



MEETING OF THE EXECUTIVE COUNCIL

Thursday, January 13, 2011

Waldorf-Astoria Hotel

New York City

8:00am – 4:30pm

Warren Procci, M.D., President & Chair
Robert Galatzer-Levy, M.D., Secretary

Executive Council Meeting Attendance

OFFICERS OF THE COUNCIL

Warren Procci, M.D., President & Chair
Robert L. Pyles, M.D., President-elect
Judith S. Schachter, M.D., Treasurer
Robert Galatzer-Levy, M.D., Secretary

EX OFFICIO MEMBERS OF THE COUNCIL

K. Lynne Moritz, M.D., Past President
Prudence Gourguechon, M.D., Past President
Jonathan House, M.D., Past Secretary
Colleen L. Carney, Ph.D., Chair, BOPS
Lee I. Ascherman, M.D., Secretary, BOPS

COUNCILORS-AT-LARGE

Lee I. Ascherman, M.D.
Allan Compton, M.D.
David I. Falk, Ph.D.
Ralph Fishkin, D.O.
Lee Jaffe, Ph.D.
Malkah T. Notman, M.D.
Joseph Reppen, Ph.D.
Graham Spruiell, M.D.

REPRESENTATIVE COUNCILORS

Association for Psychoanalytic Medicine
Jules Kerman, M.D., Ph.D.

Atlanta Psychoanalytic Society
No representative present

Austin/San Antonio Psychoanalytic Society
Richard G. Michael, Ph.D.

Baltimore Washington Center for Psychoanalysis
Diane Daum, M.D. (alt.)

Berkshire Psychoanalytic Society and Institute
No representative present

Boston Psychoanalytic Society and Institute
Stephanie Dee Smith, MA, LICSW

California Psychoanalytic Society
No representative present

Chicago Psychoanalytic Society
Neal Spira, M.D.
Elizabeth Lennihan, LCSW (alt)

Cincinnati Psychoanalytic Society and Institute
Peter Kotcher, M.D.

Cleveland Psychoanalytic Center
Roknedin Safavi, M.D.

Dallas Psychoanalytic Center
S. Richard Roskos, M.D.

Denver Psychoanalytic Center
Ronnie M. Shaw, MS, RN, CS

Florida Psychoanalytic Society
Julie Calderon, M.D.

Greater Kansas City-Topeka Psychoanalytic Center
Bonnie J. Buchele, Ph.D.

Houston-Galveston Psychoanalytic Society
William Myerson, Ph.D. (alt)

Long Island Psychoanalytic Society
No representative at this time

Michigan Psychoanalytic Institute and Society
Steven E. Nickoloff, M.D.
Kathleen Moore, Ph.D. (alt.)

Minnesota Psychoanalytic Society and Institute
No representative present

New Center for Psychoanalysis
Melvin Mendel, M.D.
Jeffrey Seitelman, M.D. (alt)

New Jersey Psychoanalytic Society
No representative present

New Orleans-Birmingham Psychoanalytic Center
Lee I. Ascherman, M.D.
Elsa Pool, Ph.D. (alt.)

New York Psychoanalytic Society and Institute
David Sawyer, M.D.

North Carolina Psychoanalytic Society
David Moore, Ph.D.

Oregon Psychoanalytic Center
Jane Walvoord, LCSW

PINE Psychoanalytic Center
Malcolm Beaudett, M.D.

Pittsburgh Psychoanalytic Center
David V. Orbison, M.D.
Chester Berschling, M.D. (alt.)

Psychoanalytic Association of New York
Barry Rand, M.D.

Psychoanalytic Center of Philadelphia
Barbara Young, M.D.
Elizabeth Webb, M.D. (alt.)

Psychoanalytic Society of Upstate New York
Russell Denea, M.D.

Saint Louis Psychoanalytic Society
K. Lynne Moritz, M.D.

San Diego Psychoanalytic Society and Institute
No representative present

San Francisco Center for Psychoanalysis
No representative present

Seattle Psychoanalytic Society and Institute
Sandra Walker, M.D.

Southwest Psychoanalytic Society
No representative present

Tampa Bay Psychoanalytic Society
Elise W. Snyder M.D. (non-voting)

Virginia Psychoanalytic Society
No representative present

Washington Center for Psychoanalysis
Elise C. Blair, LCSW
Herbert S. Gross, M.D. (alt.)

Western New England Psychoanalytic Society
Marshal Mandelkern, M.D.

Wisconsin Psychoanalytic Society
Virginia Linabury, M.D. (pm only)

AFFILIATE STUDY GROUPS REPRESENTATIVES

Nashville Psychoanalytic Study Group
No representative present

Sacramento Valley Study Group
No representatives at this time

AFFILIATED STUDY GROUP REPRESENTATIVES

Birmingham Psychoanalytic Study Group;
Lee I. Ascherman, M.D.

Eastern Long Island Psychoanalytic Study Group
No representative present

Missoula Psychoanalytic Study Group
No representative present

Santa Fe Psychoanalytic Study Group
No representative present

Society of Psychoanalysts of Puerto Rico
No representative present

Syracuse Psychoanalytic Study Group
No representative present

NON-VOTING REPRESENTATIVES

American Institute for Psychoanalysis
Arthur Lynch, DSW

William Alanson White Society
Miri Abramis, Ph.D.

PARLIAMENTARIAN

Sheila Hafter Gray, M.D., Parliamentarian

ACTIONS OF THE COUNCIL AT THIS MEETING

The Secretary's report was approved.

Minutes of the June 10, 2010 Executive Council Meeting were approved.

Affirmed the Executive Committee for 2011.

Approved the sunsetting of the Practice Committee.

At their request, the California Psychoanalytic Society was disaffiliated from APsaA.

At their request, the Sacramento Valley Study Group was disaffiliated from APsaA.

Within the Education Department, three new committees were created, a subcommittee was changed to a standing committee, and one committee's name was changed:

- Educator Associates Committee (Education Department Program). This is a new committee.
- Artist/Scholar-in Residence Committee (Education Department Program). This is a new committee.
- Teachers' Academy Committee (Education Department Program). This is a new committee.
- Edith Sabshin Teaching Award Committee (Education Department Program) This is now a *subcommittee and becomes a committee*
- Changed the name of the Liaisons to Schools Committee to the Schools Committee.

Approved motion that the Executive Council is honored to endorse and support the APsaA-VA project to provide group consultation by volunteer psychoanalysts for the support of VA mental health clinicians in their work treating veterans.

The Executive Council authorized APsaA's auditors, Lutz & Carr, to prepare the final 2010 audit.

An out-of-cycle budget request of \$84,000 was approved for Association Management & Marketing Resources (AMMR) to provide strategic planning facilitation.

The proposed Membership Requirements and Review Committee (MRRC) Policies and Procedures for Expanded Membership Applications were approved.

Approved a draft Gift Acceptance Policy.

Approved extension of current two-year experiment by continuing the June Meeting in its current format through June of 2012.

Roknedin Safavi of Cleveland was elected a member of the Council Compensation Committee to complete Elise Snyder's term.

An ethics matter was discussed in executive session.

The Executive Council approved the reformatted and revised Bylaws for submission to the members for approval at the Meeting of Members on June 10, 2011.

The following motion was approved:

1. In compliance with New York State version (NYPMIFA) of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), the Executive Council resolves that the Board Designated Capital Fund as well as the Unrestricted and Undesignated Funds (the Reserve Funds) currently invested in 100% equities with Third Avenue Management will remain in their current investment for the following reason:

Reallocation of investments of the APsaA Reserve Funds should FOLLOW, rather than precede, the writing of a comprehensive investment plan for these funds as well as the articulation of goals of the Reserve Fund.

2. Therefore, the Council directs the Policies and Procedures Committee to draft policies that spell out the purpose of the Reserve Funds and establish the process for approving expenditures from the Reserve Fund to be presented to Council for approval in June 2011. These draft policies will be available to the Investment Subcommittee of the Finance Committee by the end of March 2011.

3. Following the preparation of policies that spell out the purpose of the Reserve Funds and the process for approving expenditure from the Reserve Funds, the Treasurer in consultations with the investment subcommittee of the Finance Committee will draft an investment policy for the Reserve Fund for approval at the June 2011 Executive Council meeting.

All decisions including this motion will be documented and provided to the Association's auditors to demonstrate our focused effort to comply with the new law.

1. CALL TO ORDER AND OPENING REMARKS – Dr. Procci

The meeting was called to order at 8:10 a.m.

Dr. Procci announced that all members would be receiving a Practice Survey in the next few months – the first such survey since 2006. To ensure a better response rate than in the past and to collect more types of information, the Association hired a professional survey firm. For the first time, this Practice Survey will ask for information regarding income. Dr. Procci noted that all information collected will be confidential and he urged everyone to complete the survey.

Dr. Procci welcomed the Eastern Long Island Psychoanalytic Study Group which had been approved as an Affiliated Study Group at June 2010 meeting. And he welcomed Miri Abramis as the non-voting representative from the William Alanson White Institute.

APPROVAL OF AGENDA

Dr. Procci asked if there were any corrections or additions to the agenda. It was moved, seconded, and unanimously approved to accept the agenda with no additions.

2. SECRETARY'S REPORT – Dr. Galatzer-Levy

A. Roll Call

Dr. Galatzer-Levy explained that he would not go through the ceremony of calling the roll and instead invited everyone present to introduce themselves. He reminded everyone that if a Councilor leaves the room, s/he must inform a staff person. The Alternate Councilor can only vote if the Councilor is out of the room. If there is no Alternate Councilor, then the

Society has no vote in the Councilor's absence. When a Councilor returns, s/he should let the staff member know. He reminded Councilors to not take the voting card out of the room; the voting cards need to be with a Councilor or Alternate Councilor while they are in the room or with a staff person.

B. Notice of Proxies

The Secretary reported that 1,050 proxy ballots were received for the Meeting of Members on Friday, January 14, 2011.

C. Approval of minutes of June 10, 2010 Executive Council Meeting

The Secretary asked for additions and corrections to the minutes of the Executive Council Meeting of June 10, 2010, which were posted in the back of the meeting room. Upon motion duly made and seconded, the minutes were approved unanimously.

D. Consent Calendar

- i. Approval to Affirm the Executive Committee for 2011.
- ii. Approval to sunset the Practice Committee.
- iii. Disaffiliation of the California Psychoanalytic Society
- iv. Disaffiliation of the Sacramento Valley Study Group
- v. Within the Education Department, Creation of Three New Committees, Changing a Subcommittee to a Standing Committee, and Changing the Name of a Committee
- vi. Approval of draft Gift Acceptance Policy

A request was made that Item vi be removed for further discussion later in the day.

It was moved, seconded, and approved, with one abstention, that the Consent Calendar without Item vi be accepted.

E. Membership Update

The Secretary gave a summary of the Association's membership.

Currently the Association has 3,088 members. By category, there are:

1,546 Active Members
976 Senior / Life Members
538 Affiliate Members
28 Academic Associates

Over the course of the year since the January 2010 Meeting, the following changes in membership have occurred:

- 71 Active Members became Senior Members
- 48 members have died
- 111 members have resigned (including 1 Academic Associate)
- No members were suspended for non-payment of dues
- 30 Affiliate Members were dropped because they are no longer candidates in training.
- 34 members reinstated their membership
- We gained 56 new Actives and 60 new Affiliates over the January & June 2010 meetings.

Effective at this meeting, we will have the following new members:

- 68 New Affiliate Members
- 42 Affiliate Members graduated and will become Active Members
- 1 non-member APsaA graduate will become an Active Member
- 5 IPA members or IPA graduates will become Active Members
- 2 new Academic Associates

In the Fall of 2010, 83 new candidates were reported to the National Office. In this group of new candidates, 19% were enrolled in the Associates Program or Fellowship Program. Specifically, 1 was enrolled in the Psychotherapist Associates, 4 were Student/Resident Associates, 1 was enrolled in the Educator Associates; 1 was a former APsaA Fellow and 9 were APsaA Fellowship applicants.

The Affiliate Membership Drive took place October 15 through November 15 and 56 of the new candidates accepted Affiliate Membership or 67% -- a 1% decrease from 2009.

The 2010 year-end totals of Associates are:

Educator Associates: 98

Psychotherapist Associates: 276

Research Associates: 58

Student/Resident Associates: 94

Total of 526

The enrollment of all 4 Associate categories increased from 2009. The overall 2010 renewal rate averaged 79%.

Discussion of the Membership Report followed. It was suggested that a document outlining the membership figures be provided to Council members at each meeting. Dr. Procci stated that this will be done for the next Executive Council meeting.

Dr. Procci noted that the Executive Committee will be discussing these sobering membership numbers in the near future. Over the course of five and a half years, there has been a decline of 11% in Active members (full dues paying members). These members tend to be more actively involved in the affairs of the Association so we are concerned about the decline. There has also been a decline in number of candidates. A number of senior members, those over age 70, are still active contributors to the organization, but they pay reduced dues and the number of members in that group is increasing so there is concern about the implications of this trend. Also, 30 candidates resigned from training during the past year which is of great concern.

F. SUMMARY OF ACTIONS OF EXECUTIVE COMMITTEE MEETINGS

The Secretary summarized the actions of the Executive Committee acting for the Board of Directors since the June 2011 Executive Council meeting:

Approved motion to endorse and support the APsaA-VA project to provide group consultation by volunteer psychoanalysts for the support of VA mental health clinicians in their work treating veterans.

Approved an out-of-cycle budget request for Survey Advantage Inc. to conduct the next Practice Survey

Approved a draft of Gift Acceptance Policy

Approved changing the name of the Interdisciplinary Psychoanalysis Pre-K – 12 Education Award to the Educational Achievement Award.

Approved an out-of-cycle budget request for \$5,000 to cover expenses for graduate students to assist with research associated with the new edition of Psychoanalytic Terms and Concepts

Approved a new email list – the election discussion e-mail list which would provide a forum for all members to discuss election and proposed bylaw amendment issues. All members will be subscribed and have the option of opting out.

Discussion of the Secretary's report followed. The problem of not receiving the Executive Committee and Executive Council minutes in a timely manner was brought up. Councilors feel they cannot do their job without timely minutes. What happens in Executive Committee meetings is of importance to all members. Formerly, the Executive Committee minutes were posted on the Minutes email list within a week of each meeting. The Secretary is supposed to vet minutes with the Executive Committee but that does not seem to be occurring. Dr. Procci indicated that he would work to make sure the Executive Committee minutes were posted on the Minutes email list in as timely a manner as possible.

It was moved, seconded, and approved unanimously to accept the Secretary's report.

3. CONFLICT OF INTEREST DISCLOSURE FORMS

At the June 16, 2008 Executive Council meeting, the Executive Council approved a conflict of interest policy for all directors and committee chairs. The conflict of interest policy is structured in such a way that directors and committee chairs are required to read the policy annually and sign a disclosure form attesting to the fact that they do or do not have any conflicts of interest. Disclosure statements were distributed to all Councilors to complete and sign. .

4. SUMMARY OF MEETING OF THE BOARD ON PROFESSIONAL STANDARDS – Dr. Carney

The meeting began with a review of the BOPS Strategic Planning Committee that occurred in conjunction with the October Coordinating Committee meeting. The primary conclusion of this meeting was that increased communication between the BOPS Fellows is essential. This can occur using the newly established BOPS Fellows listserv and by developing BOPS Focus Groups. Dr. Carney introduced Dr. Mary Margaret McClure who is chair of the new Ad Hoc Standards Review Committee charged with the responsibility of reviewing the new Standards for consistency and readability and for operationalizing the new developmental pathway for Certification and TA /SA appointments. She informed BOPS of the committee's process and progress and remarked on the collegiality of the members.

Committee on Institutes

Dr. Dan Jacobs reported for the COI. He commended Dr. Ingrid Pisetsky and her subcommittee on their assistance to institutes seeking a waiver of a training analysis for a prospective candidate. He also noted Dr. Stacy Keller's hard work developing a website highlighting innovative programs learned from site visits now on the COI website. Preparation

is underway for 2 site visits – San Francisco and NYU. There were 9 applications for TA from 7 institutes. All were approved.

There were also 12 applications from 3 institutes for waiver of a training analysis for prospective candidates. 11 were approved. The one not approved did not meet the standards for 4 times/week analyses. The COI report was unanimously approved.

Membership Advisory Committee

Dr. Reed noted that the bylaw to accept non-APsaA and non-IPA graduates was passed last June, and she has served as the BOPS advisor on the MRRC. She reported that the MRRC worked well without acrimony.

Committee on Child and Adolescent Analysis

Dr. Parks reviewed the recent work of COCAA. A focus of the committee was the implementation of the new standards for child analytic training. The pathway for becoming a child supervisor for institutes adopting the developmental model, the definition of immersion for the development of child supervising analysts, and the integration of child curriculum

Philadelphia's application for a child focused program was approved.

Two GRSA applications were approved.

The COCAA sponsored workshop "When Child Analysis is Indispensable" conducted by Dr. Anita Schmuckler was exceptionally well attended Tuesday morning.

CAFI

Dr. Al Robbins presented the work of CAFI, serving as liaison to AIP and the WAW. He noted the increasingly trusted relationship between APsaA and AIP and WAW, both of whom sit on BOPS as non-voting members.

Certification Examination Committee

Dr. Schwartz highlighted the privileges and pleasures of working on CEC. CEC certification was reviewed. 10 new applications, 1 for adult and child, 5 continued applications were reviewed. Of these 16, 14 were certified.

Dr. Schwartz then reviewed the work of the CEC with the new pre-graduation pilot project involving the pre-graduation evaluation (phase I). The first applicants of this pilot project submitted their work to the CEC. Based on the Committee's experience with these initial submissions, the Committee decided that interviews based on the write ups, as is done with the traditional certification process would be helpful. Of the 7 applications, 2 passed.

CARD

Dr. Holinger reviewed the work of CARD and their collaboration with CORE and the CEC. He noted the need to continue the research and clarify communication between these committees

Committee on Research Education

Dr. Hoffman spoke of his longstanding work with Dr. Bucci. They are honored to be scientific advisors to BOPS and Co-chairs of CORE. They are reviewing 14 cases of the NY Psychoanalytic, and are attempting to take this experience to CARD to examine case material presented for certification, applying measures and findings to certification outcome. Dr. Holinger, Hoffman, Bucci, and Schwartz are working closely together for research purposes. Dr. Hoffman also spoke of their survey of Institutes re: curriculum on research.

Committee on New Training Facilities

Dr. Seelig reported on the progress of 3 sites CNTF is working with: Wisconsin, Minnesota, and the Berkshires. Minnesota has made great progress and is well on their way to becoming a provisional institute. One new problem discussed in CNTF is the difficulty of having elderly TAs taking new candidates. Drs. Carney and Ascherman have agreed there needs to be more discussion about this on a national level, and consciousness about this needs to be raised. A CNTF visit manual is being developed. An Outreach Subcommittee is also being established to look for places in the country where there may be a critical mass of analysts who may be interested in forming a new Institute.

ACPE

There was a thoughtful, lively discussion of the Accreditation Council of Psychoanalytic Education (ACPE) to introduce and educate Fellows to the issues and to encourage them to return to their home institutes to educate and advocate for this endeavor. A motion was made that BOPS should send out to each institute a well constructed document to explain the issues regarding ACPE discussed with a friendly amendment recommending that the institutes discuss this to make recommendations to their fellows for a vote. These passed with no opposition or abstentions.

Dr. Carney then invited Dr. Charles Hanly, IPA President, to address BOPS. Dr. Hanly addressed the BOPS Fellows on the importance of maintaining the integrity of the Eitigon model as we proceed with the implementation of our newly revised Standards for Education and Training. He also noted the challenges of recruitment and the increasing pressure on analysts to work into later ages. Dr. Hanly was thanked warmly.

Committee on Preparedness and Progress

Ms. Stevie Smith noted there were no applications. Two are pending. Ms. Smith is also developing an exemplary application as a template for other institutes to use.

Committee on Research & Special Training

There were no applications for a CORST waiver at this meeting, but there are a number of inquiries proceeding from several institutes. CORST is also reviewing guidelines and procedures, clarifying who is eligible for CORST waiver and what clinical preparation is necessary. Dr. Paul will be chairing a new task force addressing the pursuit of expanded recruitment of CORST candidates given licensing restrictions which differ from state to state.

Committee on Psychoanalytic Education

Dr. Michels reviewed the task of COPE developing study groups and various aspects of psychoanalytic education. Four areas were discussed yesterday:

- 1) Reinvigorating a study group on psychoanalytic supervision.
- 2) Involvement of affiliates was discussed, perhaps in a candidate only COPE Group, inclusion in existing COPE Groups, or a candidate organized Cope Study Group reaching out to several members to join.
- 3) New Study Groups or Task Forces were considered: The teaching of development in curricula in institutes, the growing interest in patients over a given age in analysis, and applied analysis in arts and humanities.

The Committee on Bylaws

Dr. Clemens reviewed the work of the Committee on Bylaws focusing on the need to bring the bylaws into compliance with New York State law and then addressing other areas noted in this process. A motion was made for BOPS to support the revision of the bylaws excepting those

yet to be voted on or confirmed. Those will be determined by the outcome of the members' vote on January 14, 2011. This advisory was passed 28 for, 3 opposed, and 1 abstention.

Finance

Dr. Benson represents the BOPS as ex-officio to the APsaA Finance Committee. The Association's investments have done very well. BOPS portion of APsaA's budget is about 5.85% and is relatively consistent with past years.

5. PROPOSED SOLDIERS & VETERANS INITIATIVE PROJECT – Dr. Gourguechon

Dr. Gourguechon explained a proposed project of the Soldiers & Veterans Initiative. The proposed project would link psychoanalyst volunteers to VA hospitals to provide group supervision to mental health clinicians. The volunteers would not interfere with treatment or provide direct supervision of an individual case but would help the therapists to understand the impact of offering treatment on themselves. There was a planning meeting yesterday with 22 people and another 10 who expressed serious interest in this project. Dr. Kudler, a career Veterans Administration psychiatrist, is working with Dr. Gourguechon.

Discussion of the proposal followed. The potential target group could be as large as thousands of young therapists across the country. The Department of Veterans Affairs has hired many therapists recently; these are usually individuals fresh out of training. The therapists do not get exposure to the idea that they will be participating in very intense relationships that will affect them deeply. Dr. Kotcher, who is chief of mental health at the Cincinnati Veterans Hospital, and other members of Council felt that this project is an outstanding initiative.

It was moved, seconded, and unanimously approved that APsaA is honored to endorse and support the Soldiers and Veterans Initiative VA project to provide group consultation by volunteer psychoanalysts for support of VA mental health clinicians in their work treating veterans.

6. FINANCE REPORT – Mr. Stein

Mr. Stein presented the Finance Report focusing on the fiscal year that had ended August 31, 2010. He noted that an operating deficit had originally been projected but the Association ended the year with a surplus of \$570,000. The Association came in \$160,000 under what had been budgeted for expenses and Mr. Stein highlighted the large differences between what was originally budgeted and how the actual numbers came in. Areas where it appears that the Association came in over budget primarily had to do with re-allocation of staff time since the Steering Committee meetings were canceled after the budget was approved and staff time needed to be re-allocated. Also, a decision was made during the year to provide staff support to a number of Committees of Council so staff time needed to be re-allocated from other projects.

Mr. Stein noted that, while the Association spent \$92,000 less on the National Meetings than what was budgeted (the savings was primarily from the June Meeting in Washington, DC), that savings was offset by lower than anticipated revenue from the June meeting. Other areas where funds were saved include the Resident Education Committee (the new Teachers Academy was postponed from January 2010 to January 2011), Affiliate Council Travel Grant Program (not all the institutes participated in the new program), CNTF (some scheduled site visits weren't done), and legal expenses especially in the Ethics Committee. Expenses were higher than budget in COI (as a result from changing the fiscal year-end, COI mistakenly left

one site visit out of its budget) and the Consortium as a result of APsaA making a grant to the ACPE that was not budgeted.

Income came in approximately \$488,000 above budget. This was as a result of a larger than anticipated contribution from PEP, an unexpected final distribution from a bequest, and the final payment from the RICO suits.

Mr. Stein explained that some of the significant sources of revenue during FY 2010 were one-time events and not anticipated. He felt it was important to note that, if one were to remove these unexpected sources of revenue, the operating surplus for the year would have been approximately \$14,000.

Mr. Stein answered several questions about the year-end numbers and was thanked for his report.

7. AUDIT COMMITTEE REPORT – Dr. Kotcher

Dr. Kotcher reminded the Council that, beginning in FY 2010 – the fiscal year we just ended – the Association changed auditing firms. We went through a thorough RFP process, interviewed several firms, and ultimately chose Lutz & Carr as our new auditor.

Lutz & Carr has completed the FY 2010 audit and they have issued an unqualified opinion on our financial statements. This type of opinion is issued by an auditor when the financial statements presented are free from material misstatements and are represented fairly in accordance with the Generally Accepted Accounting Principles (GAAP). In other words, the Association's financial condition, position, and operations are fairly presented in the financial statements. This is the best type of report an organization can receive from an external auditor.

Because this is the first full 12 month fiscal year since APsaA changed fiscal years from a year ending December 31 to a year ending August 31, there are no comparisons with prior year activity. Next year – FY 2011 – there will comparables provided to FY 2010.

Dr. Kotcher noted that Mr. Stein has already discussed the financial performance during the past fiscal year so he focused on two important Notes at the end of the audit:

1. First, in 2007, there was a change in generally accepted accounting principles with respect to defined benefit pension plans. Organizations are now required to report the funded status of their pension plan as measured by the difference between the benefit obligation and the fair value of the plan assets as of the date of the financial statements. While this presents a larger number than we're used to seeing in the liabilities section of our Balance Sheet, the change is simply an accounting presentation change. Nothing has changed about the Association's pension plan; it is in no worse shape as a result of this accounting presentation change – APsaA's previous auditor did not pick up on the need to report on the pension plan differently. Note 6 in the draft audit provides all of the required disclosure and all of that information is provided to our auditor by the actuary who administers the pension plan.
2. Note 11 is also new and will only appear in this year's audit. This note describes adjustments the auditors needed to make to some of the opening account balances at the beginning of FY 2010. These adjustments were necessary because the previous auditor

recorded some items on our books not quite in accordance with current accounting standards.

Dr. Kotcher noted that, in addition to issuing the audited financial statements, auditors often issue a Management Letter outlining areas where the organization can make improvements. Lutz & Carr issued a Management Letter and there were two areas that they designated as significant issues in internal control both of which we addressed in Note 11 of the Audit and both of which have already been addressed at the staff level.

Lutz & Carr also noted a few other areas where they felt the Association had an opportunity to strengthen internal controls. And most of these other areas they noted have already been addressed as well or are in process of being addressed.

Lutz & Carr did note in their Management Letter that it is not unusual for the items they outlined to be identified during an initial engagement and that they have discussed these matters with the staff and believe that it is reasonable to expect that they can be addressed during the current fiscal year.

It was moved, seconded, and approved unanimously to authorize the auditors to prepare the final FY 2010 audit.

8. STRATEGIC PLANNING REPORT – Dr. Procci

Dr. Procci presented a case for the Association to develop a strategic plan. There is a declining trend in membership. Some members are sharing their frustration that the Association does not provide services of benefit to them. And there have been a relatively high number of resignations.

Dr. Procci shared his experience of beginning as Treasurer nine years ago. \$580,000 was requested by committee chairs but only \$500,000 was available for funding so the Executive Committee and Finance Committee had to find a way to fund requests by paring down and making choices. The Finance Committee did not think they should be making programmatic choices so the Executive Committee was asked to look at the projects and prioritize committee requests. Dr. Procci noted that it was very difficult for the Executive Committee to prioritize. He feels the Association is now at a point where we have serious challenges facing us as an organization and as a profession. Dr. Procci does not see this as crisis but he feels it is important to deal with the problem when it is still a problem before it becomes a real challenge. He feels the Association must think strategically about how to prioritize resources. He noted that the Executive Committee is supportive of moving ahead with strategic planning.

Dr. Procci shared with the Executive Council that Dean Stein had prepared an RFP (a request for proposal) which was sent to firms with a strong track record of providing organizational consultation and strategic planning services. Eight proposals were received. Two of the eight were given final consideration. The two proposals were brought to the Executive Committee for review. One was chosen – a firm called Association Management & Marketing Resources (AMMR). The principal of the firm is Stephen Cary. Dr. Procci then invited 11 APsA members to be on a Strategic Planning Task Force and all agreed – Andrew Gerber, Prudy Gourguechon, Richard Grossberg, Ethan Grumbach, Lee Jaffe, Kim Leary, Steve Levy, Bob Pyles, Jenny Stuart, Stacia Super, and Harriet Wolfe. The cost for the planning process is estimated to be \$74,000 and Dr. Procci asked the Executive Council to approve funding of

\$84,000 as assumes there will be some cost overages. Dr. Procci noted that he is beginning this project early in his presidency because he wants to have the maximum opportunity to work with the project and see it to its initial conclusion. Dr. Pyles is very committed to the process so the effort will continue after Dr. Procci's term; this is seen as a project that will last at least 3 to 5 years if not longer.

Discussion of strategic planning ensued. Strong support for the proposal was expressed. This will be funded as an out-of-cycle budget request.

It was moved, seconded, and approved that \$84,000 be allocated for strategic planning by Association Management & Marketing Resources (AMMR), Steve Cary, principal.

9. EXECUTIVE DIRECTOR'S REPORT – Mr. Stein

Mr. Stein presented an overview of his activities and those of the staff since the June Executive Council meeting.

1. APsaA's 100th Anniversary

Mr. Stein reported on activities associated with the Association's 100th anniversary including the party held for everyone attending the Meeting the previous evening. He noted that, for the first time in APsaA's history, the Association had secured over \$125,000 in sponsorships. At the party, an 11-minute commemorative video narrated by Gail Saltz and produced by our staff was shown. The video will be uploaded to the APsaA website and will be made available to our Institutes and Societies -- hopefully as a helpful educational and marketing tool. The Association also received proclamations from New York City Mayor Michael Bloomberg and the New York City Council which saluted the Association. And finally, all of APsaA's former presidents in attendance at this meeting were recognized.

Mr. Stein also noted that a special companion centennial section on our website had been created. The section is filled with photos as well as an interactive timeline that tracks 100 years of key events in the history of psychoanalysis in America. There are a number of special sessions during this Meeting designed to look at the past 100 years and the future of psychoanalysis. And TAP is planning a series of articles as well. More activities are planned in 2011 to capitalize on the 'official' birth of APsaA (May 9, 1911), as well as our 100th Annual Meeting in San Francisco.

2. Public Affairs

Mr. Stein noted that the range of members that have been quoted in the media continues to increase as has the number of overall media placements and the caliber of media outlets where they have appeared. Since the June Meeting, Jake Lynn, APsaA's Director of Public Affairs, has garnered 20 media placements where members of the American have been interviewed, quoted, and identified as psychoanalysts. In the six month period before that, there were 14 media placements. These placements are in wide range of publications – from the *New York Times* and the *Wall Street Journal* and CNN to local newspapers in places like Washington, Cleveland, Dallas, and Charlotte. We have also been able to secure placements in Spanish-language newspapers and magazines like Latina magazine.

Mr. Lynn also continues to promote our APsaA Facebook page and uses it as a vehicle to promote the Meetings. He also maintains a 'Group' on LinkedIn as a way to reach those interested in pursuing a career in psychoanalysis or attending the Meeting.

3. APsaA's website

Mr. Stein reported that APsaA's Web Producer, Johannes Neuer instituted a brief survey on the website in November 2009 – a survey that anyone visiting the website can take. One of the questions is "Did you find what you were looking for and if not, why not." We have used the responses to constantly tweak the website and make it as user-friendly as possible given the volumes of information that it contains. He reported that there was now a full year of data. The number of visits the past quarter was up by 27% over the same quarter last year and the number of visits from members is up by 124%.

The number of pages viewed per visit has decreased by 21% from an average of 2.98 to 2.33 pages/visit. Mr. Stein noted that this is not necessarily bad because other measurements show that visitors found information more quickly by getting to the specific page they were looking for more quickly (as opposed to looking through multiple pages on the website). The Association's search engine optimization efforts have paid off since 64% of the traffic coming to the website comes from search engines. Visitors are putting what they're looking for in a search engine and then "landing" directly on the page they need.

The number of new visits is higher than in the three past quarters. The share of traffic from search engines has increased from 46% to 64% compared to the same quarter a year ago.

The average task completion rate (as determined by the surveys that visitors complete when they visit the website) is an average of 84% over the past year. Mr. Neuer indicated that this is an exceptionally high rate.

4. PEP

Mr. Stein reminded the Council that, after a long period of negotiation, APsaA was able to offer a discount PEP subscription to members who did not have access to a low-cost block subscription through their local society or institute. That offer was announced after the June Meeting in Washington and while the response was not what had been anticipated, a fair number of members who did not previously have access to PEP can now access PEP at a discounted rate. He noted that the staff would be working this coming year to make sure that those members who do not have access to PEP locally are aware of this discounted offer.

5. Practice Survey

Mr. Stein also reported on new initiatives. He reported on the Practice Survey that was being overseen by an outside firm specializing in association membership surveys – Survey Advantage. The Executive Committee has taken the lead in working with the survey firm and significant progress had been made. We started working with the survey firm in June and since then, the survey instrument has been revised and tested with a group of about 100 members. The feedback has been valuable in refining areas of the survey that were confusing. The new survey will be sent to the membership in the early spring.

6. New Auditors

The Association transitioned to new auditors (Lutz & Carr) which took time but it has worked out well and we've established a good working relationship with them.

7. Membership Dues

Membership dues are an important area where Mr. Stein spends a fair amount of time. He has found it useful to personally be in touch with members who are behind on their dues as it provides him with first-hand information about problems and concerns members have

with the Association. In the past year, he contacted 367 members on average of 3 times each about their outstanding 2010 dues. For the fifth consecutive year, previous years' dues balances are almost 100% collected.

8. Responding to members' questions

On average, Mr. Stein responds to 20 to 30 member email inquiries every day and 10 to 15 phone calls. Questions run the gamut from dues to dates of meetings to wanting contact information for a member to someone calling wanting to explore how and whether they should file an ethics complaint to fielding questions about how to submit proposals to the Foundation to details of the Candidate Assistance Fund which provides loans to candidates to members wanting some piece of information from minutes from last year or 10 years ago to members needing referrals for someone to talk to about legal issues or ethics issues.

Mr. Stein concluded his report by describing a typical day sharing with the Executive Council the various issues, emails, and phone calls that are presented each day.

Mr. Stein was thanked for his report

10. PEP REPORT – Mr. Stein and Nadine Levinson, DDS

Mr. Stein gave the PEP report. He provided some history and background on PEP and noted that he and Dr. Procci would be meeting with the PEP directors on Saturday.

He noted that the audited figures from PEP's 2010 year are not yet complete but the directors report that 2010 outperformed 2009, with the annual income from sales of CD and web-based product exceeding \$1.2 million. Expenditures were in line with budget and reserves appear to be satisfactory.

Sales to psychoanalytic groups using PEP-WEB are close to 13,000 subscriptions and there are 92 library subscriptions. The Archive 1 version 10 DVD was released successfully; this is likely to be the last DVD release.

He reported that donations of \$210,000 each will be made to the American Psychoanalytic Association and the Institute of Psychoanalysis (UK).

During 2010, there has been continued development of PEP-WEB, which hosted over twelve million user sessions during the year. In December 2010, a new "Mach 3" PEP-WEB interface with an enhanced search engine was launched. It has three new elements including citation capacity, statistics of most cited and the most read PEP articles, and a glossary of psychoanalytic terms integrated from four key Psychoanalytic Glossaries. Terms from the glossary are hyperlinked from within articles in PEP, providing all relevant information from multiple sources in a single view.

In mid-January 2010, PEP released the PEP Archive 1v9. It included three new Journals – *American Imago*, *Journal of Clinical Psychoanalysis* and *Psychoanalysis and History*. Additional books were added: *Psychoanalytic Practice: Principles*, Volume 1 (1985), and *Psychoanalytic Practice: Clinical Studies*, Volume 2 (1991) by Thomä and Kächele. Also added was the German Freud Standard Edition, "Gesammelte Werke" and all the included Editorial Notes.

Soon, two new journals will be included: *Fort Da* (2000 – 2007) and the *Journal of Infant, Child and Adolescent Psychotherapy* (2000 – 2007). This brings the total to 39 journals included in the PEP Archive. Existing journals will be updated to 2007.

Mr. Stein also reported that progress has been made during 2010 in analyzing the requirements of and solidifying the underlying PEP infrastructure. To meet PEP's growing business and statutory needs, a managing administrator is to be appointed early in 2011. This position will coordinate and replace several current administrative jobs to ensure a more rapid response as well as perform new functions.

In order to encourage psychoanalytic authors and to allow them to benefit more from their work, a prize sum of \$70,000 has been set for 2010, which will be distributed to living authors based on user statistics for the year. An additional \$10,000 will be allocated to book authors and their estates.

Compliant with the US UPMIFA Code, the PEP Board has conducted the first review of its reserves investment policy. For 2011, the Board has determined that the diversification of its current investments is appropriate.

11. COMMITTEE ON GOVERNMENT RELATIONS AND INSURANCE REPORT – Dr. Spruiell and Mr. Jim Pyles

Dr. Spruiell noted that there is a direct link to member services by protecting our patients and our profession. He indicated that CGRI has received many individual requests from members regarding issues having to do with insurance companies and the Committee regularly receives appreciation from members for being able to help with those issues. He urged members to contact the Committee with any issues regarding insurance. They are keeping track of these kinds of events.

Dr. Spruiell introduced Jim Pyles, the principal and cofounder of Powers, Pyles, Sutter, & Verville, a law firm specializing in health care legislation, such as HIPAA, HI-TECH Act and most recently Affordable Health Care Plan. Mr. Pyles has worked with Prudy Gourguechon on the Soldiers and Veterans Initiative and numerous issues regarding mental health parity and confidentiality.

Mr. Pyles noted that 2010 was one of most pivotal years in the profession in years. The most sweeping health care reform was enacted in March and affects every legal resident in the U.S. This legislation will have an impact on each member in APsaA as an individual, consumer, and as a practitioner. An effect of the legislation is that there will be a higher volume of patients who can pay for services so APsaA members will be seeing more patients with insurance. There will also be a lot more oversight of those paying the bills. For the foreseeable future, the overriding issue is going to be cost so treatments must show effectiveness. Cost reduction is going to be the overriding issue.

Mr. Pyles felt it was most important to be involved in national issues and to take leadership role in issues that are of importance to your members. The membership needs to stay involved, and the Association needs to make decisions effectively and quickly.

He noted that he will be presenting an update on health care reform at tomorrow's CGRI session.

Mr. Pyles was thanked for his report.

12. MEMBERSHIP REQUIREMENTS & REVIEW COMMITTEE REPORT – Dr. Procci

Dr. Procci explained that the Membership Requirements & Review Committee (MRRC) had developed policies and procedures to enable the Association to welcome analysts as members who have substantially equivalent training to APsaA standards.

The bylaws require that the proposed procedures be approved by 60% of the Executive Council. Dr. Procci explained that the proposed procedures were posted on the APsaA website for a 90-day comment period and that the MRRC did receive a number of comments, many of which were substantive and incorporated. Changes were made and the proposed procedures and application form were posted again on the website for about 6 weeks. No comments on the final procedures and application form were received. He asked the Council to approve the procedures so that the Association could begin to welcome applications from those with substantially equivalent training.

It was moved, seconded and unanimously approved to accept the proposed procedures outlined in pages 68-72 of the materials mailed to the Executive Council in advance of the meeting.

13. PROPOSED GIFT ACCEPTANCE POLICY

Item vi from the Consent Calendar was brought up for discussion. This had come about out of the feeling that the Association should have a policy concerning large gifts. A concern was raised that the wording of the document might be off-putting. A number of Councilors felt the wording was appropriate that in cases where an individual was interested in making a major gift, their attorney would often ask for such a policy and the proposed policy seemed appropriate.

It was moved and seconded to call the question with 24 approving, 6 disapproving, and no abstentions.

It was moved, seconded and approved to accept item vi as written on Consent Calendar with 26 approving, 5 disapproving, and one abstaining.

Lunch Recess: Noon – 1:30pm

The afternoon session was called to order at 1:38 p.m.

14. AFFILIATE COUNCIL REPORT – Dr. Perez

Dr. Perez, outgoing president of the Affiliate Council, reviewed the efforts of the Affiliate Council to be more proactive in the Affiliate Membership Drive including the usual welcoming e-mail, and a request that Affiliate delegates and BOPS Fellows organize meetings with new candidates to discuss the benefits of membership. 67% of new candidates became members. Dr. Perez noted that Cincinnati and North Carolina do not have delegates to the Affiliate Council and she asked Councilors from those societies to assist with identifying an appropriate candidate.

She reported that there were 15 Candidate Travel Award recipients this year. Eleven are attending the New York meeting and four will attend the San Francisco meeting in June 2011. Dr. Perez thanked the 15 Institutes that participated and encouraged all institutes to participate in the future.

Dr. Perez announced that the Affiliate Council held elections in the fall and the new leaders will take office at this meeting:

Dr. Hilli Dagony Clark, President – New York Psychoanalytic Society and Institute
Dr. Nava Kaplan, President-Elect – New York Psychoanalytic Society and Institute
Dr. Valerie Golden, Secretary – Minnesota Institute - Provisional
Ms. Jamie Cromer, Treasurer -- New Orleans/Birmingham Psychoanalytic Center

Dr. Perez also noted that the Affiliate Council Scientific Paper Prize will be presented Friday morning to Robin Gomolin of the PINE Psychoanalytic Center (she will present her paper tomorrow) and Nuar Alsaadir won as runner-up. Glen Gabbard will discuss boundary violations Saturday morning. Dr. Perez said that having an Affiliate Member have a seat on the Executive Council would be an important step for the Executive Council to take and she hoped the Council would consider this suggestion in the future.

Dr. Perez was warmly applauded for her consistent excellent work with the Affiliate Council.

14. THE TASK FORCE ON THE FUTURE OF JUNE MEETINGS REPORT – Dr. Perez

Dr. Perez reported on the work of the Task Force of the Future of June Meetings. She noted that the Task Force realized that any change in the June 2012 meeting meant that a new structure would have to be ready at this meeting and they felt they needed more time to develop a structure as well as solicit input from the Program Committee. On behalf of the Task Force, Dr. Perez asked the Council to approve a one-year extension of the two-year experiment in order to get full data from the Washington, DC and San Francisco meetings and work closely with Program Committee in order to establish a structure for future meetings.

Discussion of the proposed extension followed. If we are to continue with the current structure, the spring meetings would be held where attendance has been at its best – Washington, DC, San Francisco, Boston, etc. The preliminary financial data from the June meeting in DC did not meet the agreed-upon metrics. In terms of attendance, the agreed-upon number was a minimum of 1,000 people and of those, 500 APsaA members. In DC, the total attendance was 625 and of those, 408 were APsaA members. The financial loss of the DC meeting also exceeded the minimum requirement. So one year of the two year experiment did not meet the agreed-upon metric. We, obviously, don't have data from San Francisco yet. Therefore, the Task Force asked for a one-year extension. It was determined that if the San Francisco meeting also fell below the agreed-upon metrics, we could consider canceling the June 2012 meeting. The Executive Council offered suggestions for the Task Force to consider.

It was moved, seconded and approved with one disapproving and one abstention to extend the current two-year experiment by programming a June meeting in the current format through June 2012.

15. EXECUTIVE SESSION

- A. Dr. Safavi was elected by affirmation to replace Elise Snyder on the Compensation Committee. He will complete Dr. Snyder's term which ends in June 2012.

B. Ethic Committee report – Rion Hart

Dr. Hart reviewed an ethics case that the Ethics Committee had reviewed. He had originally presented the case to the Executive Council in June 2010. In June, the Executive Council had disagreed with the Ethics Committee recommendations and recommended that the respondent be separated from the rolls of the Association and that his/her application for re-admission to the Association be contingent upon successful demonstration of completion of a rehabilitation program.

The respondent was notified of Council's action and change in the Ethics Committee recommendation and did not request an appeal. In the intervening months, the respondent had requested that he be allowed to resign from the Association since he had closed his practice, irrevocably surrendered his medical license and is in poor health.

It was moved, seconded, and approved with one opposing vote and five abstentions that the Executive Council does not accept the respondent's resignation and that he be separated from the membership rolls.

16. Report from JAPA Publisher – Sage Publications representatives Natalie Jay and Eric Moran

Natalie Jay, the social science journal editor at SAGE introduced Eric Moran, the senior editor of social science journals at *JAPA*. Ms. Jay reminded the Council that SAGE began publishing *JAPA* with the 2008 volume. She provided a summary of the working relationship to date.

SAGE's overarching goal for *JAPA* has been to collaborate with APsaA to build a worldwide presence for the journal and to position *JAPA* as vital for every library with an interest in psychoanalysis. SAGE's four objectives for *JAPA*'s publishing plan have been to:

A. Drive public outreach efforts, including providing financial assistance and supporting APsaA promotional efforts.

SAGE has developed specific initiatives in support of this objective. They have promoted the Soldiers and Veterans Initiative in SAGE newsletters and on the *JAPA* website; they worked with APsaA to arrange a shared booth with PEP at the 2009 IPA Congress in Chicago so that *JAPA* could be displayed; they help APsaA promote the PPRS; and they are participating in APsaA's 100th anniversary through a sponsorship.

B. Reinforce and promote *JAPA*'s visibility as the leading journal in psychoanalysis, from both impact factor and editorial quality perspectives.

Ms. Jay noted that, at SAGE, they consider collaboration with their journal editors to improve the editorial quality of their journals their highest priority. She acknowledged that "editorial quality" is difficult to define in precise terms. However, a number of factors contribute to it, including the following five factors:

- Active, engaged editors and editorial boards;
- Impact factor and citations;
- Online usage;
- Manuscript submissions, including active SAGEtrack use; and
- Author services.

Ms. Jay indicated that the ongoing viability of a journal most depends on an informed, active editorial board and that SAGE has made a concerted effort to educate the *JAPA* editorial board through publisher's reports on an annual basis. These publisher's reports share

relevant data (e.g., impact factor, online usage, submissions, etc.) and provide tips about how to have a positive impact on those metrics.

She discussed impact factor in depth. Impact factor has become one of the most important metrics of quality for academic journals and, while arguments can be made that impact factor should not be the metric of quality, using citation activity as a quality metric does make sense in many academic disciplines because it is quantitative and trackable over time. Impact factor is equal to the number of citations in X calendar year to articles published in the prior two calendar years. Data only includes citations by other journals indexed in the Social Science Citation Index (citations from non-indexed journals do not count).

Impact factor not only contributes to faculty tenure decisions, it is also perceived as a mark of prestige, and librarians track impact factors as one metric that contributes to their renewal decisions. Given the importance of this metric in the industry, SAGE emphasizes easy ways for the editorial board to make a difference in this respect as part of the annual publisher's report presentation.

Ms. Jay pointed out that in the data table distributed, the 2009 impact factor is the first to include SAGE-published and SAGE-marketed content. It is *JAPA's* highest since 2006. She then noted how SAGE has worked to improve *JAPA's* impact factor:

- *JAPA* content is always promoted in relevant SAGE newsletters (Psychology, Psychiatry, & Psychoanalysis; Behavioral Science; Social Science; etc.).
- *JAPA* is always displayed at relevant conferences, with physical journal copies accompanied by informational subscription and submission flyers.
- *JAPA* content is promoted for a limited-time free-access trial every year.
- In 2010, SAGE undertook a special campaign targeted toward promoting *JAPA's* 2009 impact factor and increasing the 2010 impact factor.

Another important 'measurable' closely intertwined with Impact Factor is Online Usage. Along with subscriber growth and retention, online usage – the count of how often and how many times people are accessing *JAPA's* content online as opposed to using the print version – has become a significant indicator of a journal's success. Librarians monitor how often patrons access their journal holdings and use this information in making renewal and cancellation decisions. Librarians usually cannot track how often patrons go to the stacks and pick *JAPA* up off the shelf, but the SAGE Journals Online platform is able to provide librarians the means to track online usage. Given the current crunch on university budgets, usage is more important than ever, and there are concrete ways journal stakeholders can help. SAGE educates the *JAPA* editorial board about boosting usage by assigning articles to students for course reading through their university libraries' online subscriptions, disseminating noteworthy articles via listservs, blogs, and personal websites, etc.

In addition to teaching the editorial board how to do their part to improve online journal usage, SAGE has also undertaken several campaigns. In 2010, SAGE deployed a *JAPA*-centric, targeted campaign to researchers who, according to their areas of expertise and their own research, would find *JAPA* relevant to their own work. *JAPA* was the 3rd-most-used SAGE journal during the 3rd quarter of 2010. As another component to maximizing online usage, SAGE is committed to ongoing, incremental enhancements to *SAGE Journals Online*, their online journals platform. After consultation with end-users, librarians and their journal partners, SAGE undertook a major upgrade of the *SAGE Journals Online* platform to a new environment supported by HighWire's "2.0" technology in 2010. The new user interface is a flexible three-column design that makes features available without taking

attention away from the substantive article content. A major goal of the new design is to keep readers aware of the journal they're using as they conduct research. The enhanced platform also includes improved journal and APsaA branding so home page designs include greater prominence of journal titles and association logos as well as names and links to APsaA's website.

SAGE has also worked to bring *JAPA* into the age of new media and social media as a means to promote *JAPA*'s content and simultaneously increase usage. SAGE has the capability to include podcasts with our articles. Podcasts, or recorded discussions accessible in portable audio format, appear to bring content to new markets; SAGE has found that articles with podcasts tend to be downloaded at least two times more often than other articles in the same issue. Additionally, the other articles in the issue with the podcast article tend to be downloaded two times more than articles in an issue with no podcast, so podcasts have trickle-down effect benefits for the journal as a whole. *JAPA*'s Editor, Steve Levy has begun the process of selecting the first *JAPA* articles to receive the podcast treatment.

In addition to impact factor and online usage, maintaining a healthy manuscript submission flow is also important for the perhaps-obvious reason that the journal literally ceases to exist without it. To impact this area, SAGE provides *JAPA* with SAGEtrack, an online manuscript submission and peer-review tracking platform powered by ScholarOne Manuscripts that receives continuous enhancements as technology improves and industry demands change at no cost to APsaA. *JAPA*'s SAGEtrack site went live in April 2008. Since going live, one of the most important enhancements *JAPA*'s site has received is the ability to collect author copyright forms automatically at the end of the peer-review process for accepted articles, reducing the amount of time the editorial office used to spend chasing authors for those forms. The forms are then sent to SAGE as part of an automatic export package.

C. Expand *JAPA*'s domestic and international distribution and readership.

Ms. Jay explained that, over the past decade, the way libraries purchase journal subscriptions has changed dramatically. Libraries continue to migrate from individual institutional subscriptions to consortial subscriptions, where many libraries join together to negotiate deals on packages of journals from publishers. SAGE has increased *JAPA*'s non-member subscription totals every year through the efforts of their Library Sales and Library Marketing staff in the U.S. and internationally. This increase in circulation represents a global expansion of *JAPA*'s reach.

D. Provide the maximum level of publishing services and revenue returns to APsaA.

SAGE has undertaken aggressive renewal campaigns to individual subscribers (particularly bloc subscribers) and institutions. SAGE has also assisted APsaA member renewal campaigns through targeted online access e-mails and inclusion of inserts with issue mailings. Additionally, SAGE has introduced new revenue streams that are starting to bear fruit, such as pay-per-view, consortium sales, and backfile sales. SAGE shares a detailed revenue report with APsaA as part of the annual royalty statement every April.

Ms. Jay concluded her remarks by noting that publishing has evolved dramatically over the last decade, particularly during the last five years. She believes that SAGE has helped APsaA's publishing program do more than endure those changes; they have helped APsaA take positive advantage of them and to thrive in a changing environment. *JAPA* continues to reach an ever-growing audience via SAGE's electronic platform (*SAGE Journals Online*), ahead-of-print publication, subscription sales to library consortia, and the efforts of their

marketing staff. In addition, SAGE has digitized *JAPA's* back content to Volume 1, Issue 1, for online availability and sale in complement with availability on PEP.

SAGE is focused on expanding the influence, reputation, and global reach of *JAPA*. They are dedicated to increasing the journal's visibility, circulation, and, in turn, revenues. SAGE's goal is to leverage their global presence by coordinating marketing and sales activities with their international offices to ensure that *JAPA* reaches the broadest possible domestic and international audience.

The Council thanked Ms. Jay for her extremely thorough report.

17. BYLAWS COMMITTEE – Dr. Clemens

Dr. Clemens reviewed the process the Bylaws Committee has gone through which began in order to make the Association Bylaws in compliance with New York State not-for-profit law. The Bylaws had many inconsistencies, were anachronistic, and were not user friendly. The Committee worked closely with a professional parliamentarian to reformat the entire set of bylaws to be consistent with parliamentary custom and eliminated cross references, redundancies, and excess verbiage. Substantive changes were made when necessary.

It was moved, seconded, and unanimously approved to accept the reformatted and revised Bylaws for submission to the members for approval at the next Meeting of Members.

The Council discussed the election materials that had been mailed to members in advance of the upcoming Meeting of Members. A number of Councilors felt that the materials were quite complicated and confusing. The Executive Council asked that the Secretary be reminded to seriously take on the task of checking all election materials before distribution to the members.

18. DEVELOPMENT REPORT – Dr. Procci

Dr. Procci reported that a program of planned giving and development was in process and he would report further at the June 2011 Council meeting.

19. TREASURER'S REPORT – Dr. Schachter

Dr. Schachter reported on APsaA's investment portfolio. The Association's investment portfolio, as of December 31, 2010, totaled \$3.239 million. The portfolio is almost back to its 2007 high. The return rate for calendar year 2010 was 18%. The funds are invested with Third Avenue Financial Management. Dr. Schachter also reported on the Association's other investment portfolio for the employee Defined Benefit Plan. That portfolio, as of December 31, 2010, totaled \$1,150,905. Dr. Schachter also reported that 35% of the Defined Benefit Plan portfolio was transferred in January 2010 to a fixed income fund.

Dr. Schachter referred to an item that was included in the FY 2010 auditor's Management letter. APsaA is out of compliance with a new law, the New York State version (NYPMIFA) of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) which sets forth standards for the investment of nonprofit organization's assets. These standards require that every nonprofit have a written investment policy and require that investment funds be diversified unless the decision not to diversify is documented. Dr. Schachter put forward a motion to begin a process of creating the necessary policies:

1. In compliance with New York State version (NYPMIFA) of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), the Executive Council resolves that the Board Designated Capital Fund as well as the Unrestricted and Undesignated Funds (the Reserve Funds) currently invested in 100% equities with Third Avenue Management will remain in their current investment for the following reason:

Reallocation of investments of the APsaA Reserve Funds should FOLLOW, rather than precede, the writing of a comprehensive investment plan for these funds as well as the articulation of goals of the Reserve Fund.

2. Therefore, the Council directs the Policies and Procedures Committee to draft policies that spell out the purpose of the Reserve Funds and establish the process for approving expenditures from the Reserve Fund to be presented to Council for approval in June 2011. These draft policies will be available to the Investment Subcommittee of the Finance Committee by the end of March 2011.
3. Following the preparation of policies that spell out the purpose of the Reserve Funds and the process for approving expenditure from the Reserve Funds, the Treasurer in consultation with the investment subcommittee of the Finance Committee will draft an investment policy for the Reserve Fund for approval at the June 2011 Executive Council meeting.

All decisions including this motion will be documented and provided to the Association's auditors to demonstrate our focused effort to comply with the new law.

The motion was seconded and approved with three opposed and four abstentions.

20. ELECTION GUIDELINES TASK FORCE REPORT – Dr. Fishkin

Dr. Fishkin reported on the work of the Election Guidelines Task Force. In the past, the Councilors-at-Large have functioned as the Election Oversight Committee. The Task Force is recommending the creation of a new Election Oversight Committee as they felt that Councilors-at-Large often feel constrained because those running for office are their colleagues. They are recommending that the Executive Council elect Councilors to serve for one-year terms on this Committee and pledge not to run for office if elected to be on the Election Oversight Committee. The Task Force also felt that the existing Election Guidelines are confusing and they are proposing mechanisms to eliminate rules that frustrated many people who have run for office. The Task Force's goal was to try to provide enough opportunity for those running for office to campaign but make sure all candidates have the same opportunities.

A motion was offered to amend parts of the proposed election guidelines and an involved discussion followed. Arguments touched on whether or not it was appropriate for Councilors-at-Large to maintain their responsibility as the Election Oversight Committee, whether or how to regulate candidates raising money from the membership to run for office, and whether it made sense to have members of the Election Oversight Committee have terms greater than one year, among others.

It was acknowledged that there was no urgency to approve the proposed guidelines at this meeting. The Task Force will take into account the discussion and come back to the Executive Council in June 2011 with a revised proposal.

21. COMMITTEE ON COUNCIL REPORT – Dr. Fishkin

Dr. Fishkin reported that the Committee on Council has decided not put to forth the idea of changing the name of the Executive Council until the membership has the opportunity to vote on the revised and reformatted bylaws.

He also reminded Councilors that a revised Briefing Book (a manual for members of the Executive Council) is now available.

22. PSYCHOANALYTIC CONSORTIUM REPORT – Dr. Procci

Dr. Procci reported that he and Dr. Pyles attended the meeting of the Psychoanalytic Consortium in late October. At that meeting, a request was put forward from the Accreditation Council for Psychoanalytic Education (ACPE) for funding to develop an application to the U.S. Department of Education for ACPE to be recognized as an accreditor of psychoanalytic training institutes. In order to provide that funding, the Executive Council would need to approve this and we would need the assurance of APsaA institutes that it is a process and procedure of which they would take advantage. A more substantive discussion on this topic will take place during the June 2011 Executive Council meeting.

23. NEW BUSINESS

It was moved, seconded, and unanimously approved that the Policy and Procedures Committee would be tasked with developing proposed bylaw language to have a representative from the Affiliate Council serve on the Executive Council. This proposed language will be presented at the June 2011 Executive Council meeting.

24. ADJOURNMENT

It was moved, seconded and unanimously approved to adjourn the meeting at 4:55 p.m.