

Appendix One The Founding Fathers

On October 27th 1967, at 9:30 A.M., in a small room in the New York Hilton, eight individuals gathered for an historic meeting, that was to lead to the formation of the Business Officer's Section of the Council of Dean's, of the Association of American Medical Colleges, (later to be renamed the Group on Business Affairs).

The following is a brief biographical sketch of each of these individuals.

Augustus J. Carroll



Augustus J. Carroll joined the AAMC in 1958 as a consultant and in 1962 as a full time official.

Prior to joining the AAMC "Gus" Carroll had spent many years on problems related to the management and accounting aspects of the Auburn State Prison and the University of Syracuse land grant college of Forestry.

During this period of his life, he developed the skills that permitted him to relate the principles of management and fiscal reporting to the very special accounting, management and fiscal reporting needs of academic medical institutions.

Mr. Carroll developed and completed many important projects in the ten years he spent at the AAMC. Just to name a few:

- ❑ The questionnaires that made possible the annual AAMC report on medical school expenditures by source of funds.
- ❑ The AAMC faculty roster study - (in 1968 it was called, “The biennial study of faculty salaries and fringe benefits”).

As Dr. Ward Darley said in an editorial in the Journal of Medical Education, Vol. 43, June 1968, page 746, “The passage of time will not erase the impact that Augustus J. Carroll has had upon the world of medical education . His principle dictum ‘know the facts that explain the figures’, must not be forgotten. Unless medical educators satisfy this dictum, they will never understand the increasingly complex relationship of costs to objectives and accomplishments.”

HUGH HILLIARD



Hugh Hilliard had his introduction to higher education administration in 1948 when he was a member of the audit staff of a CPA firm that was auditing the records of Emory University. After completing the requirements for the CPA certificate, he took a position as business manager of a medium-sized hospital in middle Georgia. In 1952, he accepted a similar position for Emory’s University teaching hospital. He held several other positions at Emory and in 1961 became business officer for the School of Medicine. His participation in the forming of the GBA was one

of the highlights of his career. Later, he was given additional responsibilities in central administration of the University and spent the last 12 years of his 32 year career with Emory as Vice President for Finance and Treasurer (CFO). The School of Medicine position was assumed by Bill Harris. but Hugh continued his interest in and support of finance and administration of medical education.

In his personal life, Hugh has been married to the former Genie Pettiss for 54 years and they have three children and seven grandchildren. He is an active member of an Episcopal church and volunteers one day a week at the church and another day at Emory University Hospital.

George (“Mac”) Norwood

In 1956 George M. (Mac) Norwood, a native North Carolinian, was Hospital Business Manager at the University of North Carolina at Chapel Hill when he became interested in cost analysis in health institutions. He took a course in the subject offered by the American Hospital Association, then did a study of his own hospital which was well-received by the state funding authorities. In the early sixties, after Mac had become the business officer of the Division of Health Affairs at UNC, he encountered a copy of Gus Carroll’s book about cost analysis in medical schools. he called and then visited Gus to discuss the application of Carroll’s system to the medical, dental, and public health schools at North Carolina. About the time the studies were completed, Mac went to the Jefferson Medical College in Philadelphia as Vice President and Treasurer, which position he held when, in 1965, Gus Carroll initiated efforts to organize the Business Officers’ Section of AAMC.



Carroll found a widespread interest among medical school business officers in such a project, and an organizational meeting occurred in conjunction with the AAMC annual convention in 1966.

Thereafter, the Section members organized themselves into regional subgroups that met about quarterly for mutual training and fellowship. Mac was a member of the northeastern regional subgroup and he remembers with pleasure several occasions on which the body assembled for weekend meetings sponsored respectively by member institutions. There were also productive training sessions and seminars held in conjunction with the AAMC annual conventions.

In 1972 the Jefferson President and Board asked Mac to assume responsibility for the planning activities already underway at the institution, whereupon he became Vice President for Planning, and gave up his business management role. It was necessary for Mac to leave the BOS

and to resign from his position as National Chairman-elect. He later became active in organizing a comparable group of medical school planning coordinators.

When Dr. Peter Herbut, President of the newly named Thomas Jefferson University, died suddenly in 1976, Mac Norwood was elected Interim President. He was serving in that position when, in April, 1977, his wife, Zabelle, was stricken with bacterial meningitis, which eventually caused her death in February, 1978. During the period of Mrs. Norwood's illness, Dr. Lewis Bluemle was elected President of Jefferson, and Mac became Vice President for Planning and Development. He served in that position until he retired in June, 1979.

Bernice(Bunny) Carter Harris and Mac had been friends in high school, but their lives had taken different paths. As a widower aware that bunny had lost her husband some years before, Mac made arrangements to visit her in North Carolina during the summer of 1978. they decided to marry on August 5, and to live in Philadelphia. After retirement in 1979, the Norwood's settled into a new home in Chapel Hill. There followed an active retirement period involving community volunteer services, much travel, and many home craft and woodworking projects.

Just after a severe hurricane called "Fran" on September 6, 1996, Mac suffered a paralytic stroke while driving the car. He received excellent medical care and extensive therapy during the succeeding months, after which he felt almost fully recovered. Bunny and Mac sold their home and moved in 1998 to Carolina Meadows, a retirement community in the Chapel Hill area.

C. N. ("Red") Stover

C. N. "Red" Stover, Jr. was born in Fort Collins, CO, and attended Colorado State University, graduating in 1943 with a B.S. degree in Chemistry. He subsequently went on to the University of Wyoming, where in 1948 he achieved his M.S. in Physical Chemistry. From 1948-49, he served as a teaching assistant at the University of California, Berkeley, and the following year, joined that institutions' Radiation Laboratory as an analytical chemist. Between 1950 and 1952, "Red" was a chemical engineer in Utah, first with Geneva Steel, where he conducted applied research to improve coke production techniques. The following year he served with Utah Power & Light, where he supervised water-treatment and fuel-testing and control laboratories.

"Red" had began his career in chemical engineering; in 1952, however, he became a convert to business management in a post first as Research Administrator, but subsequently called Business Manager, of the University of Utah's Radiology Laboratory. In 1954, he became the University College of Medicine's, first Assistant to the Dean, a post elevated in 1968 to Assistant Dean. He was responsible budget management and personnel administration.



It was at this time that his long experience in medical school business management and his interest in developing a broader national scope for the profession came to the attention of "Gus" Carroll at the AAMC. He was invited to join six other medical school administrators to launch the AAMC-sponsored Business Officers' Section in 1968 as a member of the Organization Committee. "Red" served with this body first as Program Committee Chairman in 1968, and then as National Treasurer through 1970.

"Red" moved from Salt Lake City to Chapel Hill the preceding year to the position of Associate Dean for Administration of the UNC College of Medicine, where he served until his retirement in 1984.

During the early 1970s, "Red" was active in the newly established Southern Region of the National Business Officers' Section, but continued to demonstrate his leadership ability by rising in 1976 to the position of National Chair-Elect in 1976, and Chair in 1977.

Throughout his professional medical administration career, "Red" endeared himself to his colleagues with his ready wit and endless, well-told jokes. He was warm and generous to his friends and acquaintances. When he died in December, 1998, he was survived by his daughter, Susan, a son, Steven. His many friends and business colleagues also mourned his passing and rejoice in the many happy moments when their paths crossed his.

JOE DIANA

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Joseph A. Diana was born June 26th 1924 in New Castle, Pennsylvania. His Received a BA degree in History and Political Science from the University Of Michigan in Ann Arbor in 1946.

He began his professional career as a teacher of history and civics.

From 1950 through 1960 he served as the Assistant Business Manager/
Business Manager, Engineering Research Institute, Willow Run Research
Laboratories, Institute for Science and Technology, at the University
of Michigan.

From 1960 through 1969 he served as Assistant to the Dean, University of Michigan Medical
School, Ann Arbor. He also served as Secretary to the Faculty.

In 1969 he served as Assistant Controller, University of Michigan, Ann Arbor.

He served as Vice President for Finance and Management, State University of New York, at
Stony Brook, from 1970 to 1975.

He served as the Vice Chancellor for the Urbana Campus, and Associate Vice President for
Business Operations for the Urbana Chicago Circle and Medical Center Campuses, University of
Illinois, from 1975 to 1979.

He has continued his vigorous activities even after retirement. These include: Director of
Business services, Industrial Technology Institute, Michigan. He has provided his services many
non profits and government agencies, including, Department of Health and Human Services,
Financial Distress Program, National Advisory Committee on Health Professions Management,

Commissioner, American Dental Association, Touro College, Meharry College, and University of Michigan Medical School.

BILL HILLES

William (Bill) Hilles was born in Columbus, OH, but grew up in Bethesda, MD. He is a graduate of Duke University, where he earned both a BA and MA. Following a post-graduate year at the University of North Carolina, he began his health administrative career at the National Institutes of Health in 1960 as a management intern, followed by management assignments with the National Institute of Allergy and Infectious Diseases and the Division of Research Grants.

While at NIH, he became acquainted with Dr. Dewitt Stettin, who was to become the first dean of a new 2-year medical school at Rutgers University. In 1964, Bill was invited to join him in New Brunswick, NJ as the school's first business manager. The excitement of being part of starting a new venture from scratch led him to begin his association with the Association of American Medical Colleges and Gus Carroll, who spent many hours helping an inexperienced medical school manager with the intricacies of finance, cost accounting, and general administration. Three years later, this experience led him to appointment as Business Manager and Assistant to the President of New York Medical College & Flower-Fifth Avenue Hospital in NYC. Here, with the help of Gus Carroll, he became active in the formation of the Business Officers' Section (now, GBA) under the AAMC.

In 1969, the AAMC was in the process of moving its headquarters from Evanston, IL to Washington, DC, and Bill was recruited as a staff member with experience in medical school business management. For the following ten years he served on the staff of the Association's Division of Operational Studies, as a senior staff associate, involved at the national level with program cost studies, faculty salary surveys and reviews of medical school practice plans. He continued to nurture the AAMC's Business Officers' Section, subsequently as its Executive Secretary. Additionally, he was instrumental in the development of a national body of medical school & academic health center planning officers. This soon became a section of the Association (PCG, or Planning Coordinators' Group), now the GIP (Group on Institutional Planning).

By 1979, Bill was anxious to return to active institutional management, but still in the health sector. He was invited to join the staff of Johns Hopkins University as Administrator of its Comprehensive Cancer Center in Baltimore. This was a relatively new venture for Hopkins, and it gave him deep involvement with a dynamic cancer research program, and the opportunity for excellent interaction nationally with other cancer center administrators. Taking advantage of this association and his growing management experience, he was invited by the National Cancer Institute to participate in many site visits to other cancer centers undergoing credentialing.



In 1982, he returned to the Washington area, joining the staff of Georgetown University's Medical School and Hospital with specific responsibility for managing the business side of a very active Department of Medicine. Here he remained until called in 1988 to the senior staff of the University of Arkansas College of Medicine, his fifth medical school assignment, serving as its Associate Dean for Administration & Finance. He remained active in the GBA and its southern region. Midway through his tenure there, he was asked by the AAMC to spearhead a 25th year GBA anniversary celebration during the Association's annual meeting in New Orleans. While in Arkansas, he became active civically in Civitan, serving as its President in 1996-97. He remained in Little Rock until his retirement in 1997. The following year, the AAMC honored Bill with an Emeritus Membership citation.

Bill returned with his wife, Betty Lou, to their Bethesda home in Maryland. Then, in 2002, they moved to Amelia Island Plantation, twenty miles northeast of Jacksonville, FL. They both enjoy frequent returns to Little Rock for visits with their daughter and family, and to Charlottesville, VA, for visits with their son and family. Additionally, Bill and his wife manage to fill their time in these "golden years" beach walking and gardening. Bill also enjoys singing in the Plantation Chapel Choir, and pursuing his hobbies of genealogical research and oil painting.

Bill Zimmerman

Bill Zimmerman was born in Edmonton, Alberta, Canada on July 21, 1915. His family immigrated to Portland, Oregon when he was a young boy. He attended the University of Oregon in Eugene, graduating in 1940 with a degree in Business Administration. While at the University, he worked in the office of the Chancellor of the University. Before he graduated, he was offered a position at the University of Oregon Medical School in Portland, Oregon, and he stayed at the Medical School until he retired in 1980. He worked directly under the Dean of the Medical School, and was given a number of titles over the years, from Business Manager to Assistant Dean for Business Affairs.



During the thirty years he spent at the Medical School, Bill oversaw many changes and the extraordinary growth of the complex situated on a hill overlooking the City. What began as a three-building campus developed under Bill's leadership into the Oregon Health Sciences University, a huge complex which included the medical school and an associated hospital, a dental school, a nursing school, the Multnomah County Hospital, the Veterans' Hospital, and various research centers such as the Casey Eye Institute.

Perhaps Bill's most enduring contribution to the OHSU campus, however, was his introduction of parking meters to the campus! The growth of OHSU, coupled with the difficult hilly terrain, led to a parking crunch in the 1960s, which was only partially solved by the meters. Upon his retirement, one of his going-away gifts was the head of a parking meter mounted on a wooden plaque.

Bill was also active in many organizations and professional groups throughout the years. Prominent among these was the Association of American Medical Colleges' Business Officers' Section (subsequently termed Group on Business Affairs). Because of his seasoned experience as a medical school administrator, he was asked in 1967 by "Gus" Carroll to participate with six other medical school business officers in forming the Section. When the Sections' regions were formally established, Bill served as the first chairman for the Western Region, and in 1969 spearheaded two successful western educational forums. Bill also took an active role at the national BOS level, leading the development of a workshop on "Relations With the Federal Government." In September, 1970, he was elected to fill the unexpired term of George ("Mac") Norwood as National Chairman-Elect. He also chaired the Section's Financial and Statistical Standards Committee. The following year he assumed the national chairmanship.

Through the years, Bill was "courted" by many other hospitals around the nation. He declined all these offers, opting to stay in Portland, where he had grown up and raised his own family of three daughters and a son. However, in 1975, he was unable to refuse an offer to travel to Saudi Arabia, as a consultant to the royal family, to assist in the construction and development of a major hospital and medical school complex. He and his wife, Dorothy, were there for three

years, while he was on sabbatical from OHSU. He then returned to OHSU, where he stayed until his retirement.

Bill was active in sports, primarily golf, tennis

David A. Sinclair

David A. Sinclair was born and grew up in Adams, New York.

After graduation from Adams High School he attended and graduated from Westminster College and Syracuse University.

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are needed to see this picture.

However, World War II loomed early in his career.

He served with the Army's 29th Infantry Division from 1943 to 1945 in the European theatre, and was awarded the Combat Infantry Badge and three battle stars.

Dave began his academic administrative career in 1947 at Syracuse University as an account clerk. In July 1950 he assumed the post of principal account clerk at the College Of Medicine, State University of New York. Syracuse. There he became a protégé of Gus Carroll, becoming Director of Business Affairs in 1962, Assistant Vice President for Business Affairs in 1965, and Vice President for Administration in 1969.

In 1967 Dave was sought by his former mentor, Gus Carroll, to the group of medical school business officers that was planning an organization of medical school administrators, forming under the AAMC. He was an active participant on the planning committee. When Gus Carroll died, the new Business Officers Section established an annual lecture in his honor. Dave was instrumental in attracting Julius Richmond, M.D., Acting President, SUNY Upstate Medical Center, to deliver the first annual A. J. "Gus" Carroll memorial lecture at the Business Officer's meeting in October 1968.

The Northeast Region of the BOS matured as a group in promoting educational forums in the late 1960's and early 1970's, and Dave served as the first regional chair in 1969-70.

During the late 1970's he contributed significantly to the administrative studies undertaken at the AAMC. This included work related to Program Cost Studies, and Medical Practice Plans, as well as many other topics. He spent many days as a resident consultant at the AAMC and on site visits to various medical schools as part of the AAMC's grant supported studies.

Dave retired from SUNY-Upstate in June 1977. Upon retirement he was named a recipient of the Chancellor's award for Professional Service as well as being designated Vice President Emeritus. He remained on the Upstate Foundation Board. Subsequently as an Emeritus member and continued to attend campus event after retirement.

Dave Sinclair died June 16th 2000, and his friends and professional colleagues remembered him for his "gentle and generous manner, and his keen professional savvy."