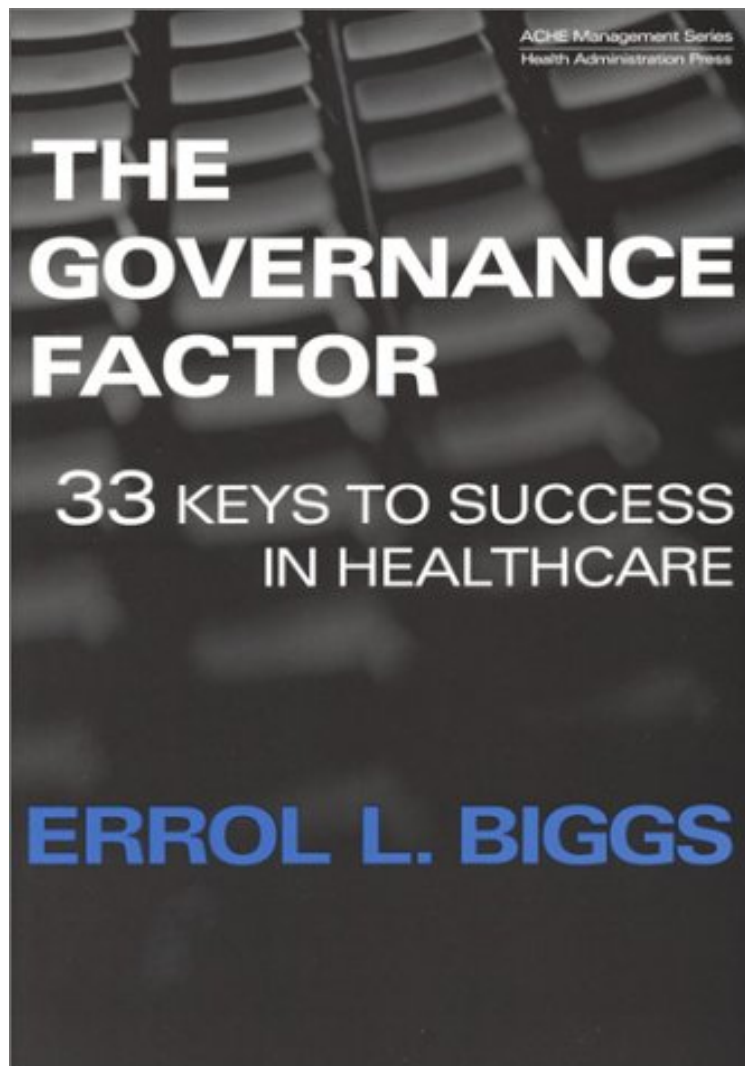


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About the Author Errol L. Biggs, Ph.D., FACHE, is the director of the graduate programs in health administration and the director for the Center for Health Administration, University of Colorado-Denver. He teaches governance in both the graduate on-campus and executive programs in health administration. He is also a faculty member of the American Governance Leadership Group and chairman of the Practical Governance Group, both of which offer educational programs for hospital governing boards. Additionally, he has served on several nonprofit and investor-owned boards of directors, and is the author of several articles on governance.