

AMERICAN OSTEOPATHIC ASSOCIATION
Administrative Guide

2019 Edition

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American Osteopathic Association
142 East Ontario Street
Chicago, Illinois 60611-2864

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Introduction

This is the Administrative Guide of the American Osteopathic Association (AOA). It is a document that the AOA's Board of Trustees is required to maintain. As described in the AOA's Bylaws, the Administrative Guide serves as a "handy reference book of concise statements of the duties" of the AOA's officials, committees, departments, bureaus and employees. The AOA's Articles of Incorporation, Constitution, Bylaws and the Handbook for Delegates to the House of Delegates are attached as appendices.

The Bylaws specify that copies of the Administrative Guide should be available to the following constituencies: divisional societies and other affiliated organizations, to the AOA's officers and other groups or individuals designated by the Board of Trustees. The Administrative Guide is intended to provide readers with a quick overview of the AOA's administration and operations. Descriptions found in this Guide are, therefore, brief. Readers seeking greater detail should contact the office of the AOA's CEO.

AOA Mission Statement, Vision and Strategic Plan

Strategic Plan

The AOA is dedicated to advancing the osteopathic profession consistent with its mission and vision. In order to do so, effective governance and long-range planning are essential. The AOA maintains a standing committee on Strategic Planning to provide oversight of this process on two levels: (1) the AOA Strategic Plan is revised and updated every three years; and (2) the Committee monitors the AOA's progress in meeting the objectives of the plan. The Strategic Plan is approved by the Board of the Trustees and the House of Delegates. Through the strategic planning process, all units of the AOA leadership and staff are involved in the development and review of the Plan. The Strategic Plan then becomes a primary resource for determining the appropriate allocation of the AOA's financial resources.

Mission & Vision Statement

The Strategic Plan includes a formal Mission and Vision Statement.

The Strategic Plan approved by the Board of Trustees for presentation to the House of Delegates in July 2010 states that the AOA's mission is:

To advance the distinctive philosophy and practice of osteopathic medicine.

The Vision of the AOA is "To be the professional home for all physicians who practice osteopathically."

The AOA is in the process of developing a new strategic plan. While the new plan is under development, the Board of Trustees approved a one-year extension of a strategic plan intended to achieve the following "rooftop" goals by the year 2025:

- a 100% increase in awareness of osteopathic medicine
- a 50% increase in engagement with DOs
- a 100% increase in international awareness of osteopathic medicine

The first phase of the plan (2014 to 2016) focused on the following priority areas:

- **Governance** - Identifying and transitioning to more fiscally responsible operations to improve the quality and efficiency of AOA services to members.
- **Research** - Establishing new strategic research partnerships, increasing funding sources for osteopathic research, increasing the impact of osteopathic research studies and expanding research on the osteopathic profession.
- **Education.** Increasing the number and quality of osteopathic graduate medical education (OGME) opportunities by expanding the overall number of osteopathic programs and positions.
- **Advocacy.** Enhancing the AOA's public policy impact by engaging members in advocacy, empowering patients to be a voice for change, and building strong policy partnerships.
- **Awareness.** A multi-year brand awareness campaign that aims to answer the public's "What is a DO?" question once and for all.

The second phase of the strategic plan, which includes focus on the following priority areas during the June 1, 2017-May 31, 2019 fiscal years, has been extended for one year:

- **Member model,** value and relevance
- Enhancing **board certification services** so that AOA board certification remains the certification of choice for osteopathic physicians
- **Affiliate engagement** to make certain that the AOA and the osteopathic state and specialty organizations work together to advance the shared goal of advancing osteopathic medicine
- **International impact** – pursuing a planned program through which to explain and promote the U.S. model of osteopathic medicine outside of the United States
- **Governance alignment** – continuing the work of the first phase of the plan to streamline AOA's operations

Overview of the AOA's Corporate Structure

The AOA is incorporated in the State of Illinois under the Illinois Not for Profit Corporations Act. It is recognized by the Internal Revenue Service (IRS) as exempt from federal taxation under section 501(c) (3) of the Internal Revenue Code. The AOA received its 501(c) (3) status because of its involvement in medical education and research.

The 501(c) (3) tax exemption provides the AOA with significant advantages, including exemption from certain federal, state and local taxes and the ability to receive tax-deductible contributions. However, as a 501(c) (3) organization, there are strict limitations on the AOA's activities. The IRS expects that revenues and resources will be used to advance the AOA's tax-exempt purposes and monitors the AOA's financial activities through detailed financial reporting requirements. Additionally, the AOA is only permitted a limited range of political activity that allows for lobbying on up to a specific financial limit and the **AOA is not permitted to endorse candidates for office or contribute to political campaigns or maintain a political action committee.**

The osteopathic family includes a variety of divisional (state), specialty and philanthropic affiliates. The divisional and specialty affiliates are separately incorporated, freestanding organizations. However, as part of the process of becoming an affiliated organization, the organizations agree to provide their basic documents (i.e., constitution and bylaws) and certain other organizational information for the AOA's review and approval.

Overview of Governance Structure

House of Delegates

The AOA is organized as a federation of the AOA's divisional affiliates (i.e., state associations and the Association of Military Osteopathic Physicians and Surgeons). The divisional affiliates administer the affairs of the AOA through a House of Delegates, which meets once each year, traditionally in July. Specialty affiliates are also represented in the House of Delegates. The House of Delegates is the AOA's legislative body. (AOA Constitution, Article VI.) It has authority to approve the budget of the AOA and it can overturn decisions of the Board of Trustees, except in areas of authority specifically assigned to the AOA Board of Trustees (described in Overview of Policymaking Process)). Changes to the Constitution and Bylaws of the AOA require approval of the House of Delegates. As a mandatory order of business, each year the House elects a President, President-elect and several members of the Board of Trustees. The Speaker of the House of Delegates is the presiding officer at meetings of the House. The Vice Speaker presides during the absence or at the request of the Speaker. The CEO serves as the Secretary to the House of Delegates.

Board of Trustees

The House of Delegates elects the members of the AOA's Board of Trustees, which is made up of 28 positions: President, President-elect, the past presidents from the past two years, First Vice President, Second Vice President, Third Vice President, eighteen at-large trustees who serve staggered three-year terms, a student trustee, a postdoctoral trainee trustee, and one trustee who is a new physician in practice. In 2018-19 year, the Board authorized a three-year renewal of three emerging leader advisors to the Board: one student, one postdoctoral trainee and one new physician in practice. The advisors may attend and participate in the Board meetings, but are not members of the Board. For reasons of attorney-client privilege, they may be dismissed from certain executive session discussions.

The Board of Trustees has authority to "direct the affairs of the Association" between meetings of the House of Delegates. (Bylaws, Article VII, Section 1.) The Board of Trustees typically has at least two business meetings each year: an annual meeting prior to the House of Delegates and a mid-year meeting and a conclave meeting prior to OMED. Other business meetings and special meetings may be called from time-to-time when necessary.

Executive Committee

When the full Board of Trustees is not in session, an 11-member Executive Committee of the Board of Trustees has authority to "transact business of the Board of Trustees." (Bylaws, Article VII, Section 3.) The Executive Committee is drawn from the following positions: the President, President-elect, the two Past Presidents on the Board, and the Chairs of the six Departments (Affiliate Affairs; Business Affairs; Educational Affairs; Governmental Affairs; Professional Affairs; and Research and Development) and the Vice Chair of the Department of Educational Affairs.¹ The AOA President may also designate one other trustee who serves as a non-voting Advisor to the Executive Committee. The Executive Committee typically meets once each month, except in months when the full Board of Trustees meets. Most meetings are conducted by telephone

¹ In July 2019, the House of Delegates voted to eliminate the Vice Chair of the Department of Education Affairs position and, consequently, beginning in July 2020 the Executive Committee will be made up of 10 members.

conference as Board Update and information calls for which other Board members are welcomed and encouraged to attend, without voting.

Departments/Committees/Bureaus/Councils

The AOA Board of Trustees typically decides issues based on the advice and recommendations of a network of committees, bureaus, councils, commissions and task forces. The AOA President, subject to approval by the Board of Trustees, appoints members and chairs of these groups. The committee-bureau-council-structure is divided among six departments

The six departments are: Affiliate Affairs, Business Affairs, Educational Affairs, Governmental Affairs, Professional Affairs, Research and Development (Bylaws, Article IX).

The AOA Board of Trustees has the authority to create new departments, as well as new committees, bureaus, councils, commissions and task forces. The Board has discretionary authority to determine how best to deploy these groups within the department structure in order to create policy and provide oversight for the activities of the AOA.

Staff

The AOA staff is responsible for implementation of the policy set by the House of Delegates, Board of Trustees and the Committees, Bureaus and Councils. The Board of Trustees is responsible for hiring four administrative officers -- the CEO (chief administrative officer), the Controller (chief financial officer), the General Counsel (chief legal officer) and the Editor -- who oversee various aspects of the AOA's day-to-day operations and report directly to the Board. Of these positions, the CEO serves as the primary administrator and is responsible for the hiring and supervision of all other AOA employees.

Overview of Financial Operations

A key obligation of the AOA's officers and trustees is to review and understand the AOA's financial statements and make decisions that are in the best interests of the AOA. The AOA's fiscal year runs from June 1 to May 31. Spending decisions are made based upon an annual budget that is submitted to the Finance Committee of the Board of Trustees for approval prior to the beginning of the fiscal year and subsequently approved by the full Board of Trustees and House of Delegates. Budgeting decisions are made to advance the goals set forth in the AOA's Strategic Plan.

Spending outside of the budget must be reviewed and approved by the Finance Committee and the Board of Trustees. The Finance Committee has authority to review requests for additional funding and/or approval of programs or services. Once acted upon by the Finance Committee the recommendations are then sent to the full Board of Trustees for their review and action.

As a measure of financial prudence, the AOA maintains a financial reserve. The reserve serves multiple functions: (a) it is a measure of the AOA's financial strength and ability to thrive, rather than subsisting "hand to mouth"; (b) it is added insurance/"rainy day fund" in the event of disaster or financial downturns; and (c) it is a "savings account" to set aside resources for use when special opportunities arise. The AOA has a policy governing the financial reserve, which is reviewed by the AOA Joint Board / House Budget Review Committee and acted upon by the AOA House of Delegates.

The Controller and staff from the AOA's finance department prepare monthly pro-forma financial statements. The information is reviewed by the Executive Committee and is otherwise available for review by all members of the Board of Trustees. Financial statements may also be discussed and reviewed by the Finance Committee at meetings of the full Board of Trustees.

The AOA's financial statements are audited at the end of each fiscal year by an outside accounting firm selected by the Board of Trustees' Finance Committee and approved by the Board of Trustees. The Finance Committee is responsible for oversight of the audit process and meets with the auditors at the conclusion of the audit process and as-needed and appropriate during the audit process.

Overview of Policymaking Process

The AOA's policy can be set by the House of Delegates or the Board of Trustees; AOA staff maintains a compendium of official policies. Policies in the House of Delegates are determined by majority vote of the House of Delegates acting on a resolution submitted by a delegate, an affiliated organization or an appropriate AOA Committee, Bureau or Council. Typically, resolutions are first reviewed by one of the House Reference Committees, which makes a recommendation, and the entire House of Delegates then reviews the resolution. After approval of resolutions, staff is responsible for implementing the policy and will prepare a report to the next year's House of Delegates to identify steps taken to implement the policies set by the House.

The Board of Trustees can also set policy in certain areas for the AOA and, because of the committee-bureau-council infrastructure, is the preferred vehicle for setting policies related to education, certification and accreditation. The Board of Trustees reviews resolutions submitted by appropriate AOA Committees, Bureaus or Councils or AOA officers. The Board also reviews all resolutions submitted to the House of Delegates and makes recommendations for action (e.g., approve, disapprove, refer, amend) to the House of Delegates. Except where otherwise provided in the AOA's Constitution or Bylaws as an area of specific Board of Trustees' responsibility, policy set by the Board of Trustees can be overturned by vote of the House of Delegates.

AOA policy set by the House of Delegates is subject to a process of automatic sunset review every five years—Staff, in consultation with the Speaker of the House, identifies policies that should be reviewed. The policies are then circulated to the appropriate bureaus, councils or committees for evaluation and recommendation. The recommendations are then compiled and presented to the House of Delegates for its consideration in determining whether to affirm, amend or disaffirm the policy. The CEO reviews resolutions from the Board of Trustees and provides updates to the Board regarding implementation.

Although the AOA, through the Board of Trustees or House of Delegates, can make policy decisions on a very broad range of issues, the AOA's Board of Trustees and House of Delegates cannot set policy or make decisions regarding accreditation of colleges of osteopathic medicine. Similarly, the Board and House are not permitted to set accreditation standards. Because of regulations set by the U.S. Department of Education, the AOA's Commission on Osteopathic College Accreditation (COCA) has final decision-making authority on accreditation of osteopathic medical colleges. Also, due to the AOA's 501(c)(3) tax status, neither the Board of Trustees nor the House of Delegates can endorse specific candidates for elected office.

House of Delegates - Duties

The House of Delegates is the legislative body of the American Osteopathic Association. Through its deliberations, the House sets policy for the Association and reviews and approves the strategic plan and budget. The House also elects members of the Board of Trustees and the elected officers.

Board of Trustees - Duties

The AOA Board of Trustees is the administrative and executive body of the Association. It has the following duties:

- Directing the management of the affairs of the Association between annual meetings. The Board accomplishes this by: (1) Appointing the Administrative Officers (CEO, Controller, General Counsel, and Editor), setting their salaries and determining the length of their terms of office; (2) providing oversight of the AOA CEO and staff in their execution of the AOA's policies and goals as determined by the House of Delegates and Board of Trustees; (3) creating departments, committees, bureaus and councils as necessary to carry out the AOA's mission and policy, and (4) confirming the President's appointment of the chairs and members of standing and special committees.
- Overseeing the management of the AOA's finances, including, with the concurrence of the House of Delegates, setting a budget, authorizing expenditures outside of the budget, appointing an independent outside certified public accountant to audit the AOA's financial statements certify to the accuracy of the statement of financial condition of the Association to be reported at the annual meetings.
- Where appropriate and in the best interests of the Association, as determined by careful investigation and by a three-fourths vote, removing any officer or revoking, suspending, or placing on probation the charter of divisional or specialty societies.
- Serving as the final authority on all questions of an ethical or judicial character.
- Maintaining and revising the Administrative Guide.
- Arranging for the publication (in electronic or printed format) of an official journal of the Association and other publications that may be deemed necessary or are directed by the House of Delegates.

Role of AOA Board and Staff

The AOA is a large organization with employed staff to help carry out its mission. The role of the Board of Trustees is to represent the interests of the various stakeholders (members) by setting the policy and direction for the AOA and then providing general oversight to ensure that the policy and directions are followed and that the financial and substantive performance goals set by the Board are met. Additionally, the AOA's Bylaws include a specific list of responsibilities of the Board. Among the duties identified, is the responsibility to hire and evaluate the performance of a CEO. The CEO, in turn, is responsible of oversight of the staff and implementation of the goals set by the Trustees. Day-to-day operations are managed and implemented by the staff, which reports to the CEO.

AOA Executive Committee - Duties

The Executive Committee is responsible for conducting the business of the Board of Trustees between meetings of the full Board of Trustees. It typically meets once each month by telephone conference, but special meetings can be called as necessary when matters require expedited review and decision-making.

AOA Departmental Chairs - Duties

Department Chairs are responsible for oversight of the committees, bureaus, and councils that are within their Department. The Department Chairs serve on the Executive Committee and report to the Board of Trustees regarding activities within their Department. As a general matter, the activities of all departments, bureaus and committees are targeted to advancing the AOA's strategic plan and are executed in close cooperation with the CEO. Upon the expiration of the terms of office of chairs and members of the departments, bureaus, or committees, all records of the same shall be delivered by the chairs to the CEO. All employed staff assigned to departments, bureaus, and committees are under the jurisdiction of the CEO.

Officers of the American Osteopathic Association - Duties

Elected Officers and Order of Succession

The Constitution identifies the following five elected positions as officers of the American Osteopathic Association: President, President-elect, First Vice President, Second Vice-President and Third Vice-President. The President-elect and the three vice presidential positions are elected annually by the House of Delegates to one-year terms of office.

The order of presidential succession is specified in the Constitution and Bylaws. The President-elect automatically succeeds to the presidency upon installation at the House of Delegates meeting one year after election to President-elect as part of a 4-year presidential cycle (President-elect to President to Immediate Past President/Treasurer to Past President). If the President is unable to serve during the term of office as President, the President-Elect automatically becomes president for the unexpired portion of the predecessor's term before completing the term for which the President-Elect was originally elected. If, during the remainder of the unexpired term, the former President-Elect becomes unable to serve out the balance of the President's office, then the Board of Trustees determines who serves as President for the remainder of the unexpired term. The Vice Presidential positions are not part of the presidential succession plan.

AOA President. The President has the following duties:

- Serve as Chair of the Board of Trustees, Executive Committee, and the President's Advisory Council;
- Appoint (with the approval of the Board of Trustees) the chairs and members of the various committees, bureaus and councils unless a position is already filled on a multi-year basis or a different method of appointment is specified;
- Create (with the approval of the Board of Trustees) Task Forces when necessary for investigation of specific issues;

- Serve as a member of the Finance Committee and as a member on the Committee on Administrative Personnel;
- Conduct the annual performance and compensation review for the CEO;
- Represent the AOA at appropriate meetings, functions or appoint someone to attend;
- Approve all travel of the AOA Board of Trustees; and
- Serve as an ex-officio member of all of the AOA's committees, bureaus and councils.

Additionally, following the term of office of AOA President, the President continues to serve for two additional years on the Board of Trustees -- first, as Immediate Past President/Treasurer; and then, as Past President.

AOA President-elect. The President-elect performs the duties of the office of the President in the absence or at the request of the President. In the event that the President is unable to complete the term of office, then the President-elect completes the President's term of office before completing the term for which the President-Elect was originally elected.

Immediate Past President/Treasurer. The Immediate Past President/Treasurer plays an active role in the oversight of AOA's financial activities by serving as Chair of the Finance Committee.

Past President. The Past President is the final year of the Presidential cycle. The Past President serves as Chair of the Committee on Administrative Personnel.

Vacancy. If a vacancy in position of the Treasurer or Past President occurs, the President appoints the Chair of the Finance Committee or the Committee on Administrative Personnel and a new trustee is designated/elected to fill the vacant seat on the Board of Trustees for the remainder of the Treasurer or Past President's term.

AOA Vice Presidents. The Vice Presidents in the order of their designation and in the absence of the President and President-elect, perform the duties of the Office of the President during BOT meetings. The positions are not related to the presidential succession sequence.

Administrative Officers

The Constitution and Bylaws identify the following four administrative officers: a Chief Executive Officer (CEO), a Controller, a General Counsel and an Editor. These positions are appointed by the Board of Trustees and serve for a term of office determined by the Board of Trustees.

CEO. The CEO has the following duties:

- Serve as the Chief Executive Officer of the Association. This entails coordinating the work performed by the various departments, bureaus, and committees of the Association necessary to carry out the policies set by the House of Delegates and Board of Trustees. Except as otherwise provided, all of the AOA's employed staff are supervised by the CEO;
- Serve as the executive secretary of the Association. In this capacity, the CEO is responsible for: making certain that the Association keeps appropriate records of its actions and transactions; keeping and overseeing the Association's official correspondence; maintaining accurate records of the proceedings of the House of Delegates and the Board of Trustees;

keeping an accurate record of all transactions conducted by the CEO's office, which shall be subject to examination by the President or the Board of Trustees;

- Present an annual report to the House of Delegates and Board;
- Deliver all AOA property and records to the successor CEO at the expiration of employment; and
- Perform such other duties as may be prescribed by the Board consistent with the Constitution and Bylaws of the Association.

Controller. The Controller has the following duties:

- Management of the funds and assets of the Association, and disbursement of funds in the manner prescribed by the Board of Trustees.
- Collection of dues and assessments;
- Keep accurate records of the transactions handled by the Controller's office, which shall at all times be subject to examination by the Board of Trustees. The Controller shall prepare reports on at least a quarterly basis for the Board of Trustees and annually for the House of Delegates and the Board; and
- Perform such other duties as may be prescribed by the Board consistent with the Constitution and Bylaws of the Association. Deliver to the successor Controller or to the Board, or their assigned agent, all monies, records and other property of the Association at the conclusion of employment as Controller.

General Counsel. The General Counsel has the following duties:

- Serve as the chief legal officer of the Association, responsible for oversight and management of all legal services provided to the Association, its trustees, officers and staff to ensure protection of the Association's legal rights and maintenance of its operations consistent with the limits established by law;
- Provide legal advice and guidance to the trustees, officers and staff, bureaus, councils and committees of the Association on the legal implications of matters relevant to the Association, including compliance with federal, state and local laws and regulations applicable to a tax-exempt, not-for-profit membership organization and adherence to internal organizational policies and procedures;
- Draft and review contracts and other legal documents, policies and procedures; research pertinent legal issues; prepare written and oral opinions and position statements on issues identified by the Association's trustees, officers, staff, bureaus, councils and committees;
- Represent or coordinate the representation of the Association in judicial and administrative proceedings; select, retain and supervise outside counsel, as required, to obtain legal opinions or to handle claims and litigation; and
- Perform such other duties as may be prescribed by the Board consistent with the Constitution and Bylaws of the Association.

Editor. The Editor has the following duties:

- Exercises editorial direction, in accordance with the established policies of the Board of Trustees and House of Delegates, for The JAOA – the Journal of the American Osteopathic Association, The DO, and other AOA publications (printed and electronic).

AOA Staff and Personnel Issues

The AOA CEO oversees the activities of all employed staff of the AOA other than the Administrative Officers. The CEO reports on material, staff and personnel issues to the Committee on Administrative Personnel, which reports to the Finance Committee and the Board of Trustees. Concerns regarding individual staff members should be brought to the attention of the CEO or the Director of the Department of Human Resources.

The Board of Trustees' Committee on Administrative Personnel fulfills the Board's responsibilities with respect to oversight of personnel issues.

Departments, Committees, Bureaus and Councils

The AOA's policy is developed through a network of Committees, Bureaus, Councils, Commissions and Task Forces, which are arranged under six Departments. The Departments focus on advancing the specific strategic paths identified in the AOA's Strategic Plan. Each Department is led by a Department Chair, who is a member of the Board of Trustees and the Executive Committee.

The different units of organizational structure are generally understood to have the following meanings:

- A "Committee" is an entity created by the Board of Trustees to provide oversight of a Board function. Committee members are appointed by the President (subject to approval by the Board of Trustees) but, with the exception of public members or student or postdoctoral trainee/members, the membership is usually comprised of Board members. Under Illinois law, a majority of a Committee must be Board members and there must be at least two Board members serving on the Committee. Committees report to the Board of Trustees through a Department.
- A "Bureau" is an entity created by the Board of Trustees to provide oversight of a non-Board function. Bureau members are appointed by the President (subject to approval by the Board of Trustees). Membership of Bureaus can be drawn from a combination of AOA members and other individuals from outside the AOA who can provide specific expertise on an issue or issues overseen by the Bureau. Bureaus report to the Board of Trustees through a Department.
- A "Council" is an entity created by the Board of Trustees to report to a Committee or Bureau. Councils provide oversight of specific issues within the purview of a larger Committee or Bureau. The Council's membership is appointed by the President (subject to approval by the Board of Trustees) and can be comprised of AOA members and other individuals from outside the AOA who can provide specific expertise on an issue or issues overseen by the Council.
- A "Commission" is an entity created by the Board of Trustees with responsibility for a non-Board function, whose membership shall be appointed by the President (subject to approval

by the Board of Trustees). Commission membership can be drawn from AOA members and other individuals from outside the AOA who can provide specific expertise on the issues assigned to the Commission. Commissions report to the Board of Trustees through a Department and are subject to budgetary and other constraints, but shall have independent decision-making with respect to defined subject matter.

- A “Task Force” is an entity created by the President (with approval of the Board of Trustees) to review a specific assigned issue. The President (subject to approval of the Board of Trustees) appoints the members of a Task Force and the members may include a combination of AOA members and other individuals from outside the AOA who can provide specific expertise on the issue assigned to the Task Force. The Task Force should report back to the Board of Trustees through a Department regarding its progress and conclusions. Task Forces are expected to resolve their business expeditiously and disband upon completion of their assignments.

A brief description of the current department-committee-bureau-council structure is set forth below. Except as otherwise stated, multi-year appointments to all AOA bureaus, councils and committees are for staggered terms.

Department of Affiliate Relations

The Department of Affiliate Relations consists of the Committees, Bureaus and Council that may be established by the House of Delegates or the Board of Trustees that are dedicated to issues related to collaboration with other organizations, including osteopathic and non-osteopathic entities.

Bureau of International Osteopathic Medicine (BIOM)

The BIOM is charged with responsibility for promoting the highest standards of osteopathic medical education and practice throughout the world. The BIOM’s vision is acceptance of osteopathic medicine as a complete system of medical care throughout the world. BIOM also organizes a continuing medical education program at the OMED meeting.

Committee on Basic Documents and Operations of Affiliated Organizations (CBDOAO)

The CBDOAO is the Board’s reference committee responsible for the review of the basic documents and other pertinent documentation from the AOA’s state, specialty and non-practice affiliates to ensure that they are in compliance with their AOA Charters. Additionally, the Committee works with all members of the osteopathic family of organizations to resolve disputes that may arise between affiliated organizations. The Committee meets in conjunction with meetings of the AOA Board of Trustees.

Department of Business Affairs

The Department of Business Affairs consists of committees, bureaus and councils that may be established by the House of Delegates or the Board of Trustees related to the businesses and operations of the AOA. The Department has general supervisory authority of all AOA activities involving finance, conventions, and insurance, and such other duties as may be directed by the Board of Trustees or the House of Delegates.

Committee on AOA Governance and Organizational Structure (CAGOS)

The CAGOS is responsible for review and recommendations on governance issues. Additionally, the Committee reviews and makes recommendations with respect to the internal structure of the AOA, including review of committee, bureau, and council structure and the development of new Task Forces, Ad Hoc Committees and/or committees.

Subcommittee on AOA Constitution and Bylaws

The subcommittee is responsible for reviewing the wording of all proposed amendments to the Constitution, Bylaws and Code of Ethics of the AOA as well as the Administrative Guide. It reports on its recommendations to the Board of Trustees through the Committee on AOA Governance & Organizational Structure.

Committee on Strategic Planning (CSP)

The CSP is responsible for the development of a three-year strategic plan to be reviewed and approved by the AOA Board of Trustees and House of Delegates and monitoring the AOA's progress in implementation of that plan.

Finance Committee

The Finance Committee plans and prepares the AOA's fiscal program. It reviews and approves the annual budget (subject to final approval by the House of Delegate) and budget adjustments. It receives financial statements and other reports from the Controller concerning the AOA's financial status. The Committee reviews all resolutions with fiscal impact prior to Board of Trustees action. Similarly, the House of Delegates cannot authorize an appropriation without first securing the recommendation of the Finance Committee approved by the Board of Trustees, although an adverse ruling on such motions may be overruled by a three-fourths vote of the House of Delegates. The Finance Committee also provides oversight for the AOA's external audit and tax preparation and monitors the AOA's investments and the 142 East Ontario building operations.

Investment Subcommittee

The Investment Subcommittee oversees the Association's financial investment program to preserve the present and future capital of the financial investments. This includes responsibilities with respect to oversight of Investment Policy Statements and the implementation and execution of those policies; oversight of investment professionals retained to implement policies; and, making certain that the AOA is acting prudently to safeguard its assets. The Investment Subcommittee reports to the Finance Committee. The subcommittee meets at least four times per year via teleconference to review the performance of AOA investments.

Committee on Administrative Personnel (COAP)

The COAP is responsible for the business aspects of AOA staffing and development. The Committee reviews and makes recommendations with respect to new positions, and employee salaries and benefits within budgeted parameters. The work of the AOA Trustees on the employee 401k plan will be reported out to the COAP for their action and approval. The COAP reports to the Finance Committee.

Bureau of OMED

The Bureau of OMED is responsible for the programming and planning of the annual Convention and Scientific Seminar of the AOA. The AOA Annual Convention & Scientific Seminar is the premier source for quality osteopathic continuing medical education. The convention includes didactic programs, commercial and scientific exhibits, and special seminars. The Bureau typically meets three times each year.

Department of Educational Affairs

The Department of Educational Affairs consists of the committees, which may be established by the House of Delegates or the Board of Trustees to carry out efficiently the work of the AOA related to the full continuum of osteopathic medical education, including accreditation of the colleges of osteopathic medicine, approval of postdoctoral education programs and continuing medical education and board certification.

Bureau of Osteopathic Education (BOE) and BOE Appeal Committee

The BOE is made up of a Council on Osteopathic Undergraduate Medical Education, a Council on Osteopathic Continuing Medical Education, and a Council on Osteopathic GME Development. Additionally, the BOE also monitors graduate medical education activity through a Council on Osteopathic Postdoctoral Training, a Program and Trainee Review Council, and Council on Osteopathic Postdoctoral Training Institutions. The BOE also has an appeal committee that reviews the actions of the COPT and its subordinated committees, COPTI, and the COCME. As part of the recommendations from the 2010-11 Educational Policy and Procedures Review Committee, BOE was given responsibility for development of policy and procedures necessary for the entire continuum of osteopathic medical education. Typically, the regular meetings of the BOE occur three times per year while the BOE Appeals Committee meets on an as needed basis.

Council on Postdoctoral Training (COPT)

The COPT recommends GME policies for OGME programs to the BOE for review and recommendation to the AOA Board of Trustees for their final action. The COPT receives informational reports from two subordinated councils: the Program and Trainee Review Council (PTRC) and the Council on Osteopathic Postdoctoral Training Institutions (COPTI). The COPT receives reports from the education evaluating committees of the specialty practice affiliates regarding their activities in standards development, outcomes of training programs, and on-site evaluation programs.

Program and Trainee Review Council (PTRC)

The PTRC reviews recommendations for internship and residency program approvals, denials, osteopathic training, and increases and decreases in size, make final action and report its actions to the COPT for informational purposes to aid

in COPT's policy development. The PTRC reviews internship and residency program recommendations from the specialty college IEC/REC for final approval, denial or deferral of action. In addition the committee will review and approved all ACGME training for those trainees requesting AOA credit/approval.

Council on Osteopathic Postdoctoral Training Institutions (COPTI)

The COPTI is the initial review body for the OPTI accreditation program. COPTI will make accreditations recommendation to the BOE for final action. In addition, COPTI reviews the effectiveness and functionality of OPTI as an OGME mechanism and review qualifications for inspectors of OPTIs. This includes recommendations for OPTI accreditation standards, policies and procedures and any administrative guidelines. The COPTI focuses on reviewing OPTI inspection reports for recommendation to the BOE for approval of accreditation, along with making recommendations on standards, policy and procedures to COPT. The COPTI oversees the annual OPTI training workshop.

Council of Osteopathic GME Development (COGMED)

The AOA established a task force on OGME Development due to concerns regarding a shortage of osteopathic graduate medical education programs. Due to ongoing concerns with the need to develop OGME positions, the Board of Trustees made the task force a standing Council and charged it with responsibility for providing advice and counsel to the AOA on the OGME Development Initiative; generate additional interest and support; assist in recruiting members for COGMED's corps of consultants, who counsel and meet with prospective teaching hospitals that have requested AOA assistance; facilitate the development and collection of useful materials for the consultants to use with potential OGME hospitals; identify potential problem areas or unanticipated needs; and assist the AOA in publicizing the Initiative throughout the profession. COGMED is designed to work collaboratively with the OPTIs to provide one-on-one assistance and helpful information to hospitals interested in developing new osteopathic graduate medical education programs. Assistance from COGMED also is available to existing teaching hospitals with programs that are struggling.

Council on Osteopathic Continuing Medical Education (COCME)

The COCME directs (subject to review by the BOE and the Board of Trustees) the AOA's continuing medical education (CME) program, including the accreditation of CME programs and the awarding of CME credit to osteopathic physicians. The COCME coordinates the activities for continuing educational programs, recommends CME policy to the Bureau of Osteopathic Education, establishes guidelines for the evaluation of CME programs, and approves Category 1 CME Sponsors.

The COCME also serves as a consulting and guiding resource for AOA staff who work in the Division of Continuing Medical Education and for osteopathic institutions and organizations engaged in the delivery of CME. The COCME meets 2 to 3 times a year. Its responsibilities include:

- Consider and review requests for reduction or waiver of CME requirements;
- Review formal education programs to determine if the programs qualify for credit within AOA guidelines and, where appropriate, deny CME credits;
- Review applications by CME sponsors for accreditation or reaccreditation;
- Review the results of the document survey and evaluation process of accredited CME sponsors;
- Oversee the AOA Speakers Bureau.

Commission on Osteopathic College Accreditation (COCA)

The COCA, which is the successor to the former Bureau of Professional Education (BPE), is recognized by the United States Secretary of Education as the only accrediting agency for colleges of osteopathic medicine (COMs) in the United States. The COCA's membership and procedures are described in the Handbook of the Commission on Osteopathic College Accreditation.

Council on Osteopathic Undergraduate Medical Education (COUME)/Standards Review Coalition

The COUME reviews proposed changes to the COCA accreditation standards and forwards its recommendations to the Standards Review Coalition. The Standards Review Coalition is a committee that includes representatives of the AOA, AACOM and the AOGME that reviews accreditation standards proposed by COCA and, where applicable, provides comments on shared concerns to the COCA.

CME Steering Committee

The CME Steering Committee is comprised of the Chairs of the Department of Research and Development, the Department of Educational Affairs, the Bureau of Osteopathic Specialists, the Council on Osteopathic Continuing Medical Education, and the Bureau of Membership (or the designees of the Chairs if a Chair is unable to participate). It is a vehicle for ensuring that there is regular communication among the different AOA entities that are directly involved in CME policy. It has authority to resolve any conflicts regarding CME issues that may arise from the decisions of the different AOA units represented in the Steering Committee and oversees the creation of cross-walks and other tools to assure that there is consistency in development of CME policies and clear guidance to AOA members and AOA-affiliated organizations seeking information about CME. The CME Steering Committee meets at least two times per year and provides reports to the Board of Trustees on its meetings. The CME Steering Committee is staffed by the individual on AOA staff who is responsible for oversight of the Member Service Center.

Bureau of Osteopathic Specialists (BOS)

The BOS is the supervisory body for the approved specialty certification boards of the American Osteopathic Association. It is dedicated to establishing and maintaining high standards for certification of osteopathic physicians. The BOS seeks to ensure that the osteopathic physicians it certifies demonstrate expertise and competence in their respective areas of specialization. The BOS was organized in 1939 to meet the needs resulting from the growth of specialization in the osteopathic profession. The membership of the Bureau consists of 18 representatives, one from each of the AOA-approved Boards as well as a Chair, Vice Chair and a Public Member appointed by the AOA President. The BOS has an Executive Committee and several specialized subcommittees that reporting to the full BOS on their actions and recommendations, including a standards review committee, a committee on basic documents, and an appeal committee.

JAOA Editorial Board

The JAOA Editorial Board serves as an editorial policy-making and advisory body for the *Journal* and its supplements. In addition, the Editorial Board serves as the parent body to the *JAOA's* other board--the Editorial Board. The members of the Editorial Board and the Editorial Board constitute the core peer reviewers for the *Journal*, and they frequently serve as guest editors for *JAOA* supplements. The Editorial Board reports to the AOA Committee on Professional Publications, when appropriate. The Editorial Board typically meets twice each year.

Department of Governmental Affairs

The Department of Governmental Affairs consists of the committees, bureaus and councils established by the House of Delegates and the Board of Trustees to advocate on behalf of the osteopathic profession and its members.

Bureau of State Government Affairs (BSGA)

The BSGA was established in 1949 and changed to its present form in March 1991. It is the representative body created to assure the AOA Board of Trustees and the osteopathic family that the tenets of the profession are protected and advanced in all 50 states and Washington, DC. The BSGA carries out this mission by providing detailed information to state osteopathic associations and specialty colleges on issues impacting the profession. The BSGA also has the obligation to deliberate and recommend new policy and policy revisions to be adopted by the AOA Board of Trustees and the AOA House of Delegates on state initiatives. The BSGA typically meets three times during the fiscal year.

Bureau of Federal Health Programs (BFHP)

The BFHP, first established in 1960, provides direction on the federal legislative and regulatory activities of the AOA Department of Government Relations. The BFHP: (1) studies and evaluates federal health and education issues of interest to osteopathic physicians and those they serve; (2) ensures that the policies of the AOA and the directives of the Board or Trustees are followed and promoted; (3) provides timely information on federal legislative and regulatory issues to the osteopathic medical community; (4) promotes the active involvement of members of the osteopathic medical community in grassroots activities that promote the interests of the community, and (5) provides a forum for the recognition of the Osteopathic Heritage Health Policy Fellowship program and the Training in Policies Studies program. The BFHP typically meets three times a year. Among other activities, the BFHP: develops a biannual legislative and regulatory agenda for the AOA; studies and evaluates legislative and regulatory proposals and recommends modifications to the legislative and regulatory agenda; and oversees the conduct of a "DO Day on the Hill" for DOs, osteopathic medical students, and other members of the osteopathic community to meet with their congressmen.

Bureau of Socioeconomic Affairs (BSA)

The purpose of the BSA (first organized in 1998) is to provide advice on physician socioeconomic issues to the Division of Socioeconomic Affairs and other AOA entities for use in the development and review of policies concerning the "business of medicine". The BSA was originally formed to address member concerns about the growth of managed care. However, in 1998 the charge was expanded to include all payers and business issues confronting practicing osteopathic physicians.

Department of Professional Affairs

The Department of Professional Affairs consists of the committees, bureaus and councils that have been established by the House of Delegates or the Board of Trustees related to concerns of members and other osteopathic physicians. The department has general supervisory authority over all Association activities directed toward the profession.

Committee on Awards

The AOA Committee on Awards is responsible for the determination of certain awards, including the annual AT Still Memorial Lecturer and Distinguished Service Award recipient. The STAR awards for strategic planning are determined by the Committee on Strategic Planning.

Bureau of Membership

The Bureau of Membership makes recommendations to the Board of Trustees on policies affecting AOA membership development including recruitment and retention. Members of the Bureau evaluate research regarding trends to make policy recommendations, review exceptions to policy, review proposals for programs that provide tangible member benefits and encourage the membership focus of the organization.

Bureau of Emerging Leaders (BEL)

The BEL was formed by the consolidation of the three councils through which students, interns and residents, and new physicians in practice were represented. BEL is the representative body and advocate for osteopathic medical students, osteopathic physicians in postdoctoral training and osteopathic physicians who are in practice but graduated from medical school within the last 10 years. The Student Representative and Postdoctoral Trainee Representative to the AOA Board of Trustees shall be the Vice Chairs of BEL, and New Physician in Practice Representative to the AOA Board of Trustees shall serve as the Chair of BEL. The primary goals of the BEL are to focus on issues important to their colleagues, and to develop opportunities and resources that will further the AOA's strategic plan and engage students, postdoctoral trainees and new physicians in the AOA. These opportunities and resources may include events, online content, leadership roles, networking, mentorship, and community outreach. To complete its charge, the BEL may create task forces and working groups that include students, trainees, and/or new physicians. The BEL is represented at the House of Delegates by three delegates and three alternates.

Ethics Subcommittee of the Bureau of Membership

The Ethics Subcommittee reviews complaints received regarding alleged ethical misconduct by AOA members and, where appropriate, recommends disciplinary action to the Board of Trustees. The subcommittee also researches questions of ethics in order to develop and refine AOA policy to guide member physicians in their professional lives. The subcommittee conducts up to four meetings each year on an as-needed basis to review complaints of ethical misconduct.

Department of Research and Development

The Department of Research and Development, consists of the committees established by the House of Delegates or the Board of Trustees that relate to issues of research, quality and public health.

Bureau of Osteopathic Clinical Education and Research (BOCER)

The BOCER oversees the AOA's grants and research program. BOCER typically holds meetings to monitor the AOA's research activities.

Bureau of Scientific Affairs and Public Health (BSAPH)

The BSAPH advises on issues of public health and scientific aspects of osteopathic medicine and biomedical research that warrant public attention, assists in the preparation of policy positions on scientific issues, advises on policy positions on aspects of government support, and considers and evaluates the benefits that might be derived from joint development of domestic and international programs on scientific affairs.

A. T. Still Foundation & Research Institute

The AT Still Foundation is a separate organization that funds research programs, rather than conducting research programs. Research activities are restricted to clinical research and research involving osteopathic manipulative treatment / osteopathic principles and practices. The AOA appoints a committee that oversees the expenditure of funds from the AT Still Foundation. Recommendations for funding may come from the Bureau of Osteopathic Clinical Effectiveness and Research (BOCER) as well as from other committees of the AOA. The AT Still Foundation generally meets once each year at the time of the AOA Annual Meeting.