarpa said it should be sent to me and Chris and Bill Tarver. Additional names can be obtained from Phil, Alex Garbino, and Volker. Leave this open.

**• Set a financial self-sustainment goal**

That issue was discussed previously.

**• Increase investment return**

The presentation this morning by Glenn Mohn addressed this initiative.

**• Work with AsMA Foundation (Sventek)**

Phil Scarpa said it occurred to him that the AsMA Foundation could be another revenue stream. They are not necessarily right now a revenue stream for our operating expenses. They were originally set up and only until recently for scholarships and grants. They have always expressed an interest in helping their parent organization as much as they can within their charter. The last year or two, they expanded their charter to add research, education, and training. So there are broader topics that we might be able to capitalize on in terms of letting them help us. We had a telecon with some of their Board of Directors and kicked around the idea. They are in favor of it, as I think we should be too. They are looking for direction. What exactly would we ask them to do? We said you could probably conduct our Capital Campaigns. They already do on an annual basis but all the money goes to endowments for scholarships. They could redirect unearmarked funds to us or at least they could ask the donor whether they would like to contribute to us. We could ask them to provide web site financing, which is not inexpensive, training (including staff training) and CME development. The journal, which they’re absolutely OK with because it falls under research and education, and research – if we wanted to fund students of those more established in the field to do research. We could say here’s an AsMA project, here’s some money to go do it. Those could be Capital Campaigns. That is money we could spend. Lanes of spending that they want us to identify. They would be happy to do it. I think we need a little more dialog and a Memorandum of Agreement. Kris’ idea of spelling out what their and our expectations are is the way to go, and then press forward. Jeff is on the Board of Directors. Jeff Sventek: You need to understand that there has been some tension since we became a 501(c)(3). The Foundation was initially established as the charitable arm of this Association when we were a 501(c)(6), a trade organization. When we became a C3, Jeff was invited to be on the Board. The first thing that came up is how do we engage our membership for donations? If both organizations are approaching the same people for donations and we haven’t clearly defined what our areas of responsibility are, then we’re going to run into problems. Some are very dedicated donors to the Foundation. Last year, we went out and started asking for donations as well. We got nearly $10K in donations last year. We want to continue that. But we agree that they seem to have a greater capability for soliciting charitable donations than we do. They have a little more expertise. They were open to the idea that we have specific special projects and specific donation requirements that they could help us with. I think it’s a great opportunity that we can’t let fall by the wayside. The Foundations will continue to fund scholarships and awards. They are willing to help pick us up on some occasions. Phil said that it’s not a one-sided thing. In all fairness, they expect us to beat the drum on their Capital Campaign as we would our own and ask the Constituents to help them and not just for our campaign but just to donate to the Foundation. We’re not asking them to just run a campaign and write us a check.

Kris Belland thanked Jeff Sventek for getting us a copy of the Foundation’s by-laws and articles of incorporation. We should all look at those. That’s a baseline understanding we all need to have. I asked George Anderson if he could come talk with us. The relationship between the two organizations needs to be standardized and we need to make that bridge. Joe Ortega is going to talk with Peach Taylor, their Treasurer, so we have that connection. We need to understand the Foundation better. It’s a great organization. We need to cultivate that relationship. We need to meet with them, perhaps at the meeting or at Council, or both. By talking, we could see how best to synchronize and figure out how to use their capabilities. Phil Scarpa said he thinks we’re there. Their charter is in the package. We’ve had a telecon where they said they just want direction from us so they can move forward. I don’t think we need to wait until November or next year to have them conduct a Capital Campaign now. If there are any concerns after reading the charter, we can discuss them. The next step is to have our Treasurer have discussions with theirs about the expectations and pen them in some kind of agreement so we can start collecting on this great opportunity. Kris Belland: I agree that we should definitely get started working on the longer-term relationship and codifying that with some kind of agreement. That is wise for those that follow to give them some direction. They have $240K that is only going to increase over time. That can be spent as it needs to be spent to support the organization. Those are conversations that are worth having as we go forward. Phil: In a nutshell, they solicit, they can collect from estates or donations. They put them in earmarked or unearmarked buckets. So there’s no direction in how they can spend it. Their charter calls for them spending it on building up endowments for educational purposes and training, recently expanded to research and a little bit broader kinds of things. The requirements of having AsMA members is absolutely important to them and should be important to us too. Their loyalties are unquestionable in that they require 3 former presidents. They just changed it so that only one of 10 is allowed to be a non-AsMA member. So this organization was built to help us and we did not take advantage of them. So they went their own way to do scholarships, which is helping us. But we have operational costs that they might be able to help us with as well. I want to step lively and get them as one of our revenue streams unless there’s a major objection, I’d like to start formalizing that. Joe Ortega cautioned ExComm about counting on the Foundation as a revenue stream. That’s not at all what I got out of that telecon. I got that they are willing support us by doing certain projects that meet their foundational guidance. If we have a limited proposal that produces something that AsMA requires that meets the intent of what they’re established to do, then they’re willing to help do that. But we have to present it to them in that way. I would be really cautious about calling them a revenue stream. A helper; I think they are willing to help AsMA further strategic goals but they aren’t a revenue stream. The thing is that they conduct annual fund drives. All we want is to be part of that. They will conduct their annual drives for educational purposes. If there is a clear explanation that we could use money for the web site, journal, training, and research, I think that can happen and if it’s done on an annual basis, it should yield a variety of different income, at least annually. But certainly, none of our revenue streams is guaranteed.

Phil Scarpa asked whether Kris was going to carry some of this forward to start with a Treasurer to Treasurer conversation. Joe said he would talk with Peach Taylor. AS is going through the Foundation’s bylaws so we can understand what kind of format we would use to make a request for support. Kris Belland will talk with George Anderson to talk about how the organizations can get closer. Let’s keep it as a tracker that we can follow over time. It may not be a formal MOU but I think we need to cultivate that relationship. Eilis Boudreau: There are specific things that you asked us to come up with as initiatives that the Foundation could potentially fund. David Gradwell asked Jeff Sventek what he thought their objectives are. Jeff said their objectives are to continue doing what they’ve been doing--scholarships and awards. They principally do that by soliciting endowed funds. David Gradwell: They can use that as a powerful recruiting line for donations. Eilis Boudreau: One of the things on the agenda is a gap analysis. It’s hard to do them correctly without taking a formal approach. That would be a one-time thing. So something like a proposal to fund a very specific gap analysis is something that would help AsMA but it’s not an AsMA operating expense. It’s something you would go out and write a grant for. But if the Foundation could fund it, that would be really nice. David Gradwell: They don’t want to pay for repairing the air conditioning in this building. Kris Belland: George said that the process was to write a 1 page point paper, submit it to their Board, and they’ll consider it. If it meets their criteria for a nonprofit organization, they will support it. Or they might be willing to conduct a Capital Campaign to fund it. I think it could contribute to the field and a lot of the things we’ve talked about here. Jeff said he serves 2 masters. It’s very difficult to have two 501(c)(3)s competing with the same pool of potential donors. Phil said which is exactly why this makes sense. I think we were at odds in the last few years where people are confused because they’re being solicited by both organizations. They go to Constituents in these Capital Campaigns and the donors mistakenly think they’re donating to us. We can’t go after the same donors. The donor should have the right to know that whatever they donate has the ability to help the entire organization. This is a way of doing that and doing a lot of work. Alex asked if you could donate to either AsMA or the Foundation on your dues statement. Jeff said he would love to do an annual joint solicitation, an Aerospace Medical Association and AsMA Foundation charitable donation campaign. Then you have a series of options about how you would donate. But it would be one solicitation from 2 different organizations and you could either just give it to the general funds of one or the other or If you have a series of boxes of campaign issues for one or the other, you can check those and make your donations that way.

Jeff reported on consideration of applying as an agency in CFC. CFC is the Combined Federal Campaign that federal employees can use to donate money to charities. To qualify to be a CFC agency, you have to be a nonprofit for 6 years. The Foundation has achieved that so they are going to look into whether they can be added to the CFC campaign. $250K. Phil said this is a tremendous opportunity; even if they only get a fraction of what people contribute, I think it’s going to be tremendous.

**Strategic Plan Focus Areas/Initiatives – VP member Services (Martindale)**

Jeff Sventek provided a quick analysis of membership. We’ve stabilized and are growing slowly. With some of the ideas that the Member Services folks have come up with, we will continue to see this growth. Jeff said his great concern since he’s been here was not only the quality of the data in the database, which is now relatively clean. But he’s concerned about retention of members more so than recruiting new members. He’s signing a large number of membership certificates on a daily basis. That tells me that we are not retaining members as well as we should.

Valerie then began discussing strategic plan initiatives. She said that when the president gave her this job, he came up with quite a few fronts on which to conduct the war. She has not attacked all of them yet.

**• Track Non-member meeting attendance**

The first she will discuss is capturing non-members at the Annual meeting. She is targeting a specific population, US Government employees who do not receive reimbursement for membership and therefore have no incentive to be members because the government will pay for full meeting registration. Valerie thought we could tell them they have paid a non-member fee. We will give you what would have been your registration discount as a membership discount. The Association ends up getting the same amount of money. The only problem is you don’t want people chaining discounts so they end up getting double discounts. There is a bookkeeping issue. But it seems to me that you have a ready-made audience to go after. There are some logistics issues. Valerie said it would have to be a rolling thing. That is, the next time we present you with a membership, we could say would you rather take the discount off your membership or off your meeting registration? We would have to think about how it could be made continuing. Eilis Boudreau: Just make it so it’s only a one-time discount – only extend it to new members. Jeff: Would it not be easier to give an active membership to people who pay the non-member registration fee? Administratively, that would be a lot easier.

Personally, from an administrative perspective, the easiest of the options would be to make the difference between the member and non-member registration rates to make it exactly what a 1-year membership rate would be. Then everybody who registers as a non-member would automatically become a member for the next year. Phil: But are we going to get in trouble for that? Because you’re attending a meeting for training and we included a fee for membership that we didn’t declare. Jeff Sventek: And if you’re a member and you join because it’s a professional association that you want to be a member of, and you walk up to your employer and say you want to register for this meeting. Yael Barr: I get a discount on registration because I’m a member so they’re happy with that. Phil Scarpa: They want to pay the least amount. I think the only way this works is if you offer a free one-year membership. Valerie Martindale: It’s not free, it’s $80. That’s what we’re giving them. And hopefully they renew after that. Jeff Sventek: So we go to Council and ask for an increase in non-member registration? Phil Scarpa: If that’s what it takes.

Alex Garbino asked why we make the distinction between a member being a good thing and someone who attends a meeting but is not a member a not so good thing. I think if you show up and you participate, that’s a good thing. The value of networking and mentoring and all that stuff that happens at the meeting, I think if you show up at the meeting, you’re doing good and you’re doing a good thing. The membership that we’re trying to sell on top of it or on the side or what happens between meetings has, and we’re struggling to say what does that give you, but the main value is going to the meetings and meeting people and networking and getting to know more and doing things like learning to give presentations. I’m just saying, I don’t think you should punish people for not being members. I think you if show up at the meeting, you can just have, as part of your registration fee, a 1-year membership. And you can do with it what you want. Phil Scarpa: But I think there’s much more to AsMA than just the meeting. I think there’s a lot more that people who are not members who are just coming are not realizing. And we’re either not selling that idea or we’re not making it lucrative enough where they want to investigate. Alex Garbino: But how are we selling it to them by withholding it from them? We can advertise it without necessarily letting them get it for free. David Gradwell: Jeff made the point earlier that we focused on the revenue and risk to revenue in the Annual Scientific Meeting. But a lot of the underpinning revenue is our membership fees. We have people who are members but do not come to the meeting but they are still paying their membership dues. It is making them feel that it is worth belonging to an organization and part of that is mentoring at one stage as you move through the Associate Fellows group to become part of the Fellows and perhaps one of the things I think we need to encourage that group to do is be more contributing and less of an old boy’s club. So that there is a value in being a member beyond … you don’t penalize people for coming to a meeting because that’s self-destructive. But it’s our opportunity to meet them, see them and try to impart to them that joining for its longevity is worthwhile. Alex Garbino: I would say that the easiest way to do it is to have a non-member registration group. Just say to them, for 80 more bucks, you can get a 1-year membership. You don’t have to track anything, you’re not checking boxes. Eilis Boudreau: You can say if you’re not a member, here are some of the things we can do for you at the meeting. If it’s a more junior person, do you want to be hooked up with a mentor? It’s more work, but actually trying to lure them in with some very specific things that we can do at the Registration booth. And for senior members, we can do something else. David Gradwell: I think it’s important about the US forces getting it paid for. One of the more important discussions is for me with the Brits is tapping them on the shoulder at the bar and saying actually, you want to join this organization because I know some really quite senior members who have come year after year and the Queen has paid and they’ve never joined. And they go well, I can get the journal at the library or online … I find that very frustrating but perhaps it’s my failure to impart on them the inherent value of being a member of the organization as opposed to, not freeloading, because someone is paying for their going to meeting costs. But that’s all they’re doing. Come to the meeting, …, thank you very much, goodbye. Alex Garbino: you can’t expect every member to go to every meeting. David Gradwell: But we do come back to the thing where if you’ve got a problem, you’ve got to know who to say can you help with this? And that’s that network that we’ve all built up.

**• Discounted Joint memberships**

Valerie Martindale: There are 2 other items. One is the Professional Partner Group Appeal. I have some questions on there, such as how to identify recipients. The problem I have with the Partner appeal is that it’s so tied up with the money. What can we afford to offer as a discount, what is the value to a partner group except a discount. Phil Scarpa: There was former work on some of that. There may be some work that you don’t need to repeat. But that was part of the decision to table it. But you have to do some guessing and that’s the problem. If we get a lot of them, how much are we losing for the potential of gaining the membership for longer term. Again, it’s an investment. And that’s where we need this kind of money that we’re working on. Revenue stream or whatever you call it so we can use it as an investment. Valerie Martindale: Just to make sure I understand what you had in mind here, we give them a discount and they give us a discount. AMA for example, they have a minimum. Someone said AMA’s a no-go so don’t even bother with them. They won’t do it. Phil Scarpa: We have a lot of sister organizations that would be a good fit. Jeff Sventek: I called ACOEM on the administrative side. They’re not interested.

**• Consider international member meeting discount rate**

Another initiative on the list that is also very tied up with money is offering a discount to international members. They may pay more to get here. It’s a good idea but what can we afford to offer? Phil Scarpa: I was trying to scope it when I was talking with the Affiliates that maybe at least having just the Affiliates that show some kind of loyalty to our organization, who do come every year. What can we do for them? Because I do hear every year, especially last year, gosh, it’s so expensive to come here and it’s getting more and more attractive to just go to our regional meetings. If we could do something, it doesn’t have to be very much, maybe just a token. Valerie Martindale: And Joe wants so much to tell you about this himself. What he’s really gone after are students and residents and so, to give you an abbreviated version, he’s impressed the Council of Careers and Medical Programs Office in the Association of American Medical Colleges, which also has international affiliates. They reach 41 medical schools in the US alone and 80,000 students and 3,500 residents in programs and public lists of graduate schools. He’s trying to get from them is list serve ability to make all of them aware of us. We’re not asking for more than that.

**• Offer free meeting days**

Phil Scarpa: Are you going to talk about targeted free days for the locals? Jeff has said that we can afford two free single-day registrations for the 11 medical schools in the target area. So we’ll send individual letters to them. Jeff Sventek: Preferably on Monday, so they can stand and be recognized. And we should recognize that the plenary sessions are a considerable draw.

**• Appeal to aviation RNs and dentists to join** **AsMA**

Valerie Martindale: Two other things I want to mention. We have an AsMA member from the American Dental Association who wants to attract and start some kind of Aerospace Dental group and he would be happy to be the point of contact. So Joe is going to follow up on that.

**• Appeal to Coast Guard (medical air rescue forces) to join**

And he’s also looking at Coast Guard and he was surprised at how many of them are not really involved and they go to other medical specialties as their professional organizations. Joe thinks we could make inroads there. And where he is located, there is a Coast Guard presence.

**• Appeal to FAA AMEs to join**

Phil Scarpa said that in their site visit, he and the FAA rep were talking about attracting more of the AMEs to the meeting. Now, they do the workshop and off they go. They don’t want to impact their training but they’ve agreed to offer more windows of opportunity in their schedule so it’s not so packed that they can’t do anything. And during those windows, they can go to our meeting and take in some of the sessions. They’re going to finalize how much time they’re going to allow for the idea that they’re there, see what we do, and see if maybe we could pull in some members that way. It seems like another group that shares common interests but just aren’t members.

**Adjourn, Friday, August 15, 2014**

The meeting adjourned on Friday, August 15, at 5:00 p.m.

**Saturday, August 16, 2014**

The meeting resumed on Saturday, August 16, at 8:25 a.m. Roland Vermeiren joined the group.

**Continuation of Open Action Items (Scarpa)**

**• Policy Compendium Review (Vermeiren)**

Roland Vermeiren said he thought it ended at the end of the last meeting so he did not follow it any more. What he got from the response from Chuck DeJohn was that they decided at the AsMA meeting was that every committee has been given parts of the Compendium to review. Roland Vermeiren: Chuck has now sent the package to those committee chairs and asked for a common response, as we decided. But I don’t see a timeline. Some committees write a response before dinner. Jeff Sventek: I would suggest that they send it to the committees again, with an expected timeline or suspense attached to it and leave it to the committees as to how they review these things and manage those assigned taskings. If some of them come back before May, that’s great. If others want to wait until the May meeting, that’s probably OK too. Phil Scarpa said there’s no absolute pressure on this topic. It’s just a matter of, as we get products coming in, we want to have an up-to-date compendium to compare them to, so we probably expect an increase of those as we get closer to the meeting. RV: so I contact him again and send him again a reminder, including a timeline. Jeff Sventek: It would be nice if most of them could be reviewed and reported back by the November Council meeting but that’s only 3 months. Phil Scarpa: We leave it to the Committee Chairs to figure out. RV: But I would say, the timeline is also important. Because if you get an answer only from the Chair of the Committee. Phil Scarpa: You want to make sure the Committee is reporting as a Committee and not an individual’s opinion. Roland Vermeiren: I will do that. I think that it may take some time. Jeff Sventek: So if you think the November Council meeting is too soon, maybe set the suspense for January 1, 2015. And that way, perhaps you’ll have enough for this group to look at in March down in Coco Beach. Roland Vermeiren: Good. I’ll do that. Phil Scarpa: Whatever you can do. You can give them feedback that ExComm is interested.

**• Encourage UK SBA and other non-AsM groups in the world to join AsMA**

Many moons ago, several UK medical students came to Kennedy Space Center after I wrote an article in the British Medical Journal about a program training students and they all wanted to know how to get jobs and how to get into the field. I encouraged them strongly, as did others, to form their own group in the UK – they didn’t have any-- and pull together all the various efforts that were going on but no one knew each other’s business. They went back and did that with the help of Kevin Fong. He’s been on radio and TV and has been a stalwart supporter of the effort. They formed a group and over the several years, they actually started a convention that meets every couple of years and brings the world to Britain to talk about Space Medicine, which is fantastic, a great effort on their part. I always encouraged them that when they got to a point where they felt confident, they should join AsMA as an Affiliate. I would love to have them join this year. They always felt that they weren’t ready. But then this year I asked Mike Bagshaw and Simon Evetts, who are leaders in the group, to work with another group as a consortium to even broaden their scope with other efforts in the UK. And when they’re done with that formation, they want to seek Affiliation. David Gradwell said the UK Space Biomedicine Association was essentially a student group with a bit of leadership tacked on. What was not part of that but which came together to form the consortium with the academic and the industrial group that had an interest to form the UK Space Biomedicine Consortium. And that had an input particularly to large universities in London, the University College of London and King’s College of London, but with some other organizations as well. There is a meeting to take place very shortly that Simon Evetts is putting together to take that to the next stage and that will hopefully come to fruition by the end of this calendar year. And there will be a single UK Space Life Sciences and Biomedicine organization. And Simon and I have been in communication so that it encompasses not only the scientists wanting a career in space biology but also can be a useful mechanism to encourage the training of doctors in space medicine. In fact, Volker and I had a long discussion back in February about just that point because I chaired the Advisory Committee for Aviation and Space Medicine, which is driving forward through the General Medical Council the formal recognition of specialty training in Aviation and Space Medicine to get people to the level of Consultant Attending in US speak, accredited specifically in Aviation and Space Medicine. What Phil said is quite correct – but it is a reasonably rapidly changing landscape. Yes, for the better, and to streamline and simplify it but I think it’s also better because it brings together those who intend to work from the straight scientific point in this and allies them more appropriately with the medical community as well. Phil Scarpa: Mike Bagshaw said we’ve got this. When we’re done with the consortium, we’re going to apply for Affiliate status. Things seem to be moving along well. So AMSRO is something we could approach them with now and put it on their agenda. If I can go back now and put them in touch with AMSRO, that would be good. By so doing, that’s a virtual circle because it means there is more international information going into AMSRO to make them more aware of different programs and how different programs are structured and what the milestones are on their training.

**• Set up Tiered Donor Structure for Corporates (with Finance Committee and Sventek)**

Valerie provided the context of the Corporate and Sustaining Affiliate organization. ExComm and Council are charged with protecting the assets of the organization. Three are most important. The most important asset we have is the most nebulous and that is our reputation. A couple of aspects of that include subject-matter expertise and also impartiality and integrity. Next thing we are charged with protecting is our legal status as a 501(c)(3). That is new. Some of the problems we have come from the fact that we’ve made transition from a trade organization, where what we were doing was perfectly fine, to a charitable educational organization, where it starts to look a little off. The third thing we have to protect is our accreditation status for Continuing Education. One of the problems we have, and to me it is the foundational problem, is our Corporate members were considered “members.” I would like to just get rid of the word member—it would do us a lot of good. I sent some information to Peter Lee and at 5:15 last night, he got back to me. So the first concept is to call them something else – friends, supporters, sponsors. That thing that you buy with the corporate sponsorship does not include a vote or an ability to hold office or anything like that. However, you can get, as part of that, a membership, to be given to an individual that the corporation can choose, as long as that individual meets our membership requirements. For companies that don’t have employees who can use the memberships, they can donate it to a Constituent to use as an award or have a drawing at their table in the exhibit hall and take a tax deduction.

Peter’s response was that he and the Corporates didn’t discuss it yesterday, but I’m sure they are all in agreement about separating an individual’s role as a corporate representative from an individual member. You mentioned yesterday that they’re willing to not be an Affiliate; they want to be something unique. The fact that they’re going to be unique is really important to the message that Peter sent back. But before that, Valerie showed about how the American Society for Cell Biology deals with Corporate Members. The ASCB doesn’t have accreditation so they can use the name “members”. The description was very concise; Here is what we give you, our sponsors at each tier. They have only 1 or 2 Gold members each year. The only one that concerns Valerie is that at the highest levels, they give away the mailing list. Valerie then went to the AsMA website at the Benefits of Corporate Membership page. Two things that bothered her were first, that it refers to Corporate Benefits and second, the reference to Advocacy. Given our mission, that shouldn’t be a benefit of membership for Corporate Members.

Eilis Boudreau: We may need to call it something else but one of the things that gets them to the table is access. Valerie said she really likes the way that ASCB’s web site talks about their members. They said they help their partners. They want their Corporate members to be better off because of them. We want to give them value. It’s just how we define it and separate it from other goals. Valerie then read from Peter’s email: He had a conversation with Leroy Gross and Marian Sides. His first point was that Corporates should have a collective voice. For now, we’ve been referring to this group as the Corporate Forum as opposed to Corporate and Sustaining Affiliate. So again, unique organization, they would have a voice. It has a President and officers, similar structure, and get away from using the term members. Second, instead of Corporates joining as members, they would be more like sponsors. Instead of paying membership dues, they would become sponsors at various levels, or tiers. He went into some detail but did not mention anything about money, though the lowest tier would start at $450, which is the amount the dues are now. Third, the Corporate Forum would have a voice in the Association. A seat at Council was brought up as an option. Similar to how Student Residents have a seat because they are a special and unique group within AsMA, the Corporates would be similarly treated as a special group. So we need to think about appropriately give them a voice. My first response is that’s not the correct way to do it. But they want to be included and I’m sure there are some ways to do it. Here’s the real stickler: Because there are no dues or other source of funds, the AsMA should provide the Corporate Forum with an annual budget to carry out activities similar to what it does now, such as sponsor forums, speakers, provide scholarships, etc. So they’re asking for the annual financial situation to be reinstated under a different guise. I don’t think that actually jeopardizes anything but it doesn’t mean we actually want to go down that road so we have to think about how to satisfy them. They want to be something collective. They want to have some kind of organizational autonomy, and a voice in the Association. Somehow, whatever we do, needs to genuinely acknowledge the contribution that they made to the meeting and have made to the meeting over the years. Valerie said that what she sees there is they are open to thinking about new ways to do this. The seat at the Council is not an option. So if we come up with something appropriate that is not that, that’s still open. But AsMA provides them with access. I don’t know how much they get out of that access. Is that profitable for most of them or not? Phil Scarpa: We were discussing yesterday a non-CME track as long as they disclose financial or conflicts of interest or products, as long as the people were OK with that, that’s a good place for them. And they get the venue they wanted and we don’t force a member to go see them; they can go if they want to. Alex Garbino: Is the time right then to just go ahead and make a motion now to make a non-CME track? Jeff Sventek: I’ve already done it. As General Chair, I told the Scientific Program Committee we’re going to do it. Alex Garbino: Maybe we should tell the CSA/Corporate Forum so they can make use of it. Jeff Sventek: If they say they want to speak in the non-CME track, in theory they can do that. We just don’t want something silly presented. Phil Scarpa: The only discussion we had yesterday was that we needed to be careful about calling it a scientific session. It should clearly be something else, like a Business Track. Jeff Sventek: Just call it non-CME track.

**• Encourage Corporate Forum and provide Corporate participants an opportunity to meet during annual meeting (Sventek/Peter Lee)**

Phil Scarpa said that this is an excellent conversation. He also spoke with Leroy Gross. Everything we talked about here is correct. They don’t want to be an Affiliate if that’s going to ruffle our feathers. So a forum is all they’re looking for – some kind of voice, as you said. That means they want to have the ability to tell our members about the great things they’re doing. I think the non-CME track is the perfect fit for something like this. It gives them visibility and the chance to feel enfranchised. They’re part of the meeting. I love the idea also of having the corporate tiers. So when they join, which was another idea, part of their membership or representation on the forum would buy into this tier and declare a level. Maybe the non-CME track is for the Gold. Maybe some line where they get that kind of exposure vs just getting to sell things. Valerie Martindale said that this is his example: Gold: gets more prominent advertising, sponsorship of a bigger event. What about the luncheons? They don’t get CME, do they? Alex Garbino said the seat on the Council is a no go. Eilis Boudreau: But what if you called them Corporate Partners and then they sponsored a forum or speaker or something. Some of the non-educational speakers they bring in are excellent. Alex Garbino: You could say they could have a CME track and put what they want in there, but no seat on the Council. Eilis Boudreau: But a lot of associations will sponsor an appreciation reception. Is that something we could ask for? Phil Scarpa: If you build it into your tier and they are contributing to the reception, perhaps they would have exposure to members. It’s a fine line about selling ourselves. Jeff Sventek: I studied the ACPM, one of our sister preventive medicine groups. They have 9000 members, with multiple chapters. This is how they break their tier structure down and these are the benefits, levels of support as they call it, under each of those tiers. You can see there is access to the leadership of the organization at each of the different levels, recognition on the web site, complementary registrations at the meeting (which we already do). The largest corporate member gets two 10x10 booths. Just to give you an idea of what that’s worth, it’s probably worth almost $4K. So they spend $15K and they immediately get $4K back because they get two exhibit spaces as part of that. Five physician memberships are complimentary. Then as you drop down to the other levels, the silver and the bronze, there are fewer benefits. But this is a much larger organization. Many of their physicians who attend have the ability to make purchasing decisions on their own because they are in private practice. I don’t know what more we can do other than offer a round-table experience with a breakfast forum or a luncheon forum that is attended by the President, the ED, the President-Elect, Membership chair. Give them the opportunity to present. Alex Garbino: Offering them the non-CME track is an amazing opportunity that gives them a ton of recognition and visibility. David Gradwell: Picking up on Jeff’s point, I know the meeting is so incredibly busy, but if they could meet for a breakfast, which is something AsMA hosts, and at some tier, they are invited to come to that, it might start to help with Eilis’ point about them feeling that we want their money but we don’t actually want to see them. Jeff Sventek: We have hosted a Tuesday morning Corporate Forum breakfast that we paid for and I have spoken each year, and the President has spoken each year, at this event. It is not that well attended by the Corporate members. But I think if we sat down and built a more aggressive agenda associated with that breakfast that perhaps more of them would attend. It shouldn’t be us talking to them, it should be them talking with us.

Phil Scarpa: I would like Valerie to work with Jeff and Peter Lee to formulate this Corporate Forum, let them know that they are not going to get a seat on Council, let them know that they are not going to get the annual funding from AsMA. We value them; we want them to have a greater voice in AsMA. This Forum is the way to go. We have selectively decided, if they agree, to give them a non-CME track experience. I want you to integrate that track into a tiered donor program that’s appropriate to AsMA. Use the one Jeff showed and the one you have. Get back with us as soon as you can but no later than November. Let them know about the block of scientific sessions and the block of business sessions. They can’t be on Council but they could have a high level liaison from our side. Valerie Martindale: I think that might be Peter Lee. Eilis Boudreau: There is a Corporate and Sustaining Committee which is from our side and the Affiliate was from their side. Phil Scarpa: I want to capture one more thing that Jeff said earlier. They want to be able to discuss things that they’re bringing. So that breakfast thing where we’re talking and they’re listening. I think that’s key to some of this. So the non-track, non-CME is one way to do that. But keep that in mind that they’re here to expose what they have to our folks and I think that’s going to be of value to them. Let them go back with Peter and decide what the nuggets need to be and come back.

**• Corporate Members/sponsors selection/ethics criteria**

Valerie Martindale: This last one is on the sponsor selection and ethics criteria. If we get Corporate Members off the Council, then our criteria for saying yes, you can be a corporate sponsor, would seem to just be due diligence that it’s not a criminal organization and they have something to do with aerospace medicine. So it becomes relatively simple. We have many fewer protections both for the subject matter expertise (sometimes in doubt) and the integrity and impartiality, which is our obvious priority. David Gradwell said he was slightly uncomfortable about the potential for bad publicity. If we lower the bar too far, and an organization comes in that ends up in well-publicized difficulties, but says we are a Corporate Supporter of the Association. Jeff Sventek: But ExComm has to approve all Corporate applications and that will still be true, which means we have to have clear criteria. Phil Scarpa asked what the process is. What criteria do we use to make that decision now? David said that Carol raised some very interesting points about some people you had reservations about and I read your emails with great care because you’ve obviously given it a lot of thought. So often now, a company can pay two 16-year old kids to produce a fantastic web page but what’s behind it? That’s what worries me, and that’s not always something that’s easy for us to determine. Jeff Sventek: Many of us look at the Better Business Bureau rating of these companies and that’s very simple. If you go in there and they’ve got a bad track record, it’ll jump up immediately in the BBB rating.

But Valerie Martindale noted that she thinks the relationship becomes different if they’re sponsoring us as opposed to us taking them as members. It lowers our culpability. Phil Scarpa: When we get a Corporate member, what I’ve done for years is start with the Better Business Bureau, called a few friends, followed the ethics thing that they didn’t have a criminal background, did a search on the internet, and then I read their web page. And if it seemed reasonable, and of course in line with our organization, I was always in favor of passing them unless I found something bad. I don’t know if that’s the way everyone else does it. I don’t know if we should we do more. But when things surface, we have to know how to handle them. So if someone says I don’t like this company because …, we have to be able to take it a step further. Jeff Sventek said he thought Valerie made the most valid statement here, that since we are going away from membership, they cannot reflect badly on us by being a bad business because they will no longer be a qualified member of the Aerospace Medical Association. They will be sponsors. And if they end up being a bad actor, and they are a sponsor at a various tier level, it’s incumbent upon us to follow our ethics policy, review them, give them the chance to defend themselves, and if in the final decision of the Council, they should not be sponsoring our activities, including our Association, we exclude them from sponsorship in the future. It’s pretty straightforward. Phil Scarpa said that it could still hurt us if we have a bad sponsor that is not a member. What is the idea of who gets to join this forum, by the way? Is it their decision or do we have a say in the matter? Valerie Martindale said that she would think anyone we accept as a sponsor would qualify to become part of the Corporate Forum. I don’t think we would allow them to exclude a sponsor.

Valerie Martindale said she will usually do an internet search for the company and rely on the luck of the draw. Phil Scarpa said it could be simply just a crapshoot but if someone actually knows there’s a problem then it’s incumbent upon them to explain the case. Valerie said this is a matter of the reputation of the Association. There is an implied endorsement by AsMA that says yes, this is a good organization. But if they’re just giving us money, I don’t care so much anymore. Phil Scarpa said well no, if someone is giving you money, you really want to have it from someone that you wouldn’t feel embarrassed taking it from. Jeff Sventek said we wouldn’t accept money from RJ Reynolds (tobacco company). Phil Scarpa said he didn’t know if he would be able to tell a company that applied to us that was part of RJ Reynolds because he wouldn’t dig that deep. He just wants us all to be a little more consistent in how we do it. He thinks there’s very little that we do and we rely on what they say and what their web site says, and leave it up to personal knowledge. I know that’s not the perfect system, so if anybody has a better idea, speak now. Yael Barr said that she thinks even after we do our search, if that company turns out to be a bad apple, it’ll surface because they’ll be interacting with other corporate entities. Phil Scarpa said we don’t want it surfacing in the press. Valerie Martindale said let’s plug it into the risk matrix here. The probability of making a bad decision vs the consequences of making a bad decision. I think our probability of making a catastrophically bad decision is really small. The consequences of making a bad decision, if it’s a minor thing, then we say sorry, we didn’t know (you were part of RJ Reynolds). Jeff Sventek said to follow the ethics policy and procedures and move forward.

Eilis Boudreau said you do have a Corporate and Sustaining Committee that can be a resource. A lot of these companies are brought in because Corporate and Sustaining has been discussing them, they have developed a relationship with them. So she thinks it would be a good idea to use what we already have in place in the Corporate and Sustaining to take the lead to build relationships. It’s really important to build relationships. Using the Corporate and Sustaining Committee is also a way to ensure the integrity of the relationship. Carol Manning asked if Corporate and Sustaining would be willing to vet applicants for us? Jeff Sventek said that Yvette and Peter are copied on every application we get. Phil Scarpa said he would like to hear from them when they affirm the applications. Eilis Boudreau suggested that we use the structure we have too because there’s been a huge amount of work in the last 2 years on this and there is infrastructure and knowledge about how to do this. We also can use C&S.

Kris Belland said this is from the Policies and Procedures manual: The Corporate & Sustaining Membership Committee shall be responsible for initiating programs and activities whose purposes and objectives are to increase and represent the interests of the Corporate and Sustaining members. The Committee shall assist the Executive Director and the Executive Committee in reviewing the applications for Corporate and Sustaining Membership referred to it, secure all available information concerning such applicants, and submit its recommendation to the Executive Committee through the Executive Director. So it’s there in writing and I really agree with you. If they get vetted and we accept them and something smells fishy, I think we give it back to the Corporate and Sustaining Membership Committee and even if an adverse action is required, we have them initiate that, do it, and then give us a recommendation. So I think this is pretty tight.

David Gradwell said but perhaps part of that hasn’t been done. Though you copy the 2 individuals from the Corporate and Sustaining Committee, in the absence of them responding, it will still come to us. Perhaps in light of what Kris just read, it is a gate they have to get through before it even comes to us. Jeff Sventek: That’s in the P&P Manual; it’s not a requirement. The Bylaws only require the Executive Committee to review the applications. David Gradwell said he is just suggesting for discussion purposes whether it ought to be. Maybe they should give a yea or nay before it comes any further. Jeff Sventek: Like I said, I copied the Chair, either Yvette or Peter, on all of these and if they don’t respond, I assume there are no negative comments. If the Executive Committee approves, then we move forward. Phil Scarpa: Let’s get a positive affirmation. That’s something that I didn’t always recognize, that they were on the distribution list and so they are seeing these things and giving their input. I didn’t take any actions on this thing. I think we’ll continue doing the way we’re doing it. I think this is a better clarification of how we do it. We’re in line with the ethics policy we have.

**• Create a Group and Group Page on LinkedIn**

Valerie Martindale reported that there is a LinkedIn page for AsMA as a business, which is not a place that will really attract our members to look at the LinkedIn page. If it’s a group, then we get 12,800 hits. I don’t know who those people are. This is also a networking/career building website so in the interests of improving our ability to develop careers and attract and maintain students who will then progress through their careers and through the Association, I think it’s worth trying this out. The groups tend to be more professional than a group that you would form on FaceBook but it does depend on who the voices are. Valerie said she would be willing to give this a try but she doesn’t want to have it in perpetuity. She said she would accept it as part of being Vice President. Phil Scarpa asked Valerie why she built the page. Who asked her and what was some of the feedback? Jeff Sventek said he built it because he didn’t want a FaceBook page. He thought this was the best place that we could try to put something up. Eilis Boudreau said it was the lesser evil. She put it together and found that LinkedIn has become the business side of FaceBook. Add me to your group or I want to be your friend in LinkedIn. Valerie said that a bunch of those messages are sent because the software gets into someone’s email posts. Then there are endorsements – so and so has endorsed you. Phil Scarpa thought it’s a venue that may attract non-members and it seems to require very minimal input. It doesn’t seem like it needs to be maintained much. Are you willing to take it over? Valerie Martindale said she was willing to take it on. Kris recommended contacting Dan Buckland, who is the ad hoc social media chair. If we could make that ad hoc a real Committee, that would be awesome. Phil Scarpa said he didn’t mind making it a real committee but then it goes beyond his year. Jeff Sventek said just as a suggestion, rather than making it the 18th committee, it should be part of the Communications Committee. Phil Scarpa: Dan’s a good resource. He’s waiting in the wings. Once he set up the FaceBook and Twitter accounts and guided me through them. He’s been populating the Twitter as well. He also built the Wiki page, which I want him to add a little more information to. Phil suggested that Valerie get with Dan about LinkedIn – he’s just waiting to do something like that. Kris Belland: The other connection for integration across domains is that the Communications Chair is Jim DeVoll. So perhaps those people should be involved in the discussion about creating a LinkedIn presence.

**Strategic Plan Focus Areas/Initiatives – VP International Services (Gradwell)**

**• Increase Surgeons General meeting next year to include international SGs**

Jeff Sventek indicated that Jim Webb, supported by Tom Travis, was interested in arranging a meeting of the Surgeon Generals that was a business and social event on the first day of the meeting last May. Jeff sent an invitation letter through the State Department to the Surgeon Generals around the world. The response was modest. Jeff Sventek said that they started in December. There were 77 letters. We had to work with the State Department to get the addresses. This was not easy. David Gradwell said he identified from two sets of nations that attended and some that didn’t what happened. Jeff was correct in process. He let the State Department identify who they had on the list as the Surgeon General for Nation X. However, the term Surgeon General in many states is one individual tri-service. They may be from Navy, from Army. They may not be from the Air Force. And even if they are in the Air Force (the current UK Surgeon General does wear a light blue uniform) but he has been at AsMA once in a previous lifetime but he’s not a strong supporter of AsMA. What we didn’t’ pick up, because some of those people that the letters went to either discarded them or had nothing to do with the office and did not pass them on to someone who was more appropriate. I think it’s a very good initiative. But we need to pick up more than Australia, Singapore, and Spain. Singapore and Spain, the ranks involved were quite modest. I don’t know whether this is possible, but what I think we ought to aim to do is go back and ask what are we trying to achieve with this – I think our goal is to forge international links with between senior military medical people involved in the business that we do. I know there was a 2-start Saudi General in San Diego but he was hard to identify and hard to find. I know the UK Surgeon General is light blue, the Senior Attending RAF Officer wasn’t invited and was 2 ranks higher. What it needs is to be able to identify, as people register, who is the most senior person military person registering from country X and target them. Jeff Sventek said he can separate registrants by country easily. If there were an AsMA representative that would know these people that he could send a list to. David said if they want to send him a list though he wouldn’t know everyone. Phil said we really need International’s help on this so you can help us identify who to send these letters to. David said that the mechanism (State Department) you used is the right mechanism but it fell down because in country, it didn’t get transmitted. I think we’ve probably got one more pitch at this before we say we’re not getting enough. Jeff said if we wait to see who registers from each country, we run into problems because even though we open registration on January 1, the majority of our registrations come in the last 2 weeks before the deadline for advanced registration cutoff. That’s true internationally as well. Volker asked couldn’t the Military Attaché of the Embassy in DC help you? Jeff said that’s who he went to. He went to the State Department. Each country has desk liaisons. He made contact with each country’s liaison officers and said I’m looking for the Senior Medical Officer in country who has basic oversight of aerospace medicine activities in that country. They said we have no idea who that is. We can tell you who the Surgeon General is. And in some cases that person is not even military. Some countries do like we do and have a public health service surgeon general as well. It was a lengthy, protracted, frustrating, and cumbersome process to go through. And even when he got mailing addresses and email addresses for their contracts in country, those were incorrect. David said they could move the event from Monday until later in the week. It’s slightly less formal in the sense that we would identify those attending the meeting holding the meeting Wednesday or Thursday morning instead of Monday morning. Jeff asked how we notify them. David said we hand them an invitation letter. Volker suggested trying to use next year to approach the individuals of the different countries and try to identify a point of contact that we can use to determine who should be invited in the future. Phil asked if we couldn’t find a few more that we want to invite for this year? David said he could find a guy that they should have had if they went through the British Embassy. Phil Scarpa asked the International VP and Committee to do their best to identify the right people, however inclusive or exclusive. We may not get them all and get it over to the Home Office so we can send out letters. It’s going to be a best effort. And in the letter, it says if you’re not the guy, please forward this to one who should have received it. All we’re trying to do is expand this a little. We’re not going to get everybody at the first shot. Jeff said it would be good if he doesn’t have to go through the State Department. At least five nations came back and said Thank you for the invitation. Is this funded by AsMA? I had to graciously respond that no, I’m sorry, but we’re not in a financial situation where we can sponsor them but we’d love to have them attend. Roland said that in Europe, the military and civil are 2 different worlds. The military seems to see ASAM as a civil AME Society because it’s built on the national AME societies. So I’ve spoken with the NATO medical director and have been there twice. And they said they would become a member but they didn’t. And even the NATO military group was interested in becoming a part of medical expert group of EASA (the European FAA) but they are still not there. The only thing that ESAM could do is approach each national counterpart to see if they have any idea who in your country is the leading medical military officer. And perhaps in many countries, they could know. It will be easier in East Europe than in West Europe. Phil said there may not be a need to restrict this to military. Jeff said he agreed. If Roland has better connections with leading authorities of national Aerospace groups, that would be an excellent way to bring them together, especially if they weren’t thinking of coming but they’re going to come because they know everyone else in ESAM is going. Leading their national aerospace organization, the heads of ESAA and others just to compare notes about how they conduct exams and the problems they’ve had and so on. We won’t have to worry about being a 3-person party. Roland noted that identifying civilians would be easier in Europe. One group is ESAM and there is a Chief Medical Officers group that is associated with Eurocontrol. They are in connection with EASA medical part. So they have all the leading medical officers for all of Europe. David said that was true but the start of this was the opportunity that Tom Travis offered to Jim for, particularly on the back of F35, there was an opportunity for those military links. If we kick anybody high up in the national process, that changes the nature of the meeting. And we have to go back to square one and ask what is the purpose of having that meeting? The original one was to see if there was mutual military medical support from the senior Air Force level. And that’s what was hoped for. And the people it went out to we thought would have that interest.

Phil Scarpa tasked David. If there’s not a good response by November or before the next year, he doesn’t want to wait too late. He said he wants to extend this to the leaders of the civil groups, space agencies, FAA equivalents. We’re only probably talking about another 5-10 folks who actually show up. And they can compare notes. And there are probably a lot of things to talk about. But the meeting serves many purposes, not only to compare notes, but also to meet with certain other people. David wanted to know something about the agenda. What are they going to talk about? Phil asked if there was a tight agenda for the last meeting. David said there wasn’t a tight one but there was an underpinning through the vehicle of the F-35s. Alex said you could cover a region by finding one contact and asking them who to contact in neighboring countries. Those are the people who are going to be coming anyway. Jeff Sventek said he liked Volker’s suggestion that we try to grow what we started last year for the coming meeting, and then use the meeting next year to do what Alex mentioned, identifying POCs in each of the countries, which sometimes is asking who is there to provide information. Yael Barr said that the two upcoming international meetings could provide an opportunity. Phil Scarpa said that he would talk with people about it at ICASM.

**• Specialty training**

David Gradwell reported that they held a kickoff meeting of those interested in training Aerospace Medicine specialists for national accreditation. A very successful meeting was held in May with 12 countries represented. Thanks to Paulo Alves, the sponsors identified some South American countries that welcomed the opportunity for the training because they said they had little or nothing in country as a mechanism for the identification of an appropriate training scheme, or for seeing how their structure would compare with that used by other countries. An effort is underway to put the same committee together next year and augment it with others who wanted to join the group. David Salisbury and Tracy Smart volunteered to be the leads for a panel at the next scientific meeting in which the training of Aviation and Space Medicine Specialists is discussed and panel members share knowledge. The Australians have gone a long way in addressing this in their country, by getting a college set up. The UK has gotten through the first stage of a tortuous process of getting the government to sign off, not the least because if it’s not a National Health Service issue, why do we bother? Canada is going along the same lines. Singapore has recently been quite successful in that regard, along with South American countries and others in Europe. Tony Evans, in his role of Chief Medical Officer in ICAO, lent his support too. The expectation is that the 2015 meeting will repeat the success of the 2014 meeting. David Gradwell said he and Jeff Sventek haven’t yet talked about a date and time for the meeting. At the moment, David is searching for a title for the group. Jeff Sventek said they couldn’t call it an ad hoc committee even though Jim Webb directed that they hold the meeting. Phil Scarpa said it could be called a work group or an effort.

**• Publish International Affiliate Reports on web (in a separate location from affiliate links or in journal)**

The International Activities Committee needs to be the group that collects the international Affiliates’ reports and distributes them either on the AsMA web site or publishes them in some form in the journal. The Internationals indicated at the last International Committee meeting that they would love to see other Affiliate reports in a form that’s easy to locate. Some of them said it would be great to have a column in the journal if they didn’t have access to the web. But it would be good to see the reports so they can have an understanding of each other’s business. Even though they interact and submit Affiliate reports, ordinarily, they don’t get to see other organizations’ reports. David Gradwell said he has an attendance list for the meeting. A lot of the Affiliates didn’t attend. David said he couldn’t identify individuals on the list who relate to many of the Affiliate organizations you would have expected to be there. Jeff said he gets all the Affiliate reports. He would happy to publish them on the web site, if that’s the desired action. Jeff Sventek reported that Pam Day wants to eliminate the back-of-the-book news section from the print journal, which makes sense. Kris Belland says that our Affiliate reports are already published in our Council minutes. Jeff agreed that they are, but those minutes are posted on the Members section of the AsMA website and many Affiliates are not members of the Association. Jeff Sventek offered to put a link on the Affiliate page that goes to a dedicated page of Affiliate reports. That would be easy to build and would allow members of Affiliate organizations to access other organizations’ reports more easily.

Roland observed that they miss having important people attend the International Committee meeting because of the meeting time. David said he agreed and it coincides exactly with the meeting of the Editorial Board, which tends to draw a lot of international people.

**• Increase AsMA presence and co-sponsorship at regional and non-US meetings**

Phil Scarpa said he will be attending the ICASM and ECAM meetings this fall. He wants AsMA’s presence to be known internationally. David Gradwell said this morning that he would be happy to go to Paris to support IATA. Phil asked everyone on ExComm that if they go to meetings, please promote AsMA and let them know that they are there as an AsMA member as well as representing another organization. David said they should also indicate that they are representing AsMA; that has a little bit more authority.

**Strategic Plan Focus Areas/Initiatives – VP Representation & Advocacy (Vermeiren)**

**• Proposed Resolutions Resolution 2014-01 & Resolution 2014-02**

Two resolutions are being considered. They are shown on pages 145 and 147 of the Meeting Book. Some minor wording changes were made but the intent hasn’t changed. The Space Medicine Association is currently looking at them to finalize the wording. Roland said that this is something that should be done worldwide. Phil said that unless there are some major comments from ExComm, we all concur to let this go to Council in November.

**Strategic Plan Focus Areas**

**• Increase utility of website**

Expand web-based training, on-line resources, CMEs, searchable member demographics including research areas, AsMA/Constituent dues collections, committee discussion boards.

Jim DeVoll is Chair of the Communications Committee, which oversees the web site. Dan Buckland is overseeing the social media. The Web Masters are Rachel Trigg and Jeff Sventek. They do the updating. Jeff said that he and Rachel will accept whatever the Committee wants them to do and they will tell you whether or not they can do it (financially and technically). If they can’t make the changes themselves using available software, they have to get approval to spend the money for programmers to do it (at $185K/hour).

**• Increase transparency of the Nominations process**

Phil indicated that ExComm talked about this yesterday before Roland arrived. Glen Merchant, the current Chair of the Nominating Committee, is on board with more visibility on this. Phil asked Kris to get with Glen on the process. There are two parts: 1) Advertise when the process begins so people can submit nominations. 2) Advertise the ballot once it’s created, before the meeting. Roland said he thought there should be something before the elections providing advertising to let people know what the jobs are and who can do them. Phil said yes, kind of like the awards.

**• Continue placing Aerospace Medical health information for pilots on website but increase to Commercial SFP, researchers, and Aviation Safety**

Phil said that Jim’s idea last year was for the web to carry information not just to our members and physicians and folks doing research but also to pilots so they have a place to turn to see what’s important to an AME. But the information should be provided in language they understand. Phil thought it would be good to expand it to other groups such as Commercial Space Flight passengers, or to physicians who are not savvy about Aerospace Medicine issues, and have a little more information for members of the public with an interest in aerospace medicine. He wants to plant the seed that there’s a new field called Commercial Space Flight. He assumes that people are getting some information from the company when they buy a ticket but it might be good to have either them or these companies refer to us for some of the work that we do on this. Phil noted that SMA has a review of some issues associated with CST that we could post. The Aviation Safety Committee has some things that they wanted to post. This would be available for public consumption. Phil said that Roland can decide which committee should be responsible for developing each type of material.

**• Ad Hoc Committee on Social Media activities**

Roland noted that Dan Buckland had already done quite a bit of work with social media, such as establishing Wikipedia, Facebook, and Twitter accounts and establishing links to AsMA materials. Phil said that Jim DeVoll is chair of the Communications Committee. Dan Buckland is chair of the ad hoc committee on Social Media. Dan has the expertise and can help with the social media aspects. But Phil was brainstorming about some of the things he sees in other groups to help with marketing and branding. If you go to some sites, you see a welcome by a member that catches your attention. In some ways, we can borrow ideas from other websites to add to ours, now that we have a really good web site. Phil asked Dan to put a Wiki page together. It was kind of sparse but he was going to go back and fill in some stuff. He could just drop stuff right from the web page. And then, typically on a Wiki page, they have a table to the right that has our logo and some quick stats and that was missing, so it’s not as attractive. So it’s under Roland’s purview to ask him to do it. Roland said when he got Dan’s email, he got the impression that Dan was a little lonely because Dan said he was the only active member of the ad hoc committee. Phil said Dan can ask as many people to be on his committee as he would like. Valerie Martindale: I think the word active is the issue there. Jeff said he would encourage Dan to go to the AMSRO group. Valerie said there’s a limit to what’s useful. During a meeting, you might want to follow Twitter feeds to find out what’s going on in the meeting. But when the meeting’s over, I would turn it off. Phil said he’s been posting things from NASA. He posted the coin yesterday. Thirty four followers are better than nothing and some of them are not members. But it needs a critical mass to get going. Roland said that his first action will be to ask Dan to search for more active members.

**• Increase opportunity to explain Constituent & Affiliated organizations’ activities**

and

**• Consider a Poster corner in Meeting for Constituent and Affiliate Members to present their activities, to improve their involvement, their communication with AsMA, and between them**

Roland asked Jeff if he was interested in inviting Constituents and Affiliates to a poster corner at the Scientific Meeting. Jeff said that he and Phil had talked about this. We’ve got the Poster Room and only use it on Monday and Tuesday. We could keep the room set up as a Poster Room on Wednesday and maybe even Thursday. We could have one day for Affiliates to have poster sessions for their organizations and what they do. We could have another day for the Corporates, for example. Valerie suggested that the Corporates could sponsor the Affiliates to present themselves and then you would get more attendance with less expense for the room. Corporates bring food. Food brings people. Jeff said he thought we could do that in Orlando. Jeff said he could notify everyone about the opportunity before November because it won’t require abstract submission. Roland emphasized that the organizations need time to plan to attend and present.

**• Activation of (Associate) Fellows to contribute.**

Phil said he told the Foundation he would bring up the issue in this meeting. The Foundation was a little frustrated about how we could help stimulate the Fellows to contribute more money. This is something they have come across routinely; only 5 Fellows contribute to the Foundation in any way. Part of us buying into the Foundation so that they can help us is that we go out and beat the drum and that includes Fellows.

**• International outreach via social media & visible work with Affiliates and via affiliates, universities, & decision makers**

Roland remembered that previously, the ExComm saw a message about how the most efficient means of communication was email. Twice a year, when important issues are coming up, personalized emails could be sent to all the members, with a link to the new issue. When you have a personalized message with a direct link, it will stimulate people to navigate to the website. If you don’t have that, sometimes people don’t use the website. Jeff said they could do it. Roland said that each year, there are certainly important things that happen that might be important to send a message about. We are limited in the number of blast emails we can send out over one month for free. We don’t pay for the service. We’re given it free as a 501(c)(3) but Jeff thinks think it’s limited to 10K email addresses in 1 month. Roland said he sees it as a hook to attract people to come to the web site to get a message. Jeff said they’re already doing that once a month. They send out a blast email to every member to try to get people to the journal and the news section. Phil said we’re getting better about keeping people informed throughout the year, not just at the meeting. Also, the social media is trying to do that—Phil’s page is up. Phil said he was all for initiatives on how to do this, not just through blast emails but other ways. Jeff said he would take that into consideration. If a significant announcement is posted that everyone should be notified about, Jeff thought we had enough blast email capability to be able to send that out as a post it, then rather than having them come to the web site, he can send it out as a blast email with a link directly to that. Phil said that when Association events occur, such as the awards are announced, when the abstract site is opened, or when there is a need to send in nominations for AsMA office, a blast announcement can go out.

**• Promote public recognition of members’ accomplishments through the Association’s awards program**

Roland noted that the awards process seems to be a closed system that not many non-active AsMA members know about. If you want to promote the activities of the Aerospace Medical Association outside of AsMA, is there not a possibility of mentioning the awards in a venue other than the Blue Journal? Other aviation journals might be interested in knowing about our awards. Phil noted that only one award is allowed to be given to other than an AsMA member. He then asked if Roland meant to advertise outside of the AsMA journal who won the awards. Roland said yes. Jeff said that we do that. Every award winner is given the opportunity to provide the names and addresses of 2 hometown newspapers/publications for press releases. Pam Day collects those from the award recipients and sends them to those publications for printing. And Jeff said they publish them on the website as well.

**• Promote participation of the membership in the Association’s committees**

Roland said he thought more information should be given to all members about AsMA committees. For many years, Roland attended the meeting but did not have any idea that he could join a Committee and walk in and have a voice. He thinks people should be notified in a meeting or in a flyer that if they have expertise, we are waiting for you in certain committees. Jeff Sventek said he needs someone to help him design a system for the website that will allow any member to fill out a committee interest form. The information would need to be collected electronically, not on paper. They could pick one or two committees that they have interest in participating in, and then Jeff can send that information electronically to the appropriate Committee Chair for their evaluation, and they can act on it. Jeff wants the Committee Chairs to contact the applicants, not him. Kris asked if we were to throw $10K at this for a programmer, could they do it? Jeff said they could probably do it for $500. He just needs to know what the form should look like and what kind of information should they ask the individual to share with the Committee Chair? Sometimes Committee Chairs would like to know the person’s background, why they have an interest in the committee, etc. David asked if it would be possible to do it before you get that far. We haven’t got a list that contains a one-line definition of what each committee does. Phil said first, he dedicated a whole President’s page to what the committees are and one-two lines about them and where to go on the web page to find them. David suggested using a one-page list with one-line descriptions of each committee so that members could mark each committee they have an interest in. It would have to be located in the Members Only section. Alex said that for other societies, like American College of Emergency Physicians, when you register for membership, you have a list of committees and you just check a box. There was some discussion of where it should be located. Jeff said he needed to see what it would look like. He asked Alex to send a draft version to him. Jeff said it could be done in the Members Only section. Yael Barr: So why not provide Chairs’ email addresses on the public page? Phil said that there was a good point there, that if you go onto that site, you may not know there’s a signup in Members Only. So providing a notice on the public site that members can sign up in the Members Only section might be helpful. A link can then be provided that brings up a message that will be sent to the Chair’s email address.

Jeff said he had the Chairs’ email addresses, just not the email addresses of all the committee members. Some Committee chairs provided identification about their members with the reports they submitted. Gisselle is going to go in next week and use that information to populate the blank committee membership fields. If Alex can send Jeff an idea of what a good form would look like, they can build it in and also provide the link on the public page. Phil said he would mention the initiative in his President’s page.

Roland noted that the committees appear to be a closed world. It really is an open world but to newcomers, it appears that you have to be chosen to participate and can’t just volunteer. People don’t go unless someone takes you by the hand and leads you in. Phil said that one of his Making a Difference stories is about exactly that. The story said the person was taken by an ASMA mentor to attend a committee meeting. The person then became the secretary and then the chair and so on.

What we’re kicking around here is the idea that the initiatives should be floated by the President and the ED before we build the agenda. There are plenty of initiatives on the Strategic Plan but some should be dealt with right away or based on preference and the environment at hand. Jeff Sventek: Kris and I discussed that this morning. Kris is going to take the initiative to build a spreadsheet for me with the prioritized initiatives and we’ll build the next agenda based upon that. Phil said that the ones that are #1, not just short term but high priority, will be on the agenda.

**Strategic Plan Focus Areas/Initiatives – VP Education & Research (Boudreau)**

**• Track and provide current information on research grants, collaborations, operations, and trends in support of research in the aerospace community**

Eilis said a theme runs through a couple of these initiatives about providing access to research information and resources. We do not need to reinvent that wheel. There are a number of national informatics initiatives, a lot of them coming out of NIH, where tools have been developed to search not just your typical websites (e.g., NIH) but to search peoples’ expertise. One of these is called CTSA Search. Someone at the University of Iowa is adapting this. He’s happy to have it linked to our page. These are fabulous resources; we do not need to do this ourselves. Eilis plans to demonstrate one or two of these during the November meeting. They can search the web. So if there’s not a publication, they search your protocols and expertise. It won’t cost us anything. Eilis said she will come back with tools for identifying Aerospace knowledge. The other idea is that once she comes back with that, we can identify a junior member who can do a very brief tutorial that could be posted with the link to say this is how you use it. So we could get a junior member involved and also to get the tool out there.

**• Develop and provide CE – track CE – increase the membership sector served by CE activities**

The other thing is medical error reduction. This is a huge area of focus. Eilis thinks Aerospace is 50 years ahead of everyone else but no one else knows that Aerospace is 50 years ahead of them. Eilis said she had been talking with Carol about human factors issues. She identified Dr. Ron Hoffman, who has done a lot of work with MD Anderson. A short term idea is to put together a panel for the next meeting that furthers this discussion. There was a panel last year and she already talked with those panel members about participating. That will be the first phase. The second phase is that this is a CME opportunity for us. Eilis sees 2 kinds of CME that the Association needs to do. The first is we have to meet core Aerospace CME for people who can’t get it anywhere. That’s part of our integral mission. That CME needs to at least break even. In the past, we have not broken even—we lost money on our non-meeting related CME. But she doesn’t see that as a huge money resource for us, just because of the numbers. But if we partnered to develop the gold standard for medical error reduction for CME, we could sell that to other associations. Phil: You know the VA was pretty big on this too. Jim Bagian pioneered a lot of this. He’s still pretty active. We may include him and Ron Hoffman has worked with MD Anderson to roll out one of the gold standard ones. We’ve already identified some key people who have done work in this area. But the key part of this is that we need to capture that and turn it into an enduring material that is THE standard because Eilis thinks other people are trying to develop it and the efforts that she sees are like what people in this association were doing decades ago. So it’s dual – it’s a revenue resource for us. It’s also a way to get out what Aerospace Medicine does and that there is this body of knowledge, including Human Factors, that can contribute to medicine. Phil: Jim Bagian levied very heavily on the Aerospace field and what we already do and applied it to medical error reduction in the VA hospital system. So there is a great lesson there. Jeff Sventek: The panel that was last year, of course we captured that. Bugs Ortega took that to ABPM last week. It’s not as high quality as they need but they’re extremely interested so the sooner you could put the appropriate team together, the sooner we could get this captured. Eilis Boudreau: We need to go one step further. She had some discussions with one of her department chairs who is the head of the Department of Medical Informatics at OHSU. Her institution has been doing Distance Learning. The Chair is a very active member of AMIA, the informatics organization, which is also interested in this. After we discuss this here, Eilis will go back and meet with him about partnering with OHSU and potentially AMIA because they have infrastructure that allows you to develop a high quality enduring material, not that the videotaping isn’t, but it takes it to the next level. And they also have experience with marketing it. So they would be a partner, which would reduce some of our revenue, but it would allow us to get it out in a timely fashion. So if she could get the sort of blessing to take the next step (about just information), then we can get that done. Phil said she was blessed. Eilis said, following Carol’s suggestion, start with a panel, get these people together, and use that as a springboard for developing enduring material that can be marketed outside of the Association for CME. So that’s the two-pronged part of that.

**• Perform periodic research gap analysis in aerospace medical and human performance fields**

The next thing is a longer-term goal gap analysis for the field. This is obviously a huge project. There are people in Eilis’ department who do gap analyses for all sorts of different things. This is an academic discipline. Her short-term suggestion is to go back to them and present to them sort of the diversity of the field. One of the issues in this field is it’s not all in the published literature. We’ve got government publications that aren’t going to show up in PubMed. You‘ve got all these pockets of information that are not easily accessible. So Eilis will go back to them with sort of a tiered plan not only to collect the information so that you can have a link on website to start collecting it but actually do a gap analysis. This was also done within Corporate and Sustaining. Eilis’ group had attempted to help them with an attempt at a gap analysis. It’s hugely time-intensive. It’s really not a volunteer effort. So second tier, after we got some plans down, would be to do a brief grant proposal to potentially go to the Foundation and say can you fund some initial parts of this. I think that we have to get – if you’re going to do a true gap analysis, it has to be done by someone who’s… Phil Scarpa: You have to go to the experts in the field. We say this is what’s missing. And this is what needs to be done in the future that drives the research. It’s a great way for us to take authority as those who’ve studied the field and say you have to turn to us, this is where you need to do future research. The Cato study, I know NASA does some of this, and Dr. Davis does this all the time with his research group. In saying this is what’s missing. This is what the future research needs to be. I wouldn’t do it every year but the experts in the field will contribute initially then you probably do need to go professional on this end. But we can sit down and say how can you approach this, given that you’ve got this diversity and you’ve got contributions from multiple sources, because you can’t pick up the whole thing. Phil Scarpa: Obviously, you do pieces at a time.

**• Provide a sound scientific basis for research and advocacy activities of the Association and its members**

Eilis: So the first thing is identify what’s the low-lying fruit, the easiest steps that would be academically rigorous. Because unfortunately, there is a perception that we are an operational organization in a different sense than say if you went to the American Neurologic Association, which is very much an academic institution. We have to fix that and doing some activities like this help people realize that we are a rigorous scientific organization. So Eilis can come back with some next steps for that longer-term goal. That also fills in with identification of where Aerospace Medicine data is residing … with some of these tools.

**• Offer a track on research at AsMA annual scientific meeting to promote study design, new and developing methods, statistics, and current events**

Patrick Storms approached Eilis about an Aerospace Medicine workshop – they usually do a training workshop. He wants to do it on resource research initiatives. Eilis will get with him. It’s also sponsored by Education and Training. That would basically be approaches, if you’re training for how to do research, what are the best resources, and you can tie in with some of the tools that I talked about earlier, which could then be put as a module up on the web site. In addition, we can create a research toolbox that can be a link on the website. We can start small with a few things we have, then we can add to it. But it’s one place where people get used to going.

**• Create a Speakers Bureau to connect membership with the larger community and its concerns**

The Science and Technology Committee wrote a proposal for a Speaker’s Bureau that they sent to Eilis. She will forward it.

**• Stimulate Committee Organization**

Valerie and Eilis were also talking about a way to stimulate committee organization. A lot of other bigger organizations have staff persons assigned to a committee to help with the infrastructure. We don’t have the resources to do that. So if we had a Committee Chair Toolbox, that could contain a few things. One would be the latest format for committee reports to facilitate actually getting them. Just very simple, even if it’s fill out a form or attach your last minutes. They can click on the link. It goes there, it goes to Jeff. It would be useful to help Committee chairs get these Committee reports in. Anything that can be done do to reduce barriers and help people understand what they need to submit to us would be helpful. This would also be a way to help identify committee members. Eilis envisions is that it could be used during the meeting. You bring up the link and then just sign people in. So when you finish your meeting, your secretary or whoever for that meeting has an electronic list that can be transmitted. An electronic list would avoid problems with reading scribbled signatures or email addresses. So we can do some very simple things that would facilitate communication that would provide that continuity. Valerie mentioned too that if something happens to someone at the meeting or they can’t get there and someone has to step in, if you have pieces of that toolbox, then it’s up to date. Valerie added that you could put a blank on there that says “Deputy,” and have them fill it in. Phil Scarpa: and you can’t submit it unless you fill in the blank. Eilis Boudreau: People will fill in boxes if you bring them up.

Phil Scarpa said he would add that their research panel that decides on grants at Kennedy, part of the answer to doing better research is to have a website that trains the researchers, not only on what research needs to be done but how to submit it and sort of like a toolbox, like you’re saying, so here are the forms, here’s what we want, here’s what we’re looking for, this is who to talk to if you have questions. It’s in a stepwise fashion because they want to do the research but they don’t know the process. Eilis: We cover a lot of this material in a research methods course that I teach so I already have it. So we can use it. David Gradwell: The lack of bodies that will provide sponsorship for research is going to be quite serious. If you get big money and you say you’re doing cardiac or cancer research, then it’s got big hits and you can go to the big research granting bodies that are national or international and they recognize what that activity is and you don’t have to tell them what the business is. The difficulty we have is that we do have to know what the business is. And coming from an organization where every year you’ve got $x00 pounds, basically we did an internal divvying up of where the money went as opposed to now going into competition with the broader scheme of medicine. It’s very difficult and very challenging. Eilis: You write lots of grants. Jeff Sventek: How many of you have experience writing grants? Valerie Martindale: I joined the military so I wouldn’t have to do that. Jeff Sventek: I ask because as I talk with my colleagues at ACPM and ACOEM, they’re writing educational grants to help support their meetings financially. I have no experience in grant-writing. ACPM, for example, every year when they do their Preventive Medicine annual meeting, they’ve got usually at least $50K of grant money. That would go a very long way in helping this Association. Phil Scarpa: Could the Foundation help? Not only give but write these things? Jeff Sventek: I don’t know if they’ve got experience. Kris Belland: But we can pay somebody to write them. Eilis Boudreau: Some of us have a lot of experience. Once you’ve got your basic thing, you can keep reusing pieces of it.

**Strategic Plan Focus Areas/Initiatives – ED – Meetings (Sventek)**

**• Consent Agenda**

Jeff Sventek said the Consent Agenda seems to work well. Dr. Scarpa was interested in whether there was a way to provide Affiliate groups that used to come in and do a presentation at the Council meeting, with an opportunity to toot their horn. Now we’re going to do that with poster sessions and give them that opportunity to have time at the meeting. Jeff will get a letter together soon and will get it approved by Phil and will share it with you as well so you can provide input. When we’ve settled on it, Jeff will send it out to all the affiliated organizations. That does two things: it allows Jeff to contact them again, and hopefully requires them to give him feedback to say yes or no, we’re not going to participate.

Jeff requested help from the Vice Presidents in communicating with Committee chairs to get timely committee reports. The Committee Organization toolbox would be a great idea if we can get that together soon. But Jeff needs your help in getting committee reports, not so much for the Executive Committee, but he really likes on a quarterly basis to get them. That keeps us locked in with them. But especially the two reports generated just before the Council meetings in particular. Jeff said he hates to go to Council without a report from a specific committee. That doesn’t serve the organization well. He can use the committees’ minutes from recent meetings. I asked them that if they held a meeting in May and generated minutes, they could send those to me. A couple of committees did that. That’s fine. That’s really all we need to know – what are they doing? Phil Scarpa: You guys will find that your roles as VPs are instrumental in helping Jeff with this. If we don’t care, they’re not going to care. Phil said he knows that we’re all busy, but we need to beat up our committee chairs a little bit. They’re the backbone of the work of this organization and if they’re not doing anything, then we’re not doing anything.

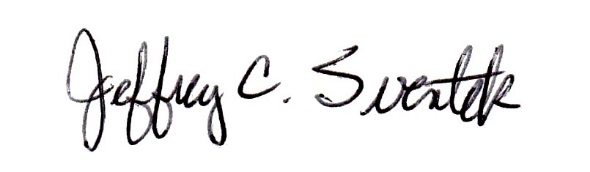
**• Evaluate Future Meeting Length and Structure**

Jeff said he was sorry to report that, due to contractual obligations, we cannot extend the meeting because we have a room block. The large room block typically runs from Sunday night thru Thursday night. This is true for all meetings we have on contract through 2019. There is, however, an opportunity perhaps to invite people to come in and do some work on Saturday and some people to stay a little bit longer on Friday without having to incur room nights. Phil Scarpa provided some background: I get feedback that there are so many meetings now that have to be jammed into the 4 days, or maybe the 5 days, within our meeting, to the point where people are missing the sessions in significant blocks. Or they’re not choosing to join a committee or working group because they don’t want to miss so much. Then they go back to their employer and say look, you know, I didn’t really attend sessions and I need the CMEs. I was brainstorming with Jeff about to extend the meeting. Contractually, no, we can’t add another block. But there’s a lot of wiggle room with putting these non-scientific sessions at either end or in longer lunches, etc. Jeff has come up with an excellent idea about putting them before or after the meeting. Jeff Sventek: What I would like to do is encourage the Committee Chairs to move some of their meetings outside of the Scientific Program on Monday through Thursday into the Saturday that precedes, even on Sunday in some cases. Or perhaps we could use at least the morning on Friday after the meeting for Committee meetings, just like we do the Executive Committee meeting after the sessions are over, to get their work done. That pulls it out of the Scientific Program time period and allows them to meet their educational opportunities that exist. After considerable discussion, it appeared that one possibility would be to reserve times between 2:00 and 7:00 on Sunday for committee meetings by ending Council earlier and moving the Welcome Ceremony later in the evening. Jeff said he will work this with Phil Galanty. Roland said he thinks we will eventually need another day but Jeff said we can’t do that until 2020. We’ve already signed the contract for 2019. In the meantime, Jeff said he will look at rescheduling the Welcome Reception so that the time between 2:00 and 7:00 is available for committee meetings. Jeff said that Council will be done by 2:00. Getting funding to arrive at the annual meeting a day earlier than normal may not be a problem for government employees.

At the end of the meeting, Phil reminded ExComm members that they discussed yesterday meeting for dinner the night before the Council meeting in November.

Phil’s final message was to remember that these initiatives are not just intended to make a difference but also to set our organization on a path, strategically, to make it healthy and viable to provide value to our members. That’s what we’re supposed to be doing and I think we’ve done that.

**Adjourn, Saturday, August 16, 2014 at 11:42 a.m.**

Carol M. Manning, PhD Jeffrey C. Sventek, MS, CAsP, FAsMA

Secretary Executive Director

