

# A History of the National Association of Advisors for the Health Professions

By Hugo C. Lane  
&  
Charles H. Hauck

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Originally Printed in Greenville, SC by Palmetto

## Dedication

The authors dedicate this history to the members of NAAHP, past and present,  
who have committed themselves to excellence in pre-health professions advising.

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**Abbreviations**

AAA	American Academy of Audiology
AACP	American Association of Colleges of Pharmacy
AAMC	Association of American Medical Colleges
AANMC	Association of Accredited Naturopathic Medical Colleges
AAVMC	Association of American Veterinary Medical Colleges
AC	Advisory Council
ADEA	American Dental Education Association
ADA	American Dental Association
AED	Alpha Epsilon Delta (National Pre-Med Honor Society)
AMA	American Medical Association
APTA	American Physical Therapy Association
AACPM	American Association of Colleges of Podiatric Medicine
AACN	American Association of Colleges of Nursing
AACOM	American Association of Colleges of Osteopathic Medicine
AOTA	American Occupational Therapy Association
ACC	Association of Chiropractic Colleges
ASCO	Association of Schools and Colleges of Optometry
ASPPH	Association of Schools and Programs of Public Health
AUPHA	Association of University Programs in Health Administration
BOD	Board of Directors
CAAHP	Central Association of Advisors for the Health Professions
CCAOM	Council of Colleges of Acupuncture and Oriental Medicine
ED	Executive Director
GSA	Group on Student Affairs (of the AAMC)
NAAHP	National Association of Advisors for the Health Professions
NEAAHP	Northeast Association of Advisors for the Health Professions
PAEA	Physician Assistant Education Association
SAAHP	Southeastern Association of Advisors for the Health Professions
WAAHP	Western Association of Advisors for the Health Professions

**Preface**

The first rendition of the History of the National Association of Advisors for the Health Professions (NAAHP) was a two-page document written by Tony Smulders, the association's first president (1980-1984). It first appeared tucked in the latter pages of the 1994 NAAHP Directory. Later, it became apparent that a fuller recounting of our history, from its precarious but hopeful and expectant beginnings, to the strong, dynamic, and successful organization it is today, was sorely needed. Too much of the record of our Association was found hidden among filing cabinets, boxes, and on dusty shelves and would soon be lost. Thus Hugo Lane began, as NAAHP President in 2002, the hunt through these files, boxes, and shelves for the traces of our history. It became a labor of love.

Hugo retired from the Board of Directors in June 2013 with the task still incomplete. At that time, Chuck Hauck, NAAHP Past President, and the next Historian, agreed to share in the completion of this project.

You will notice that, with some exceptions, we have taken this history of the NAAHP from its early beginnings through the year 2008. We believe that the subsequent years deserve more time and space for the proper perspective with which to describe them.

In the meantime, we hope that this fuller history will give the reader an appreciation for the activities of the advisors, graduate program officers, and officers of the health professions associations with whom we affiliate. "What began as an idea was transformed into a strong, resilient and lively association relevant to all its constituents" (from "Commendation" for Julian Frankenberg, June 13, 2010).

Hugo C. Lane and Charles H. Hauck  
June 2018

**Acknowledgements**

The authors thank the NAAHP Board of Directors and NAAHP Executive Director, Susan Maxwell, for their assistance and support in the writing of this history.

Many thanks also go to our interviewees, who provided their time and memories of NAAHP's history: Carol Baffi-Dugan, Harold Bardo, Alvin Beilby, William Dorgan, Larry Garrison Sullivan, Hugo Lane, Sally Olexia, Sandra Oyewole, Jeremiah Putnam, Peter Van Houten, and David Verrier.

Thank you, also, to the National Office Staff in Champaign: Tesha White, Sam Shafer, Malinda Byrne, Pam Smith and Meredith Turner, who graciously helped us with the photographs and documents; and to Pat Lord of Winston-Salem and Marian Clark of Iowa City for their editorial assistance.

The Authors

## **A History of the NAAHP**

The early history of the National Association of Advisors for the Health Professions (NAAHP) is a story of strong personalities and humble beginnings, of chances taken and chances missed. The NAAHP's formative years were marked by tough conversations about membership and survival, and about new sources of advisory and financial support. Most significantly, however, the NAAHP's early history is a story of the devotion of its leaders—for without their deep commitment, long hours of planning, and dedicated service, it is questionable whether the organization's future would have been assured.

One must go back to the 1950s and 1960s to identify the early seeds that would lead to the development of the NAAHP. In the beginning, health professions advisors were invited to visit medical schools' admissions offices and to participate in some of the activities of the Association of American Medical Colleges (AAMC).

In those early days of the 1960s, local advisors were invited to attend the regional AAMC- Group on Student Affairs (GSA) meetings. Some advisors also attended the national AAMC meeting. From these early networking and interaction opportunities, and with the encouragement of the regional GSAs, advisors began to organize into regional associations.

The regional groups began as support systems for health professions advisors. They provided an opportunity for advisors to meet, to share ideas and concerns, and to provide important information to their health professional school counterparts. It would be from these regional associations that the spark for starting a national advisors association would later be generated.

### **The 1950s & 60s: The AAMC & the Regional AAHPs**

1957 saw the inauguration of the AAMC Continuing Group on Student Affairs (GSA). Since then, premedical advisors have been included in discussions with officers of the medical school admissions and student affairs. Advisors participated in national and regional GSA meetings and in some GSA projects. In 1962, the Committee on Relations with Colleges and Secondary Schools of the AAMC produced its Directory of Premedical Advisors, listing over 800 health professions advisors. By 1972, the list had increased to approximately 1500 advisors from around the country.

### **Establishing the Regional Associations**

#### **Northeast Association of Advisors for the Health Professions (NEAAHP)**

It was at the April 1968 Northeast GSA meeting in Buck Hill Falls, Pennsylvania, that those in attendance, including eight advisors, agreed that the advisors should establish their own group, called the Northeast Association of Advisors for the Health Professions (NEAAHP). The group met formally for the first time in June 1969 at Martha's Vineyard. With the full endorsement and support of the national GSA and AAMC staff, the advisors adopted as its major purpose the advancement of "undergraduate education for all branches of the health professions, particularly in the areas of student recruiting, advising, and selection". The group met annually with the GSA and held joint and separate sessions.

#### **Central Association of Advisors of the Health Professions (CAAHP)**

The CAAHP was founded with fourteen advisors in May 1969, after earlier discussions in Detroit in 1968. The Central advisors used the Northeast Association of Advisors for the Health Professions (NEAAHP) as a model for founding their group. Both groups of advisors met with the Central GSA in Cincinnati, Ohio.

#### **Western Association of Advisors of the Health Professions (WAAHP)**

The WAAHP was formally founded in March 1970 with 35 premedical advisors who met with the Western GSA in Asilomar, California, after a preliminary meeting the year before at the same site.

**Southeastern Association of Advisors for the Health Professions (SAAHP)**

Advisors from the Southeastern region held an organizational meeting in August 1971. More than 100 advisors met as part of the Macy Foundation-University of Florida Summer Institute for Premedical Advisors. The SAAHP met with the Southern GSA in 1972 for the first time and, as with the other associations, held sessions both with, and separate from, the S-GSA.

**A Preface to NAAHP's Life**

Not long after the first Regional AAHPs were established, early association leaders saw that the formation of a truly national organization would be desirable, for several reasons. Frank Whitehouse, Jr., MD, of the University of Michigan Medical School (who would later become the NAAHP's first Executive Director), wrote in 1970: "Now is the time for the founding of a national organization so that advisors can speak as a group and contribute to the structuring of premedical education." Dr. Whitehouse believed that such a group would "coordinate activities of the regional groups, and facilitate communication among the advisors, and between advisors and the other health-related groups."

Whitehouse was a key figure during the formative stages of the NAAHP. He called an important meeting in 1969 at the University of Illinois at Champaign. A group of advisors, (Whitehouse, Frank Stevens, Peter Van Houten, and Julian Frankenberg), met at the home of Dr. Frankenberg, Assistant Dean of the College of Liberal Arts at the University of Illinois at Champaign-Urbana, to discuss the creation of a national advisors' organization (personal communication from Peter Van Houten).

That year, preliminary discussions relative to the National Advisors Association were initiated at the AAMC meeting in Cincinnati. Whitehouse wrote, in his "Informal History of the Founding of CAAHP" the following:

The general response to advisors' organization was favorable. The Annual AAMC meeting that year was held in Cincinnati during October 1969. At that time the national GSA formally endorsed the establishment of advisor groups and activities; advisors' representatives met with established GSA subcommittees, and arrangements for a continued liaison were made. At a meeting organized by me to consider establishing a national advisors organization, there was enthusiasm except for the ambivalence of Northeast advisors' group. Dr. Moore of AED met with some advisors as representatives of advisors' organizations. During this time national funding for national and regional advisors was being sought in Ann Arbor.

**The 1970s: The Founding of the NAAHP**

In May 1970, Dr. Nat Smith, writing for the GSA in the *Journal of Medical Education* noted that the GSA Committee on Relations with Colleges and Secondary Schools passed the following resolution:

The GSA encourages further regional development of Associations of Advisors for the Health Professions and that representatives of these associations be encouraged to further work with the GSA and its staff toward establishing an ongoing relationship with the AAMC.

Also in May 1970, Whitehouse announced the submission of a 2-year grant to the National Institutes of Health (NIH) for \$39,000.00 to:

- a) Establish a National Association of Advisors for the Health Professions, b) prepare a Guide for Pre-professional Advisors, and c) finance seven speakers for each of the four regions over a period of two years for a total of 27 speakers.

In his letter to Dr. Marilyn Hutchinson, Assistant Director of the Division of Physicians and Manpower, Whitehouse wrote, "With the seed money from this proposed grant, the national advisors' organization would be established and continue permanently. It would coordinate activities of the regional groups, and facilitate communication among the advisors, and between advisors and the other health-related groups. The scope and activities of the national organization would be finalized during phase 2 of the proposed project. It is probable that it would act jointly in some matters at least, with the National GSA of the AAMC."

**A History of the National Association of Advisors for the Health Professions** (*continued*)

The Pre-professional Counseling Office of the University of Michigan would provide a base of continuity for the project, and office expenses had been budgeted. A half-time secretary would supplement the staff at the Counseling Office. The Director would attend regional meetings, keep a record of the national organizational meetings, and continue work on the advisory board of *The Advisor*.

The stated goal of the new association was “to provide adequate numbers of qualified students, including minority groups and women, for appropriate health professions by improving college advisory systems.” To accomplish this goal, the following objectives were identified:

1. to establish a permanent national organization for advisors,
2. publish selected proceedings of regional advisors’ meetings,
3. support regional advisors’ organizations,
4. improve communication among advisors, and between the advisors, professional schools, and other health-related organizations,
5. define professional roles of advisors so that appropriate individuals are appointed, and their activities receive adequate support, and
6. direct special attention to the opportunities for disadvantaged students and minorities and the involvement of advisors from minority groups.

To achieve objective 1, the organization of the national group of advisors would be under the leadership of the four regional chairmen or their representatives and the project director, Dr. Whitehouse. The group would “meet twice a year at the national AAMC meeting in the Fall and the AMA Congress on Medical Education in the Winter, for two years.” The new organization would locate at the University of Michigan campus, as agreed to by their Associate Dean for Student Affairs.

Unfortunately, the proposed two-year grant was not funded. However, Dr. Whitehouse began work on a handbook for advisors, pursued his goal of organizing advisors into a national association, and obtained a commitment from Robert A. Green, MD, Associate Dean for Student Affairs of the University of Michigan, to house the national office. Dr. Whitehouse served as the group’s leader from 1970 to 1974 and then as the NAAHP Executive Director from 1974-1977.

In December of 1970 advisors from the four regions were among those in attendance at a meeting organized in Chicago by the National Health Council. The council’s program, in collaboration with 36 metropolitan councils, was intended to interest students from high schools and colleges in the health careers. From an advisor’s perspective, it was a successful networking event. Frank Whitehouse and Julian Frankenberg concluded that a national association of advisors was really needed. With the interaction between advisors and GSA being so fruitful, one advisor from each of the regional groups was appointed to the GSA Committee of Relations with Colleges and Applicants.

In 1971, four premedical advisors became premedical advisor representatives to the AAMC-GSA Committee on Relations with Colleges and Secondary Schools. They were Dr. Frank Burtner (Clemson University), representing the Southeastern region; Dr. Lester Kieft (Bucknell University) of the Northeast region, Dr. Frank Whitehouse (University of Michigan) of the Central region, and Dr. Alvin Beilby (Pomona College) of the Western region (in absentia).

The three advisors present were asked “to draw up a list of GSA committees on which they would like representation.” The list would be presented to the Steering Committee. Burtner, Whitehouse and Kieft identified eight committees in which they thought advisors had an interest: Steering, Educational Affairs, Liaisons with External Organizations, Medical Education of Minority Group Students, Medical Student Records, Relations with Colleges and Secondary Schools, Student Aspects of International Education, and the Ad Hoc Committee on GSA Structure and Function (from the Minutes AAMC-GSA Committee on Relations with Colleges and Secondary School, February 12, 1971). By 1972, at least one advisor was assigned to all “substantive” standing committees of the GSA.

Also in 1972, an article produced by the AAMC Division of Student Affairs noted: “The formation of the regional AAHP has served to increase the influence of premedical advisors on the national level, especially within GSA.”

Between 1971 and 1974, discussions between regional advisors, the regional GSA members, and national GSA, continued in an attempt to formally establish a national association for health professions advisors. In November 1972, at Miami Beach, the chairmen of the four regional Associations of Advisors for the Health Professions (AAHPs) met with members of the GSA staff. They agreed that a national AAHP should be created. They “appointed a committee to investigate the feasibility of such an organization” (*The Advisor*, December 1972, Vol. 8, No: 4).

Meanwhile, the regional organizations were becoming increasingly stable. In an article for *The Advisor* in December 1972, Dr. Alvin Beilby, the WAAHP’s first president, alluded to the strength of the regional associations as being of particular value to advisors. “The formation of the four regional AAHPs during the past several years has significantly increased communication among preprofessional advisors,” Beilby wrote. “Any advisor who has not been connected with his regional AAHP is urged to investigate this affiliation.”

While the Regional AAHP’s were experiencing success, the formation of a truly National organization was still in the formative stages. During the December 1973 AAMC Annual Meeting serious discussions about how to administer the four regional advisors’ groups and how to form a National Association took place.

NEAAHP Chairman John Woodruff Ewell MD wrote in *The Advisor*, December 1973, Vol 9, No: 4: “Fully recognizing the principle and importance of geographical autonomy in planning, in regional gatherings, and in the not always identical problems confronting different areas, nevertheless, the value of having a small central office with minimal staff is becoming increasingly apparent.” He continued, “A national AAHP will facilitate the gathering and ready distribution of data for all health professions advisors.” Dr. Ewell mentioned that further discussions concerning creating a national AAHP was to be placed on the agenda of each of the regional meetings in 1974.

What led to the creation of this new corporation whose goal was to have a national outreach to health professions advisors, admissions staffs of health professions schools, and to representatives of the professional associations of these schools?

On January 31, 1974, the National Association of Advisors for the Health Professions (NAAHP) was incorporated under the “General Not For Profit Corporation Act” in the State of Illinois following the AMA Congress on Medical Education. The four regional association chairs served on the Board of Directors. Frank Whitehouse was named Executive Director. Financial support was provided by the AAMC and ADA. One of the first orders of business was to draw up Bylaws which would be submitted to all members of the regional associations for approval. “It is proposed in the Bylaws as now written that there will be eight directors, two elected by each regional group,” (John McAnally, chair of WAAHP in *The Advisor*, Vol. 10, No. 2, April 1974).

It was February 1, 1974, when a call went out announcing the first meeting of the Board of Directors of the National Association of Advisors for the Health Professions (NAAHP). It was to be held on February 5, 1974, at 11:00 a.m. at 134 LaSalle Street, Chicago, Illinois. Those present at this inaugural meeting were Clarence O. Redman, Larry S. Goldberg, and John R.F. Baer. John Baer was chairman of the meeting and Clarence Redman was Secretary.

The following resolution was unanimously adopted:

Resolved that a new Board of Directors be elected consisting of four individuals. This Board to serve until their successors are qualified in accordance with By-Laws to be adopted by the new Board.

Elected to the Board of Directors by unanimous approval were:

John Woodruff Ewell M.D. (Yale Station) New Haven, Connecticut  
 Frank Allen Burtner (Clemson University), Clemson, South Carolina  
 Julius Romanoff Hoffman (Michigan State University), East Lansing, Michigan  
 John Sackett McAnally (Occidental College), Los Angeles, California

**A History of the National Association of Advisors for the Health Professions** (*continued*)

The founding of NAAHP was “overwhelmingly endorsed by the Western, Southeastern and Central regions: NEAAHP has voted to give the proposal further consideration.” – *The Advisor*, October 1974 Vol. 10, No. 3.

The Executive Committee of NAAHP consisted of Julius Hoffman (CAAHP), who was elected President; Frank Burtner (SAAHP) became Vice President, and John McAnally (WAAHP) was elected Secretary Treasurer. This committee met with attorneys to take final steps for incorporation of the Association: (*The Advisor*, December 1974, Vol.10, No. 4.)

The first Annual Report of NAAHP noted that the bylaws were to be ratified by at least three of the four regional AAHPs during the 1974 AAMC Annual Meeting. Both AAMC and ADA provided financial support of \$2,000.00 each. These contributions were followed the next year by an additional \$2,000.00 grant from ADA. In the 1974-75 Annual Report, the regional chairs, now on the Board of Directors, were Julius Hoffman, (Michigan State), Joseph Harrison, (Lincoln University, East Lansing, Michigan), Frank Burtner, (Clemson University), and John McAnally, (Occidental College, Los Angeles).

NEAAHP endorsed affiliation with NAAHP in April 1975, with Michael McGrath (Holy Cross) and Patricia Geisler (Columbia) as the Northeast representatives on the NAAHP board.

The First National Advisors' Forum was held November 1-2, 1975 in conjunction with the Annual Meeting of the National AAMC in Washington D.C. The topic of the forum was “The College AAHP Advisor's Office: Form & Function”. On Saturday, November 1, two sessions were held. These were: “The Advisor's Office – Intramural and Extramural Interfaces” and “The Advisor's Office – Models in Colleges of Different Sizes”. On Sunday, November 2, the forum was “The Advisor's Office – Interactions”.

Discussions were held between advisors and representatives of AAMC, AAMC-GSA, Medical College Advisor Assessment Program (MCAAP), MCAT, AMCAS, American Dental Association (ADA), Association of Colleges of Optometry (ASCO), American Association of Colleges of Registrars and Admissions Officers (AACRAO), and COTRANS (Coordinated Transfer Systems). Significant communication was held between NAAHP, the Texas Advisors (TAAHP) and the UT Medical & Dental Application Center. A representative of the *Universidad Autonoma de Guadalajara* was present to provide information about its plans and programs. This institution was the first foreign medical school to show interest in NAAHP.

The 1975-6 Annual NAAHP Report noted that NAAHP continued to coordinate with the regional AAHP groups and acted as spokesman for the interests of advisors. It also provided an interface between advisors and other health-related organizations. It continued to cooperate with the AAMC and GSA by having advisors on some committees of GSA, and being involved with *The Advisor*.

In November of 1975, the NAAHP Executive Committee authorized the Executive Director to hire an administrative assistant, whose first job was to prepare grant proposals to various foundations which could support a fully professional office. The NAAHP office was located in the offices of the Michigan Council of Medical School Deans.

Also in 1975, the AAMC published “The Directory of Chief Health Professions Advisors”, with 1300 names of people who were premedical advisory committee members and/or key contacts for the health careers at the undergraduate institutions. It was priced at \$2 a copy. In 1976, *The Advisor* reported that Dr. Daniel Marien, a member of the NEAAHP, began to produce his *Guide to Foreign Medical Schools*.

Dr. Jules Zentner of UCLA, who was very active in WAAHP affairs, became Executive Director of NAAHP in March 1977 following the retirement of Frank Whitehouse from that position in early 1977.

In 1978, the Bylaws of NAAHP stated that the purposes of the association were “to advance undergraduate education for all health professions, to further the development of health science curricula, to facilitate exchange of information, to sponsor research, and conduct educational meetings.”



Despite his good intentions, Zentner found that balancing his academic life along with managing the NAAHP to be a challenge. Expressing some frustration with his inability to find adequate time to devote to the association, and to raise sufficient funds, he resigned as the Executive Director in 1979. Subsequently, Dr. Julian Frankenberg was elected as part-time Executive Director, with a little over \$2,000 in the treasury.

### **Growing Pains: Early Finances Lead to Trouble**

As noted earlier, the NAAHP received grants of \$2000 from ADA in 1975 and in 1976 and \$2000 from AAMC in 1975. Although NAAHP was active in programming some parts of the meetings in conjunction with AAMC in 1975, advisors were mostly invited to participate in the AAMC meetings at San Francisco in 1976, Washington, DC in 1977, and in New Orleans in 1978. More active interaction occurred in Washington, DC in 1979, with presentations by AADS, AAMC-GSA, ASCO, AACOM, the Armed Services Health Scholarships and the National Health Service Corps.

Despite good attendance at the AAMC meetings, of which some sessions were devoted to advisors, the fledgling NAAHP remained relatively inactive and under-funded. There was talk of dissolving the organization driven, in part, by its weak financial status. Also, some of the health professions associations were dissatisfied that their programs and associations had not been sufficiently publicized by the NAAHP. A survey of advisors showed that some in the SAAHP and WAAHP were willing to let NAAHP dissolve. However, Rev. Joseph Walter of Notre Dame University persuaded the Board of Directors to give Dr. Frankenberg a chance to try to get the NAAHP going properly.

### **Reorganization of the NAAHP**

Frankenberg was emphatic as to what he would do as Executive Director. In a letter to Stanley Kaplan in November 1979, Julian mentioned that the treasury was in bad shape and that he was given full powers to “whip the organization into shape.” He wrote, “I must be able to reorganize the organization so that it is legally viable.” He thought that NAAHP needed to secure tax-exempt status. Reflecting on NAAHP finances, Frankenberg wrote that “The Board of Directors believes that the previous poor performance of the association can be turned around and the organization can function effectively under its newly elected Executive Director.”

Frankenberg recommended emergency funding of \$500.00 from each regional AAHP. He wrote in late 1979 in his grant proposal to the Board that “It is assumed that once NAAHP is effectively operational, it will become self-sustaining through national membership dues, meeting registration fees, and workshops, publication sales, and grants and contracts income.”

Frankenberg wrote to the Board members on December 11, 1979 that he was calling a meeting of the Board for February 16, 1980 at 10:00 a.m. at the law offices of Price, Cushman, Keck, Mahin and Cate in Chicago. While Frankenberg hoped the organization would survive, he wanted a plan in place and knew that if sufficient funds were not forthcoming, the organization would need to dissolve.

The meeting would be with the organization’s attorney, Clarence Redman, to discuss the business and future of NAAHP. This included restructuring the Board, revising the Bylaws, reviewing funding of the association, and in the event that NAAHP did not receive sufficient funding, Frankenberg wrote, “It would be my recommendation that we pay off existing financial obligations. The remaining fund balance estimated at \$800.00 should be used to pay the design costs of our stationary and newsletter masthead (\$300.00) and the balance of \$500.00 to pay our anticipated legal fees. After these debts are paid it would be my recommendation to 1) dissolve the corporation as an active corporate body, and 2) notify the professional school organizations of this action that those individuals appointed to their committees no longer represent the national undergraduate advisors. They should each seek representation from each of the four regional associations, and 3) they should no longer refer to the AAHP or NAAHP in their literature.”

The Board of Directors met to consider dissolving the association. But with Frankenberg’s prompting and forceful advocacy by others to continue the association, a resolution to dissolve was never put forth. To the contrary, Frankenberg laid down some steps that would have to be met were the Association to survive.

**A History of the National Association of Advisors for the Health Professions** (*continued*)

Dr. Brice Corder recalled vividly that Julian said he “would use whatever money the Association had and try to get it going and if that didn’t work, we were done.” Peter Van Houten, who was the editor of *The Advisor* wrote to Hugo Lane, Historian, that “Julian was a dynamo” in those times.

Frankenberg’s idea of developing a self-sustaining organization through national membership dues, meeting registration fees, and workshops, publication sales, and grants and contracts income was to be of great help. It was a major change in the financial approach of NAAHP and the backbone of the reorganization of the association. To that effect, he drew up a two-year budget for \$106,300 and \$109,083 for each year respectively. It was quite an ambitious plan considering that NAAHP had only \$2,500 on hand.

Whereas during the period from 1974 to 1978, NAAHP received funds from ADA, AAMC, ASCO, and both CAAHP and NEAAHP for a total of \$7,300.00; once reorganization took place in 1979-1980, grant income increased to \$10,500 in one year from AMA-Emergency Relief Fund (EMF), (\$5,000.00); AADS (\$2,000.00); AACPM (\$2,000.00); AACOM (\$1,000.00) and CAAHP (\$500.00).

NAAHP committed AMA-ERF’s \$5,000.00 for publishing the first edition of the newsletter and a survey questionnaire to be sent to advisors. The Southern Group on Students Affairs (S-GSA) voted down a resolution presented by NAAHP to AAMC that would endorse a \$5,000.00 grant, ostensibly because S-GSA was not sure how the monies would be spent. Besides, some were skeptical as to whether NAAHP was a viable entity. It was made clear by more than one association that their grant was a one-time seed donation, and that NAAHP had to raise its own funds in the future.

Because of the earlier financial turmoil, NAAHP did not hold a national meeting in 1980, but the changes that Frankenberg and the Board of Directors had implemented during the reorganization would help ensure its survival.

### **The 1980s: “A Move from Survival to Accomplishments”**

The first reorganized Board of Directors was composed of nine members, whose terms were to expire on June 14, 1980. The members of the Board were:

<b>President:</b>	Anthony Smulders, Loyola Marymount University, CA, WAAHP.
<b>Vice-President:</b>	Brice Corder, Arizona State University, WAAHP.
<b>Secretary:</b>	Jenette Wheeler, Haverford College, NEAAHP.
<b>Treasurer:</b>	Frank Stevens, Auburn University, SAAHP.
<b>Board:</b>	Rev. Joseph Walter, Notre Dame University, CAAHP; Julius Hoffman, Michigan State Univ., CAAHP; Jules Zentner, UCLA, WAAHP; and Lloyd Chapin, Eckerd College, SAAHP.
<b>Executive Director:</b>	Julian Frankenberg, University of Illinois, CAAHP.

On May 9, 1980 on behalf of NAAHP, Frankenberg submitted a request for tax exempt status under section 501(c)(3) of the Internal Revenue Service. This status was approved on June 30, 1980.

On December 8, 1980, Frankenberg wrote to Harry Bruce requesting a \$2,000.00 grant from AADS. He mentioned that NAAHP planned to be financially independent by the 1982-83 year. On October 31, 1981, the Board voted approval of NAAHP as a Charitable Organization in Illinois and the registration papers were signed that day. It also approved transferring some funds to a professional cash management fund (such as IDS Cash Management Fund). So began the financial investment strategies of NAAHP’s balance sheet. In June 1982, an ad hoc committee on investments was established.

In November 1985, NAAHP received a donation of \$10,000.00 from Stanley Kaplan to assist, in particular, with the publication of *The Advisor*. William Hussey, NAAHP Secretary wrote to Kaplan: “The Board feels that this grant reflects our joint interest in helping students to reach their goals in the health professions by making timely and accurate information widely available.” Generous financial support was forthcoming a number of times from Mr. Kaplan.

## The Move to a Self-Sustaining Model

As mentioned earlier, Frankenberg had plans to provide a stable structure to NAAHP governance. In his March 1980 letter to the Board members, he wrote, “What I am trying to do is establish a well-organized corporate chain of administrative responsibility both for the national and for the regionals. In other words, the chain of accountability must be established.”

On May 12, 1980, he wrote to Tony Smulders, NAAHP President, “I believe the president is going to have to be a person who will take a more active role and shoulder greater responsibilities in the future.” On May 27, 1980, Frankenberg, who was part-time Executive Director, began to feel that his efforts were becoming a constraint on his time at the University of Illinois. He wrote to the Board of Directors suggesting that it seriously consider hiring a full-time Associate Director to oversee the daily operations, including developing a support staff, and developing grant proposals and the Advisors’ Handbook.

One of the major contributions to the success of reorganization was a dues-paying membership base of approximately 750 advisors who participated in the national and regional meetings, and who contributed articles to *The Advisor*.

On June 12, 1980, Brice Corder, who was chair of the Membership Committee, wrote to the Board that “NAAHP cannot exist without operating capital. Membership dues, contributions, and grants are all possible sources of income with membership being the most secure and stable source year-in and year-out.” His committee proposed a plan in which dues would be collected from undergraduate institutional members, patron members, student affiliates and alumni. Corder also noted that NAAHP could not “continue to function at its present level without at least one salaried employee.” In October 1980, the Executive Committee recommended that dues be set at \$25.00 for each advisor.

The Board of Directors met June 19-21, 1980 in Chicago and elected for a 2-year term Anthony Smulders as President, Brice Corder as Vice-President, Charles Ellis as secretary and Frank Stevens as Treasurer. Five committees were established: Membership, Ethics, Editorial, Grants, and Finance and Planning. The Board nominated six members to liaison positions: James Fredericksen to ADA’s Committee F, Brice Corder to AADS, Julian Frankenberg to AACOM, Judith Atlee to AACPM, Jenette Wheeler to AAMC’s GSA, and Judith Simpson to AAMC’s Financial Committee. Present for the Advisory Panel (Council or Committee) were John Andrews for AACPM, Jane Noe for ASCO, Jo Ann Bojanek for AACOM, and Robert Boerner for AAMC.

On September 2, 1980, Frankenberg wrote to all members of NAAHP that NAAHP would not cosponsor its annual meeting with AAMC on October 25-30 in Washington DC but instead would hold its meeting in conjunction with AADS in Chicago March 13-15, 1981.

As the organization slowly found its footing, it began to offer additional services to its members. President Smulders proudly announced the first membership directory in 1982: “You are now holding, in your hands, the first *National Directory of Health Professions Advisors* since the Association of American Medical Colleges decided to stop publication of their Directory with the 1977-78 edition.”

The *National Directory* listed a total of 714 pre-health professions members (213 NEAAHP, 210 CAAHP, 173 SAAHP and 118 WAAHP). In addition, the Directory listed 55 patron members, as well as an additional 27 individuals who subscribed to *The Advisor*.

In his Message from the President, Smulders noted that NAAHP “served a number of purposes”, including: “To advance undergraduate education for all the health professions; to further the development of health science curricula; to facilitate the exchange of information; to sponsor research and to conduct educational meetings.” Smulder’s statement was significant, in that it was during his tenure that NAAHP expanded its professed interest beyond medicine to include all of the major health professions.

Also in 1982, under the direction of Ethics Committee Chair Jenette Wheeler, NAAHP published *Ethical Guidelines for the Health Professions School Admissions Process*. This document outlined ethical guidelines for advisors, applicants and admissions officers. It directed that “cases of alleged infractions. . . should be brought to the attention of the Ethics Committee of the NAAHP or appropriate health professional organization” for action.

**A History of the National Association of Advisors for the Health Professions** (*continued*)

Membership was a concern through the early part of the decade, as the association sought to reach individuals who might benefit from its mission. However, a more basic concern, that of the association's continued survival, was never far from the conversation, and Frankenberg and the early leaders sought to develop additional sources of revenue.

In 1984-85 the Board of Directors approved a budget of over \$100,000.00 for the first time. Of this, advisors contributed less than one-third of the income. The rest of the income came from Patron member dues, subscribers to *The Advisor*, the purchase of other publications, profits from the sale of audio tapes, and from grants.

The board considered the need to include fee-paying commercial companies and individual professional schools at the national meetings with the goal of increasing both the informational content and financial status of the association. The minutes of the 1984 June Board meeting state the following:

Since membership growth is limited, present membership fees cannot be substantially raised, and grants cannot be depended upon and tend to restrict our independence, the continuing financial health of the group depends upon the sale of materials to students.

It was also discussed that "exhibits by commercial companies and individual professions schools should be seriously considered in the future, to increase both the informational content and financial basis of our annual meeting." However, "the program should include a disclaimer of endorsement of exhibitors by NAAHP. If possible, the arrangements should be handled within our organization to maximize our control and financial benefit."

**A President's Personal Reflection**

In June 1984, addressing a National Meeting audience, then-President Norman Sansing reflected on the benefits of a maturing leadership during the reorganization period of 1979-1982. He wrote about how the NAAHP moved from *survival to accomplishments*:

When Tony Smulders became president of the national association by virtue of this rotation among regional presidents, he began to look more closely at the role that NAAHP might play in the future. He enlisted the aid of several experienced advisors from various parts of the country. This small group reorganized NAAHP and became the first board of directors of the national organization. With reorganization, they began to make firm plans for the future. The key to the success that they have enjoyed was in convincing Julian Frankenberg to take on the job of Executive Director, without pay. I still think that Tony Smulders should be awarded the title of "Salesman of the Decade", perhaps "of the Century", for talking Julian into taking the job for no pay and almost no budget which would require essentially a full-time effort, but which must be done after he had completed his duties as a full-time prehealth advisor at the University of Illinois. Of course, there were people who helped. In addition to Tony who served as president and Julian who was executive director, Brice Corder served as vice-president of the reorganized association with Frank Stevens as treasurer and Charlie Ellis as secretary. This was the group of officers who turned a vision into a reality.

It was during Sansing's tenure (1984-1986) that the first "Meet the Deans" session was launched at the National Meeting in Philadelphia. It was an opportunity for pre-health professions advisors to speak with, and obtain literature from, Deans and Directors of the health professional schools.

**Establishing an Advisory Council**

NAAHP was first associated with AAMC alone, then with both AAMC and ADA. These links were strong, but other Health Professions Associations had expressed dissatisfaction with what they viewed to be a lack of publicity and a lack access to advisors. Frankenberg wanted to remedy this. He wrote to his friend Stanley Kaplan, "We have been too strongly tied to medicine and have neglected the other health professions including allied health."

Frankenberg planned to organize NAAHP meetings in alternate years, "piggy-backing" NAAHP meetings with the Annual Meetings of other Health Professions Associations. In a press release, Frankenberg indicated that the NAAHP would sponsor workshops on career advising for Dentistry, Medicine, Optometry, Podiatry and Allied Health Professions.

In March 1980, Frankenberg recommended to the Board of Directors the creation of a Health Professions Advisory Committee, a proposal that was approved later that June by the Board of Directors. In his letter to the Board, Frankenberg wrote, “We must build up a rapport between us and the professions school associations. I have already received letters from Podiatry, Optometry and Osteopathic Medicine requesting that we name a person to their committees and in turn we must ask them to name a person to our advisory committee.”

It was during President Sansing’s tenure (1984-1986) that a full roster of liaisons to the health professions associations was completed. This also helped improve the ties between NAAHP and the health professions associations.

The creation of the Health Professions Advisory Committee was one of the truly momentous events in NAAHP history (the name Advisory Committee was later changed to Advisory Council by the NAAHP Board of Directors in June 2000).

It has continued to engender fruitful exchange between the NAAHP Board of Directors, advisors and liaisons, and health professions school associations. The first meeting of the Advisory Committee was held on June 21, 1980, with representatives of AAMC, AACOM, AACPM, ASCO and AADS.

With this broader reach offered by the health professions associations, the NAAHP National meetings were held in conjunction with the annual meetings of the AAMC, AACOM, AACPM, ASCO and AACP respectively. From 1988 to the present, NAAHP National meetings have been held every other year, and have given more exposure to the health professions associations. For the complete roster of NAAHP Advisory Council members, see appendices G and H.

### **Governance Issues— Board of Directors**

In 1984, the Board changed the Vice-President position to President-Elect. It also created the position of Past President. Thus a six-year term for the presidential ranks was established such that the same individual moved through the three positions. Harry Fierstine, who was elected as president-elect in 1984, was the first to enter this six-year term. Under Fierstine’s presidency (1986-1988), the organization also established the biennial meeting cycle for the National Meeting and created the Advisory Survey Project, a survey to tap into the needs of the membership as the organization developed its infrastructure.

In the 1984 minutes of the Board of Directors, President Norman Sansing was quoted as concluding that NAAHP has “progressed from survival to accomplishment”. Even so, the minutes report that the National “is a creature of the pre-existing regional associations. Perhaps we should think in terms of a national group with regions. All members would be national.”

The Board of Directors numbered eight members from 1974 to 1980. In 1981, the Executive Director was made a member without voting privileges except in the case of a tie vote. In 1983, the Immediate Past President was seated on the board with full voting privileges but did not represent any of the four regional associations. In 1994, the President represented NAAHP and no longer represented a regional association. In 2000, the President-Elect, Secretary, and Treasurer now were considered national officers and no longer represented their regional association. In 2002, it was decided that the Executive Director no longer had a vote on the board. The Director of Communication and the Historian were seated on the board in 2002 and 2007 respectively, with neither having voting privileges. The National Program chair was seated on the board in 2012. Lastly, in 2013, the Board decided to invite the Assistant-Treasurer to the board meetings as a guest.

From 1988 to 1995, the past presidents were invited as guests to the board and were valued as sources of input and insight. But gradually, with the inclusion of ever more past- presidents, they were increasingly dominating the meetings with their opinions.

Julian Frankenberg wrote to President Connie Horstman in July 1995 about removing the past-presidents from the Board. He wrote: “As the years have passed, the number of past- presidents attending the meetings is becoming unwieldy. What I would suggest is that we form a Council of Past-Presidents who are welcome to get together on their own at our national meetings. They could elect a spokesperson to express their concerns to members of the Board of Directors.” He continued, “We must limit the number of past-presidents who can attend the meeting. My suggestion

**A History of the National Association of Advisors for the Health Professions** *(continued)*

is that the immediate past-president, whose expenses are already sanctioned, and who already has the right to vote, is sufficient for past-president representation.”

Connie wrote to the Board later in July 1995 summarizing that several members of the board have “expressed concerns to me about the amount of leeway granted past-presidents to engage in discussions at the Board meetings. Specifically, you indicated that while the input of past-presidents was often informative, at times the discussion was dominated by recollections of past events and ways of proceeding which interfered with the ability of the present board to conduct business in its own way.” The Board disbanded the Committee of Past-Presidents in June of 2004.

**Governance Issues— Regional and National Meeting Conflict**

The June 1985 national meeting at Snowbird, Utah, was not well attended. Was it that both the National and Regional Health Professions Associations were meeting each year? Was loyalty to the Regional Association meetings more important to advisors? These were some of the questions debated by the Board and culminated in a decision in 1986 to hold a National Meeting in each even-numbered year and to persuade the regionals to meet on alternate years.

NEAAHP would not agree to this. In fact, Frankenberg reported that “NEAAHP is now opposed to meeting with optometry, podiatry and osteopathic medicine since their members are primarily interested in allopathic medicine.” However, in April 1986, Frankenberg wrote privately to Howard Krukofsky (NEAAHP) that the 1988 meeting, which was to be held in Washington DC, would be a true national meeting under the sponsorship of all four regional associations. Frankenberg further reported that the presidents of the CAAHP, SAAHP and WAAHP all agreed that they would support alternating national and regional meetings in the future.

The investment in putting a national meeting together which conflicted with regional meetings was draining the budget to unsupportable levels. The Board felt that the NAAHP should not be in competition with the regionals for resources, speakers and activities. In 1986, Frankenberg concluded that NAAHP “should be able to raise at least 1/3 of its yearly operating income from profits from the national meeting.”

At the 1986 Board meeting, the NEAAHP showed a willingness to meet in 1988 with the NAAHP. However, the NEAAHP was dependent entirely on fees collected at their annual meeting since the NEAAHP had no regional dues. So, after any joint meeting the NAAHP had to reimburse the NEAAHP for this loss of revenue. The NEAAHP did not collect any revenues at the 1984 joint NAAHP/NEAAHP meeting in Philadelphia and it was unwilling to repeat the experience. The board voted to provide the NEAAHP \$20.00 for each NEAAHP member attending the joint National meeting in 1988.

The SAAHP and CAAHP representatives indicated that it was possible that they would forego their annual regional meeting for a truly national meeting. The WAAHP representative did not think the WAAHP “could completely forego” their annual meeting at Asilomar, but the WAAHP eventually did so, transitioning to a biennial regional meeting.

**Late 1980s:**

In his 1986 Annual Report, NAAHP President Harry Fierstine announced that “advisor membership has grown 8%, from 748 to 808, and a membership drive is underway to extend our services to community college counselors and to additional advisors on campuses already with a member.”

In 1987, Fierstine noted that the organization had just completed a successful meeting in Charleston, SC and that the Advisory Committee/Board of Directors was recommending the development of “an advisor’s handbook that includes information about all the health professions.” This would lead to the production of *Strategies for Success*, the early forerunner of the *Health Professions Admissions Guide*. In addition, Fierstine announced the arrival of the organization’s newest publication: *Write for Success* by Evelyn Jackson and Harold Bardo, a guide to writing applications to the health professional schools.

While the 1980s was a time of greater accomplishments for NAAHP, the organization was not free of financial worry. “We were always concerned with keeping enough money to maintain the office, supplies, staff, and to produce vehicles of outreach to our membership and other advisors (newsletters, booklets and meetings),” reports Sally Olexia (Kalamazoo College). Olexia, who was on the BOD in the late 1980’s and was to become the first woman elected NAAHP President in 1990, also described the time as one of reaching out to those advisors who knew nothing about NAAHP.

“Some advisors in small schools had never met anyone from a health professions program nor other advisors,” Olexia says. “It’s important to remember that in those years an advisor had access to a land-line phone (often shared) and whatever came in the mail. We wanted to provide good informational materials and to put on excellent meetings.”

### **Advisor Fellowship Grants**

In May 1988, the Board created an Advisor Fellowship Grant. Each grant proposal would be evaluated according to one of the following criteria:

1. underserved minority activities
2. bringing programs to areas underserved because of geographical constraints
3. initiating programs to undergraduate populations that have been inadequately served
4. creative programs which could serve as models for other institutions.

In 1989, the Advisor Fellowship Grants fund received gifts from Kaplan (\$3,000), ASCO (\$750.00), AOA (\$1,000), Betz (\$1,000), American Academy of Family Physicians (\$3,000). In 1990, 15 Advisor Fellowship Grants were requested. Of these, five were awarded (two at \$1,500 and three at \$1,000). In 1991, \$5,000 was available for the grants. However, only five proposals were received. President T.G. Jackson hesitated to recommend discontinuing the grant. But there was difficulty raising money and interest. “It seems that the amount is not worth the time and effort,” he said. Thus, the Advisor Fellowship Grant Program was put on inactive status in 1991.

NAAHP Presidents during the decade of the 1980s included Anthony Smulders, Loyola Marymount University, CA; (two terms, 1980-1984); Norman Sansing, University of Georgia (1984-1986); Harry Fierstine, Cal Poly San Luis Obispo, CA (1986-1988); and Howard Krukofsky, Hunter College (1988-1990).

### **The 1990s: A Growing Organization**

The 1990s brought additional growth and more stability to the organization, as Frankenberg, his assistants, and National leadership worked to build membership. This era also saw several successful National Meetings around the country, the introduction of a new listserv to the organization, as well as a move to new headquarters in Champaign, IL. Additionally, an attempt was made to start a national student organization and, late in the decade, Julian Frankenberg retired as NAAHP’s Executive Director.

Among the initiatives undertaken in the early part of the decade was an effort to develop better plans and procedures. To this end, in 1994, the Board approved a subcommittee to develop the NAAHP Policies and Procedures Handbook, which provided a better guide of the actions of the Board and its members, thus making for the smooth functioning of the organization.

National meetings during the decade were held in San Diego (1990), Milwaukee (1992), Denver (1994), Reno (1996), and Washington, D.C. (1998).

The organization was reported to be “financially strong” (1992 BOD minutes) with 731 members renewing and more expected to renew. The National meetings proved to be a good source of additional revenues. Ever cost conscious, Frankenberg sited a National Meeting in Reno, Nevada, in 1996, where hotel rooms could be had for a reduced price, albeit coming with the attendant casino functions. Some members enjoyed the casino appeal; others, not as much.

NAAHP Presidents during the decade included: Sally Olexia, Kalamazoo College, Kalamazoo, MI (1990-1992); T.G. Jackson, University of Alabama, Tuscaloosa, AL (1992- 1994); Connie Horstman, University of Milwaukee, WI (1994-1996); William Dorgan, Auburn University, Auburn, AL (1996-1998); and Sandra Herndon Oyewole, Trinity College, Washington, D.C. (1998-2000).

Olexia recalls that Frankenberg was a dynamic force behind many of the organization’s ideas. “I knew Julian to be tireless in his pursuit of ways and means to establish and maintain NAAHP,” Olexia reports. “He had a genius for conceiving ideas and organization and he pursued his ideas with unbridled passion.

**A History of the National Association of Advisors for the Health Professions** *(continued)*

“One idea, to my great disappointment, that never came to fruition was the Electronic Bulletin Board. At the time, the advisors were not yet using the internet to a great extent. Julian wanted to put timely information on the web and also let advisors ‘chat’ with each other and admissions folks. But it was too new; it didn’t catch on. That seems ironic now!”

Olexia remembers that times were sometimes difficult with communication between the Board of Directors and its ED, leading to friction. The NAAHP was a huge part of Frankenberg’s life and to others he sometimes seemed mercurial and reluctant to share in decision-making.

“Serving as President was a high-wire act,” Olexia says. “My role, as I saw it, was to keep the momentum going for the many, many good productive ideas, try to talk him out of the impossible ones, and try to keep the surges of negativity banked. I did my best, but I don’t know if I had a 50-50 record, probably not. Personally, he always supported my efforts and treated me with kindness and respect.”

**Regional/National Relationships**

Relationships between the Regional Associations and NAAHP did not always go smoothly. Because the founding of the Regional organizations pre-dated the founding of the NAAHP, some members in each region were undoubtedly unsure as to what value NAAHP might have for them. The Regional AAHPs, after all, were in closer proximity to their members, offered closer meetings, possibly more regionally- and locally-specific data and information, while the National was sometimes viewed with suspicion. Did the National just want the membership money and the revenues from meeting attendance? What could the National offer to the Regionals?

Olexia recalls, “the greatest challenge I faced as President of NAAHP was to get the regions to work together, or even in the same room. The NEAAHP had been organized earlier and had achieved the backing of important health professions programs in the Northeast. They were not at all convinced that being part of NAAHP was beneficial to them. This was evident in every discussion. I remember walking in on a discussion that two Northeast colleagues were having as to whether there was indication of intelligent human life west of the Hudson River until you reached California.”

Despite the challenges, through continued discussion and diplomacy, progress was made. The matter of scheduling meetings, which was a sticking point between the Regionals and National, took some time to resolve. The meeting revenue was critical to both Regionals and National yet, if the National was also holding a meeting in a year when there was already a Regional Meeting scheduled, the fear was that revenues would be siphoned off, since most advisors would not have the financial support to attend two meetings. This was improved by the eventual scheduling of National Meetings on the even-numbered year, with Regionals on the odd-numbered year.

During the tenure of President T.G. Jackson, the Board of Directors sought to purchase property to relocate the National Office from the University of Illinois to a stand-alone space. The June 1992 Board minutes note that stable finances were finally allowing the organization to make such a purchase. This new space would allow more room for growth, in both people and the needed space for organizational records. Frankenberg showed the Board a floor plan of the desired space and the Board approved a purchase price of up to \$125,000. In 1993, the NAAHP moved from its headquarters in offices at the University of Illinois campus to its new location, a house at 205 W. Green St., Champaign, IL.

The mid-1990s saw the arrival of Bill Dorgan (then of Auburn University) as NAAHP President. He was determined to continue improving the links to the “other” health professions associations that Frankenberg had begun. Dorgan had the unique background of having served as both a Program Chair and a President in two different regions (WAAHP and SAAHP).

It is perhaps understandable that, in the early years, there was a heavy emphasis on medicine as a focus of NAAHP programs and, perhaps, to a lesser extent, dentistry, for the ties between those professions and NAAHP went all the way back to NAAHP’s founding in 1974. At that time, the AAMC had contributed \$2,000 and the ADA had contributed \$2,000 as seed money to help get NAAHP up and running. However, some advisors weren’t fully aware of the other professions and how to advise students about them. Dorgan was determined to change that.

“I felt, early on, that there was too much emphasis on the AAMC,” Dorgan remembers. “One of my goals was to expand the representation of other health professions at regional and national meetings.”



Dorgan began this quest while a program chair at the WAAHP, reaching out and inviting Associations (in addition to the AAMC and ADEA) to attend meetings, and to communicate directly with pre-health professions advisors. He continued that emphasis as NAAHP President.

“I am pleased to report that since that time the representation of health professions schools has been greatly expanded, both regionally and nationally,” Dorgan reports.

Part of that expansion, too, was due to a greater willingness on the part of the NAAHP Boards of Directors in the 1990s and early 2000s to add members of the other health professions associations to its Advisory Council. In 1980 the Council numbered just six members, but the number had grown to 17 by 2008. These added health associations played an increasingly important role in providing information, interactivity, and financial support at both Regional and National Meetings.

One of the disappointments during Dorgan’s tenure as President was the inability of the National Pre-health Student Association (NPSA) to gain traction. In June 1996, the Board of Directors approved NPSA as a pilot project. Its mission was “to provide all interested health professions students, regardless of academic background, with constant access to timely, accurate, and pertinent information necessary for preparation for careers in the health professions.” NPSA included a dues-structure and provided a newsletter for pre-health professions students nationwide. But a less-than-expected enrollment and the cost of continuing the program were key factors in its ultimate termination by the Board of Directors a year later, in June 1997.

In 1998, Sandra Herndon Oyewole of Trinity College, Washington, D.C., became the first African-American to serve as NAAHP’s President.

“My term as President was informed by the outstanding strategic plan developed prior to my assuming office,” Oyewole recalls. “The goals and objectives to accomplish the mission of NAAHP were clearly articulated. The goal of the NAAHP Board was to implement the plan. In the past, great ideas discussed at Board meetings were not implemented, because no one was appointed to take leadership of the project or task. Before our Board meetings adjourned, a member or members of the board were appointed to take leadership of the initiative/project considered important to the mission of the board.”

Oyewole was pleased with the significance of the change. She also initiated the practice of having the Executive Director and the NAAHP President attend the four Regional Business Meetings at the National Meetings as a demonstration of NAAHP’s continuing commitment to the Regions.

The greatest challenge to Oyewole’s tenure, she reports, was the transition in the Executive Director position. Frankenberg’s tenure was ending, and there was some bumpiness, particularly with the National Meeting in Alexandria in 1998, where a great deal of work fell on the shoulders of Doug Merrill the Program Chair, and Christine Klindworth, NAAHP’s Associate Executive Director.

“I was very proud of the high quality of the NAAHP meeting in Alexandria that Doug Merrill chaired,” Oyewole remembers. “Doug and Christine were constantly putting out fires in such a seamless way that none of our attendees noticed. We got a lot of compliments about the high quality of the program.”

Of her years on the NAAHP Board, Oyewole reports: “I have not served on a board with more dedicated, knowledgeable, and collegial people with such a commitment to excellence in serving their students. It was an honor to serve.”

### **Changing Executive Directors**

The late 1990s brought an end to Julian Frankenberg’s tenure as NAAHP Executive Director. In March 1996, Frankenberg wrote a formal letter to NAAHP President Connie Horstman, asking to be appointed for one last three-year term as Executive Director after which his tenure would terminate at the end of the 1999 Board meeting. In 1999, he withdrew as Executive Director, although he continued to assist the program chair (Hugo Lane, SAAHP) in preparing the site of the 2000 National Meeting in Orlando.

**A History of the National Association of Advisors for the Health Professions** *(continued)*

In a letter to the Board, Frankenberg reviewed some of the salient points of his tenure. However, he also itemized some regrets: he regretted the failure of NAAHP to bring AED into a physical and business relationship with NAAHP, a long-held dream of his, and NAAHP's failure to support Bill Dorgan's project of NPSA. He felt that governance bonds with the regional advisors' groups needed to be enhanced.

Finally, he believed throughout his tenure that the membership of NAAHP should vote directly for the board members even though their individual vote is expressed through regional elections of two representatives from each region to the National Board of Directors. (Note: In October 1980, the Executive Committee voted to propose to the Board that each "Individual Member" would be allowed one vote on NAAHP matters. However, no action was taken by the Board of Directors.)

Frankenberg proposed in his 1996 letter to Horstman, that "NAAHP could add two additional members to the Board that are elected by the entire national membership to represent the entire country instead of a particular region".

Instead, under the new leadership of Brice Corder, who became part-time Executive Director in June 1999, the Board of Directors, on February 4, 2000, agreed to expand the Board by three positions, and agreed that the officers of NAAHP (President, Secretary, Treasurer, President-elect, and Past-president), would no longer vote as regional representatives, but as national representatives of NAAHP. Officer nominees would be selected by the Board's Nominating Committee and approved by the voting members of the Board.

**The early 2000s: Strategic Plans for the Future**

With the turn of the century, NAAHP leaders began to plan for the future. But to develop the most effective long-term planning, there was a need for a retrospective to answer some key questions: How do our members feel about the organization? What are we doing well, and what could be improved? What can we offer our members to improve their professional lives and to help them better assist their students? This reflection led to the launching of an ambitious two-year strategic plan, *Initiative 2000*, under then-President Ken Moore. The purpose of the initiative was "to assess the fundamental mission and major objectives of NAAHP."

The strategic plan consisted of four pillars: Communications, Governance, Finances, and Membership. Each pillar included a number of targeted goals. The Initiative 2000 effort was chaired by David Verrier, then of Franklin and Marshall College. Verrier remembers:

NAAHP was at a bit of a crossroads in terms of its professional leadership, organizational mission, role of the national vs. the regional organizations, and membership. There were some thorny issues to deal with that, politically and pragmatically, were best addressed through formalizing a representative committee, conducting a comprehensive assessment, and developing a strategic plan. It just so happened that the stars aligned in that – with the NAAHP Initiative 2000 committee – there came together an unusually talented, highly committed, selfless, and creative group of health professions advisors from around the country, all focused on improving NAAHP and preparing for the coming millennium. There was a synergy of purpose, work ethic, and teamwork that made it all possible.

In a look-back two years later, the Board listed a number of Initiative 2000 successes: long-term budgeting had become a reality, and the involvement of the treasurer and the Finance Committee in developing budgeting had been mandated as a requirement. Also, communications were improved, with a regular electronic newsletter called NAAHP-NET launched, and ongoing more frequent communication between BOD and National Office. The Immediate Past President became the Coordinator of Liaisons, charged with improving and enhancing communication with the Advisory Council members.

Another goal of the Initiative was to increase the participation of minority advisors in the organization and to increase the numbers of underrepresented minorities in the health professions, as noted by then-President Moore in a message to the membership. Moore also announced that the Minority Affairs Committee had been elevated from ad hoc to standing committee status.

The early 2000s began with the continued tenure of Executive Director Brice Corder (until 2001), who helped significantly in keeping the association stable prior to the later naming of a permanent Executive Director.

National Meetings during the early part of this period included those held in Orlando, FL (2000), Las Vegas, NV (2002), Washington D.C. (2004), Portland, OR (2006), and Chicago, IL (2008).

NAAHP Presidents over this period of time included Ken Moore of Seattle Pacific University (2000-2002), Hugo Lane of Wake Forest University (2002-2004), Larry Garrison Sullivan of Avila University in Kansas City (2004-2006), and Jeremiah “Jerry” Putnam of Davidson College (2006-2008).

One particular success under Corder’s tenure as part-time Executive Director was that the relationship between the NAAHP Board of Directors and its Advisory Council (then known as the “Advisory Committee”) began to change for the better.

### **The Advisory Council**

Until 1999, the Advisory Committee members, made up of representatives of the Associations of Health Professions Schools, usually reported on the activities of their associations in the previous twelve months, and on the future plans of their associations. However, in 2000, the Advisory Committee was renamed the Advisory Council, and it took on a more consultative and interactive role.

In addition to the usual annual association reports from each of the associations, Moore introduced discussion topics of concern to NAAHP. From 2002 until the present, Council activity became increasingly interactive and collaborative between the Board of Directors and the Advisory Council members. In 2003, NAAHP liaisons to the health professions associations of schools were invited to join the June Council meetings.

Later, under the guidance of Executive Director Susan Maxwell, some officers of the NAAHP began to meet with Advisory Council members in January each year in Washington DC. The presidents of the four regional advisor associations and the regional advisor program committee chairs joined these winter meetings in 2007.

Thus, a vibrant relationship grew from these interactions, which augured well for more cohesive, cooperative, and productive June Council meetings. To further enhance communication and collaboration, a separate “liaisons” listserv was created to promote discussions among the Council members, NAAHP liaisons to the associations, and the Board of Directors.

Over the years, the number of Advisory Council members has steadily increased from six members in 1980 to 10 in 1990, 12 in 2000 and 17 in 2010.

Finally, in 2012, the Board created the position of “Liaison from the Advisory Council” to the chair of the NAAHP National Program Committee so that input from the Council would be considered during the planning phases of the biennial National NAAHP meetings. This relationship has been a significant success.

### **Leadership Transitions**

The years of Brice Corder’s leadership as the Executive Director were a transitional period, as Corder indicated he did not want the ED position for the long haul. “His contribution was to hold the ship steady while we looked for a new director,” Hugo Lane recalls. To that end, the Board named Lane to chair a search committee and the process of identifying a permanent ED began.

Lane, who had joined the NAAHP Board as a SAAHP Representative in 1996, remembers some financial uncertainty in the early years of the 2000s. The situation was certainly not as dire as in the early days of the organization, when the early leaders struggled with the organization’s very survival, but there were some financial issues, nonetheless. “I recall that in 2001 we had to sell off some investments because of cash flow issues,” Lane recalls, “and we needed the yield for staff salaries.”

In November 2001, the Board appointed Susan Maxwell, former Assistant Dean of Student Affairs at Albany Medical College, as its first full-time Executive Director.

**A History of the National Association of Advisors for the Health Professions** *(continued)*

Of her transition to the NAAHP, Maxwell says, “Early on I was challenged by understanding the size and scope of the association and familiarizing myself with colleagues throughout the country who I had not yet met. The transition was made easier by virtue of the giving nature of the leadership, their availability and accessibility, as well as their genuine desire to see me succeed.”

Maxwell credits Ken Moore, then-President, for his warm welcome, and for making her feel at home. “We had a very comfortable, collegial relationship,” Maxwell remembers. “I will always be grateful to Dr. Moore for his warm welcome and support in the early days of my position.”

Lane (2002-2004) was the first President to work extensively with Maxwell, and credits her with improving both the financial picture of the organization, as well as the links to other constituencies. “She quickly took hold of the reins,” Lane says. “Her major contribution to the National Meetings was to increase the number of exhibitors, which had a significant impact on NAAHP’s income. She also had the vision to expand and create new ways in which the Board interacted with the Advisory Council.”

With the transition to Maxwell’s tenure as ED, and increased diligence by the Board of Directors and National Office staff, the financial picture improved. “Over the next several years, the income from National Meetings and memberships increased significantly,” Lane says.

While NAAHP may have had a few financial bumps in the 2000s, the appointment of Larry Garrison Sullivan (Avila University) as treasurer, and the assistance of then-secretary Marilyn Hoffman (University of Utah), did much to improve and formalize NAAHP financial processes, since much of the financial work to that point had been handled by the former Executive Director, Julian Frankenberg.

“What we did was develop a true treasurer,” Garrison Sullivan remembers. “There really had not been one in that sense before. They had asked me to be an officer—secretary or treasurer. I chose treasurer since it would be a learning experience.” It was during this time, Garrison Sullivan noted, that the Board took over greater control and oversight of the budget and finances, which earlier had been controlled by Frankenberg.

Garrison Sullivan, who was President from 2004-2006, also found that the changes to the Advisory Council/NAAHP relationship were positive. “It (the Advisory Council) had been more of a social group. We changed the model-- did more small group work at tables, got them talking with each other, and with us, and the communication improved. We also began the January meetings, where topics of shared interest could be discussed.”

The January meetings, typically held in Washington, D.C. or nearby, yielded increased collegiality among the members and have helped solidify NAAHP’s relationship with each of the Advisory Council members and with the associations they represent. In a message to the membership in June 2004, Garrison Sullivan noted that the strengthening of the liaison structure was also a positive force.

“We have worked hard to strengthen our ties with the health professions associations through an increased emphasis on the role of our liaison, the appointment of a liaison coordinator, and the implementation of an Advisory Council listserv,” Garrison Sullivan wrote. He noted that, with Hugo Lane’s organizing, NAAHP was also going to hold its first national/regional leadership workshop prior to the National Meeting that year in Washington, D.C.

Improvements during the early part of the decade also came in the form of increased numbers of participants and exhibitors at the National Meetings. While the Las Vegas National Meeting (2002) drew a record number of attendees, there were some challenges with the low number of exhibitors (only seven). Since exhibitors and Meet the Dean’s participants were an important part of meeting revenue, the number of exhibitors affected the organization’s bottom line. This was Maxwell’s first meeting, and she was determined to build both membership and meeting exhibitors from there.

“The NAAHP revenue stream needed increasing, and significantly so,” remembers former NAAHP President, Jeremiah “Jerry” Putnam (2006-2008) who served as Program Chair for the 2004 National Meeting in Washington, D.C. “Increasing the numbers of exhibitors at our meetings was a good place to start.”

Working with Executive Director Maxwell, who was “tirelessly committed to this project”, Putnam remembers the Washington meeting as a “game changer” when it came to exhibitors, the number of which increased many-fold to more than 40.

The increased number of exhibitors and attendance at the meeting helped stabilize the association’s finances, even allowing the Board to award some staff bonuses, Putnam remembers, and later help fund meeting support for advisor members. “Toward the end of my presidency, the NAAHP Board was able to award travel grants of \$20,000 to NAAHP members and increase staff benefits, a direct effect of the improving financial conditions of the NAAHP,” Putnam reports.

A decision to launch another comprehensive five-year Strategic Plan (2006-2011) was also an important development during this period. With Garrison Sullivan as the Chair, the Committee developed eight goals:

1. Promote Leadership,
2. Improve Public Image and Support for Pre-Health Advisors,
3. Strengthen Advisory Council Relations,
4. Establish a Financial Long-Range Plan,
5. Expand NAAHP Membership,
6. Solicit Community College Involvement,
7. Assist Advisors with the Impact of Technology in Their Work,
8. Support Health Professions Diversity Initiatives.

The Board approved the plan at its June 2006 Board Meeting.

An NAAHP Advisor Travel Grant program was approved in 2007 and provided for advisors traveling to the National Meeting in Chicago (2008). Awards from the popular program continue to go to advisors who have little or no institutional financial support from their home institutions, thereby allowing them to defray some of the travel expenses of attending the National Meetings.

During this time, the organization also moved its National Office location to Hessel Boulevard in Champaign. Former President Jerry Putnam recalls, “I was happy to be involved in moving the national office from inadequate facilities on Green Street in Champaign, IL to professional ones on Hessel Boulevard, being the principal signer on that lease. This move involved incredible cooperation among NAAHP leadership and staff.”

## **Communications**

A salient decision in the early 1980s was to improve communication between advisors and the national office. That decision eventually led to the development of a broad array of publications and products designed to not only enhance communication between the national office and advisors, but also between advisors and other constituents. It also led to publications that would help advisors develop advising expertise and enhance their professional development.

### **1. HLTHPROF**

It was to be several years before Frankenberg’s earlier idea of advisors using electronic access to communicate with each other would come to fruition. However, the project was ultimately launched, not by NAAHP’s National Office directly, but through a couple of its members.

This project was HLTHPROF, a listserv consisting of participants from pre-health professions advising, as well as from health professional schools, and health professions associations.

Until the appearance of HLTHPROF, networking was mostly accomplished at the regional advisor association meetings and at the NAAHP National Meetings. As important as these meeting interactions were, the introduction of HLTHPROF led to daily, and sometimes, hourly, exchanges of views throughout the year. Arguably, it has enormously strengthened the communication and relations among advisors, admissions staff, and health professions associations’ personnel.

**A History of the National Association of Advisors for the Health Professions** (*continued*)

On her return from the 1996 Reno National Meeting, Judith Schwinghamer of Michigan State University (MSU) discovered that a young colleague, Catherine Flaga, was developing a listserv for health professions advisors. Flaga's intent was to submit it to the National Academic Advising Association (NACADA). "I convinced her not to send it to NACADA but to send it instead to the president of our CAAHP at that time to use with our organization which would really use it," (personal communication from Judy Schwinghamer 2012). The listserv was an immediate success as a forum for discussion and communication once it became available to both advisor and patron members of NAAHP and to non-members who were advisors or staff of the professional schools.

Flaga left MSU after completing her Ph.D. At first, HLTHPROF was owned by, and maintained at, Michigan State. In 1999, Michigan State and NAAHP become co-owners of the list. From 2002 the listserv was managed by Dan Knauft at the University of Texas at Austin and Christine Klindworth, then Associate Director of NAAHP.

Jerolyn Attwood, NAAHP's office manager, succeeded Klindworth as co-manager until Attwood's retirement in 2012. Presently, the listserv is managed by Knauft and the NAAHP National Office staff.

**2. The Pre-Medical Advisors Reference Manual (PARM)**

A questionnaire authored by Carol Baffi-Dugan, University of Pennsylvania, and sent to the medical school admissions offices was designed to collect data to fill in the gaps of information in the *Medical School Admission Requirements (MSAR)*. In June 1984, after finding that the gaps in information about the characteristics of medical schools were wider than thought, Baffi-Dugan and Jenette Wheeler (Haverford College) requested \$1,300.00 from the Board of Directors to have the data printed up as a booklet by that Saturday of the National Meeting. An immediate response from the Board was requested. The Board declined to provide funds for their project because it "was felt that the project was basically a good idea but that there were issues of distribution, confidentiality and costs which were too complex for a rushed decision." The Board hoped the project would be brought to completion later. The project went forward to completion nonetheless under the auspices of the NEAAHP.

The second edition of the *Premedical Advisors Reference Manual*, or *PARM*, was published under the leadership of Georgiana Aboko-Cole and Clarence Lee, both of Howard University, and of Saundra Oyewole of Trinity College. Edward Trachtenberg of Clark University, along with his secretary Wendy Praisner, produced the next five editions with assistance from Paul Hines of Connecticut State and Jenette Wheeler.

NAAHP took ownership of the *PARM* in 2000 and, with Trachtenberg continuing as editor, produced the seventh edition. Baffi-Dugan, who edited the 2005, eighth edition of *PARM*, wrote, "Under Ed's leadership, the manual became more inclusive, providing information on all the US and Canadian allopathic schools as well as the US osteopathic schools. It broadened its topics and added and eliminated questions as the times required. It became a 'must-have' for any dedicated health professions advisor".

After Ed Trachtenberg's retirement, the eighth and following editions were edited by Baffi-Dugan. The tenth edition appeared in June 2012. In 2013, NAAHP leadership decided to discontinue the *PARM*. Advisors were referred to the Advisor-only website developed by the AAMC.

In an open email to advisors, Julie Chanatry, NAAHP President, Carol Baffi-Dugan, NAAHP Director of Communications, and Susan Maxwell, NAAHP Executive Director, wrote, "We believe this new resource will be extremely valuable. It will be updated annually, rather than every three years as has been the *PARM*. The site will continue to expand as AAMC responds to our requests."

**3. The VirtualEvals Experience**

One program that facilitated the work of advisors was the development of VirtualEvals (VE). Kay Singer and Saeed Richardson, both of Duke University, introduced this electronic service to transmit confidential letters of recommendation to medical schools. Singer and Richardson made several presentations of the characteristics and usefulness of VirtualEvals at both the NAAHP and Regional AAHP associations meetings in 2002 and 2003. In 2004, Duke alone distributed its letters of recommendation to ninety-eight allopathic medical schools using the service. In 2005, a pilot project which involved twelve undergraduate institutions distributed their confidential materials to 112 medical schools using VirtualEvals. In 2005, the Board of Directors agreed that NAAHP would partner with VE. In

2006, VE was greatly expanded. Through NAAHP, advisors could register for VE participation by paying a \$100.00 user fee. At the end of the application cycle NAAHP would bill undergraduate institutions \$10.00 for each applicant whose letters were submitted through VE. For its efforts, NAAHP retained 10% of the proceeds.

The number of allopathic medical schools participating in the service rose to 125, and included MD/PhD programs. Fifteen osteopathic medical schools were added to the distribution list as was the Texas Medical and Dental School Application Service (TMDSAS). The following year, with AMCAS adding other electronic letter services to their arsenal, all allopathic schools covered by AMCAS could be accessed through VE by using “AMCAS” on the distribution list. Non-AMCAS schools could still be accessed directly through VE. The number of undergraduate institutions participating in VE surpassed 275 in 2009.

In the following years, VE included some optometry, podiatry and postbaccalaureate programs. A new three-year contract with VirtualEvals was signed in 2013. It served around 250 undergraduate institutions, whose advisors downloaded their letters to both AMCAS and non-AMCAS allopathic schools; TMDSAS (medical, dental, and vet schools), all osteopathic medical schools, seven podiatric schools, and six postbaccalaureate programs. Letters could also be sent to three foreign medical schools (information from Kay Singer 2014).

As of this writing, the NAAHP continues a relationship with VirtualEvals, although for a reduced number of schools, as the popularity of other electronic letter transmittal services has increased in recent years.

#### **4. *The Advisor***

The origins of NAAHP’s long-running quarterly, *The Advisor*, can be traced to a newsletter developed by the AAMC’s Group on Student Affairs (GSA). In 1964 the Continuing Group on Student Affairs of the Association of American Medical Colleges had been renamed simply the Group on Student Affairs (GSA). Under the editorship of Dr. Davis Johnson, the GSA produced *The Advisor*, a newsletter available free of charge and distributed to those health professions advisors listed with the AAMC offices in Evanston, IL. The newsletter enhanced a sense of community among advisors, and between them and members of the GSA.

The first issue of *The Advisor* was published in January 1964, and it mentioned that interaction among the organizations was of “particular interest to the advisors and to prospective medical students, namely the AAMC Group on Student Affairs.” The publication arose out of the GSA’s Committee on Relations with High Schools and Colleges, and was a “new experiment in communication between the Academic Deans of Student Affairs in the medical colleges in this country and their colleagues, the faculty Advisors to prospective medical students in the Colleges of Arts and Science.”

Peter Van Houten (University of California-Berkeley), who would become the first editor of the publication under the NAAHP, remembers that *The Advisor* was published on an irregular basis, with the second edition issued in April 1965. Still, the publication was an important step in enhancing the communication flow among advisors, and between a health professions organization and its constituents.

In 1970, an advisor from each regional association was appointed to the GSA Committee directly related to the pre-health advising community. In 1971, *The Advisor* changed its format to topics directly related to the pre-health advising community.

By May 1972, all substantive standing committees of the GSA included at least one pre-medical advisor. Each regional advisor group became responsible for the preparation of one page of the eight-page newsletter. By 1972, *The Advisor* was sent to over 1800 pre-medical advisors, medical deans and student affairs officers.

The AAMC ceased publication of *The Advisor* in 1978 and turned over the responsibility for an advising-related publication, under a new name, to NAAHP. The last AAMC editor, Suzanne P. Dulcan of the Division of Student Programs wrote in the last issue under her tenure:

It is hoped that *The Advisor* has contributed to increased professionalism of advisors in all these areas and activities. It is expected that the well-established regional advisors’ associations will continue their important programs in cooperation with GSA and AAMC staff. AAMC and all health professions education associations will profit from NAAHP’s projected efforts to increase useful communication among advisors nationwide and to speak with a unified voice for advisors on matters of mutual concern to undergraduate and professional schools.

**A History of the National Association of Advisors for the Health Professions** (continued)

Van Houten was selected as the first editor of the new publication, which would be entitled *NAAHP News*. In *NAAHP News*, the first comprehensive advisors' questionnaire was created with the goal of developing a formal database of advisors.

The American Dental Association (ADA), through the leadership of Dr. James W. Graham, provided early strong support in sponsoring the newsletter, bearing responsibility for printing and mailing it to advisors. In 1980, the *NAAHP News* title was dropped, and the former name of *The Advisor* was reinstated by permission of the AAMC.

In 1982, NAAHP took full responsibility for all aspects of *The Advisor*, and its offices were moved to Arizona State University with Brice Corder as its new editor. Corder held the editorship until 1999, when he assumed the role of Executive Director of NAAHP.

Over the years, *The Advisor* has greatly exceeded its original stature as a four to eight-page newsletter. In 1984, NAAHP President Tony Smulders (Loyola Marymount University) was quoted in the minutes of the Board of Directors as saying that *The Advisor* grew "from an orphan of the AAMC to its current fine situation under Brice at Arizona State."

Following Corder, the editorship passed to its present editor, Carol Baffi-Dugan of Tufts University. Under Baffi-Dugan's leadership, the journal has become increasingly contemporary, with more original research and viewpoint articles, and with less reliance on reprints from other publications. Over time, the journal has added color and an online format, and has developed an array of timely and significant articles that authors are proud to list in their CVs.

From the first, Baffi-Dugan shared with the Board her vision of what *The Advisor* might be. "When I was approached to take over as editor of *The Advisor*, I made something very clear to the Board," Baffi-Dugan reports. "If they were looking for a scholarly journal focused on primary research and esoteric topics, I was not the right person. However, if they wanted a practice-based journal where colleagues would share their successes, advising approaches, innovative programs, helpful tools and interesting courses, then I was in."

"Through the years we have had many different themes as a way of clustering articles around a particular topic," Baffi-Dugan explains. "We have highlighted diversity issues several times and also items such as student organizations, courses we teach and rural healthcare. We have tried to include a book review in as many issues as possible. Each December since 2000 we have focused on a particular health profession, working closely with our Advisory Council member from that profession's association."

*The Advisor* is available both in published copy and in an online version to members. The online version began on the NAAHP website in 2013. There are also abstracts of articles on the website dating back to 2009.

Baffi-Dugan's role was later expanded beyond her role as editor of *The Advisor*. She became Director of Communications to oversee all publications materials of the NAAHP and was seated as an ad-hoc member of the NAAHP Board of Directors.

Over the years, despite the changes in format and coverage of *The Advisor*, the needs of pre-health students (and their pre-health advisors) have remained consistent in many ways. Former editor, Peter Van Houten, acknowledged as much in a 2014 retrospective essay entitled "*The Advisor* Hits the Big 50", noting "the concerns of pre-health advisors in 1964-68 were much the same as they are today; or as Yogi Berra would say, 'It's Déjà vu all over again.'"

As evidence, Van Houten cited early editions of the publication which covered increased applicant numbers, issued a plea for a system to evaluate "the coming tidal wave of applicants"; as well as a question about how to evaluate Advanced Placement (AP) credits and targeted information on how to gain entry into professional school—all topics still being discussed, in one form or another, by pre-health professions advisors.

"A cartoon on page 1 of issue 2 showed an ancient fellow asking a famous man this question: 'Mr. Hippocrates, I wonder if you can help my nephew to get into medical school.'" Van Houten noted, adding with amusement, "the appropriate place to seek that help now is from the health professions advisor; move over Mr. H."



## 5. *Annual Membership Directory*

An *Annual Membership Directory* (first called the *National Directory of Health Professions Advisors*) was initiated in 1981-1982 and continued to be published for many years. The early editions of the *Directory* contained a report from the NAAHP President, listings of NAAHP members and, later, Advisory Council members, as well as Regional and National By-Laws and historical material (lists of officers, meeting sites, etc.). In November 1983, the Board voted to publish the *Directory* every other year.

With rising production costs and growing reliance on the internet for information, NAAHP discontinued printing the *Annual Membership Directory* after the publication of the 2009 edition. Instead, those seeking membership information could find it at the Membership Directory link on the NAAHP website.

## 6. *Interviewing for Health Professions Schools*

In 1983, the Board directed Julian Frankenberg to publish *The Medical School Interview*, written by Randall Zielinski, a second-year medical student at Rush Medical College.

Since then, the booklet has been through several iterations with its content updated to be more personal and user-friendly, with highlighted useful comments from medical school admissions directors. The perspective has also been broadened to include interviewing for many of the other health professional schools and not just medical school. The title was changed to *Interviewing for Health Professions Schools* to reflect this broader perspective.

## 7. *Health Professions Admissions Guide (HPAG)*

The *Health Professions Admissions Guide* introduces the fields of healthcare, outlines steps in the application process, and provides other helpful material for pre-health professions students. The publication includes advice from both pre-health professions advisors, as well as NAAHP Advisory Council members.

The *Guide* has gone through several iterations. The initial version, *Strategies for Success: A Handbook for Prehealth Students*, grew out of a series of monographs developed by former NAAHP President Sally Olexia (1990-1992). Later, the publication was renamed the *Medical Professions Admissions Guide*. Finally, in 2004, the *Guide* became *The Health Professions Admissions Guide*.

Early editions of the *Guide* were edited by Brice Corder; later editions were edited by Carol Baffi-Dugan. A team of contributors from the various regions has provided assistance with this important publication, which is among the association's best sellers.

## 8. *Write for Success: Preparing a Successful Essay for your Application to Health Professions School*

*Write for Success* originated with Harold Bardo and Evelyn Jackson of the MEDPREP program at Southern Illinois University in June 1987. The publication is designed to assist students on all aspects of writing applications to health professions programs. The publication has gone through four editions as an NAAHP publication. Recent editions have been edited by Glenn Cummings of Bryn Mawr College, an Assistant Director of the NAAHP Editorial Review Board.

## 9. *New Advisor's Handbook*

The *New Advisor's Handbook* was launched in 2002. Edited by Carol Baffi-Dugan, the first handbook was a joint publishing effort among several both retired and current advisors. The *Handbook* contained basic information on the role of the health professions advisor, as well as tips on such issues as setting up an advising office to writing letters of evaluation and developing a Health Professions Committee. Later, *Handbook* materials were incorporated into the NAAHP website.

## Diversifying the NAAHP

From the outset, NAAHP was a heavily-male organization. The association's founders were primarily men and, at many institutions, pre-health professions advising was done by male faculty members. The 1981-1982 *National Directory of Health Professions Advisors* (the NAAHP's first directory) listed 714 members. Of these, there were 464 men (65%), 169 women (24%), and 81 patron members (11%).

**A History of the National Association of Advisors for the Health Professions** (*continued*)

Gradually, these numbers began to shift. College and university faculties themselves were slowly changing, with more women becoming faculty members and taking on pre-health professions advising roles. Also, gradually, many institutions began to hire professional staff members, many of whom were women, to take on the advising workloads previously handled by faculty advisors.

Sally Olexia, President of NAAHP from 1990-1992, remembers being asked prior to a 1987 board meeting by Harvey Fierstine if she would accept a nomination for Vice President. A follow-up call from Norman Sansing convinced her to accept.

“At the beginning of the Board meeting, another representative told me that the only reason I had been chosen as Vice President was that I had two X chromosomes,” Olexia recalls. “While that was not an especially gracious comment, it was probably true.”

The successful recruitment and support of minority advisors, and the support provided to minority applicants, has been a priority for NAAHP. Over the years, Boards of Directors have attempted to broaden the organization’s reach in order to better support these advisors and their students.

In 1990, a grant received from the Macy Foundation and support from the American Dental Association enabled NAAHP to distribute the *Strategy for Success* publications to the nation’s historically black colleges and universities.

Throughout the 1990s, sessions at the National Meetings addressed the needs of underrepresented minority students and, in 2000, NAAHP established an ad-hoc Committee on Minority Affairs. This committee became a standing committee in June of 2001 as the Minority Affairs Committee. Officers of the organization have been regular participants in the AAMC and ADEA-sponsored diversity initiatives.

Harold Bardo, former NAAHP Board Member and Board Secretary, was an advocate for minority students in the early 1990’s and beyond. Bardo was a founding member of the MEDPREP program at his institution, Southern Illinois University (SIU), and co-author of NAAHP’s *Write for Success*.

“I joined (NAAHP) in 1992 and my impetus for joining was two-fold,” Bardo recalls, “First, I thought that we should be able to help more young people of color become health-care professionals, namely physicians. There was a belief then and may yet be to this day that only the ‘best’ qualified students determined in large part by their MCAT scores should enter medical schools. In our program we learned that many students of color may never have MCAT equivalent scores of those in the majority group. Nonetheless, students of color could compete and graduate from most medical schools in the country, given an opportunity.”

Through his work in the MEDPREP program, and his work through NAAHP, Bardo assisted in advocating for students of color. NAAHP, in turn, helped him stay informed on issues and developments in health care important to his work with his students back home.

“NAAHP was the best investment SIU made in allowing me to join the organization,” Bardo reports. “As a result of being involved with so many good people at NAAHP nationwide, who were supporting students in the health professions, we were able to do a much better job in advising students in MEDPREP.”

Larry Garrison Sullivan, former NAAHP President, was active on a number of fronts with supporting minority initiatives while in a leadership position with NAAHP. “We helped with the AAMC’s Holistic Review Project, actively supported the ADA Student Ambassador Program, promoted Summer Workshops for Underrepresented Minorities and were involved in promoting diversity in numerous other ways,” Garrison Sullivan recalls. “Several previous NAAHP Presidents supported our efforts by planning and implementing Leadership Workshops on diversity issues at the NAAHP National Meetings.”

Indeed, over the years, the Minority Affairs Committee has often had a key presence on the program at NAAHP National Meetings. For example, the Minority Affairs Committee and the Grants Committee were successful in working with AAMC representatives to secure funds to develop two major sessions for the 2002 National Meeting in Las Vegas. The two workshops, “Improving the Advising of Underrepresented Students” and “Best Practices in Advising Underrepresented Students” were well attended, with one of them drawing the highest attendance for any of the workshops offered at the meeting.

With changing times came a name change and, in December 2012, the name of the Minority Affairs Committee was changed to the Committee for Diversity and Inclusion, to better reflect the broader population it serves. Later, the NAAHP formed a separate Community College Committee to focus on issues faced by students beginning their pre-health professions journey in the community colleges. This effort represented an important initiative in better supporting advisors and students, many of whom come from diverse backgrounds as well.

### **Into the Future**

At the close of 2008, the NAAHP was in a promising position of stability. The association had moved well beyond its halting beginnings when its founders struggled to ensure its survival, to a growing organization of 1,453 advisors, health professions associations representatives and health professions admissions office staff. It had just completed a very successful National Meeting in Chicago, IL that had seen unprecedented success in attendees and programming. Its Executive Director, Susan Maxwell, had by then seven years of experience and had made strong efforts in providing stable leadership and sustained growth.

Under the guidance of its most recent presidents, and with the efforts of Maxwell and an effective Board of Directors, the association had developed better financial controls and measures, actions that would only help its continued survival. Its Advisory Council had become an increasingly valued group—no longer simply reporting on the activities of its member associations, but more directly providing welcome support and advice. Relationships with the Regional AAHP's were improved as well, with the Regions relying on the National more frequently for advice, for help with negotiating meeting contracts, and to share important resources.

The seed that had been planted by its founders: Whitehouse, Frankenberg, Corder, Smulders, Van Houten, Wheeler, Walter, and others, had grown to fruition. The NAAHP had become a respected organization of national reputation, strengthened by its four regions: NEAAHP, CAAHP, SAAHP and WAAHP; supported by its health professions partners, and thoroughly dedicated to providing a national voice for pre-health professions advisors.

### **The Authors**



**Hugo C. Lane**

Professor of Biology (emeritus), Wake Forest University, 1973-2013.

Co- founder of Health Professions of Advisors of North Carolina (HPANC) 1994. Vice President (1995-1999).

Joined NAAHP/SAAHP in 1989: Program Chair (Winston-Salem 1997), President (1997-99), Representative to NAAHP (1996-98). NAAHP BOD (1996-2013): Secretary, Ethics Committee Chair, Initiative 2000 Committee, NAAHP Orlando Program Chair (2000), President (2000 -2002), Historian (2002-2013). NAAHP Emeritus since 2013.



**Charles H. Hauck**

Pre-Medical Coordinator & full-time pre-health professions advisor, University of Iowa, 1989-2016.

Joined CAAHP/NAAHP in 1993.

CAAHP: President (2007-2009), Representative to NAAHP (2004-2005), Program Chair (Omaha 2007).

NAAHP: President (2010-2012), Membership Committee Chair (2013-2015), Awards and Recognitions Chair (2016-2018), Historian (2013-2016).

NAAHP Emeritus since 2016.

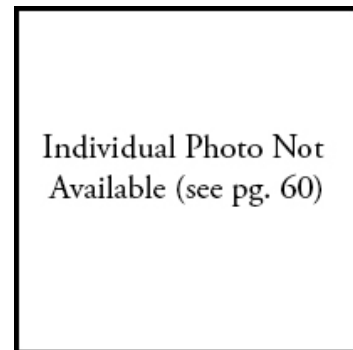
**A History of the National Association of Advisors for the Health Professions** *(continued)*

Photo of Frank Whitehouse, Jr. courtesy of the Whitehouse family; photo of Early Leaders courtesy of Peter Van Houten; all other photos courtesy of the NAAHP.

**NAAHP Executive Directors**



**Frank Whitehouse, Jr., 1974-1977**



**Jules Zentner, 1977-1979**



**Julian Frankenberg, 1979-1999**



**Brice Corder, 1999-2001**



**Susan Maxwell, 2001-**

**Editors of *The Advisor***



**Peter Van Houten, 1980-1982**



**Brice Corder, 1982-1999**



**Carol Baffi-Dugan, 1999-**

**NAAHP Scenes**



**Early Leaders (L-R): Alvin Beilby, first WAAHP President; Jules Zentner, former NAAHP Executive Director; Peter Van Houten, former Editor, *The Advisor*.**



## NAAHP Scenes



**Julian Frankenberg,  
Executive Director**



**Philadelphia, 1984**



**Ballroom Presentation**



**Sally Olexia, Bill Dorgan, T.G. Jackson  
Former NAAHP Presidents**

## NAAHP Scenes



**Christine Klindworth, Former Associate Executive Director,  
At NAAHP Booth**



**NAAHP Tour Group  
Bill Dorgan and Norm Sansing**



**Harold Bardo, Former Board Member,  
Denver Presentation, 1994**

**A History of the National Association of Advisors for the Health Professions** (*continued*)

**NAAHP Offices**

Champaign, IL



**205 W. Green Street (1993-2007)**



**108 Hessel Boulevard (2007-2017)**



**2003 Round Barn Road (2017- )**



## Appendix A

### Interviewees

Carol Baffi-Dugan, Editor, *The Advisor*; NAAHP Board Member  
 Harold Bardo, CAAHP Past President; Former NAAHP Board Member  
 Alvin Beilby, WAAHP Past President; Former NAAHP Board Member  
 William Dorgan, NAAHP Past President  
 Larry Garrison Sullivan, NAAHP Past President  
 Hugo Lane, NAAHP Past President  
 Susan Maxwell, NAAHP Executive Director  
 Sally Olexia, NAAHP Past President  
 Saundra Oyewole, NAAHP Past President  
 Jeremiah Putnam, NAAHP Past President  
 Peter Van Houten, WAAHP Past President; Former Editor, *The Advisor*  
 David Verrier, NEAAHP Past President; Former NAAHP Board Member

## Appendix B

### NAAHP Timeline

1974	NAAHP first incorporated; seed grants of \$2,000 each provided by AAMC and ADA; Frank Whitehouse, Jr. named first Executive Director.
1975	NAAHP sponsors first National Advisors Forum (in conjunction with AAMC meeting) in Washington D.C.; 160 advisors attend.
1977	Jules Zentner named Executive Director.
1977-1979	Organization experiences financial difficulties, future in doubt.
1978-1979	Jules Zentner edits <i>The Advisor</i> ; printing/financial support provided by ADA.
1979	Only \$2,773.81 in the NAAHP treasury; Julian Frankenberg named NAAHP Executive Director.
1980	NAAHP reorganized; establishes National Office on campus of University of Illinois; organizational Board of Directors meeting held in Chicago; Peter Van Houten becomes Editor of <i>The Advisor</i> .
1980	BOD approves first membership dues— \$25.00 per member; first meeting of the Health Professions Advisory Committee (later Council).
1982	NAAHP publishes first <i>National Directory of Health Professions Advisors</i> ; <i>The Advisor</i> brought in-house for publishing (no longer by ADA); Brice Corder assumes editorship. Membership reaches 750 advisor members.
1982	<i>Ethical Guidelines for The Health Professions School Admissions Process</i> published.
1984	First “Meet the Deans” session launched at National Meeting in Philadelphia.
1987	NAAHP budget hits \$150,000.
1988	Membership reaches 1,154 (928 advisors; 226 patrons)
1991	NAAHP budget now \$389,000.
1993	National Office moves to 205 W. Green St., Champaign, IL
1999	Julian Frankenberg retires as NAAHP Executive Director; Brice Corder succeeds him; Carol Baffi-Dugan assumes editorship of <i>The Advisor</i> .
2000	<i>Initiative 2000</i> Strategic Plan launched. Minority Affairs Committee formed.
2002	Susan Maxwell becomes fifth NAAHP Executive Director.
2004	30th NAAHP Anniversary celebrated at National Meeting in Washington, D.C.
2006	NAAHP Strategic Plan Launched.
2007	National Office moves to 108 Hessel Blvd., Champaign, IL
2008	Membership reaches 1,453 (1085 advisors; 368 patrons).
2012	NAAHP Strategic Plan Launched; Minority Affairs Committee renamed Committee on Diversity and Inclusion.
2014	NAAHP celebrates 40th Anniversary at National Meeting in San Francisco; Membership reaches 1,826 (1475 advisors; 371 patrons); Peter Van Houten commemorates the 50th Anniversary of <i>The Advisor</i> (early versions were published by the AAMC and ADA).

## **Appendix C**

### **The Executive Directors**

#### **Frank Whitehouse, Jr., 1974-1977**

Whitehouse was the first Executive Director of the advisors' organization that would become the NAAHP. He was born in Ann Arbor, MI in 1924. He earned his bachelor's degree and his M.D. from the University of Michigan, where he was on the microbiology faculty for 41 years. He taught medical, dental and nursing students, and counseled pre-health professions students.

Dr. Whitehouse was one of a group of advisors, (Frank Stevens, Peter Van Houten, and Julian Frankenberg were the others), who met in 1969 at the home of Dr. Frankenberg in Champaign, IL, to discuss the creation of a national advisors' organization.

On sabbaticals from Michigan, Whitehouse conducted research at Queen Victoria Hospital in England and was also a Senior Fulbright Lecturer at Bahrain University. He received special recognition in 1995 by the Microbiology and Immunology Departments of the University of Michigan for his distinguished contribution to medical and undergraduate education.

Whitehouse remained active in retirement, teaching an honors seminar at the University of Michigan, as well as writing music and literature. Whitehouse died in Ann Arbor on April 13, 2016 at the age of 91.

#### **Jules Zentner, 1977-1979**

Jules Zentner was NAAHP's second Executive Director for a brief period of time in the late 1970's. Zentner, who was very active in the WAAHP, also served as an early Editor of *The Advisor*.

Zentner received his Ph.D. from the University of California, Berkeley, where he taught Scandinavian languages. He also taught at the University of Minnesota and finally, at UCLA, where he was an Associate Dean for Student Affairs.

Zentner was a student-centered educator—a legacy gift in his name funds \$1,000 scholarships for needy students in California. He died in San Francisco on August 7, 2006 at the age of 79.

#### **Julian Frankenberg, 1979-1999**

Following Zentner's tenure, Julian Frankenberg of the University of Illinois, Champaign, took charge and was very important in accelerating the organization's membership growth, stabilizing its finances and providing a home base of support at its headquarters, which were located in offices on the University of Illinois campus.

Born in Chicago to immigrant parents (Germany and Russia), Frankenberg received his Ph.D. in botany from the University of Illinois, was on the faculty at the Champaign campus, and developed the Health Professions Office there. He was an Assistant Dean in the Department of Liberal Arts.

Frankenberg, was a dynamo, raising monies for NAAHP, identifying donors, supporting the Board and running the finances. He was a key driver of the organization until 1999. Peter Van Houten, former editor of the organization's signature publication, *The Advisor*, remembers Frankenberg's work ethic.

"Julian had tremendous energy," Van Houten recalls. "I remember talking to him and he'd be up half the night working on NAAHP projects. He'd say, 'I was up until 2:30 a.m.— I've got to slow down because my eyes can't take it anymore.'"

NAAHP was Frankenberg's pride and joy and he spent long hours devoted to the organization. "He was persistent," Van Houten says. "He'd stay on people to get them to do things."

The Board of Directors later approved a commendation for Frankenberg, recognizing his contributions to the organization (see Appendix J).

Frankenberg died in Champaign, IL, on January 13, 2013 at the age of 74.

### **Brice Corder, 1999-2001**

The former editor of *The Advisor*, Brice Corder of Arizona State University (ASU) succeeded Frankenberg as NAAHP's Executive Director in 1999.

A Marine Corps veteran, Corder graduated from Lynchburg College, VA, and later earned a Doctorate in Health Science from Temple University. He taught at Penn State University and later moved across the country to Arizona, where he would become a Health Science Professor at ASU. Corder founded the Pre-Professional Advising Program at ASU and had a solid foundation in both management and communication.

One particular success under Corder's short (1999-2001) tenure as part-time NAAHP Executive Director was that the relationship between the NAAHP Board of Directors and its Advisory Council (then known as the "Advisory Committee") began to change for the better.

Until 1999, the Advisory Committee members, made up of representatives of the Associations of Health Professions Schools, usually reported on the activities of their associations in the previous twelve months and of their future plans. However, in 2000, the Advisory Committee was renamed the Advisory Council, and it took on more of a consultative role.

Corder announced his resignation as Executive Director in June 2001 but continued to serve as Executive Director until Susan Maxwell was installed in that position in December 2001. Corder remained as a consultant to assist Maxwell in her transition.

Corder died on December 3, 2014 at the age of 78.

### **Susan Maxwell, 2001-**

Susan Maxwell was hired as the NAAHP Executive Director in November 2001. Prior to joining the association, she served for 9 years as the Director of Continuing Medical Education and then 15 years as Assistant Dean of Student Affairs at Albany Medical College in Albany, NY.

Maxwell also held the faculty rank of Associate Professor of Clinical Psychiatry. She was elected to the leadership of the Northeast Group on Student Affairs, rising to the position of chair in 1999.

In her role with NAAHP, Maxwell quickly displayed a knack for negotiation and has been credited for being a key force behind a series of very successful National Meetings for the organization.

"Susan Maxwell worked tirelessly to increase the numbers of exhibitors for the 2004 Washington DC National Meeting, an effort that provided not only a wealth of information for health professions advisors but an outstanding stream of income for our organization," recalls former NAAHP President, Jeremiah Putnam. Maxwell has had oversight of nine National Meetings for the organization.

Her tenure has also led to a significant increase in NAAHP membership numbers—from 1,062 to 1,843 members, as of this writing.

Maxwell has also supervised two major moves of the NAAHP National Office, from the Green Street property to Hessel St. and then to the location at Round Barn Road in Champaign, IL.

**A History of the National Association of Advisors for the Health Professions** *(continued)***Appendix D****Officers of the NAAHP**

<b>Year</b>	<b>President</b>	<b>President-Elect</b>	<b>Secretary</b>	<b>Treasurer</b>
1980	Anthony Smulders	Brice Corder	Charles Ellis	Frank Stevens
1981	Anthony Smulders	Brice Corder	Charles Ellis	Frank Stevens
1982	Anthony Smulders	Judith Atlee	W. Brian O'Connor	Norman Sansing
1983	Anthony Smulders	Norman Sansing	W. Brian O'Connor	Hugh Bateman
1984	Norman Sansing	Harry Fierstine	William Hussey	Hugh Bateman
1985	Norman Sansing	Harry Fierstine	William Hussey	P. Wayne Ayers
1986	Harry Fierstine	C. Howard Krukofsky	P. James Nielsen	P. Wayne Ayers
1987	Harry Fierstine	C. Howard Krukofsky	P. James Nielsen	P. Wayne Ayers
1988	C. Howard Krukofsky	Sally Olexia	Les Wynston	P. Wayne Ayers
1989	C. Howard Krukofsky	Sally Olexia	Les Wynston	T.G. Jackson
1990	Sally Olexia	T.G. Jackson	John Dever	Michael McGrath
1991	Sally Olexia	T.G. Jackson	Cecilia Fox (Acting)	Michael McGrath
1992	T.G. Jackson	Connie J. Horstman	Bradley S. Bowden	Bill Dorgan
1993	T.G. Jackson	Connie J. Horstman	Bradley S. Bowden	Bill Dorgan
1994	Connie J. Horstman	Bill Dorgan	Saundra Herndon Oyewole	Vincent Hoagland
1995	Connie J. Horstman	Bill Dorgan	Saundra Herndon Oyewole	Vincent Hoagland
1996	Bill Dorgan	Saundra Herndon Oyewole	Harold Bardo	Deborah Prince
1997	Bill Dorgan	Saundra Herndon Oyewole	Harold Bardo	Deborah Prince
1998	Saundra Herndon Oyewole	A. Kenneth Moore	Hugo C. Lane	C. Larry Sullivan
1999	Saundra Herndon Oyewole	A. Kenneth Moore	Hugo C. Lane	C. Larry Sullivan
2000	A. Kenneth Moore	Hugo C. Lane	David A. Verrier	C. Larry Sullivan
2001	A. Kenneth Moore	Hugo C. Lane	Marilyn J. Hoffman	C. Larry Sullivan
2002	Hugo C. Lane	C. Larry Sullivan	Suzanne K. Murphy	Marilyn J. Hoffman
2003	Hugo C. Lane Wake Forest University	C. Larry Sullivan Avila University	Suzanne K. Murphy U. of the Sciences in Philadelphia	Marilyn J. Hoffman University of Utah
2004	C. Larry Sullivan Avila University	Jeremiah L. Putnam Davidson College	Suzanne K. Murphy U. of the Sciences in Philadelphia	Marilyn J. Hoffman University of Utah
2005	C. Larry Sullivan Avila University	Jeremiah L. Putnam Davidson College	Suzanne K. Murphy U. of the Sciences in Philadelphia	Marilyn J. Hoffman University of Utah
2006	Jeremiah L. Putnam Davidson College	Lori Provost Muhlenberg College	Suzanne K. Murphy U. of the Sciences in Philadelphia	Marilyn J. Hoffman University of Utah

<b>Year</b>	<b>President</b>	<b>President-Elect</b>	<b>Secretary</b>	<b>Treasurer</b>
2007	Jeremiah L. Putnam Davidson College	Lori Provost Muhlenberg College	Suzanne K. Murphy U. of the Sciences in Philadelphia	Marilyn J. Hoffman University of Utah
2008	Lori Provost Muhlenberg College	Charles H. Hauck University of Iowa	Suzanne K. Murphy U. of the Sciences in Philadelphia	W.T. Langhorne, Jr. SUNY, Binghamton
2009	Lori Provost Muhlenberg College	Charles H. Hauck University of Iowa	Suzanne K. Murphy U. of the Sciences in Philadelphia	W.T. Langhorne, Jr. SUNY, Binghamton
2010	Charles H. Hauck University of Iowa	J. Scott Wright Univ. of Texas—Dallas	Jeremiah L. Putnam Davidson College	W.T. Langhorne, Jr. SUNY, Binghamton
2011	Charles H. Hauck University of Iowa	J. Scott Wright Univ. of Texas—Dallas	Cassandra Flambouras University of Chicago	W.T. Langhorne, Jr. SUNY, Binghamton
2012	Julie Chanatry Colgate University	Ruth Bingham University of Hawaii	Cassandra Flambouras University of Chicago	W.T. Langhorne, Jr. SUNY, Binghamton
2013	Julie Chanatry Colgate University	Ruth Bingham University of Hawaii	Cassandra Flambouras University of Chicago	W.T. Langhorne, Jr. SUNY, Binghamton
2014	Ruth Bingham University of Hawaii	Cassandra Flambouras University of Chicago	Rhona Beaton Union College	Michael Deibel Earlham College
2015	Ruth Bingham University of Hawaii	Cassandra Flambouras University of Chicago	Rhona Beaton Union College	Michael Deibel Earlham College
2016	Cassandra Flambouras University of Chicago	Francie Cuffney Meredith College	Rhona Beaton Union College	Michael Deibel Earlham College
2017	Cassandra Flambouras University of Chicago	Francie Cuffney Meredith College	Rhona Beaton Union College	Michael Deibel Earlham College

**Appendix E****Regional Representatives of the NAAHP**

<b>NEAAHP</b>	<b>SAAHP</b>	<b>CAAHP</b>	<b>WAAHP</b>
Charles Ellis, Jr	Frank Stevens	Judith Atlee	Anthony Smulders*
Jenette Wheeler	James Fredericksen	Thomas Pearce	Brice Corder
Daniel Bean	Norman Sansing**	Timothy Stabler	Marliss Strange
W. Brian O'Connor	Hugh Bateman	James Stebbins	David Kohl
William Hussey	P. Wayne Ayers	Ann Heimlich	Harry Fierstine**
C. Howard Krukosfsky**	Harold Murray	P. James Nielsen	William Dorgan
Paul Hines	T.G. Jackson**	Sally Olexia**	Les Wynston
Edward Trachtenberg	William Dorgan**	Lou Rice	Ron McCune
Frank Cunningham	Kerry Herzinger	Ron Zwonitzer	John Dever, Jr.
Georgiana Aboko-Cole	Cletus Sellers	Mary Schilling	Cecilia Fox
Michael McGrath	Hugo C. Lane**	Connie Horstman**	Cynthia Lewis
Bradley S. Bowden	Charles Chapman	Norman Engstrom	Robert Schmidt
Sandra Herndon Oyewole**	David E. Pennington	Harold Bardo	Vincent Hoagland
Harold Rohrs	Deborah Paris	C. Larry Sullivan**	A. Kenneth Moore**
03 Alan Childs	Jeremiah L. Putnam**	William H. Harvey**	Chere Pereira
Glen Zamansky	Deborah Paris	Alice Sima	Don Bloxham
04 Alan W. Childs	Jeremiah L. Putnam	William H. Harvey	Chere Pereira
Glen B. Zamansky	Frank H. Pinkerton	Charles H. Hauck**	Don Bloxham
05 Lori Provost**	Lisa T. Alty	Marivern Easton	Margaret Hudson
Glen B. Zamansky	Frank H. Pinkerton	Charles H. Hauck	Chere Pereira
W. Thomas Langhorne, Jr	Lisa T. Alty	Marivern Easton	Linda M. Scott
Carol Weisse	Anthony Hilger	Kerry L. Cheesman	Chere Pereira
07 W. Thomas Langhorne, Jr.	Lisa T. Alty	Charles H. Hauck	Linda M. Scott
Donna Kosteva	Anthony Hilger	Kerry L. Cheesman	Chere Pereira
08 Julie Chanatry**	Lisa Alty	Judith Baxter	Cynthia Fitch
Jodi Bergman Domskey	Karen de Olivares	Kerry L. Cheesman	Linda Scott
09 Kirsten Peterson	Lisa T. Alty	Cassandra Flambouras**	Cynthia Fitch
Connie O'Hara	Wade Bell	Kerry L. Cheesman	Charles Ferguson
10 Carol Crafts	Linda Luck	Cassandra Flambouras	Charles Ferguson
Connie O'Hara	Wade Bell	Kerry Cheesman	Barbara Huntington
11 Grace Hershman	Linda Luck	James Johnson	Ruth Bingham**
Connie O'Hara	Celeste Crowe	Kerry Cheesman	Barbara Huntington
12 Elizabeth Morsheimer	Debra Beck	Suzette Combs	Philip Scharf
Connie O'Hara	Celeste Crowe	James Johnson	Carmen Rexach
13 Rhona Beaton	Celeste Crowe	Suzette Combs	Phillip Scharf
Connie O'Hara	Francie Cuffney	Mariella Mecozzi	Carmen Rexach
14 Keat Sanford	Celeste T. Crowe	Heidi Lang	Phillip Scharf
Connie O'Hara	Francie Cuffney	Mariella Mecozzi	Carmen Rexach

**NEAAHP**

15 Keat Sanford  
 Connie O'Hara  
 16 Lisa Kooperman  
 Betsy Brookins  
 17 Kristin McJunkins  
 Betsy Brookins

\*First NAAHP President

\*\*Became NAAHP Presidents

**SAAHP**

Robby Bowen  
 Martha Edde  
 Robby Bowen  
 Martha Edde  
 Francie Cuffney  
 Bobbi Knickerbocker

**CAAHP**

Heidi Lang  
 Mariella Mecozzi  
 Tammy Welchert  
 Mariella Mecozzi  
 Erin Sayer  
 Mariella Mecozzi

**WAAHP**

Craig Vaske  
 Carmen Rexach  
 Craig Vaske  
 Ginger Fisher  
 Eileen Tom  
 Ginger Fisher

**Appendix F****NAAHP National Meetings**

<b>Year</b>	<b>Location</b>	<b>Program Chairs</b>	<b>Region</b>	<b>Cosponsors</b>
1975	Washington, DC	Frank Whitehouse	CAAHP	AAMC
1976	San Francisco, CA	Julius Hoffman	CAAHP	AAMC
1977	Washington, DC	Patricia Geisler	NEAAHP	AAMC
1978	New Orleans, LA	Walter Emge	SAAHP	AAMC
1979	Washington, DC	Anthony Smulders	WAAHP	AAMC
1981	Chicago, IL	Anthony Smulders	WAAHP	ADA & AADS
1982	Tulsa, OK	John Little	TAAHP	AACOM
1983	New Orleans, LA	Norman Sansing	SAAHP	
1984	Philadelphia, PA	William Hussey	NEAAHP	AACPM & ASCO
1985	Snowbird, UT	Anthony Smulders	WAAHP	AADS & ADA
1986	St. Louis, MO	John Nicolette	CAAHP	
1987	Charleston, SC	Wayne Ayers	SAAHP	AACP
1988	Washington, DC	Frank Cunningham	NEAAHP	
1990	San Diego, CA	Cynthia Lewis	WAAHP	
1992	Milwaukee, WI	Connie Horstman	CAAHP	
1994	Denver, CO	William Dorgan	SAAHP	
1996	Reno/Sparks, NV	Deborah Prince	WAAHP	
1998	Washington, DC	Douglas P. Merrill	NEAAHP	
2000	Orlando, FL	Hugo C. Lane	SAAHP	
2002	Las Vegas, NV	C. Larry Sullivan	CAAHP	
2004	Washington, DC	Jeremiah L. Putnam	SAAHP	
2006	Portland, OR	W. Thomas Langhorne, Jr.	NEAAHP	
2008	Chicago, IL	Kerry L. Cheesman	CAAHP	
2010	Atlanta, GA	J. Scott Wright	SAAHP	
2012	Baltimore, MD	Julie Chanatry	NEAAHP	
2014	San Francisco, CA	Suzette Combs Debra Beck	CAAHP SAAHP	
2016	Minneapolis, MN	Judith Beniak Francisco Castelan	CAAHP SAAHP	
2018	Washington, DC	Heidi Lang Celest Crowe	CAAHP SAAHP	

**Appendix G****Advisory Council Members**

AAA	American Academy of Audiology
AACP	American Association of Colleges of Pharmacy
AAMC	Association of American Medical Colleges
AANMC	Association of Accredited Naturopathic Medical Colleges
AAVMC	Association of American Veterinary Medical Colleges
ADEA	American Dental Education Association
ADA	American Dental Association
APTA	American Physical Therapy Association
AACPM	American Association of Colleges of Podiatric Medicine
AACN	American Association of Colleges of Nursing
AACOM	American Association of Colleges of Osteopathic Medicine
AOTA	American Occupational Therapy Association
ACC	Association of Chiropractic Colleges
ASCO	Association of Schools and Colleges of Optometry
ASPPH	Association of Schools and Programs of Public Health
AUPHA	Association of University Programs in Health Administration
CCAOM	Council of Colleges of Acupuncture and Oriental Medicine
PAEA	Physician Assistant Education Association



## Appendix H

### Associations with Liaisons to NAAHP

Associations with Liaisons to NAAHP																																				
Patrons representing associations																																				
ASSN	advisory panel						Advisory Committee															Advisory Council														
	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	0	1	2	3	4	5	6	7	8	9				
AACN																																				
AACOM		x	x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
AACP						x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
AACPM		x	x	x	x				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
AADS						x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x													
AAMC	x	x	x	x		x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
AANMC																																				
AAVMC												x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
ACC																					x	x	x	x	x	x	x	x	x	x	x	x	x			
ADA	x	x	x			x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
ADEA																																				
AMA						x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
AOTA																																				
AAPA																	x	x	x	x	x															
APAP																							x	x	x	x	x									
PAEA																																				
APTA																																				
ASCO		x	x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
ASDA																																				
ASPH																																				
AUPHA																																				
CCAOM																																				
NMF			x																																	
SUNY																																				
USPHS	x																																			
NMF: National Medical Foundation      USPHS: US Public Health Service																																				

## Appendix I

### National Office Locations

The NAAHP National Office has moved several times over the course of the organization's existence. However, most of the moves have occurred within Champaign, Illinois, the home of its early Executive Director, Julian Frankenberg.

**Campus of the University of Illinois:** After Frankenberg was named as ED, the National Office was located in the Student Services Building at the University of Illinois in Champaign, Illinois in 1980. The NAAHP postal address became: NAAHP, INC, P.O. Box 5017 Station A, Champaign, Illinois 61820.

Joyce Marsh was introduced as part-time secretary at a special meeting of the board on March 14, 1981. She would become NAAHP's office manager at a later date and held that position until 2002. At the same time, Frankenberg was authorized to lease new office space in Champaign.

The space at #5 Dunlap Ct, Savoy, Illinois was rented from J.F. Campbell Dental Laboratories in Champaign at \$300.00 a month. However, after learning that the rent would be increased by 10% in March 1982, the Board of Directors, on the suggestion of Frankenberg, authorized him to explore cheaper rental space at the University of Illinois.

In March 1983, the University agreed, and, in return, the University would have limited access to NAAHP's specialized equipment. The University offered one of two suites in the Student Services Building, and, when necessary, additional secretarial help and student helpers when the workload was too heavy for the part-time secretary. NAAHP occupied the University space without rental cost from 1980-1992.

**205 W. Green St., Champaign, IL:** The first location wholly dedicated to the organization itself was the house at 205 West Green St., Champaign, to which the organization moved in 1993. The house was a simple frame house with several rooms storing NAAHP's growing documents and records.

**108 Hessel Blvd.:** With a growing staff and the need for additional space, the NAAHP Board of Directors determined that a small office building at 108 Hessel Blvd. was a good next step for the organization. That move came in 2007 after Susan Maxwell took over as the Executive Director.

While the Hessel Blvd. address was adequate for a long period of time, eventually the space began to feel cramped as NAAHP once again sought to expand. When issues of delayed maintenance on the building surfaced, the time seemed right to move again.

**2003 Round Barn Road:** In January 2017, the NAAHP National Office moved to its present location at 2003 Round Barn Road. The office features more individual offices to accommodate the growth in staff, and also is located near other office buildings with additional business- related activity.

## **Appendix J**

### **Commendation**

Julian Frankenberg, Executive Director of NAAHP from November 1979 to June 1999, is commended for his leadership in the founding of NAAHP, its struggle for financial survival and its ultimate success as the only national association of health professions advisors. Dr. Frankenberg was instrumental from 1969 through 1975 as one of the leaders who saw to fruition an idea—to create a national association of advisors that would bring together regional advisor groups and provide them with a national voice in addressing their concerns to Health Professions School Associations. Having taken the reins of NAAHP as the third Executive Director in 1979, Dr. Frankenberg led the Board of Directors to develop its own leadership abilities as representatives of the Regional Advisor Associations. He showed tenacity, devotion, and enlightened guidance in establishing NAAHP as a financially self-sustaining non-profit corporation. He left it as a respected, resourceful, and highly successful anchor for the professional development of health professions advisors and as a forum by which strong ties could be forged between individual advisors, the professional school admissions cadre, and the health professions associations.

What began as an idea was transformed into a strong, resilient and lively association relevant to all its constituents. For his years of effort and his dogged pursuit of excellence in what is now an association of the first order, the members of the Board of Directors, as representatives of both patron and advisor members of NAAHP, commend with its deepest thanks to Julian Frankenberg.

NAAHP Board of Directors  
June 13, 2010