

AGENDA

for

ADMINISTRATIVE BOARD

of the

COUNCIL OF DEANS

October 29, 1971
Adams Room
12:00 p. m. - 1:30 p. m.
Washington Hilton Hotel
Washington, D. C.

LUNCHEON

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|------|---|-----|
| I. | Consideration of Minutes of September 17, 1971 Meeting | 1. |
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| III. | Planning for the February, April and November Council of Deans Meetings | 20. |

ASSOCIATION OF AMERICAN MEDICAL COLLEGES

1.

MINUTES
ADMINISTRATIVE BOARD OF THE COUNCIL OF DEANS

September 17, 1971
Executive Room
Dupont Plaza Hotel
Washington, D.C.
7 - 9 a.m.

Present:

(Board Members)

(Staff)

Carleton B. Chapman, M.D., Presiding	John A.D. Cooper, M.D.
Ralph J. Cazort, M.D.	John M. Danielson
Kenneth R. Crispell, M.D.	August G. Swanson, M.D.
Clifford G. Grulee, M.D.	Marjorie P. Wilson, M.D.
William F. Maloney, M.D.	Joseph A. Keyes
David E. Rogers, M.D.	Bart Waldman
Charles C. Sprague, M.D.	
Harold C. Wiggers, Ph.D.	

Ex Officio:

William G. Anlyan, M.D.

Absent:

Sherman M. Mellinkoff, M.D.

I. Call to Order

The meeting was called to order at 7 a.m.

II. The Minutes of the June 25, 1971, Meeting

The minutes were approved as written.

III. A COD Task Force on Goals and Objectives

At its previous meeting, the Board considered the advisability of establishing a task force to recommend goals and objectives for the COD and commissioned the staff to explore the implications of such an action. A position paper on the subject which was presented for the Board's consideration explored the issues and recommended against such a move

Dr. Chapman endorsed this recommendation and related his concern that developments arising from the other Councils would appear to make an independent task force to study and recommend goals and objectives of COD inappropriate at this time. By the same token, an Association-wide examination of the interrelationships of the Councils began to take on rather urgent aspects. He cited the proposal of the CAS Administrative Board to provide for additional faculty representation in the AAMC by providing for two institutional representatives in the CAS from the junior faculty of each school; the CAS action in deferring a proposed dues increase partly because of the concern that the AAMC is not widely recognized as representing CAS members' interests and partly on the rationale that institutional dues should support the faculty's participation as well as that of the dean; and the COTH proposal that there be in addition to the administrator of the hospital a representative of the organized medical staff from each hospital to the COTH. In view of these developments, the Board concurred with Dr. Chapman's recommendation that a COD Task Force not be formed but that the Executive Council be urged to develop an appropriate mechanism for reviewing the interrelationships of the Councils.

IV. The Role of the COD Administrative Board

The Board noted the mandate given to it by the Rules and Regulations to act as an Executive Committee. It agreed that it had not done so in the recent past but considered it appropriate that the Board play a stronger role in the planning and conduct of the affairs of the COD in the future. Consequently, it was determined that the Board would seek the concurrence of the Council at the fall meeting that it should act as its Executive Committee and request clarification as to the specific limits of the Board's authority.

V. Relationship to the Business Officers Section

The Board adopted the first of three staff recommendations on this matter which proposed that the leadership of the BOS be invited to attend the October 29th meeting of the Administrative Board to report on its activities and to engage in a further consideration of the relationship of the BOS to the COD.

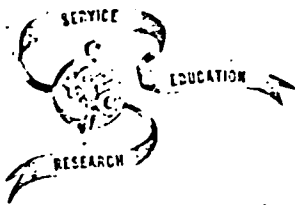
VI. Institutional Management Development Activities of the AAMC

Dr. Wilson reported on the meetings held so far to define a role for the AAMC in the area of institutional management development. The Board received the report with interest and commented on various aspects of the proposal under development. While no formal action was necessary, the Board was supportive of the concepts in principle. It was suggested that the staff would be well advised to refer to institutional governance and communications rather than institutional management as the latter carries the connotation of autocratic rule and stimulates a negative reaction in many audiences.

V. The meeting adjourned at 8:50 a.m.

II. Meeting with the Business Officers Section Leadership

At its last meeting the Board determined that an appropriate first step in clarifying the relationship between the COD and the Business Officers Section would be to invite the BOS leadership to the October 29th Board meeting to discuss the matter more fully. Consequently, Mr. William A. Zimmerman, Chairman of the BOS and Associate Dean for Business Affairs at Oregon, Mr. Thomas A. Fitzgerald, Chairman-Elect of the BOS and Assistant Controller at New York University Medical Center, and Mr. Hugh E. Hilliard, Chairman of the BOS Nominating Committee and Controller and Associate Treasurer at Emory University, will attend this luncheon meeting. A background paper on the BOS previously distributed to you is again reproduced for your convenience.



ASSOCIATION OF AMERICAN MEDICAL COLLEGES

INTER-OFFICE MEMO

5.

DATE June 30, 1971

Retain - 6 mos.

1 yr.

5 yrs.

Permanently
Follow-up Date

TO: Joseph Murtaugh
FROM: Thomas J. Campbell
SUBJECT: BUSINESS OFFICERS SECTION

This is in response to your request that I prepare a staff paper regarding the role and function of the Business Officers Section. I am very pleased to have this opportunity to do this, since I have been involved with this section since the date of its first organizational meeting in New York City on October 27, 1967. As a result of that meeting and the enthusiastic response from medical schools, the Executive Council, at its meeting on December 1, 1967, authorized the organization of the Business Officers Section (BOS).

Organizational Activities

The expressed purpose of the organization is to advance medical education, particularly in the areas of business, fiscal and administrative management of medical schools. By-laws of the Section were adopted at the Annual AAMC Meeting in Houston in 1968. They were patterned after the By-laws of the group on Student Affairs of the Association (a copy of the By-laws is included in the attached directory.)

From the beginning, the BOS leadership has stressed the development of strong regional organizations. This regional involvement and grass-roots approach to problem solving has been most effective. Since 1968, regional meetings have been held at least twice annually in each of the four regions.

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A number of these meetings have been in conjunction with the Deans, as well as Hospital Directors and faculty. More recently, a very successful joint meeting was sponsored by two regions of the ACS (May 19-21, Washington, D.C., Management Information Systems.)

As the Business Officers Section has evolved and gained strength during the past three years, it has provided an excellent forum for discussion of the day-to-day problems which confront the administrative staff of medical schools. The excellent attendance reported at all regional meetings of the BOS, as well as the Annual Meetings of the Association, reflect the effectiveness of providing this forum.

Objectives of the BOS

As the organization has evolved, the major goals have become more clearly identified. These are:

1. Improvement in Financial Reporting, Cost Allocation and Program Budgeting. First, the Executive Committee of the BOS and its Committee on Financial and Statistical Reporting have participated in a series of revisions of the Annual Financial Questionnaire sponsored by the Liaison Committee on Medical Education. Beginning with a major revision in 1969, the questionnaire was changed to update the data which had been about 14 months old at the time of collection. Also, this change would allow the Annual Questionnaire and the pre-accreditation questionnaire to be combined, and to provide information, not only of previous years operations, but also an estimate for the current year. Also, the questionnaire was updated to reflect changes in funding patterns. More recently, the BOS has been reviewing the questionnaire with the objective of recommending a major change in format and content of future questionnaires. These changes will be tested in selected schools during the fall and final recommendations of the BOS will be made in December, 1971.

Second, the annual Faculty Salary Questionnaire has been considerably improved. As a result of a series of joint meetings between the

Deans and the BOS of the Midwest region, the problems of the salary questionnaire were highlighted, and this region volunteered to review and clarify the data provided in response to this questionnaire. It is fair to say that this important and sensitive subject can be administered more intelligently and with greater credibility because of the additional communication provided as a result of the cooperation of the BOS.

Thirdly, the leadership of the Business Officers Section has always supported the development and extension of the AAMC sponsored Cost Allocation Study. This study has provided an additional forum for discussing the problems which beset medical school administrators, especially in the area of identifying costs of educational programs, defining priorities in resource planning, program budgeting and control, faculty salaries and fringe benefits. These studies and their related discussions will sharpen communications between medical schools and result in better methods and techniques for management and planning.

2. Professional Development of Medical School Business Officers. The development of the Business Officers Section paralleled the recognition of the need to develop expanded and competent management leadership by the medical schools. During the past decade, the annual budgets of the medical schools have increased tremendously, and at the same time, the relations with funding and granting agencies and with university and medical center administration have become much more complex. It was planned that this new section for business officers would not only provide the forum for discussing these problems, but also provide educational programs for business officers in order to strengthen and extend their administrative and management capabilities.

At the time that the Section was organized, the business officers nominated by their deans were asked to complete a questionnaire consisting of a biographical sketch and suggestions for future programs and meetings. The suggestions for future meetings and topics for discussion reflected the complexities referred to previously, i.e., relations with parent universities, teaching hospitals and the federal government, medical service plans, grants management, etc. Also, a significant item in the ninety responses to the questionnaire was the fact that 66 persons named to the new BOS organization had been in their position for less than four years.

W.K. Kellogg Foundation Support

It was at this point that the W.K. Kellogg Foundation provided a two year grant of \$121,600 to aid the association in developing an educational program for medical school business and administrative officers. As a result of the information gathered through the questionnaire, four topics were selected to be developed at workshops during 1969-70, and two additional subjects during 1970-71.

It was planned that these workshops would be developed and presented at regional meetings by committees of the membership of the BOS. In addition to the regional meetings, these workshop topics were presented at the annual meetings of the Association (i.e., Cincinnati, Los Angeles).

These Kellogg sponsored workshops have been considered one of the major highlights in the development of the Business Officers Section. As a result of the work completed thus far regarding these workshops, an excellent foundation has been provided for future development of these important topics. For example, one of the more recent workshop subjects, "The Development of an Information System Within the Medical Center," concerns the use of computer facilities within medical schools

and medical centers and the need for identifying a data base which can be used by all the units of the health sciences center. Thus far, only the central features of this information system have been identified. Much more work will be required, involving all the other units and interests of the medical center, before this project can be developed further.

Future Activities--Professional Development

An additional proposal was made to the Kellogg Foundation to support a special educational program to provide a well-rounded experience for administrative personnel of medical schools. Although this proposal was not funded, we feel that it has a great deal of merit. The essential part of the proposal is to identify men with a variety of interests and backgrounds and provide support for them to work with various medical schools, the AAMC and selected agencies within the federal government to develop a broad scope of experience.

In keeping with the educational objectives of this project, the individual selected for this experience would be assigned a specific project for study during his tenure and would be required to submit a project report. We all recognize the benefits to be gained through the creation of an educational environment in an operational setting. All those who participate are stimulated and derive benefit from their experience. We hope that we can find a funding sponsor for this project in the future.

3. Improvements in Relations with Other Agencies. Another objective of the Business Officers Section has been to identify and recommend ways of improving communications and relationships between medical schools and other organizations. Initially, activities were directed toward establishing friendly relations with the National Association of

College and University Business Officers (NACUBO). Since the problems and concerns of medical school business officers and university business officers are similar, but not always compatible, it was felt that any dialogue which developed would be of mutual benefit.

More recently, individual members of the BOS have been contacted by various offices within the Department of HEW to discuss a number of issues as they relate to the day-to-day activities of the medical schools.

Initially these contacts were made because of the individuals position within his own organization. However, more recently the BOS has been recognized as a responsive and responsible group. Great care has been taken on the part of these individual business officers to concern themselves within the myriad day-to-day administrative problems confronting business officers rather than development regarding policy, etc.

Comments Regarding Funding

The current leadership of the Business Officers Section has requested guidance and advice in the development of a financial base for the Business Officers Section. During the early years of the BOS, the objectives of this new section were limited to the development of the Kellogg sponsored workshops and organizational type meetings. As the section has grown and its objectives have become more clearly defined, the need for financial support has become clearer. Presently, the schools which provide the leadership to this organization must also provide the financing of the organization. It has been recommended that support be provided for:

1. Two meetings of the BOS Executive Committee each year;
2. Support for those other committees of the BOS which benefit all medical schools and require rather frequent meetings during the year (i.e., Financial and Statistical Standards, External Relations).

It is accepted that many of the activities of the BOS can be carried on at regional or annual meetings, at the expense of the individual or his institution. However, certain of the activities must be funded directly and these activities generally benefit all medical schools. The alternatives for financing these activities are as follows:

1. Subsidy from AAMC budget;
2. Direct assessment for each member of BOS;
 - a) dues
 - b) assessment at each meeting attended (registration fees for regional meetings are currently based on defraying the costs for that meeting.)
3. Funding from other sources, i.e., Foundation

In summary, there are a number of points which need to be emphasized regarding the future role of the Business Officers Section.

1. Since it was originally organized, the BOS has given a great deal of support to the AAMC activities, mainly throughout the Division of Operational Studies in the area of financial and statistical reporting, and support for the Cost Allocation Study.
2. The individual members of the BOS have derived great benefit from their activities, i.e., sharing mutual problems, developing new methods, participation in workshops, etc.
3. The individual members of the BOS serve at the pleasure of their respective deans. Within the organizational structure of the AAMC, the BOS leadership sees a clear relation with the Council of Deans. At the same time, partnership of effort between the BOS and the Division of Operational Studies is recognized as a productive relationship.
4. The concern of financial support for the BOS is a real one. At

the same time the BOS leadership recognizes and understands the variety of concerns which confront the AAMC leadership today, and is willing to assist in any way possible.

5. The Business Officers Section is a group of energetic and enthusiastic medical school administrators interested in improving the business and fiscal management of medical schools. Individually and collectively, these men have the experience and ability to assist in all areas of AAMC activity.

Acknowledgement of this section as an effective arm of the Association will undoubtedly reap great benefits, and in the long run enable the Association to better serve its constituency.

By-Laws of the Business Officers Section

I. NAME

The name of the organization shall be the "Business Officers Section of the Association of American Medical Colleges," hereinafter referred to as the Business Officers Section.

II. PURPOSE

The purpose of the organization is to advance medical education, particularly in the areas of business, fiscal, and administrative management of medical schools.

III. MEMBERSHIP

1. Members shall be appointed by the deans of medical schools that are members of the Association of American Medical Colleges (hereinafter referred to as the AAMC) and shall serve at the pleasure of their respective deans.
2. Representatives of schools holding institutional membership in the AAMC shall be entitled to vote and there shall be only one vote per school.

3. Deans of schools holding affiliate membership in the AAMC (such as the Canadian medical schools) may appoint members of the Business Officers Section. These members shall have the privileges of the floor in all discussions, and shall be entitled to one vote.
4. Deans of schools holding provisional institutional membership in the AAMC (such as newly developing medical schools) may appoint members of the Business Officers Section. These members shall have the privileges of the floor in all discussions, and shall be entitled to one vote.
5. Other interested individuals without voting rights may be elected to the Business Officers Section by the membership or by its Executive Committee. In this manner, appropriate individuals from the AAMC staff may become ex officio members of the Business Officers Section.

IV. REGIONAL ORGANIZATION

1. The purpose of the regional organization shall be to encourage communication between Business Officers Section members with common regional interests and to provide a forum for discussion of matters to be acted on later at the national meetings.
2. The total number and geographical names of the regional groups shall be the same as regional groups for deans of medical schools and for the AAMC Group on Student Affairs.
3. A medical school may be affiliated with more than one region. The dean of the medical school shall designate the region(s) of affiliation and, if more than one, which region shall be the primary affiliation.

4. Each region shall have a Chairman and a Vice-Chairman to be elected annually by the representatives of the medical schools having primary affiliation with that region. A simple majority of voting members is required. Regional groups may also elect a Secretary and such other officers as may be appropriate.
5. The regional groups shall hold at least one meeting annually unless a majority of the members with primary affiliation (by mail or at a previous meeting) postpone or cancel a meeting.
6. A summary of the proceedings of the regional meetings should be distributed to all members of the regional group and to the Business Officers Section Executive Committee. Minutes shall be kept by the Secretary or Vice-Chairman.

V. MEETINGS AND QUORUMS

1. Meetings of the national Business Officers Section membership shall be held annually. Additional meetings may be called by the Business Officers Section Executive Committee or by twenty-five member institutions.
2. A majority of the voting members (one vote for each school holding institutional membership in the AAMC) shall constitute a quorum.
3. Formal actions may only be taken at meetings in which a quorum is present. At such meetings, decisions will be made by majority vote of those voting.
4. In the conduct of meetings, the order of business shall be under the direction of the Chairman who shall make all parliamentary decisions. His decisions may be reversed by two-thirds majority of the voting members present and voting.

VI. OFFICERS

1. The national Business Officers Section officers shall include a Chairman and a Chairman-Elect and such other officers as may be appropriate.

2. The above officers shall be elected annually by a simple majority of voting members present and voting at the Business Officers Section annual meeting.
3. The national Business Officers Section Chairman may not serve consecutive terms.
4. Nominations for the Chairman and Chairman-Elect and other officers shall be made by a nominating committee appointed by the Business Officers Section Executive Committee and such nominations shall be publicized in advance to the membership. Additional nominations may be made from the floor by the members, providing the consent of the nominees has been received.

VII. COMMITTEES

1. The Business Officers Section Executive Committee shall be composed of:
 - (a) National Officers of the Business Officers Section
 - (b) The Regional Chairmen
 - (c) The immediate past National Chairman
 - (d) Chairmen of Business Officers Section Standing Committees and appropriate AAMC staff may be ex officio non-voting members
2. The Business Officers Section Executive Committee shall manage the affairs of the Section. It shall also approve all committee appointments.
3. Other Standing or Ad Hoc Business Officers Section Committees may be authorized by vote of the Business Officers Section membership at its annual meeting. If a new committee is needed between annual meetings, an Ad Hoc Committee may be authorized by the Executive Committee and appointed by the National Chairman to serve until the next Business Officers Section annual meeting.

4. Business Officers Section committees shall include:
 - (a) Representatives from each of the Business Officers Section regional groups
 - (b) Appropriate AAMC staff members
 - (c) A member of the Executive Committee
5. Appointments to committees shall be made annually by the Business Officers Section National Chairman with the approval of the Executive Committee. An individual may be appointed to the same committee for no more than three consecutive years, starting with the adoption of these By-Laws, except that a member appointed to be Chairman may serve in this capacity in his fourth year on the committee, but in no case may a Chairman serve more than two consecutive years in this capacity.
6. Irrespective of the foregoing, a retiring Chairman may be appointed for one additional year on the committee.
7. Committee Chairmen shall be appointed by the Business Officers Section National Chairman. Each committee may also elect a Vice-Chairman and a Secretary.
8. Minutes shall be kept of all committee meetings and circulated to committee members and others appropriately concerned.
9. The role of all Business Officers Section committees, except for the Executive Committee, shall be advisory. Accordingly, they shall obtain approval for any major projects from the Business Officers Section membership at the annual meeting (or from the Business Officers Section Executive Committee between annual meetings). Contacts with major related organizations outside the Business Officers Section shall be undertaken through AAMC channels.

10. The Standing Committees and their functions shall be reviewed annually by the Executive Committee. Those committees no longer needed may be dissolved upon the recommendation of the Executive Committee to the national Business Officers Section membership and upon the approval of the national membership.
11. Descriptions of the purpose and function of each current Business Officers Section committee shall be appended to the By-Laws (see Appendix) but the committee description shall not be considered an official part of the By-Laws. Major changes in the committee descriptions shall be made only by or with the approval of the Business Officers Section membership or the Business Officers Section Executive Committee.

VIII. PARLIAMENTARY AUTHORITY

For matters not covered in these By-Laws, parliamentary authority shall be Roberts' Rules of Order.

IX. AMENDMENTS

These By-Laws may be altered, repealed, or amended, or new By-Laws adopted by a two-thirds vote of the voting members present and voting at any annual meeting of the Business Officers Section membership for which prior written notice of the By-Laws change has been given, provided that the total number of the votes cast for the changes constitutes a majority of the institutional membership. (As indicated in Section III, the voting members are limited to the one Business Officers Section representative per school holding institutional membership in the AAMC.)

STANDING COMMITTEES

<u>NAME OF COMMITTEE</u>	<u>DUTIES</u>
Nominating	To submit slate of recommended officers for elections. Nominate members of committees upon request of Chairman.
Program	To plan and arrange the agenda for the national meeting.
External Relations	To advise, identify and recommend ways of improving communications and maintaining relationships between medical school business officers and other organizations with which there are mutual interests.
By-Laws	To review and recommend revisions of the By-Laws and to interpret them when requested.
Professional Development	To conceive, develop and implement programs for the improvement of the skills of those engaged in the fiscal management of medical education.
Financial and Statistical Standards	To coordinate and plan the development of more uniform and better understood financial and statistical records and reports.
Information Resources	To devise and recommend ways to collect, catalogue and disseminate information pertaining to medical center and university business policies and procedures.

NATIONAL OFFICERS AND EXECUTIVE COMMITTEE

Chairman	William A. Zimmerman, Associate Dean for Business Affairs University of Oregon Medical School
Chairman-Elect	Thomas A. Fitzgerald, Assistant Controller New York University Medical Center
Secretary	Stacy Todd, Acting Director of Finance Vanderbilt University School of Medicine
Treasurer	Daniel P. Benford, Executive Assistant to the Dean Indiana University School of Medicine
Immediate Past Chairman	Hugh E. Hilliard, Controller and Associate Treasurer Emory University School of Medicine

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Regional Chairmen

Midwest	Joseph E. Lynch St. Louis University School of Medicine
Northeast	Alfred F. Beers University of Pennsylvania School of Medicine
South	Lawrence J. Guichard Tulane University School of Medicine
West	Thomas A. Rolinson University of California, Irvine

Committee Chairmen

Nominating	Hugh E. Hilliard Emory University School of Medicine
Program	Alfred F. Beers University of Pennsylvania School of Medicine
External Relations	Clifton K. Himmelsbach, M.D. Georgetown University School of Medicine
By-Laws	Erick K. Erickson University of California, San Francisco School of Medicine
Professional Development	Marvin H. Siegel University of Miami School of Medicine
Financial and Statistical Standards	J. Howard Feldmann University of Kansas Medical Center

III. Forthcoming Meetings of the Council of Deans

At its last meeting the Board determined that the area of program planning for the national meetings of the Council of Deans was an important one over which it should assume greater cognizance. It is therefore appropriate that the Board begin giving thought to the upcoming meetings: FEBRUARY, APRIL, and NOVEMBER, 1972.

Should there be a theme uniting the content of these meetings and providing a sense of continuity?

Should business be conducted at each of these meetings or limited to one or two of them? Which ones?

Is the idea of holding the February meeting on an academic topic in conjunction with the Council of Academic Societies an attractive one? (COD members say repeatedly they have high interest in matters of curriculum, students, etc.)

Should there be one Council of Deans meeting during the year held at a resort-type facility with the program formulated to deal in depth with a major topic and to provide substantial unstructured time for informal exchange with colleagues?

Is it time to develop another full-scale Institute on Organization and Governance? The last was held in 1963--table of contents attached.

February, 1972, is the last winter meeting of the AAMC scheduled in conjunction with the AMA Congress on Medical Education. When should this meeting be held? Should this affect the planning of the Council of Deans meetings?

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