
Eugene A. Gilchrist

1522 N. Prospect Avenue
#1605
Milwaukee, Wisconsin 53202

502-681-6964
genegil@aol.com

Senior Executive

Health Care University Private and Public Sector Management

Substantial and progressively responsible leadership in university, academic healthcare, government, non-profit, and early stage for-profit companies with twenty years at the executive vice president and chief executive level. Significant accomplishments in every role and with a variety of organizations. Recognized for conceptual understanding of complex issues, strong communication across a variety of audiences, creative thinking, establishing a shared vision, developing implementation plans and programs to ensure strategic goals are achieved. Key strengths also include leadership, creating and mentoring strong teams, project management, problem identification, problem solving and strong goal achievement.

Professional Background

**Managing Director, United States
Thames Transformation Partners**

2015-current

Gene Gilchrist Consulting

2011-current

Providing a range of management consulting and project management to a variety of for-profit, non-profit and government clients with a focus on organization, management, business development, and finance.

- Providing management consulting on shared service operations for medium to large sized organizations to reduce cost, improve service and quality, and create exceptional business process information across a variety of industries. Typical projects focus on creating shared service designs across organizational units including meaningful measurement criteria that maintain a focus on performance. Recently engaged by a multi-campus, 40,000 student, research university to optimize their shared service center
- Providing internal consulting for finance, operations and management to an early stage operating company in molecular diagnostics creating systems designed to focus on market, sales and execution, and alignment of resource investment and market outcomes; renegotiated banking relationship, negotiated a contract with a national distribution and sales network that increased sales from \$700,000 to \$20 million annually transitioning the business to a retail culture; identified and negotiated venture capital investment to support investments in new markets
- Working with international investment partners to develop investments in U.S. higher education and health care. Currently negotiating a substantial nurse education affiliation for a Medical Center in a Chinese community of 10 million
- Advising a large community and technical college on the development of on-site health care
- Advised on the development of a revised housing approach for a non-profit home for homeless girls and women in response to HUD revised requirements

- Reviewed the market, national programs, and literature and developed a program proposal for meeting local manufacturing workforce needs for a community and technical college system
- Reviewed and developed a business development program for cognitive training and development for a business franchise owned by a large, non-profit behavioral health provider; recommendations were implemented
- Provided a series of program options to be managed by a statewide, health care, membership organization designed to create value to members at reasonable prices to the member organizations

**Milwaukee Regional Medical Center
Executive Director**

2012-2014

Provided leadership to better align six health care organizations through development of common infrastructure, shared facilities, clinical support systems and clinical planning in the context of a strong academic health program. The organization is comprised of the BloodCenter of Wisconsin, Curative Care Network, Children’s Hospital of Wisconsin, Froedtert Health, Medical College of Wisconsin, and Milwaukee County Behavioral Health with total revenues of \$3.3 billion, total economic impact of \$7.9 billion, 20,500 employees, 1,000,000 patient visits annually, and ranked in the top 1/3rd of NIH funded research entities in the nation. Also worked closely with the University of Wisconsin, Milwaukee to create integration with the UWM Innovation Park which will house research and commercialization efforts in an adjacent location.

- Developed a \$175 million thermal services district that virtually eliminates the risk of service interruption, reduces green house gas emissions up to 50%, and reduces projected costs one-third by creating a new non-profit entity across six organizations. Board approval secured, legal entities created, financing secured, negotiation to procure current plant completed, and design development begun
- Guided planning and implementation to manage within a \$1.7 billion transportation construction project surrounding the campus. Experienced no delays for emergency service transports, avoided losses to market share, and avoided employee turnover. Introduced new communications protocols, use of social media, customer service lines. The program is being used as a model by Wisconsin DOT
- Developed a long term vision for the regional medical center along with a multi-year implementation plan that calls for common land use planning and organized commercialization efforts
- Created a shared services infrastructure that combined snow and ice management for savings of 23%, transferred risk to the vendor and improved service, and initiated common lawn and landscape management for savings of 11%
- Conducted due diligence for a campus-wide sustainability and waste stream management program

University of Louisville

2001-2011

Associate Vice President for Health Affairs

2004-2011

Chief Executive Officer, University Physicians Associates

2007-2010

Assistant to the President

2001-2004

Recruited to University of Louisville to add management and financial strength in the Office of the President and remained to develop new approaches to finance and management in the academic health center.

- Created and implemented a revised financial plan for University Athletics to resolve an annual budget imbalance of \$6 million resulting from rapid and extraordinarily successful growth. Outsourced specific functions to gain expertise and add revenue. Used benchmarking tools to recalibrate the costs between the university and the athletics program

- Participated in the creation of the University's business incubator and successfully launched a pharmacogenetics service company outside the University in cooperation with the academic department
- Developed and implemented a strategy to integrate faculty practice in the School of Medicine that resulted in the integration of 460 faculty physicians, 1,000 staff, and a \$115 million in clinical revenue into one practice organization including implementation of a common human resource environment, common practice management software, common electronic health record, and common insurance payer negotiation
- Created the UofL Health Care Regional Network tying together seventeen hospitals to faculty practice and University Hospital using an innovative telemedicine technology. The program netted \$900,000 in the second year and created alliances with regional health care providers in western Kentucky
- Developed the signature outpatient health care facility in Louisville through off-balance-sheet financing by creating a new joint venture with a national health care developer. The new building reduced rent payments by one-third and brought inpatient hospital functions and outpatient physician functions together in one location for a comprehensive patient service program
- Resolved structural deficit issues in seven academic medical departments eliminating \$8.2 million in accumulated debt and over \$3 million in recurring financial imbalances across five academic departments by aligning educational, research and clinical missions with the local market and rebalancing investments of available resources

St. Cloud State University

1992-2001

Vice President of Administrative Affairs

Served as the chief financial and chief operating officer for the \$135 million, 15,000 student comprehensive university in Central Minnesota

- Developed St. Cloud's first University Strategic Plan involving all campus constituencies
- Created and implemented a Campus Master Plan and managed the development of new public transit to, from and within the campus as well as \$60 million in new construction while maintaining deferred maintenance below \$12 per square foot
- Created a new Enrollment Management Plan that intentionally and successfully increased the incoming first year class by 10% and transfers by 15%, targeted and increased top 10%, top 25% high school graduating cohorts, increased diversity to 15% of incoming class, enrolled 950 international students, and achieving National Merit University recognition
- Revitalized then university approach to community and government relations and significantly enhanced the university's reputation across Minnesota and the upper Midwest
- Served as the lead financial officer as the University developed and successfully completed the first Capital Campaign exceeding the \$20 million goal
- Created the first local bonding effort by any Minnesota State College including changing State law to allow local bonding authority

State University of New York

1991-1992

Assistant to the Senior Vice Chancellor

Recruited to address administrative and financial challenges at the SUNY College of Optometry and to identify cost savings measures across the SUNY System. Studies and recommendations were used to reduce overhead at SUNY Optometry and to consolidate functions across similar institutions at different geographic locations within the State.

State University of New York at Albany	1979-1991
Assistant Vice President for Financial Management and Budget	1980-1991
Associate Budget Director	1979-1980

Employed as deputy in the Budget Office and rose to the chief budgeting officer for the University.

- Participated with the President and Director of Planning in developing an innovative system of planning and budgeting that gained national renown including the President being recognized as one of the 100 Most Effective Presidents in the nation

Russell Sage College	1977-1979
Adjunct Professor of Public Administration	

New York State Legislature	1975-1977
Staff Director, Senate Committee on Higher Education	

Institute for Public Policy Alternatives	1974-1975
State University of New York	
Research Assistant	

State University College at Plattsburgh	1972-1973
Assistant to the President	

Education

Ph.D., Higher Education
 State University of New York at Albany
 1989

B.A., Mathematics
 State University of New York at Plattsburgh
 1972

Civic Activity

Milwaukee Area Technical College Foundation, 2014-present

- Treasure 2015-present
- Executive Committee 2015-present

Metro United Way, Louisville, 2004-2011

- Served as Public Sector Chair 2003, 2004
- Increased "Public Sector" Cabinet fund raising 7%
- Reviewed and revised Board structure and Board Member role expectations

Metacyte Business Laboratory, Louisville, 2004-2006

Fund for the Arts, Louisville, 2001-2004

Central Minnesota Community Foundation, St. Cloud, 1999-2001

United Way of Central Minnesota, St. Cloud, 1993-2001

- Served as Board Vice President, President, Past President, Campaign Chair and Campaign Vice Chair
- Increased campaign giving by 15% over two years
- Created business compact with targeted programs and specific goals tied to corporate giving increases and successfully maintained the increased giving level

Area Economic Development Partnership, St. Cloud, 1993-2001

- Served three terms as Board President
- Linked several University departments to business needs through contracts for service

New York State Council on Alcoholism and Other Drug Addictions, Albany, 1989-1992

- Served as Board President, Vice President, Treasurer

Saratoga County Council on Alcoholism and Drug Addictions, Saratoga, 1988-1992

- Founding President
- Created fee for service functions and philanthropic function to replace federal demonstration grant

William B. Reed Foundation, Saratoga, 1990-1992

- Founding President

Visiting Nurses Association of Albany, Albany, 1985-1992

- Served as Board President, Vice President, Treasurer

Presentations, Papers and Consultancies

“Utilizing Telehealth To Build Health Care Capacity in Rural Kentucky”

Association of Academic Health Centers, Senior Finance Officers Conference, 2010

“Developing the University of Louisville Regional Health Care Network”

University Healthcare Consortium Annual Conference, 2009

“Off Balance Sheet Development of Faculty Practice Building”

National Association of College and University Business Officers Southern Regional Conference, 2008

Association of Academic Health Centers, Senior Finance Officers Conference, 2007

“Managing Clinical Trials at the University of Louisville”

Association of Academic Health Centers, Senior Finance Officers Conference, 2004

“Projecting A Future for Higher Education”

Kentucky Department of Transportation Futures Project, 2002

“University Planning In a Unionized Environment”

College and University Planning Association Annual Conference, 2000

Consultant to US AID in South Africa, 1995

Engaged to create management systems for accountability reporting for the University at Venda