

Norris White Gunby, Jr., PhD, MHA

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drgunby@gmail.com

EDUCATION

2004 Doctor of Philosophy – Health Services Administration

University of Alabama at Birmingham, Birmingham, Alabama

Major: Administration – Health Services (**Strategic Management Track**)

Jointly Conferred Degree between the School of Health Related Professions and the AACSB Accredited Collat School of Business

Dissertation Title: *Strategy Development Processes in Long Term Care: A Multidimensional Assessment*

Dissertation Advisor: Gerald Glandon

2000 Master of Health Administration

Tulane University, New Orleans, Louisiana

cum laude

1998 Bachelor of Arts – Sociology

Paine College, Augusta, Georgia

cum laude, Alpha Kappa Delta

1991 Diploma, Funeral Service and Embalming

Gupton-Jones College of Funeral Service, Atlanta, Georgia

magna cum laude

ACADEMIC APPOINTMENTS

Associate Professor (Teaching), July 2022 – Present, Sol Price School of Public Policy, University of Southern California

Assistant Professor, August 2016 – 2020, College of Business & Economics, Fayetteville State University

Visiting Associate Teaching Professor, August 2015 – May 2016, School of Business, Wake Forest University

Clinical Assistant Professor, January 2013 – December 2014, Department of Health Policy and Management, Gillings School of Global Public Health, University of North Carolina – Chapel Hill

Assistant Teaching Professor, August 2011 – December 2012, Department of Management, Innovation and Entrepreneurship, Poole College of Management, North Carolina State University

Adjunct Assistant/Associate Professor, January 2012 – Present, Department of Management, Lundy-Fetterman School of Business, Campbell University

Assistant Professor, August 2004 – May 2011, Department of Management, School of Business, Elon University

Adjunct Assistant Professor, March 2008 – Present, Department of Health Services Administration, School of

Health Professions, University of Alabama at Birmingham

Visiting Assistant Professor, August 2003 – May 2004, Department of Management and Marketing, School of Business Administration, University of Alabama at Huntsville

CONSULTING SKILLS AND ABILITIES

- 20+ years of corporate/small business and 10+ years of SME consulting engagement leadership specializing in strategic management formulation, implementation and evaluation, QI, six sigma principles and advanced customer services skills
- Developed and evaluated over 250 strategic plans
- Expert knowledge of the domestic healthcare environment specializing in healthcare strategic management, healthcare operations, QI, strategy formulation, implementation and evaluation, ACO formulation and application and dashboard KPI selection and design
- Emotionally intelligent leader with personal integrity that utilizes critical thinking skills, empirically validated motivational techniques and accountability-based management to achieve organizational objectives and address the most difficult or intractable administrative problems
- Highly polished acumen in prepared and extemporaneous public speaking and written corporate communication in general business formats, white papers and federal grant reporting systems
- Advanced understanding of financial and managerial accounting for use in data-based decision-making
- Developer and coder of statistical, forecasting and proforma financial models including programming in Excel, SAS, STATA and SPSS
- Expert teacher and coach of QI, six sigma, operations, strategic management and organizational behavior

PROFESSIONAL EXPERIENCES

Senior Consultant, Cogent Analytics

(2021 – 2022), Served as an operational and strategic consultant for SME's. Served clientele in the healthcare, construction and logistics sectors.

Senior Partner, Poole and Associates, Consulting (PAC)

(2012 – 2021), Served as a strategic, operational and financial analyst for a boutique consulting firm as well as several independent engagements. Responsible for analyzing firm performance by creating deliverables to include strategic and operational plans, financial ratio analyses and proformas for critical access hospitals. Served independent engagements in physician group practice strategic management

and physician professional development of managerial and strategic skills. **Created financial models and submitted grant applications for a recent client that will be awarded \$6M in funding for current and future operations.**

Accounting Specialist, Crider, Incorporated.

(1996-1998), Completed comptroller functions and served as the accounts receivable specialist for a \$25M food processor located in Lincolnton, Georgia. Maintained accurate AR records and managed a portfolio of 100+ clients while supplying senior management with rollup reports necessary for weekly and monthly AR factoring contracts. **Improved aging from 40+ to <25 days within one year.**

District Training Manager, Pizza Hut, Incorporated

(1989-1996), Served as a district training manager for Pizza Hut, Inc. **Ran a \$500K store** and maintained a training load of two assistant manager trainees every four months in addition to **conducting district-wide training for new product roll outs for over 600 employees.** Developed within the organization from a delivery driver through the following positions: shift manager, Houston, Texas, assistant manager, Atlanta, Georgia and unit manager, Atlanta & Augusta, Georgia.

TEACHING EXPERIENCE**Fayetteville State University**Undergraduate – Healthcare Administration Program

	<u>Sections Taught</u>	<u>Avg # Students</u>
HCM 310 – Healthcare Organization and Delivery	1	35
HCM 311 – Principles of Healthcare Management (Online)	8	38
HCM 311 – Principles of Healthcare Management (F2F)	3	34
HCM 350 – Healthcare Quality Management (Online)	3	27
HCM 350 – Healthcare Quality Management (F2F)	4	19
HCM 430 – Healthcare Leadership (Online)	4	12
HCM 430 – Healthcare Leadership (F2F)	3	22

Wake Forest UniversityGraduate – Working Professional MBA Program

	<u>Sections Taught</u>	<u>Avg # Students</u>
MGT 4620 – Global Strategic Management	1	50
MGT 4210 – Global Business	2	42
MGT 4200 – Introduction to Strategic Management	1	44

University of North Carolina at Chapel HillUndergraduate

	<u>Sections Taught</u>	<u>Avg # Students</u>
HPM 320 – Introduction to Strategic Planning and Marketing	2	43

Graduate

HPM 955 – Strategic Thinking and Implementation (DrPH)	1	16
HPM 725 – Strategic Planning and Marketing (Residential MHA)	1	40
HPM 725 – Strategic Planning and Marketing (Online Exec MHA)	1	75

North Carolina State UniversityUndergraduate

	<u>Sections Taught</u>	<u>Avg # Students</u>
MGT 480 – Business Policy and Strategic Management	19	30

Campbell UniversityGraduate

BADM 758 – Business Policy and Strategic Management	1	18
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Undergraduate

HCM 410 – Healthcare Finance and Policy	1	4
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Elon UniversityUndergraduate

BUS 303 – Introduction to Managing (minor students)	6	33
BUS 303 – Online Introduction to Managing (minor students)	5	15
BUS 323 – Introduction to Managing (major students)	1	25
BUS 425 – Human Resource Management	1	25
BUS 465 – Business Policy and Strategy	16	27

	<u>Sections Taught</u>	<u>Avg # Students</u>
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Graduate

MBA 580 – Advanced Analytical Applications	1	12
MBA 581 – International Business (Incl: 3 week Asian Study Abroad)	3	12
MBA 582 – Issues in Workplace Diversity	1	12
MBA 583 – Issues in Healthcare Management	2	15

University of Alabama-HuntsvilleUndergraduate

MGT 301 – Introduction to Management	2	40
MGT 499 – Strategic Management	3	35

Graduate

MGT 698 – MBA Strategic Management in High Technology Environments	1	20
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University of Alabama-BirminghamUndergraduate

MG 358 Business and Society	10	40
MG 450 Business Policies and Decisions	6	33

Graduate

AH 799 Dissertation Research (Dissertation Committee Methodologist for Lejon Poole, PhD)	1	1
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OTHER ACADEMIC AND PROFESSIONAL EXPERIENCES

Healthcare Consultant, 2012 – Present, Currently serving as a strategic, operational and financial analyst for a boutique consulting firm as well as several independent engagements. Responsible for analyzing firm performance by creating deliverables to include strategic and operational plans, financial ratio analyses and proformas for critical access hospitals. Served independent engagements in physician group practice strategic management and physician professional development of managerial and strategic skills.

Chief Financial Officer, 2004 – Present, Part-time 10 Hrs/Month - Currently serving as the CFO for the Norris W. Gunby, Sr. Funeral Home in Lincolnton, Georgia. Responsible for both strategic and

operational financial planning and oversight of the bookkeeping and taxation functions.

Graduate Research Assistant, 1998-2000, Served as a research assistant to professors working in the Tulane Institute for Health Services Research. Used statistical packages including SAS, SPSS and STATA. Developed and coded several STATA programs (300+ code lines) for econometric data extraction and analysis for the work of Dr. Bradley Gray examining Medicaid reimbursement for low birth weight infants.

Graduate Teaching Assistant, 1999-2000, Served as the teaching assistant for two sections of the graduate level Healthcare Economics course taught by Dr. Curtis Florence. Completed general TA duties including: staffing TA sessions, grading homework and quiz material.

Administrative Resident, 1999-2000, Completed a one year administrative residency at Woldenberg Village, New Orleans, Louisiana. The firm is a dual-campus 99 bed skilled nursing facility and 60 resident independent living facility. Completed the training regimen for the administrators-in-training certification issued by the State of Louisiana Board of Examiners of Nursing Facility Administrators. Developed and oversaw the entire Y2K strategic and operational preparation for the facility.

Accounting Specialist, 1996-1998, Served as the accounts receivable specialist for Crider, Inc., a \$25M food processor located in Lincolnton, Georgia. Maintained accurate AR records and managed a portfolio of 100+ clients while supplying senior management with rollup reports necessary for weekly and monthly AR factoring contracts. Improved aging from 40+ to <25 days within one year.

District Training Manager, 1989-1996, Served as a district training manager for Pizza Hut, Inc. Ran a \$500K store and maintained a training load of two assistant manager trainees every four months in addition to conducting district-wide training for new product roll outs. Developed within the organization from a delivery driver through the following positions: shift manager, Houston, Texas, assistant manager, Atlanta, Georgia and unit manager, Atlanta & Augusta, Georgia.

PUBLICATIONS

Gunby, N. & DeCuir-Gunby, J. T. *Racial Microaggressions in the Workplace: A Critical Race Analysis of African American Educators' Experiences.* Urban Education, Volume 51, p.390-414, April 2016.

Poole, L., Davis, J., **Gunby, N.** *In the Niche of Time: Do Specialty Hospitals Outperform General Services Hospitals?*, Healthcare Manager, Volume 32, Issue 1, 2013.

Brice, J., Nelson, M., **Gunby, N.** *The Governance of Telecommuters: An Agency and Transaction Cost Analysis,* Academy of Strategic Management Journal, Volume 10, Number 1, 2011.

Brice, J., Nelson, M., **Gunby, N.** *Innovation Adoption Decisions: The Effect of Problem Solving Styles and Social Support,* Journal of Organizational Culture, Communications and Conflict, Volume 14, No. 1, 2010.

Gunby, N. *Firm Performance and Complementary Strategy Development Processes,* Management Decision, Volume 47, No. 5, 2009.

Tiemann, T., **Gunby, N.** *Jaskiewicz I S – Ka: Strategic Management in the Polish Grocery Industry,* The Case Journal, Volume 4, Issue 1, Fall 2007.

Gunby, N. *Morbidity and Mortality.* Encyclopedia of African-American Culture and History: The Black Experience in the Americas . Farmington Hills: Macmillan, 2006.

Gunby, N. *Black Hospitals in the United States.* Encyclopedia of African-American Culture and History: The Black Experience in the Americas . Farmington Hills: Macmillan, 2006.

Gunby, N. *Administrator Tenure and Nursing Expenditures: Enhancing Marketing Strategies and Recruitment Message Content.* Health Marketing Quarterly, Vol 23, Issue 2, 2005.

MANUSCRIPTS IN PREPARATION

Gunby, N., Poole, L., Brown, J.L., Martinez, E., Davis, A. *Firm Performance and Key Organizational Benchmarks in Skilled Nursing Facilities: Optimal Levels for Administrative Efficiency, Nursing Administrative Efficiency and Employee Benefit Efficiency.* (50% complete) – Manuscript written with Poole, L. & Brown, J.L. and undergraduate students in the FSU healthcare administration program

Gunby, N., Poole, L., Brown, J.L., Martinez, E., Davis, A. *The Financial Performance of Adaptive Strategy Adoption during Economic Recession* . (50% complete) – Manuscript written with Poole, L. & Brown, J.L. and undergraduate students in the FSU healthcare administration program

Gunby, N., Briggs-White, E., Brown, S. *Firm Performance and Administrative Efficiency in NC Nursing Homes.* (95% complete) – Manuscript written with FSU undergraduate student in the McNair program

Gunby, N., Decuir-Gunby, J. *A Critical Race Analysis of Organizational Research on Race and Ethnic Differences,* Academy of Management Review. (90% complete)

Gunby, N. *The Role of Strategy Development Processes in the Government as a Customer-Regulator Relationship* (75% complete)

Gunby, N. *The Long Term Care Black Box: A Discipline Specific Paradigm* (50% Complete)

Gunby, N. *Strategy Development Processes and Organizational Tenure: An Explanatory Analysis in Nursing Homes* (50% Complete)

Gunby, N. *Union Wage Effects in Spanish Speaking Healthcare Employees* (50% Complete)

Gunby, N., Poole L. *Strategic Management in Specialty Hospitals: An Exploration of the Niche Strategy in the Healthcare Sector* (75% Complete)

GRANT PROPOSALS UNDER REVIEW

Build and Broaden 2.0(B2 2.0) Enhancing Social, Behavioral and Economic Science Research and Capacity at Minority-Serving Institutions, PA 21-542, *Build and Broaden 2.0: Growing Capacity in Strategy Research: The HBCU StAR.* Submitted to National Science Foundation - SBE Directorate - Multidisciplinary Activities submitted, March 2021, \$430,318.

GRANT PROPOSALS - WIP or REVISE & RESUBMIT

Historically Black Colleges and Universities - Excellence in Research, National Science Foundation, PA 20-542 (R01), *Excellence in Research: The Effects of Adaptive Strategy Adoption Proximate to Crisis: The Great Recession and COVID-19*. Submitted to NSF grant deadline, October, 2020, \$499,183.

Long-Term Effects of Disasters on Health Care Systems Serving Health Disparity Populations, PA 20-172 (R01), *The Performance and Quality Effects of Adaptive Strategy Adoption Proximate to the COVID19-Induced Recession: A Mixed-Method, Multi-Disciplinary, Multi-Level and Comparative Analysis of US Nursing Homes*. Submitted to National Institutes of Health grant deadline, October, 2020, \$1,126,921.

Agency for Healthcare Research and Quality, NIH, Grant Program for Large Conference Support PA-06-378 (R13), *Long Term Care Strategic Management: Research Domain Development & Actionable Best Practices*. For submission to NIH grant deadline, Oct, 2021, \$750,000.

GRANT PROPOSALS SUBMITTED

Center for Innovation Management Studies, Poole College of Management, North Carolina State University, *Innovation Management Maturity in Healthcare Firms: Financial Performance Characteristics of Top Performers*, April 2012, \$15,000.

Elon University, Love School of Business, Summer Research Grants, 2004-2008, Funded each year for \$2500.

IBM Center for Innovation's RFP on Innovation in Healthcare, *Strategy Development Processes in Long Term Care: Transferable Best Practices between Government, For-Profit and Not-For-Profit Skilled Nursing Facilities*, December 2007. (not funded)

Project Interweave, The Scholarship of Teaching and Learning, The Carnegie Foundation for the Advancement of Teaching, *Classroom Research Pedagogy: An Assessment in an Introductory Course in Management*, April 2005. (not funded)

University Transportation Center for Alabama (UTCA), RFP, *Evaluation Of Strategic Management Best Practices In Metropolitan Planning Organizations*, September 2003. (not funded)

Agency for Healthcare Research and Quality (AHRQ), Minority Supplement to RFP: Clinical Informatics to Improve Patient Safety (CLIPS), *Evaluation of Handheld Decision Support Technology in the Long Term Care Setting* with Eta Berner, University of Alabama at Birmingham, July 2002. (not funded)

Center for Exhibition Marketing, RFP, *Professional Service Firms: Implications for Differential Marketing Tactics to Minority Owned Firms*, September 2001. (not funded)

CONFERENCE AND COMMUNITY PRESENTATIONS

Gunby, N., Martinez, E., Davis, A. *Firm Performance and Key Organizational Benchmarks in Skilled Nursing Facilities: Optimal Levels for Administrative Efficiency, Nursing Administrative Efficiency and Employee Benefit Efficiency*. American College of Health Care Administrators conference, Louisville KY, March 2019

Gunby, N., Poole, L., Brown, J.L., Martinez, E., Davis, A. *The Financial Performance of Adaptive Strategy Adoption during Economic Recession.* American College of Health Care Administrators conference, Louisville KY, March 2019

Gunby, N., Briggs-White, E., Brown, S. *Firm Performance and Administrative Efficiency in NC Nursing Homes.* (95% complete) Black Doctoral Network conference – Student Poster Exhibition, Atlanta GA, October 2017

Gunby, Jr., N. W. & Decuir-Gunby, J. T. (2016). *Developing culturally relevant cases: Implications for physical therapy classrooms.* Duke University, Department of Orthopedic Surgery, Durham, NC, June 2016.

Gunby, N., Decuir-Gunby, J. *Racial Realism, Whiteness as Property, Education & Racial Identity,* University of Texas at San Antonio, Department of Education Invited Presentation, January 2014.

Gunby, N., Taliaferro, J., Decuir-Gunby, J., Leach, M. *The Eye of the Storm: Social Work and Nonprofit Organizations Responses to Hurricanes Katrina and Rita,* Urban Affairs Conference, March 2010.

Gunby, N., Poole L. *Registered Nurse Vacancy Rates in Nursing Homes: Benefits and Incentives That Matter,* Academy of Management Healthcare Management Division, August 2008

Gunby, N., Poole, L. *How Do Health Care Providers Keep Key Staff? Human Resources Management and Turnover,* Academy of Management Business Policy & Strategy Division, August 2007.

Gunby, N. *Enforced Choice and Political Strategy Making Processes: Performance in Constrained Environments,* Academy of Management Business Policy & Strategy Division, August 2006.

Gunby, N. *Transferable Skills from Business Strategy,* National Urban League, Raleigh NC Chapter, October 2005.

Gunby, N. *Strategic Management: Theory and Application,* PhD Project Student Conference in Conjunction with the Management Doctoral Scholars meeting at the Academy of Management, August 2005.

Gunby, N. *The Role of Strategy Development Processes in the Government as a Customer-Regulator Relationship,* Academy of Management Business Policy & Strategy Division, August 2005.

Gunby, N. *Completing the Dissertation,* Southern Regional Education Board, October 2004.

UNIVERSITY SERVICE

- Founding Faculty Advisor, Healthcare Administration Society, 2016 - Present
- Member, UNC-CH, Gillings School of Global Public Health, MHA Admissions committee, 2013
- Member, Elon University, Love School of Business Assurance of Learning committee, 2005-2006
- Chair, Elon University, Love School of Ethics Initiative committee, 2005-2008
- Member, Elon University Academic Technology and Computing committee, 2006-2008
- Member, Elon University, Love School of Business Senior Assessment sub-committee, 2006-2007
- Member, Elon University, Love School of Business Mgt and Marketing search committee, 2005-2006
- Member, Elon University, Lumen Prize Selection committee, 2008
- Chair, Elon University, Academic Standing committee, 2008-2010

- Member, Elon University, Love School of Business Holt Endowed Chair search committee, 2008-2010
- Member, Elon University, Public Health Studies Advisory committee, 2009-2010
- Methodologist & Member, University of Alabama-Birmingham, Department of Health Services Administration, dissertation committee for Lejon Poole, PhD., *The Antecedents and Consequences of the Niche Approach to Healthcare Delivery: A Research-Based View Approach*

PROFESSIONAL SERVICE

- Reviewer, NIH, Standing Committee on Behavioral and Social Psychology of Aging
- Reviewer, HRSA
- Ad-hoc Reviewer, Southern Management Association, Business Policy division, 2009-Present
- Ad-hoc Reviewer, Journal of Healthcare Management 2010-Present
- Ad-hoc Reviewer, Journal of Medical Systems 2008-Present
- Ad-hoc Reviewer, Healthcare Management Review 2006-Present
- Ad-hoc Reviewer, Management Decision, 2007-Present
- Ad-hoc Reviewer, Journal of Managerial Issues, 2006
- Ad-hoc Reviewer, Academy of Management, Business Policy division, 2004-Present
- Ad-hoc Reviewer, Academy of Management, Healthcare Management division), 2004-Present
- Ad-hoc Reviewer, Southwest Decision Sciences Institute (SWDSI), 2005
- Secretary, Academy of Management Healthcare division, 2004-2005
- Ad-hoc Reviewer, American Conference on Information Systems (ACIS), 2003

PROFESSIONAL MEMBERSHIPS

- Academy of Management
 - Business Policy and Strategy division
 - Healthcare Management division
 - Gender and Diversity in Organizations division
- Allied Academies
 - Academy of Healthcare Management
 - Academy of Strategic Management
- Southern Management Association
- Management Faculty of Color
- PhD Project alumni
- Southern Regional Educational Board, alumni
- American College of Healthcare Executives, former Student Associate
- National Association of Health Service Executives, former Student Associate
- Georgia Funeral Service Practitioner's Association, former Member

HONORS and AWARDS

- Valedictorian, Lincoln County High School, 1986
- Paine College chapter, Alpha Kappa Delta, 1997
- National Finalist in the Everett V. Fox Healthcare Administration Student Case Competition, 1999
- Tulane University, *cum laude* graduate, 2000
- Tulane Health Service Management Student Leadership Award, Class of 2000
- PhD Project, Management Doctoral Scholar, 2000-2004

- Southern Regional Educational Board Dissertation Fellow, 2000-2004

ADDITIONAL BUSINESS SKILLS

Extensive instructional design, computer literacy, public speaking and customer service skills to include: statistical software programming (LISREL, SAS, STATA, SPSS, TreeAge), all MS Office Suite, Accounting software (OSAS, Macola, Dynacom, LTC), Medicaid/Medicare reimbursement software (TriSpan, BCBS) and training in advanced customer satisfaction techniques.