




**College of Health Sciences
Office of the Dean**

Enderis Hall 898A
PO Box 413
Milwaukee, WI
53201-0413
414-229-5663 *phone*

Date: February 15, 2022

MEMORANDUM

To: UWM Faculty Senate

From: Tim Behrens
Dean 

Re: College of Health Sciences Requests Voting Privileges to Instructional Academic Staff

At the April 2, 2021 College of Health Science (CHS) Faculty and Staff meeting there was a motion to approve voting rights at the college level for an instructional academic staff member in the Department of Health Informatics and Administration (HIA):

- Gary Ross, Clinical Associate Professor

The motion passed: 56 yes; 0 no; and 0 abstained.

CHS respectfully submits to the Faculty Senate approval to grant voting privileges at the college level for Dr. Ross. He has the training, experience, and responsibilities comparable to those in the faculty ranks. Attached to this memo are Dr. Ross' CV and a memo from the HIA Department chair supporting the recommendation.

Thank you.



College of Health Sciences

Department of Health Informatics and Administration

Northwest Quadrant B

PO Box 413

Milwaukee, WI 53201-0413

Date: February 13, 2022

MEMORANDUM

To: Tim Behrens, Dean, College of Health Sciences, University of Wisconsin-Milwaukee

From: Min Wu, Chair, Department of HIA, College of Health Sciences

Re: Memo citing Gary's training, experience, and responsibilities

Dear Dean Behrens:

As chair of HIA department, I respectfully submit this memorandum to you for granting voting privileges at the college level, e.g., CHS Faculty and Staff Meetings, for the Academic Staff. Dr. Ross. Here listed more information about Dr. Ross's training, experience, and responsibilities as below:

About **Training**, Dr. Ross received his terminal degree from the University of Kentucky in 1996. His degree was forwarded by the College of Business. His fields of study were Strategy and Organization Theory. In addition, he received my Master of Business Administration and Master of Science from the University of Wisconsin-Madison, in 1981 and 1992, respectively. His majors in his MBA studies were Finance and Accounting. His field of study for his MS was Management.

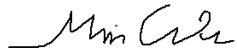
His **experience** is both professional and Academic. He entered the Financial Management industry with the First National Bank of Chicago in 1982. He remained in banking for a decade, leaving it to begin his terminal studies first at UW-Madison, completing them at the University of Kentucky. His role in banking saw him leave as a Vice President of Commercial Lending from the M&I Bank f Madison. After completion of his terminal degree, he was appointed Department Chair of Business and Assistant Professor of Barat College in Lake Forest, Illinois. After three years he was appointed Dean of Business and advanced in rank to Associate Professor with Tenure. He was responsible for a complete rewrite of the Business Curriculum, developed a new accelerated Entrepreneurship program. Barat was acquired by DePaul University in 1999. he was re-appointed Dean of Business at the college at a similar rank. He left Barat in the Spring of 2002 to take the position of Dean of the College of Business and Management at Cardinal Stritch University. He took on management responsibilities of senior management and was advanced to President of Community Health Charities of Wisconsin. During my tenure at Community Health Charities, he began an adjunct relationship with the University of Wisconsin-Milwaukee as an adjunct instructor with responsibility for the HCA capstone course (HCA 521). Prior to my hiring as a full- time clinical professor in January 2021, he has taught HCA continuously from the Fall of 2008. I assisted the Program Director in a Curriculum review and change during his period as an adjunct instructor. I also developed a new writing course for Health Care Professionals (HCA 249) that is in its fourth year> I have been the sole instructor

since its inception. His teaching evaluations are a matter of public record and can be accessed from the HCA Program Director. He was recognized for Teaching Excellence at Barat College for his entire tenure. He was nominated for Teacher of the Year five times.

His **responsibilities** beyond teaching have been limited at the University of Wisconsin-Milwaukee more by time than by abilities which he demonstrated in his tenure as Dean at Barat and DePaul. He currently serves as the HIA representative on the college's Course and Program Committee. He has accepted the responsibility of Assessment Coordinator for the department. He is working directly with the HCA Program Chair in support of our current accreditation effort through AUPHA.

Thank you for your consideration.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Min Wu". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Min Wu, HIA Dept. Chair

DATE: February 12, 2022

TO: Min Wu, Department Chair HIA

FROM: Gary Ross, Clinical Associate Professor, Health Informatics and Administration

RE: Voting Rights for School/College

I am presenting my personal and professional credentials for consideration to be granted voting rights as described in Faculty Document 3372R1, dated January 27, 2022. The referenced document requires a listing of criteria in three categories: Training, Experience and Responsibilities.

1. Training: I received my terminal degree from the University of Kentucky in 1996. My degree was forwarded by the College of Business. My fields of study were Strategy and Organization Theory. In addition, I received my Master of Business Administration and Master of Science from the University of Wisconsin-Madison, in 1981 and 1992, respectively. My majors in my MBA studies were Finance and Accounting. My field of study for my MS was Management.
2. My experience is both professional and Academic. I entered the Financial Management industry with the First National Bank of Chicago in 1982. I remained in banking for a decade, leaving it to begin my terminal studies first at UW-Madison, completing them at the University of Kentucky. My role in banking saw me leave as a Vice President of Commercial Lending from the M&I Bank f Madison.

Subsequent to completion of my terminal degree, I was appointed Department Chair of Business and Assistant Professor of Barat College in Lake Forest, Illinois. After three years I was appointed Dean of Business and advanced in rank to Associate Professor with Tenure. I was responsible for a complete rewrite of the Business Curriculum, developed a new accelerated Entrepreneurship program. Barat was acquired by DePaul University in 1999. I was re-appointed Dean of Business at the college at a similar rank.

I left Barat in the Spring of 2002 to take the position of Dean of the College of Business and Management at Cardinal Stritch University.

I took on management responsibilities of senior management and was advanced to President of Community Health Charities of Wisconsin. During my tenure at Community Health Charities, I began an adjunct relationship with the University of Wisconsin-Milwaukee as an adjunct instructor with responsibility for the HCA capstone course (HCA 521). Prior to my hiring as a full time clinical professor in January 2021, I have taught HCA continuously from the Fall of 2008. I assisted the Program Director in a Curriculum review and change during my period as an adjunct instructor. I also developed a new writing course for Health Care Professionals (HCA 249) that is in its fourth year> I have been the sole instructor since its inception.

My teaching evaluations are a matter of public record and can be accessed from the HCA Program Director. I was recognized for Teaching Excellence at Barat College for my entire tenure. I was nominated for Teacher of the Year five times.

3. My responsibilities beyond teaching have been limited at the University of Wisconsin-Milwaukee more by time than by abilities which I demonstrated in my tenure as Dean at Barat and DePaul. I currently serve as the HIA representative on the college's Course and Program Committee. I have accepted the responsibility of Assessment Coordinator for the department. I am working directly with the HCA Program Chair in support of our current accreditation effort through AUPHA.

Gary H. Ross, Ph.D.
W61N844 Arbor Drive
Cedarburg, WI 53012
garebear1776@gmail.com
414-708-5483

EDUCATION:

University of Kentucky, Lexington, Kentucky
Ph.D. in Business Administration, December 1996.
Concentration Area: Strategic Management, Organization Theory
Dissertation Title: *Risk Happens: The Risk-Performance Relationship in Commercial Banking*.
Committee Chair: Dr. Terry Amburgey

Risk Happens reports the results of a longitudinal study of the Wisconsin banking industry from 1986 through 1993, where the relationship between loan underwriting decisions was compared to the manifestation of problem loans within that decision set. A dynamic modeling methodology was used to examine the relationship of risk and loan decision outcomes. The simultaneous differential equation partial linear adjustment pooled time series analytical tool provided results that supported posed hypotheses that problem loan realization lagged original loan decisions by approximately three years. The results further supported the hypothesis that continued growth is a necessity for commercial banks so that the banks would not experience a commensurate lagged percentage increase in non-performing loan balances.

University of Wisconsin, Madison, Madison, Wisconsin
Master of Science in Management May 1992. Concentration in Research Methodology and Survey Research

University of Wisconsin, Madison, Madison, Wisconsin
Master of Business Administration, December. 1981. Finance major with Accounting concentration.

University of Wisconsin-Madison, Madison, Wisconsin.
Bachelor of Science in Secondary Education, December 1974.
History/Secondary Education Major, Physical Education/Coaches Certification Program

Outward Bound Wilderness Schools

-Pacific coastline trekking, Certificate 1988; Olympic National Coastline
-Desert Hiking and Rock-Climbing Certificate 1989; Joshua Tree National Monument

EMPLOYMENT

University of Wisconsin-Milwaukee, College of Health Sciences, Health Care Administration; 2008 to present

Clinical Associate Professor January 2021 to present

Adjunct Instructor, Lecturer, September 2019 to January 2021

Adjunct Instructor, September 2008 to September 2019

HCA 521 **Advanced Systems Thinking and Strategy for Healthcare Leaders**

HCA 502 **International Health Systems**

HCA 249 **Writing for Professional Development**

HS 102 **Introduction to Health Care Systems**

HCA 400 **Marketing for Health Care Administrators**

Carroll University, Waukesha Wisconsin

Adjunct Instructor, School of Business; Exercise Physiology Department

-BUS 344 Management of Financial Institutions (Fall 2018)

-BUS 640 Advanced Financial Decision Making (Fall 2018)

-EXP 620 Entrepreneurship in HealthCare (Spring 2019)

-ACC 206 Managerial Accounting

-BUS 150 Introduction Healthcare Administration

-BUS 625 Leadership and Managing Change (Cross Listed w/Nursing)

Community Health Charities of Wisconsin, Milwaukee, Wisconsin

President/CEO (March 2010 – December 2015)

Vice President (August 2007)

Director of Strategic Development and Research, (March 2006 to August 2007)

Management Consultant December 2004 to March 2006

Community Health Charities of Wisconsin is the workplace fundraising federation for 75-member healthcare charities and organizations. Led fundraising efforts that yielded over \$21MM over the ten-year tenure.

Responsibilities included:

- Marketing and development efforts for statewide campaigns.
- Governance development and education
- Private sector development and campaigns
- Community involvement development
- Sales Manager for State
- Research and delineation of campaign results

Cardinal Stritch University, Milwaukee, Wisconsin.

Dean of the College of Business, Associate Professor of Business

May 2002 to January 2004

The College of Business enrolled 3000 students in Wisconsin and Minnesota. The College provides an adult focused set of Associate, Bachelors and master's degree programs in an accelerated, cohort model delivery mode.

- Responsible for the Academic and Operational processes of the largest College in the University, 11 Full time and 600+ Part time Faculty
- Manage and direct annual revenue budget of \$15M and three Regional Centers in Milwaukee, Madison, WI, and Minneapolis MN.
- Chairman, University Graduate Standards Committee
- University Visioning Task Force
- Reorganization of College structure
- Institution of College of Business Curriculum Committee 2003
- NCA Academic Task Force
- Institutional Representative to ACBSP
- Institutional Representative to Institute for Professional Development
- College of Business Orientation Task Force Initiative 2003: Task Force Chair

Barat College of DePaul University, Lake Forest, Illinois: June 1997 through May 2002

- Program Director and Associate Professor of Business (July 2001)
- Dean, Barat College School of Business (February, 2000-June 2001)
- Business Department Chair August 1997 to February 2000
- Assistant Professor, August 1997 to June 2000

Associate Professor, June 2000 (granted tenure May 2000)

- Responsible for Curriculum Development and Administration of Faculty and Students, Internship Supervision and Academic advising to 120 students. Management responsibility for 15 FT and PT faculty.
- Chair for External Strategic Alliance Task Force, Chair of Committee Audit Task Force, Member of President's Planning Council, Internship Committee, Weekend College Task Force
- Developed and implemented Entrepreneurial Studies Program and Leadership Program
- Initiated first Accelerated Degree Program (Leadership - Spring 2000)
- Developed new Business Common Core and Revised Existing Curriculum (Fall 1997)
- Initiated Dual Enrollment agreement negotiations with College of Lake County (Summer 1999)
- Initiated and Concluded Dual Enrollment Agreement with Lake Forest Graduate School of Management (Fall 1999)
- Recruited and Developed Business Advisory Council (Fall 1999)

De Paul Univ. (cont.)

- Faculty Assembly Secretary- 1998-1999
- Chair of Business Faculty Search Committee (1998, 1999, 2000), Member Psychology (2000) and Learning Opportunities Faculty (2000) Search Committees
- Faculty Athletic Representative (1999-2001)
- Research Review Committee (2000-2001)
- Quality in Teaching Review Committee (2001)
- Classes Taught: Strategic Management, Principles of Management and Marketing, Business Ethics, Marketing Research, Leadership, International Marketing, Entrepreneurship, Small Business Consulting
- Member DePaul University-Barat College Curriculum Development Committee
- Member DePaul University Teaching, Learning and Assessment Council
- DePaul University Barat Campus Ombudsman for Academic Honesty

Edgewood College, Madison, Wisconsin: August 1995 to July 1997

- Lecturer, Department of Business
- Undergraduate Courses: Management Principles, Principles of Finance, Senior Management Seminar
- Graduate Courses: Strategic Management, Strategic Marketing

Marquette University, Milwaukee, Wisconsin: Spring 1996

- Lecturer, Finance Department, Graduate School of Business
Graduate Seminar: "Risk in the Commercial Banking Industry"

University of Kentucky, Lexington, Kentucky: January 1993 to August 1995

- Teaching Assistant, Department of Management
- Courses Taught: Principles of Management, Strategic Management
- Research Assistant for Dr. Terry Amburgey

University of Wisconsin, Madison, Madison, Wisconsin: 1987, 1989, and 1990.

- Lecturer, Graduate School of Business, Department of Finance
Graduate Seminar: Advanced Topics in Commercial Banking

Carroll College, Waukesha, Wisconsin: Fall 2007.

- Lecturer, Leadership and Management Introduction

Professional:

GHR Consultants, LLC Cedarburg, Wisconsin: Current

- Strategy and Planning Consulting Services for Non-Profit and Fund Raising Organizations. Aid in the development and implementation of mission statements, major goals, and objectives. Advise relevant executive directors on board membership, and size, and organizational reconstitution.
- Consultant for investment groups purchasing small, community based commercial banks. Services provided are primarily in relation to loan portfolio quality and loan policy of the acquisition target banks.

Bank One Madison, Madison, Wisconsin: June 1991 to August 1992

- Senior Credit Analyst, Problem Loan Specialist
- Responsibilities included underwriting all major loan applications at the \$250 million bank, diagnosing, and instituting remedial actions for problem loans.

M & I Madison Bank, Madison, Wisconsin: May 1988 to May 1990

- Vice President and Commercial Lending Officer
- Responsibilities included new business development, loan portfolio management, credit underwriting, and personnel administration. Specialties in small business lending and counseling, and real estate projects. Worked closely with Small Business Administration. Served on the Madison Development Corporation (non-profit SBIC) Loan Committee.

Valley Bank, Madison, Madison, Wisconsin: January 1984 to May 1988

- Vice President and Senior Commercial Lending Officer
Responsibilities included new business development, credit administration and management, portfolio management, credit underwriting and holding company location administration. Small business development specialty, working with SBA and Madison Development Corporation in encouraging small business growth

First National Bank of Chicago, Chicago, Illinois: Jan. 1982 to Jan. 1984

- Commercial Loan Representative/ Contractor Services Division-Real Estate Dept.
Responsibilities included new business development, loan portfolio management, and credit underwriting. Specialty lender in the construction industry.

Professional Experience (cont.)

Petrie's Sports, Madison, Wisconsin, July 1974 to April 1977 and June 1978 to June 1981.

Retail sporting goods store manager. Responsible for store management, employee relations, inventory buying for general athletic goods for small privately held six store retail sporting goods chain.

International Fraternity of Phi Gamma Delta, Lexington, Kentucky, April 1977 to May 1978. Director of Programs.

Responsible for management and development of major education, recruiting, and legislative programs for international collegiate fraternal organization.

Madison Development Corporation Loan Committee 1985-1989

PRESENTATIONS (Abbreviated Listing)

Plenary Panel, International Business Conference on Challenges in the Post Covid World, Mumbai, India, January 27, 2022

Master Class Instructor, Issues facing Professionals Because of Covid-19
Chikrat University, Punjab, India November 2021

Invited Panel Participant, Green Bay Chamber of Commerce, Community Involvement in the 21st Century, September 18, 2008.

Expert Academic Panel on Issues facing 21st Century Education: Eau Claire, WI Chamber of Commerce, September 10, 2002.

Presentation to United States Taekwondo Union: "Leadership in Theory and Application", 4th and 5th Dan Instructor Licensing Seminar, August 25, 2001, Glenview, IL.

Presentation to Vector Marketing Summer Sales Conference: "Internships and the College Experience." July 23, 2001, Itasca, IL.

Presentation to Roosevelt University People's Republic of China MBA Program: "The Art and Science of Case Study Creation." June 25, 2001, Chicago.

Presentation to Lake Forest-Lake Bluff Chamber of Commerce, "The Death of Competition." September 2000.

Presentation to Lake County Chamber of Commerce, "Whither Goest Competition." February 2001.

Ross, G.H. and Ohmer, D.G. (2008). A Healthcare Conundrum: Can Efficiency Alone Be Quality? Chicago, Illinois, MBAA Conference April 2-4, 2008; **Best Paper Award**

Ross, G.H. (2003). The Chinese Banking Crisis. Invited Paper presented at the 2003 International Business Center for Excellence Conference. Rapid City, South Dakota, October 1-4, 2003.

Ross, G.H. (2000). The Catch Up Factor in Commercial Banking: The Specter of Problem Loans. Sun Break 2000 Conference on Organizations, New Mexico State University, Las Cruces, New Mexico, February 2000.

Ross, G.H. and Ohmer, D.G. (1998). Barriers to Efficiency in Healthcare. Midwest Business and Healthcare Administration Association Meeting, Chicago. IL, March 1998.

Ross, G.H. (1996) Risk Happens...but when...and how? A preliminary empirical examination of the risk and performance relationship in commercial banking. Southern Management Association Proceedings, New Orleans, LA., November 1996.

Ross, G.H. (1994) The Risk-Return Paradox in the United States Banking Industry: 1963 to 1990. 37th Annual Meeting of the Midwest Division of the Academy of Management Proceedings, Chicago, IL; April 1994.

Ross, G.H. and Ohmer, D.G. (1993). Weber and Marx: The Unknowing Founders of the Total Quality Management Paradigm. 14th Annual Southern Regional Industrial Relations and Human Resources Conference Proceedings, Myrtle Beach, SC; October 1993

PROFESSIONAL ACTIVITIES:

- Contributing Editor, *Hospital Topics*
- Member ACHE
 - Member of Career Development Committee
- Member FHMA
- *Commission on Accelerated Programs (CAEL)*, At Large National Director, 2003-2004

- Member: Academy of Management
Midwest Business Association
- Local Events Coordinator, Midwest Academy of Management 2000 Meeting
- Secretary/Treasurer Midwest Business and Healthcare Association 1999-2001
- Co-Editor Midwest Business and Healthcare Association Proceedings 2004
- Historian Midwest Business and Healthcare Association 2005 to present
- Participant: Southern Management Doctoral Consortium, Atlanta, GA, Nov. 1993
- Invited Participant: Business Policy and Strategy Doctoral Consortium, Academy of Management Annual Meeting, Dallas, TX, August 1994
- Reviewer: Academy of Management, Southern Management Association, Midwest Academy of Management, Midwest Business Association
- Discussant: Academy of Management International Convention, Southern Management Association, Midwest Academy of Management, Midwest Business Association
- Session Chair: Midwest Academy of Management, Midwest Business and Healthcare Association, International Business Center for Excellence
- Lake County Partners- Continuous Education Committee
- Vector Marketing- College Advisory Council
- International Conference on Health Care Systems, Track Chair, Organizing Committee, Session Chair

Faculty Development Grants

- 1997 Barat College Faculty Development Grant
- 1998 Barat College Faculty Development Grant
- 1999 Barat College Faculty Development Grant
- 2000 Barat College Faculty Development Grant
- 2001 Barat College Faculty Development Grant

ADULT EDUCATION EXPERIENCE BEYOND ACADEME:

- Wisconsin Bankers Association Commercial Lenders School: Case Study and Curriculum Instructor, 1985 to 1992
- American Institute of Banking: Commercial Real Estate Underwriting
- Omega Commercial Lending Seminar, Certified Instructor. Taught seminar to senior management in bank holding company.

TEACHING INTERESTS

Health Care Administration
Medical System Organizational Structure and Transformational Processes
Leadership and Management Issues
Ethics and Social Responsibility
Strategic Management/Organizational Theory

RESEARCH INTERESTS

Health Care Management/Resource Allocation
Management Education
Organizational Ethics and Social Responsibility

Medical System Organizational Structure and Transformational Processes

SERVICE:

University Service:

TTC Panel for Appeals, February 2022

College Service:

Curriculum Program Committee, College of Health Sciences 9/2021- present

Department Service:

Department Assessment Coordinator, Department of Health Informatics and Administration April 2021-present

Community Service:

United Way of Greater Milwaukee and Waukesha County

- Campaign Cabinet Member 2016 to 2018
- Non-Profit Division Cabinet 2010 to 2018

Rotary International Member

- Waukesha Noon Club 2016 to Present
- Mequon-Thiensville Club 2012 to 2016
- Downtown Milwaukee Club 2002- 2004
- Lake Forest Club 1997 to 2001
- Madison Breakfast Club 1986 to 1994

Delta Mu Delta, Honorary Member, 2003

Phi Gamma Delta Fraternity, University of Wisconsin Chapter

- International Fraternity of Phi Gamma Delta: National Graduate Scholarship Award 1979
- Graduate Advisor (1986 to 1991), (2008 to 2011)
 - Instrumental in restoring lapsed chapter at UW-Madison in 2009
 - Recognized as Outstanding Graduate Brother, 2010

Associated General Contractors of America, Wisconsin Chapter

Associate Board of Directors, President 1988

Associate Board of Directors, Vice President 1987

Director 1985 to 1990

Awards for Service to the Construction Industry 1989 and 1990

Arthritis Foundation of Wisconsin

Director 1984 to 1991