

Council on Naturopathic Medical Education Board of Directors Meeting

Saturday, May 4, 2013 ♦ 1:15 p.m. – 5:00 p.m.
Sunday, May 5, 2013 ♦ 8:30 a.m. – 4:30 p.m.

Center Stage Room ♦ Hotel Teatro ♦ Denver, Colorado

MINUTES

Call to order and roll call

Council V.P., Dr. Blackshaw, called the meeting to order at 1:20 p.m. The following committee and Board members were present:

- Lance Blackshaw, PhD (Public Member, Council V.P.), Belfast, Maine;
- Jasmine Carino, ND (Institutional Member Rep., CCNM), Toronto, Ontario;
- Becky Clark, EdD (Institutional Member Rep., SCNM), Phoenix, Arizona;
- Thomas Kruzal, ND (Profession Member), Scottsdale, Arizona;
- Marianne Marchese, ND (Profession Member), Phoenix, Arizona;
- Nancy Mitzen, CPA (Public Member, Council Treasurer), Barrington Hills, Illinois;
- Carl Saubert, PhD (Public Member), Saint Charles, Missouri;
- Steven Rissman, ND (Profession Member), Broomfield, Colorado;
- Nancy Scarlett, ND (Profession Member), Portland, Oregon
- David Scotten, ND (Institutional Member Rep., Council Secretary), New Westminster, British Columbia.
- Arianna Staruch, ND (Institutional Member Rep., Bastyr U.), Kenmore, WA

Members Absent:

- Rita Bettenburg, ND (Profession Member, Council President), Portland, Oregon

Staff Present:

- Daniel Seitz, JD, EdD (Executive Director), Great Barrington, Massachusetts

Guests Present

- Eric Jorgenson (NMSA)
- JoAnn Yanez, ND (AANMC)
- Shawn O'Reilly (CAND)
- Christine Girard, ND (SCNM)
- Guru Sandesh Khalsa, ND (BINM)

Request for additions or other changes to the agenda

There were no changes to the agenda.

Officers' and executive director's reports

Dr. Carino moved, and Dr. Marchese seconded, the following motion:

To approve the minutes of the October 13, 2012 Board of Directors meeting.

The motion was unanimously approved with one correction.

Dr. Scarlett moved, and Dr. Kruzel seconded, the following motion:

To approve the minutes of the October 12, 2012 COSPP meeting.

The motion was unanimously approved.

Dr. Saubert moved, and Dr. Marchese seconded, the following motion:

To approve the minutes of the October 12, 2012 Strategic Planning Committee meeting.

The motion was unanimously approved.

Reports from other organizations

AANMC (Association of Accredited Naturopathic Medical Colleges): AANMC's executive director, Dr. Yanez, and president, Dr. Khalsa, reported on the work of the AANMC. Among other things, the association is continuing to develop a set of baseline naturopathic competencies, and is compiling ND salary information along with more general information on the profession.

NPGA (Naturopathic Post-Graduate Association): NPGA's treasurer, Christine Girard, ND, reported on the work of the NPGA. She described match process, and noted there was greater participation in the match process this year than last—though there were roughly the same number of slots available. NPGA is in the process of developing an electronic application. Finding funding to create new residencies is challenging. The average salary for residents is around \$32,000 for first-year residencies.

CAND (Canadian Association of Naturopathic Doctors): CAND's executive director, Shawn O'Reilly, reported on the work of the CAND. The bi-annual Health Fusion conference will take place soon in Ottawa, and there is a public event preceding the conference. Right now, CAND is engaged in an in-depth strategic planning process, and recently revised its bylaws completely to comply with legal changes in Canada. Alberta is now a regulated jurisdiction for NDs. Umbrella legislation is being developed for healthcare practitioners across Canada, and the profession is seeking tax exemption for ND services similar to other regulated healthcare professions. CAND has hired a federal lobbyist for first time: in addition to tax exemption, another important issue the status of controlled substances as regards ND practice. Health Canada is conducting a joint survey on adverse reactions reporting. Naturopathic Medicine week is coming up in Canada, and there are over 200 ND-related events scheduled across Canada.

NMSA (Naturopathic Medical Students Association): NMSA president, Eric Jorgenson, reported on the work of the NMSA. The association has developed an interactive map that shows the licensing status and licensing initiatives of the profession. The association is currently engaged in fundraising, surveying students about various issues, and planning for the DC-FLI.

Treasurer's report

CNME treasurer, Ms. Mitzen, reviewed with the board the FY 2012 year-end financial report. Generally speaking, expenditures were within budget, and the Council ended the year with a net surplus of around \$28,000. There were savings in travel and BOD meeting expenses, and a small shortfall in projected fundraising income.

Ms. Mitzen also reviewed the budget-to-actual report dated 3/31/13 and noted that income and expenditures are pretty much right on track.

Dr. Saubert moved, and Dr. Marchese seconded, the following motion:

To accept the treasurer's report.

The motion was unanimously approved.

Vice-president's report

Dr. Blackshaw had nothing to report in his capacity as vice-president.

President's report

There was no report, as Dr. Bettenburg was not in attendance due to illness.

Executive director's report

Dr. Seitz reported that the U. del Turabo in Puerto Rico has submitted a candidacy self-study which will soon be reviewed by a review committee of the board. EESNQ in Montreal, Quebec, has indicated that it will soon submit a new eligibility application.

Committee reports and action on committee recommendations

Executive Committee Report

Committee vice-chair, Dr. Blackshaw, stated that the EC had met earlier in the year to plan the Council meeting and discuss how the various site visits were progressing.

Committee on Finance and Development

Committee chair, Ms. Mitzen, suggested that it might be useful at this juncture for the CNME to an investment policy for its reserves. She will look into options.

Membership and Nominations Committee

Committee chair, Dr. Scarlett, informed that board the Ms. Mitzen's final term will be ending at the completion of the fall 2013 Council meeting. The Nominations Committee has identified John Pecchia as a possible replacement. Mr. Pecchia has served as a CFO in higher education institutions for many years, and has extensive experience in accreditation including serving on a CNME site team. Dr. Seitz stated that he informed Mr. Pecchia of the fall meeting date and asked him to keep it open, if possible.

In the fall the committee plans to engage the board in some general discussion regarding board nominations, including the following:

- Initial appointment process;
- Reappointment process/mechanism for board member self-assessment;
- How should term limits apply if the board wants to appoint a current director to a different membership category (e.g., appoint an institutional member rep. to a practitioner seat); and
- Officer election process

Committee on Postdoctoral Naturopathic Medical Education

Committee chair, Dr. Marchese, reported that a CPNME taskforce was created to develop guidelines for

residency salaries. There was some discussion on the legal difficulties that Canadian ND graduates wishing to do a residency in the U.S. might encounter and vice-versa; committee members feel that this is an issue that it would be good for the NPGA to look into.

Audit Committee

Committee chair, Dr. Blackshaw, reported that we retained the audit firm we have been working with to conduct the FY 2012 audit, and that the audit is being conducted.

Committee on Standards, Policies and Procedures

Committee chair, Dr. Blackshaw, had no COSPP decisions to report. He noted that the Distance Education Taskforce will plan for a discussion on distance/online education at the fall meeting, with the goal of determining whether CNME needs to develop a policy on distance/online education and, if so, what the policy needs to address.

Strategic Planning Committee

Committee chair, Dr. Saubert, noted that Dr. Seitz had drafted a strategic plan based on the Council's discussion on strategic planning during the fall 2012 Council meeting for review at this meeting. All agreed that given the priority of addressing other agenda items at this meeting, the Council would defer review of the draft plan until the fall 2013 Council meeting.

Review and approval of proposed revisions to the CNME bylaws

COSPP chair, Dr. Blackshaw, reported that he and Dr. Seitz drafted for review by the board a number of bylaws revisions to clarify the board's procedures—most notably, to add a provision specifying the process for amending the bylaws. The board reviewed the draft revisions and agreed that several needed further work; Dr. Seitz will draft a new set of revisions to present to COSPP and the board at the fall 2013 meeting. The board agreed that two revisions were ready for adoption.

Dr. Marchese moved, and Dr. Scarlett seconded, the following motion:

To add the draft Article VII ("Amendments to the Bylaws") to the bylaws, and to delete Article III, section 8 ("Tie Votes").

The motion was unanimously approved.

Review of draft financial metrics for use in reviewing programs

The board reviewed a preliminary draft set of financial metrics developed by Ms. Mitzen that the institutions would be required to submit to the Council, either as part of the annual report or when submitting a self-study. The board agreed that requiring institutions to submit financial information according to a set of metrics would help the board to evaluate in general terms the financial stability of institutions offering CNME-accredited programs.

Ms. Mitzen will continue work on the financial metrics and will present a second draft for the board to review at the fall meeting. The board will decide at the fall meeting how to implement the metrics—in particular, whether to require the metrics as a regular part of the annual report. The institutions will be given a chance to offer feedback on the metrics.

Update on USDE trends in regulating accreditors

This item was deferred to a subsequent meeting.

Business related to recognition actions (closed session)

The board entered closed session to conduct program reaccreditation reviews. Dr. Seitz reminded board members of the requirements of the conflict of interest policy.

There was some general discussion regarding the review process and accreditation hearing procedure. The question was raised whether the team chair should participate in hearings, either in person or via Skype; no decision was made on this. The importance of striving for consistency in decision-making was noted. A question was raised about the use of the following terminology in team reports: “compliance,” “partial compliance” and “non-compliance.” If there are one or more recommendations associated with a specific standard, does that automatically indicate a conclusion of partial compliance or non-compliance for that standard? There was no decision on this, but agreement that the board needs to discuss this question.

Hearing on SCNM Reaffirmation of Accreditation

Prior to the start of the hearing, Board members were asked to review the CNME Potential Conflicts of Interest policy. CNME Board member Dr. Marchese recused herself from the hearing due to serving as an adjunct faculty member at SCNM and Dr. Kruzel recused himself from the hearing due to having formerly serving as an SCNM faculty member and administrator. CNME Board member Dr. Clark—who is currently an administrator at SCNM—informed the Board that she would be representing SCNM at the hearing.

Dr. Paul Mittman (president) and Dr. Becky Clark (chief academic officer) attended the hearing as the representatives of SCNM. After a summary of the team report was presented, Drs. Mittman and Clark informed the board of developments at the school since the evaluation visit. Among other things, since the visit the 2nd quarter financials showed a significant increase in revenue over what was projected, freeing up funds for professional development and cost of living adjustments. \$16M in bonds approved for the new building. The strategic plan is being worked on and the faculty handbook revision was completed—as was a faculty performance and development plan.

Following the remarks of SCNM’s representatives, board members asked questions. At the conclusion of the questions, the representatives left the hearing and the board entered into deliberation.

Based on a review of the team report and the testimony during the hearing, the board made several changes and additions to the evaluation team report findings as follows; all of the other findings in the team report were adopted by the board:

Standard III

The board adopted the following area of interest:

It appears to be a good decision on SCNM’s part to refinance its current outstanding debt amount in order to obtain a better interest rate, and to borrow the money needed to fund a new building while terms are advantageous. However, the large increase in debt—which amounts to a de facto doubling of outstanding debt—with the attendant increase in fixed costs and a modest increase in debt servicing potentially poses a large financial risk to the College. The College must regularly and carefully

monitor its ability to sustain the increased debt load and to pay down the principal, and must make mid-course corrections in the event that actual revenues and expenses are less favorable than were projected and start to adversely impact the College's ability to fund other aspects of its operations. (Std. III.A.4 & III.C.2)

Standard IV

The board decided to change the team report's recommendation under Standard IV to an area of interest.

The board decided to change the team report's wording of the area of interest under Standard IV to read as follows:

Restoring funding for faculty professional development is essential to faculty members' ability to stay current in their fields, connected to peers, developing their teaching skills, and generally keeping abreast of best practices in professional education; therefore, the College should take steps to restore this funding. (Std. IV.D.1 & 2)

Standard X

The board decided to change the team report's area of interest under Standard X to a recommendation, along with an addition, to read as follows:

The team is concerned that the amount and type of research activities available to students are not accurately portrayed in college publications. The team recommends that this situation be expeditiously corrected. (Std. X.A.1)

Team report on residency program

The board reviewed the section of the team report on the SCNM's residency program and adopted the team's finding without revision.

Term and conditions of accreditation

The Council decided the following:

- To reaccredit SCNM's program for a period of six years; and
- Require ongoing reporting in the CNME annual report on progress in addressing recommendations and areas of interest with documentation and analysis.

Hearing on UBCNM Reaffirmation of Accreditation

Prior to the start of the hearing, Board members were asked to review the CNME Potential Conflicts of Interest policy. No members have a conflict of interest that would require recusal from the hearing.

Dr. Elizabeth Pimentel (UBCNM dean) attended the hearing as the representative of UBCNM. After a summary of the team report was presented, Dr. Pimentel informed the board about aspects of the school. Dr. Pimentel has requested the restoration of the associate academic dean position and academic coordinator that were previously eliminated. She also noted the challenges associated with arranging for adequate clinical instructor staffing in the summer; since full-time faculty have a 9-month contract, she needs to hire adjunct faculty. She would like to establish a full-time clinic staff position. She also informed the Council that the program has developed a new syllabus template, and the provost would like some courses in the ND program to be shared with other healthcare programs at the university.

The Council discussed a number of issues with Dr. Pimentel, including:

- The lack of a comprehensive set of competencies in place;
- Low student scores on NPLEX due to students admitted under the old admissions requirements;
- Adequacy of academic administrative staffing;
- Adequacy of clinical supervision in the summer;
- Challenges of sharing courses with other healthcare programs;
- The level of financial support for the ND program in comparison with other programs;
- Adequacy of dedicated research space and the focus of the research program;
- Implementation of the electronic medical records (EMR) system;
- Progress in building out the new ND clinical space;
- The budget process; and
- The morale of faculty and staff.

Following Dr. Pimentel's remarks and board member questions, Dr. Pimentel left the hearing and the board entered into deliberation.

Based on a review of the team report and the testimony during the hearing, the board made the following addition to the evaluation team report findings; all of the other findings in the team report were adopted by the board:

Standard II

Add the following recommendation: "The program lacks sufficient institutional support from the university, as evidenced primarily in the inadequate allocations for administrative staffing and clinic instructors during the summer term; this lack of adequate staffing adversely affects UBCNM's ability to comply with CNME standards in several areas. The university must find ways to address these deficiencies in institutional support. (Stds. II.B.4; III.A.3; IV.B.1)"

Term and conditions of accreditation

The Council decided the following:

- To adopt the Standard II recommendation noted above in addition to the recommendations of the CNME evaluation team contained in the Evaluation Team Report for the onsite visit to UBCNM conducted in March 2013;
- To require submission of a focused report by August 1, 2014, that addresses the Institution's progress in addressing all recommendations and areas of interest.
- To defer a decision on reaffirmation of accreditation of the ND program until October 31, 2014, during which time the current accreditation status will remain in effect; and
- To conduct a hearing on reaffirmation of accreditation at the 2014 annual meeting of the Council, tentatively scheduled for October 2014, and to invite representatives from UBCNM and the university to attend the hearing, including the UBCNM dean and a representative from senior institutional staff.

The Council stated that the decision letter to UBCNM should reflect that Council's view that the UBCNM administrative staff and faculty are well qualified and very capable, but that the college lacks sufficient resources—primarily personnel—to move forward in some key areas.

Hearing on CCNM Reaffirmation of Accreditation

Prior to the start of the hearing, Board members were asked to review the CNME Potential Conflicts of Interest policy. CNME Board member Dr. Carino—who is currently an administrator at CCNM—informed the Board that she would be representing CCNM at the hearing.

Dr. Bob Bernhardt (president) and Dr. Jasmine Carino (Associate Dean - Curriculum and Residency Program) attended the hearing as the representatives of CCNM. After a summary of the team report was presented, Drs. Bernhardt and Carino informed the board of developments at the school since the evaluation visit. They noted, among other things, that:

- The promotion committee needs more clear direction, something which the college is working on;
- The college has done a number of chart audits and is taking steps to get more supervisor involvement with charting and chart reviews;
- The college is working on creating a culture of research; and
- Strategic planning is currently on hold pending revision of the provincial naturopathic licensing regulations.

Following the remarks of CCNM’s representatives, board members asked questions. At the conclusion of the questions, the representatives left the hearing and the board entered into deliberation.

The Council decided to adopt the findings in the Evaluation Team Report with two changes:

- The wording in recommendation VI-1 in the Evaluation Team Report was revised to the following: “The team recommends the following: (i) that the program evaluate the use of naturopathic case management in regard to instruction for both students and clinical faculty to ensure that there is appropriate follow-through in patient care as represented by the Subjective, Objective, Assessment and Planning Components of treatment (i.e., all components are logically connected and mutually supporting); and (ii) that improvements in naturopathic case management be verified through future chart audits (and other means) that demonstrate the completeness of the documentation as well the quality of naturopathic case management. (Std. VI.C.4i)”;
- Under Standard XI the following area of interest was added: “XI-1: The College should expeditiously complete work on its emergency response plan. (Std. XI.G)”;

Team report on residency program

The board also reviewed the section of the team report on the CCNM’s residency program, which contained no findings.

Term and conditions of accreditation

The Council decided to reaffirm the accreditation of CCNM’s ND program for a period of seven years, effective May 5, 2013.

Hearing on BINM Reaffirmation of Accreditation

Prior to the start of the hearing, Board members were asked to review the CNME Potential Conflicts of Interest policy. CNME Board member Dr. Scotten—who is currently an administrator at CCNM—informed the Board that he would be representing BINM at the hearing.

Dr. G.S.S. Khalsa (president), Dr. Scotten (dean of academics) and Dr. Sarah Beasleigh (dean of clinical studies) attended the hearing as the representatives of BINM. After a summary of the team report was presented, the school's representatives informed the board about aspects of the school and discussed a number of issues with the Council. Among topics discussed were the following:

- Dr. Khalsa understands that finances not robust; this is a major focus of the board and leadership;
- For a while, the previous board chair—who has stepped off the board—was based in Toronto and not available for many meetings; this situation resulted in a lack of strong board leadership. Lack of strong board leadership is still an issue, which the board and Dr. Khalsa are trying to address; a strategic planning process is happening;
- The former president (now president emeritus)—with whom Dr. Khalsa enjoys a very good relationship—is currently on the board and was hired by the board as an employee responsible for certain specific projects not related to day-to-day operations. This employment arrangement represents a significant outlay of funds; however, in a sense it represents compensation for past services for which remuneration at the time was very low;
- Dr. Khalsa was concerned about charting practices in the off-site clinics and so replaced the person who was previously responsible for overseeing that; there may need to be a change in reporting lines to further address charting issues;
- The school is looking into is a bylaws revisions to allow for two senior board members to continue on for one more term;
- Dr. Khalsa inherited a relatively flat organization structure with many directs reports to the president, which is not optimal. Recently, an employee left, which resulted in yet another direct report;
- While there are many assessment tools already in place, the school still needs to develop and implement a comprehensive assessment plan;
- The school will be hiring a support person the dean of academics and also intends to hire an associate dean for the clinic;
- Dr. Khalsa is aware of need to increase the number of full-time faculty, and is committed to doing so; he also knows that faculty salaries need to be raised to attract and retain qualified faculty;
- Refinancing has increased overall debt, though the mortgage payment amount has gone down slightly; there was further discussion on general financial challenges facing the institute and what course of action is being charted to deal with them; and
- BINM's model of having a limited class size, while great for the education, also limits tuition revenue; adding a 2nd cohort has been a positive step, while the 6-year program did not work out; BINM needs to hire a new admissions director.

Following the remarks of BINM's representatives and board member questions, the representatives left the hearing and the board entered into deliberation. Based on a review of the Evaluation Team Report and the testimony during the hearing, the board made the following revisions to report findings; all of the other findings in the team report were adopted by the board:

Standard II

Recommendation II-2 was revised to read: "The program must take steps to achieve adequate staffing and a more manageable workload across the institution."

Standard III

Recommendation III-1 was revised to read: "The institution must take steps to strengthen its financial resources."

Standard IV

Area of Interest VI-1 in the report was changed to a suggestion.

Standard X

An Area of Interest was changed to become the following recommendation: “Presently, the Institute is actively engaged in training students to evaluate research; however, there is neither a research director at the Institute nor a mechanism presently in place to solicit research funding. The Institute should continue its efforts to expand the research program by hiring research staff and endeavoring to obtain research grants. (Std. X.B.1)”

Term and Conditions of Accreditation

The Council decided the following:

- To defer a decision on reaffirmation of accreditation of the ND program until May 31, 2015, during which time the current accreditation status will remain in effect. The Council will conduct a hearing on reaffirmation of accreditation for BINM’s ND program at its spring 2015 meeting; in addition to representation from the administrative leadership, the Council will request that a member of the Institute’s Board of Governors also be in attendance—the board chair, if possible.
- To require submission of an in-depth focused report by March 1, 2015, that addresses the Institute’s progress in addressing all recommendations and areas of interest; and
- To adopt the findings of the CNME evaluation team contained in the Evaluation Team Report for the onsite visit to BINM conducted in April 2013, with the changes noted above.

The Council stated that the decision letter to BINM should reflect that Council’s view that the staff and faculty are highly committed and that the Institute has been very innovative in developing its ND program.

Dr. Marchese left the meeting at 3:30 p.m.

Review of NCNM Focused Report dated 2/31/2013 (closed session)

Prior to the start of the review of the report, Dr. Scarlett informed the Council that she is affiliated with NCNM and would not participate in the discussion.

The Council reviewed the focused report and determined that the report was responsive and demonstrated progress regarding some of the financial measures that the Council had requested information on. However, on some of the other financial measures there was some downward trending, and the institution’s financial stability and the sufficiency of resources to meet its mission are still somewhat low. Among other things, within the last year there was a reduction in NCNM’s cash reserves and a decrease in enrollment. For these reasons, the Council decided to require submission by September 1, 2013, of a follow-up focused report by NCNM that includes the following:

- The FY 2012 – 2013 year-end financials (a preliminary report will be acceptable if the final report is not yet completed).
- Financial information based on the Financial Metrics Template developed by Ms. Mitzen.
- A detailed analysis of the impact of the College’s new ventures on the ND program and on NCNM’s financial position.
- An analysis of how FY 2013 actual results are informing the strategic direction and budget for FY 2014.

Review of August 2012 and February 2013 NPLEX score reports (closed session)

The board determined that the NPLEX score reports did not raise any significant issues with any of the schools. The question was raised but not decided: Should the schools be asked to provide 5 years' worth of exam data as part of the annual report so that the board can readily review trends?

Review of 2012 Annual Reports of Affiliated Programs (closed session)

Bastyr University, Naturopathic Medicine Program – Dr. Rissman, primary reviewer

There were no issues raised by the annual report. The Council agreed that Bastyr needs to submit a substantive change report regarding the recent revamping of the curriculum.

U. of Bridgeport, College of Naturopathic Medicine – Dr. Clark, primary reviewer

There were no issues raised by the annual report. Next year's annual report will need to address the most recent CNME findings adopted at this Council meeting.

The Canadian College of Naturopathic Medicine – Dr. Marchese, primary reviewer

There were no issues raised by the annual report. Next year's annual report will need to address the most recent CNME findings adopted at this Council meeting.

National College of Naturopathic Medicine – Dr. Saubert, primary reviewer

Dr. Saubert noted that there was progress evident in addressing outstanding recommendations but that the college should continue to report, since none were fully resolved.

Southwest College of Naturopathic Medicine – Dr. Scarlet, primary reviewer

There were no issues raised by the annual report. Next year's annual report will need to address the most recent CNME findings adopted at this Council meeting.

Boucher Institute of Naturopathic Medicine – Dr. Kruzel, primary reviewer

There were no issues raised by the annual report. Next year's annual report will need to address the most recent CNME findings adopted at this Council meeting.

National University of Health Sciences – Dr. Carino, primary reviewer

There were no issues raised by the annual report. However, it was noted that student attrition seems a bit high.

Report on Review of Catalogs/Academic Calendars – Drs. Bettenburg and Staruch, reviewers

Overall, the quality of the catalogs is good for all of the schools. There are some minor deficiencies here and there, such as not providing the credentials of senior staff or information on how the institution defines a credit hour.

Report on Review of Financial Statements – Ms. Mitzen and Dr. Blackshaw, reviewers

As noted in earlier discussions, there is some concern that NCNM could get into some financial difficulties if trends continue; however, right now there is no immediate issue. As also discussed earlier, BINM currently has financial challenges.

Miscellaneous business (open session resumed)

Dr. Seitz announced that the annual Council meeting would be held in Salt Lake City, Utah, on October 5 – 6, 2013.

Adjournment

The meeting was adjourned at 5:20 p.m.