

# GARY W. DRYDEN, JR.

~ Chief Business Officer/Associate Dean ~

Collaborative, strategic and entrepreneurial business leader offering comprehensive experience in higher education administration/finance, healthcare finance and public accounting. Provides guidance and oversight of all financial and operational activity with focus in the areas of leadership, financial and operations management and practice management. Unique ability to utilize strong analytical skills to identify, develop, and evaluate options to improve and sustain business performance. Makes connections across diverse interest and encourages input from all constituencies. Hardworking and personal character that conveys credibility, sincerity, high emotional intelligence and strong interpersonal skills that enable successful diplomacy and negotiation.

## AREAS OF EXPERTISE

Financial Reporting and Modeling  
Financial and Operations Management  
Strategic Planning and Analysis  
Contract and Business Negotiation

Project Management  
Process Improvement  
Leadership and Team Building  
Champion of Business Thinking

## PROFESSIONAL EXPERIENCE

### VICE PRESIDENT OF ADMINISTRATION AND CHIEF FINANCIAL OFFICER

2016 to Present

Jefferson Community and Technical College  
Louisville, KY

### DIRECTOR OF BUDGET AND FINANCIAL ADMINISTRATION

2015 to 2016

School of Information  
University of Michigan • Ann Arbor, MI

*Plan and direct the strategy and organization of the School's financial administration, which includes development of the operating and capital budgets and working strategically with the Dean to ensure the budget is aligned with the academic mission and goals of the School. Advises the Dean and other School leadership as to the impact of budget decisions and commitments and proactively communicate arising matters.*

*Through leadership of 4 direct staff, provides leadership, management and oversight of all the budgeting and finances for the School. This includes creating and implementing and interpreting financial policies, procedures, internal controls, account architecture, procurement as well as tracking activity and preparing financial reporting on fund usage.*

*Prepare and manage annual operating budget totaling approximately \$50,000,000.*

*Directs financial strategic planning and develop financial modeling to project the impact of new initiatives or proposed projects.*

### CONTROLLER

2014 to 2015

Floyd Memorial Medical Group  
Floyd Memorial Hospital • New Albany, IN

*Financial leader for Hospital owned Multi-specialty Physician Network encompassing 120 providers among 32 locations.*

*Through leadership of 3 direct and 27 indirect staff, provides leadership, management and oversight of all operations as it pertains to Finance, Revenue Cycle Management and Corporate Responsibility and Compliance.*

*Prepared and managed annual operating and capital budgets totaling approximately \$70,000,000.*

*Prepared financial analysis and pro-forma financial reports related to due diligence involved with potential practice acquisitions including assessment of practice payer mix and volumes by service, revenue and cash flow projections and asset valuations.*

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*Managed physician compensation review and comparison to benchmarks. Provide recommendation on base salary, wRVU thresholds, and conversion factors. Calculate physician quarterly bonus and review quality metrics for additional quality compensation while ensuring compliance with physician contracts.  
Prepared monthly close and financial statements and managed internal financial reporting which includes financial statistics, revenue cycle management and key performance indicators.*

## **Highlights:**

- Development of the first revenue cycle and compliance policies and procedures for the network.
- Successfully renegotiated some third party payer contracts resulting in higher reimbursement for the network.
- Analyzed contractual estimates with payers and effectively reduced contractual reserves 20%.
- Restructured the Central Billing Office (CBO) from function driven to site-specific assignment, which provided better customer service, support and communication with the sites and providers.
- Created monthly revenue cycle reports to analyze trends and show lag time, days in AR, etc.
- Created monthly variance reports to MGMA benchmarks (physician dashboard).
- Year one goal to reduce direct margin deficit in the network by at least 10% in order to free more downstream revenue for investment back into the network.

## **ASSISTANT DEAN FINANCIAL AFFAIRS DIRECTOR OF FINANCE**

2007 to 2013  
2000 to 2007

School of Dentistry

University of Louisville • Louisville, KY

*Key strategic partner to the Dean and a principle executive point of contact whom proactively provides advisement on all financial and business aspects of the School and ensuring that appropriate business strategies are in place and acted upon according to priorities.*

*Through leadership of 5 direct and 26 indirect staff, provides leadership, management and oversight of all the administrative operations as it pertains to Finance and Business management, Grants and Contracts, Procurement, Patient Financial Services, Coding/insurance and Billing Compliance, Information Technology, Facilities Management and Internal/External Audit Processes.*

*Prepare and manage annual operating budget that totals approximately \$60,000,000.*

*Co-Direct and manage all human resource activity for the School including developing recruitments plans, strategic initiatives, creation of new positions, identifying funding sources, incentive plans, performance, salary recommendations and metrics, employee relations and policy recommendations.*

*Directs financial strategic planning, financial reporting, and implementation and interpretation of financial policies and procedures.*

*Actively manage and strategically evaluate the School's resources, ensuring that funds are stewarded appropriately, allocated and deployed to allow for maximum benefit and optimal utilization of resources while analyzing opportunities for acquisitions and divestitures of business lines in concert with The School and The University's overall strategic plan.*

*Oversight of facilities administration including identifying space needs and solutions, preparation and recommendations to maximize space and negotiate space and equipment lease agreements.*

*Fiscal responsibility for over 400 fund accounts within the School of Dentistry. Account types include state appropriated funds, federal grants, industry contracts, clinical revenue accounts, endowments and gifts.*

## **Highlights:**

- Developed the first coordinated financial reporting system for the School providing an in-depth compilation of salaries, expenses, revenue and encumbrances to provide a comprehensive report of the financial position of the School with monthly and quarterly reporting to each department chair and consolidated financials to the Dean.

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- Key team leader in the \$46 million renovation of the School of Dentistry. Created and implemented the funding plan to finance the renovation using 100% School funds to pay the debt service.
- Help create and acquired funding and a sustainability model for a combined DMD-Ph.D. program.
- Progressively reduced account receivables by 30%, Days in receivables reduced from 130 days to 55 days, cash flow increased and collections yield of 25%.
- Developed comprehensive five year plan for financial performance and significantly updated the business plan for the clinical enterprise.
- Successfully lead major conversion of the practice management system, which included upgraded patient financials and the first Electronic Health Record including negotiation of contract with vendor.
- Lowered supply costs by 15% (~\$250,000).
- Enhanced efficiency in clinic operations to ensure more systematic and standardized approach to operations through development of tools to measure provider productivity, patient flow and increased chair utilization.
- Balanced budget every year among all cost centers without regard to having 9 consecutive state budget cuts in 7 years.
- Revised the Faculty Practice Plan incorporating a new financial model and physician compensation plan.
- Direct oversight of four (4) A-133 audits by the federal government on two NIH grants and two HRSA grants with no findings.

## **CONTROLLER**

1995 – 2000

University Physicians' Group  
School of Medicine  
University of Louisville • Louisville, KY

*Managed the business and financial operation for this multi-specialty physician and teaching organization, which included Financial Reporting, Budget Management, Revenue Cycle Management, Healthcare Reimbursement, Cash Management, Human Resources and Procurement.*

*Prepared and filed the annual Medicaid Cost Report with the State including supporting schedules for the all Practice Sites, which were part of The Primary Care Center. Oversight of the external audit process from the State Auditors with no major findings in all reports.*

*Oversaw and administered revenue cycle which includes fee structure, collection policies, A/R tracking, managed care policies and procedures to maximize revenue. Provided reporting metrics and analytics to assist leadership in managing business operations, clinical revenue and productivity.*

*Prepared monthly reconciliation of income received for the Practice Sites and managed the distribution of funds to these Sites.*

*Provided in depth analysis of key performance indicators and financial/operational performance to enable informed decision-making along with financial reports outlining the Group's financial position based on past, present, and future operations, including variance analysis of actual to budget performance.*

### **Highlights:**

- Implemented the consolidation of all accounting and business services of over 50 separate clinical department/division practice plans into a single entity corporation with 600 providers and over \$300 million in patient revenues.
- Partnered with senior physician management to cut expenditures by over 10% annually through increasing efficiency in service delivery.
- Key lead in the \$30 million renovation of The Ambulatory Care Center.

## **TAX ACCOUNTANT**

1991 – 1995

Arthur Andersen & Company • Louisville, KY

*Prepared corporate, partnerships and individual tax returns for clients in a diverse group of industries.*

*Complied, analyzed and verified financial statements.*

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*Performed tax research and analysis on a wide range of tax implications related to business transactions and financing techniques in matters affecting the tax liabilities for a variety of clients and their affiliates.*

*Year-end tax-planning for corporate and individual clients.*

## FORMAL EDUCATION

### **MASTER OF ARTS HIGHER EDUCATION ADMINISTRATION (December 2016 Completion Date)**

University of Louisville • Louisville, KY

### **BACHELOR OF SCIENCE BUSINESS ADMINISTRATION - ACCOUNTING**

University of Louisville • Louisville, KY

## PROFESSIONAL DEVELOPMENT

*Attended numerous trainings and workshops with key topics on the following:*

Higher Education Finance | Healthcare Finance | Grants Administration | Physician Practice Management  
Executive Leadership and Team Building | Not-for-Profit Entities

## PRESENTATIONS

Moderator at the 2008 and 2009 ADEA Business and Finance Group Mid-year meeting.

"Cost Efficiency for Clinic Cost Centers" - 2005 Mid-year meeting of ADEA Business and Finance Administration Group.

"The Dental Hospital Model" - 2003 Mid-year meeting of ADEA Business and Finance Administration Group

"Business Plans for Dental Schools" - 2001 Mid-year meeting of ADEA Business and Finance Administration Group

"Just in Time Inventory" - 2000 Mid-year meeting of ADEA Business and Finance Administration Group.

"Comprehensive Care at The University of Louisville" - 2000 Mid-year meeting of ADEA Business and Finance Administration Group.

## AFFILIATIONS

Officer positions in American Dental Education Association (ADEA) Business and Finance Administration Section:

Secretary 2007-08  
Chair elect 2008-09  
Chair 2009-10

Financial Representative for the ADA/ADEA Liaison's Financial and Salary Survey Committee

Graduate of The College Business Managers Institute (SACUBO CBMI)

Graduate of the University of Louisville Business Administrators Certification Program

Southern Association of College and University Business Officers (SACUBO)

Medical Group Management Association (MGMA)

Healthcare Financial Management Association (HFMA)

American Dental Education Association (ADEA)

National Council of University Research Administrators (NCURA)

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## TECHNICAL ACUMEN

Microsoft Office Applications (Word, Excel, PowerPoint and Access)  
Electronic Health Records and Practice Management Systems - GE Centricity | Allscripts | Axium  
PeopleSoft | MAS 90 | Priority Software BA3 | QuickBooks | ACL | SQL | Business Objects