

## FRANK BORGERS, PhD

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Master of Healthcare Administration - Health Policy and Administration

School of Public Health, University of Illinois at Chicago

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### EDUCATION

- 1993 Ph.D., Employment and Labor Relations, Fisher College of Business, the Ohio State University, Columbus, OH
- 1992 Diploma, Comparative Employment Relations, Institute for International Labor Studies, Bologna, Italy
- 1987 MA, Political-Economic Geography, the Department of Geography, the Ohio State University, Columbus, OH
- 1985 BA (Honors), Human Geography, the Department of Geography, University of Reading, Reading, United Kingdom

### WORK HISTORY

- 2009-Present *Clinical Assistant Professor* (2011-present), and *Visiting Lecturer* (2009-2011), Master of Healthcare Administration, Health Policy and Administration - School of Public Health, University of Illinois at Chicago, Chicago, IL
- 2010-2013 *Health Systems Consultant*, Service Employees International Union, Chicago, IL
- 2009-2011 *Online Visiting Lecturer*, School of Labor and Employment Relations, University of Illinois at Urbana-Champaign, IL
- 2004-2009 *Research and Education Specialist* (2004-2009), and *Midwest Region Political Director* (2005-2008), California Nurses Association-National Nurses Organizing Committee, Oakland, CA, and Chicago, IL
- 2002-2004 *Senior Research Analyst*, Hotel Employees and Restaurant Employees Union, Local 226, Las Vegas, NV
- 1997-2002 *Assistant Professor*, Labor Relations and Research Center, University of Massachusetts at Amherst, Amherst, MA
- 1993-1997 *Assistant Professor*, Center for Labor Education and Research, University of Alabama at Birmingham, Birmingham, AL

### EXPERIENCE

#### Program Development

**Master of Healthcare Administration - Health Policy and Administration - School of Public Health, University of Illinois at Chicago, Chicago, IL (MHA):** Two year full-time program, three to four year part-time program established in 2005. Accredited by the Commission on Accreditation of Healthcare Management Education (CAHME) in 2012 and reaccredited, for seven years, in 2016. Program matriculates roughly 20-30 students per year.

**Member, Program Committee and Admissions Committee (2012-Present):** Staffed by four core MHA faculty, these committees drive program growth through improvements in administration, curriculum, admissions and recruitment, and accreditation. Accomplishments include:

- The MHA program received the maximum, seven-year, re-accreditation from CAHME in 2015. Led program response to *Criterion III* covering Competencies and Curriculum Design, Teaching and Learning Methods, and Assessment and Evaluation. *Criterion III* was revised by CAHME in 2013 and the MHA program had only partially *met* this criterion during original accreditation. Following the 2015 re-accreditation *Criterion III* was assessed as fully met.

- Created the “*MHA Expectations of Professional Behavior*” for students, developed the program’s standardized syllabus format, led the redesign of the admissions process, drove alignment between MHA diversity criteria and university values, helped redefine program mission, vision and values statements, and program goals and benchmarks.
- Designed, and will lead MHA’s curricular revision process, which will be based on the National Center for Healthcare Leadership competency criteria and methodology, in order to drive the growth of the MHA program over the next decade.
- Helped lead a strategic planning process to expand the current program from a one-track, face-to-face program, to a planned three-track program (full-time face-to-face, part-time hybrid, and executive hybrid programs), with a five-year goal of tripling the overall size of the program.
- Established relationships with UIC’s School of Nursing, Health Informatics and Health Information Management and Patient Safety Leadership programs in order to lay the groundwork for establishing certification and joint-degree programs for MHA students, a key goal of the strategic planning process.
- In 2015 the MHA Program matriculated the largest (33) and best-qualified student cohort in its ten-year history.

**Director, Capstone Project (2014-Present):** Responsible for driving continuous improvement in the capstone process, mentoring the 25-30 students annually engaged in capstone projects, and, managing the relationship between the program, preceptors, and students around the capstone process. Following a complete redesign in 2014, and subsequent revisions in 2015 and 2016:

- Students now work through a structured mentorship process with the Capstone Director, anchored by four graded milestones, and guided by clear standards and expectations.
- The program has seen very significant improvements in the investment of students in the capstone process, and a concomitant increase in the consistency and quality of capstone papers and presentations.
- The assessment process is now anchored by standardized rubrics that have increased the reliability, and validity of faculty ratings, improved the transparency of expectations for students, and increased the quantity and quality of faculty feedback to students.
- The program’s relationship with preceptors around the capstone process has been significantly strengthened resulting in major improvements in preceptor investment in the capstone process.

**Director, Fall Speakers Series (2012-Present):** Responsible for driving continuous improvement in the program’s Fall Speakers Series, including curricular and assessment design, developing speaker themes, and targeting and recruiting speakers. Following a complete redesign of the program in 2012, and subsequent annual revisions:

- The speakers series is now available both face-to-face, for full-time students, and online (asynchronously), for part-time students.
- Redesign of participation and assessment criteria increased weekly attendance six-fold, and drove significant improvement in students’ participation, engagement, and professionalism.
- The restructuring of the speakers series structure to allow for the creation of MHA’s first-ever electives.
- Intensive targeting and recruiting of speakers has increased the size of the program’s speaker roster roughly five-fold, boosted the reputation, quality and diversity of speakers, and, conversely, strengthened the profile and reputation of the program
- The series now serves as a critical professional development opportunity for students, exposing them to a multitude of career paths, providing diverse, relatable, and inspirational leadership role-models, and has led to many students identifying preceptorship and job opportunities.

**UIC Inter-Professional Education Steering Committee:** This steering committee, formerly known as the Collaborative for UIC's Excellence in Inter-Professional Education (CEIPE), leads inter-professional efforts at UIC, across UIC's seven Health Sciences Colleges, as well as for the broader University of Illinois. As a highly active member, since 2013, accomplishments include:

- **Representative (2013-present):** School of Public Health Representative on Committee.
- **Chair (2014-Present):** CEIPE Curriculum Committee: Redesign of the 2015 and 2016 IPE Immersion Day, a one-day event involving 900-1,000 students, and over 100 faculty from UIC's seven health sciences colleges.
- **Master of Ceremony (2016):** 2016 IPE Immersion Day.
- **Closing Speaker (2015):** 2015 IPE Immersion Day.
- **Lead (2015):** American Medical Student Association's National 2015 Fall Conference: Led the curriculum design and managed the UIC CEIPE faculty team for an IPE track.
- **Member (2015-2016):** Inter-Professional Education Strategic Planning Committee for the University of Illinois at Chicago.

**Theme Lead, UIC College of Medicine Curriculum Transformation (July 2016-Present):** Lead, for Inter-Professional Education theme group. This work will be part of a multi-year transformation of the College of Medicine's M1-M4 curriculum, across its three campuses (Chicago, Peoria, and Rockford). Theme leads' initial responsibility is to develop learning objectives, and curricular content in their field of expertise, and help guide its integration within the larger curricular transformation process. Initial commitment, for M1-M2 transformation, July 2016-October 2017.

**Co-Lead, HIV/AIDS Inter-Professional Education Project Grant (August 2015-Present):** Co-lead on four-year (2015-2019), six state project, funded under the umbrella of an \$11.4 million Health Resources and Services Administration grant. Project highlights include:

- The project will support a regional HIV Inter-Professional Education (IPE) collaborative among the University of Illinois at Chicago, Indiana University, University of Minnesota, University of Cincinnati, University of Nebraska, and University of Wisconsin.
- Each university partner will consist of academic leadership in the area of inter-professional education, faculty from Midwest AIDS Training + Education Center (MATEC) state centers, and local HIV/AIDS clinical care sites.
- The goals of the project are to develop, implement and evaluate inter-professional team-based curriculum, leading to the development of IPE HIV/AIDS certification programs for health professions' students on all six campuses, in order to help prepare a workforce which is ready and able to optimize care and outcomes for persons living with HIV/AIDS.
- The project will be co-led with Ricardo Rivero, Executive Director for MATEC, and Mary Keehn, Special Assistant to the Vice Provost for Programs and Planning for Inter-Professional Education, UIC.

**Labor Relations and Research Center, University of Massachusetts at Amherst, Amherst, MA:** Two year full-time residential master in labor studies, and, three to four year part-time, hybrid, limited residency Union Leadership and Administration Program master degree for working union leaders. Residency program matriculated about 20-25 students per year; limited residency program matriculated about 15-20 students per year. Highlights include:

- **Member, Departmental Ad Hoc Committees, Various (1997-2001):** Faculty committees responsible for program strategic planning, curriculum development, student recruitment, and faculty hiring.
- **Director, Departmental Speakers Program (1997-2001):** Responsible for developing speaker themes, and targeting and recruiting speakers.
- **Director, Union Leadership and Administration Program (2001):** Responsible for managing the hybrid, limited residency program during the full-time Directors sabbatical.

## Teaching

**Clinical Assistant Professor (2011-present), and Visiting Lecturer (2009-2011), Master of Healthcare Administration - Health Policy and Administration - School of Public Health, University of Illinois at Chicago, Chicago, IL:** Created new course "*Human Resources in Healthcare Organizations*" in 2009, and redesigned and taught the course every year since. Since 2014, co-taught with the Assistant Vice President of Human Resources, University of Illinois Hospital and Health Sciences System.

**Online Visiting Lecturer, School of Labor and Employment Relations, University of Illinois at Urbana-Champaign, IL (2009-2011):** Created and taught new (asynchronous) online course "*Comparative Labor Relations and Union Movements.*" Designed all online content and assessment tools, and recruited country experts from around the world to co-facilitate country segments.

**Research and Education Specialist, California Nurses Association-National Nurses Organizing Committee (CNA-NNOC), Oakland, CA, and Chicago, IL (2004-2009):** Developed and taught wide variety of skills-based, leadership development, and content-based courses for adult learners - CNA-NNOC nurse members, staff, and leaders. Outcomes-based courses developed under tight deadlines within a complex organizational environment. Select examples include:

- Multiple courses on the political-economy of the healthcare industry and the role of nurses in leading change, including (2004-2009):
  - "*Post War Labor and the Mess we're in,*" 100 CNA staff, Oakland, CA (2004).
  - "*Is New Technology Replacing RN Professional Judgment?*" 200 nurse leaders, CNA Catholic Healthcare West National Conference, Long Beach, CA (2004).
  - "*The Big Squeeze: Taxes, War and the Disintegrating Social Safety Net,*" 800 nurse leaders, CNA House of Delegates, Oakland, CA (2005).
  - "*Why is California a Battle-Ground State?*" 1,500 nurse leaders, CNA Legislative Action Day, Sacramento, CA (2005).
  - "*Telling Stories of Hope - Building a Movement for Change,*" 400 nurse leaders, CNA House of Delegates, Sacramento, CA (2007).
  - "*The Challenges Facing Public Sector RNs,*" 300 nurse leaders, CNA Public Sector Conference, San Jose, CA (2007).
  - "*Public Healthcare on the Brink,*" 60 public sector nurse leaders, CNA-NNOC Public Sector Conference, Oakland, CA (2009).
- "*First-Contract Training*": Program developed for and taught to CNA-NNOC nurse negotiators in California, Illinois, and Nevada (2004-2009).
- "*National Stewards Training*": Program developed for and taught to CNA-NNOC nurse leaders in Illinois, California, Arizona, Nevada, Texas, and Maine (2005-2009).

**Assistant Professor, Labor Relations and Research Center, University of Massachusetts at Amherst, Amherst, MA (1997-2002):** Developed and taught multiple new courses for the full-time residential master in labor studies, and, three to four year part time, hybrid, limited residency Union Leadership and Administration Program master degree for adult learners - working union leaders at varying levels of seniority. Courses included "*Introduction to Labor,*" "*Labor in the US Economy,*" "*Advanced Research,*" "*Work Reorganization,*" "*US Labor in a Global Economy,*" and, "*Comparative Labor Movements.*" Frequently invited to speak at regional and national union training institutes and conferences, including the Harvard Trade Union Program at Harvard University.

**Assistant Professor, Center for Labor Education and Research, University of Alabama at Birmingham, Birmingham, AL (1993-1997):** Developed and taught a wide variety of skills-based, leadership development, and, content based courses for adult learners - union members, staff, and leaders across the south-east United States.

## Political and Organizational Work

**Health Systems Consultant, Service Employees International Union (SEIU), Chicago, IL (2010-2013):** Consultant to two SEIU affiliates (Local 73, and the Doctors Council) to develop and manage a labor-community coalition around, and multi-union labor management partnership (LMP) with the Cook County Health and Hospital System (CCHHS) - the third largest public health system in the country. Working with leadership of multiple CCHHS unions, civic organizations, and as liaison to the executive leadership and board of directors of CCHHS, the Cook County President, and the Cook County Board of Commissioners, the goal was to help drive reform efforts at CCHHS. Work carried out under tight and changeable deadlines and complex organizational dynamics. Select accomplishments include:

- Helped drive the creation of a labor-civic coalition and LMP with CCHHS for over three years.
- Established close relationships with leaders of the Kaiser-Permanente Labor Management Partnership and Cornell University's Healthcare Transformation Project to help guide the LMP.
- Authored, "*Cut to the Bone - The Cook County Health and Hospital System Vision 2015 and the 2011 CCHHS Budget*," a widely distributed research report laying out an ambitious CCHHS reform agenda, published by Citizen Action, Illinois (2010)
- Labor-civic coalition supported CCHHS's successful effort to receive federal and state approval, in 2012, of an 1115 Medicaid Waiver that allowed CCHHS to enroll more than 115,000 patients eligible for Medicaid in 2014 into a CCHHS network.

**Midwest Region Political Director, California Nurses Association-National Nurses Organizing Committee (CNA-NNOC), Chicago, IL (2005 to 2008):** Created and led CNA-NNOC campaign, working in coalition with other unions, civic organizations, and county, state, and national legislators, to reform governance of Cook County Health and Hospital System (CCHHS). Campaign resulted in creation of an independent CCHHS governance board, which, with support from the labor, community, and political coalition, enacted important governance and budgetary reforms. Work carried out under tight and changeable deadlines and complex organizational dynamics.

**Senior Research Analyst, Hotel Employees and Restaurant Employees Union, Local 226, Las Vegas, NV, Palms Springs, CA (2002-2004):** Created and led campaigns, often in partnership with community organizations, to impact and influence gaming corporations. Work carried out under tight and changeable deadlines and complex organizational dynamics.

## SERVICE

**Co-Lead (2016-Present):** Interprofessional Teams Education Discussion Group, The Association of University Programs in Health Administration (AUPHA).

**Reviewer (2016):** Becker's Hospital Review 7<sup>th</sup> Annual Meeting, and 2nd Annual CIO/HIT + Revenue Cycle Conference.

**Faculty Advisor (2015-Present):** Institute for Healthcare Improvement Student Chapter, UIC

**Member (2015-Present):** Executive Committee and Leadership Council, School of Public Health, University of Illinois Chicago

**Member (1997-2001):** College of Social and Behavioral Sciences Curriculum Committee, University of Massachusetts at Amherst, MA

**Member (1998-2001):** Executive Board, Massachusetts Society of Professors, MTA-NEA

**Delegate (1998-2001):** Massachusetts Society of Professors, Annual MTA-NEA Convention

**Representative (1998):** University of Massachusetts Leadership Summit, Boston, MA

**Editor (1997-2001):** Innovations Section, *Labor Studies Journal*

**Reviewer (1997-2001):** *Business Library Review*

**Coordinator (1995-2001):** Labour Education Study Group, *International Industrial Relations Association*

**Member (1996-1997):** Southern Human Resource Conference Planning Committee

**Representative (1993-1995):** Faculty Affairs Committee, School of Business, University of Alabama at Birmingham, AL

## CONFERENCES (Selected)

- Presenter* (2016): "Inter-professional Education Across the Health Management Program Continuum," Association of University Programs in Health Administration Annual Meeting, Kansas City, MO
- Organizer and Lead Facilitator* (2016): "Overcoming Challenges; Leveraging Opportunities; and, Developing Best Practices for Inter-Professional Education," Association of University Programs in Health Administration Annual Meeting, Kansas City, MO
- Co-Presenter* (2014): "Acuity-Adaptable Units: Quality or Quagmire?" with Ellen D'Errico, Therese Fitzpatrick, and Christine Gamlen, Loma Linda University's School of Nursing Conference on Nursing Research, Loma Linda, CA
- Attendee* (2014): American Society for Healthcare Human Resources Administration of the American Hospital Association Annual Conference and Exposition, *Chicago, IL*
- Attendee* (2013): Association of University Programs in Health Administration Annual Meeting, *Monterey, CA*
- Attendee* (2012): Association of University Programs in Health Administration Leadership Meeting, *Chicago, IL*
- Attendee* (2012): Innovative Strategies to Transform our Healthcare Delivery Systems, The ILR School of Cornell University, New York, NY
- Attendee* (2010): Mobilizing Front-Line Staff to Improve Patient Care and Build Stronger Unions Forum, Healthcare Transformation Project, The ILR School of Cornell University, New York, NY
- Speaker* (2007): "The 2007 Cook County Budget Fight," Labor Education Program Nursing Conference, University of Illinois at Urbana-Champaign, *Chicago, IL*
- Speaker* (2006): "General Electric and the Coordinated Bargaining Committee – Lessons for Labor in a Globalized Economy," Department of Sociology, University of Santa Barbara, *Santa Barbara, CA*
- Presenter* (2001): "Networked Capitalism – Networked Unionism: An Examination of the Coordinated Bargaining Committee," Annual Education Conference, University and College Labor Education Association, *Boston, MA*
- Presenter* (2001): "Networked Capitalism-Networked Unionism? Theorizing International Unionism," Human Resources Global Management Conference, *Barcelona, Spain*
- Presenter* (2000): "Global Unionism-Organizational Challenges" Core Workshop - International Industrial Relations Association, 12th World Congress, *Tokyo, Japan*
- Presenter* (2000): "Networked Capitalism – Networked Unionism?" Annual Education Conference, University and College Labor Education Association, *Milwaukee, WI*
- Presenter* (2000): "Organizing Against Free Trade: An Analysis of the Teamsters NAFTA Trucking Campaign," Industrial Relations Research Association, 52nd Annual Meetings, *Boston, MA*
- Presenter* (1999): "Rhetoric and Power: An Analysis of the United Brotherhood of Teamsters NAFTA Trucking Campaign," Annual Education Conference, University and College Labor Education Association, *Atlanta, GA*
- Presenter* (1999): "Sectoral Fragmentation – Strategic Implications," Regional Planners Network, *Lowell, MA*
- Presenter* (1998): "Global Unionism - Beyond the Rhetoric," Annual Education Conference, University and College Labor Education Association, *San Jose, CA*
- Presenter* (1997): "The Implications of Economic Globalization for the Labor Education Agenda," Annual Education Conference, University and College Labor Education Association, *Toronto, Ontario, Canada*

## PUBLICATIONS (Selected)

- "Cut to the Bone - The Cook County Health and Hospital System Vision 2015 and the 2011 CCHHS Budget," Citizen Action Illinois, 2010
- "Capital Mobility and The Social Accord: A Critical Examination of The GE Coordinated Bargaining Committee," *Advances in Industrial and Labor Relations*, April 2002

- "Localizing the Movement: The View from the Ground," *Changing the World: a Guide to the US Globalization Movement*, Mike Prokosch and Laura Raymond (eds.), Nation Books, 2002
- "Organizing Against "Free Trade": The Teamsters NAFTA Trucking Campaign," *Proceedings of the 52nd Annual Meeting of the Industrial Relations Research Association*, 121-130, 2001
- "Global Unionism-Beyond the Rhetoric: The CWA North Atlantic Alliance," *Labor Studies Journal*, Spring, 24, 1, 107-122, 1999
- "Collective Bargaining with Multinational Rubber Companies," with Edwin Brown, *Proceedings - 49th Annual Meeting of the Industrial Relations Research Association*, Industrial Relations Research Association, Madison, Wisconsin, 249-256, 1997
- "Economic Globalization and U.S. Labor Education," *Labor Studies Journal*, Summer, 22, 2, 21-43, 1997

## PROFESSIONAL DEVELOPMENT

- Completion* (2015): "Teaching with Cases Online," Harvard Business School, online
- Completion* (2015): "Multidisciplinary Core Seminar: Current Approaches to HIV Care," Midwest AIDS Training + Education Center, Chicago, IL
- Completion* (2014): "CAHME Boot Camp," Commission on Accreditation of Healthcare Management Education, online
- Completion*, (2012): "CAHME Boot Camp I and II," Commission on Accreditation of Healthcare Management Education, Chicago, IL
- Certification*, (1992): SINNEA - Institute for International Labor Studies, Bologna, Italy

## AWARDS, HONORS, GRANTS

- Letter of Commendation* (2007): from Commissioners, Cook County Board of Commissioners for leadership in efforts to protect the public health system of Cook County
- Best Paper Award* (2001): "Capital Mobility and The Social Accord: A Critical Examination of The GE Coordinated Bargaining Committee," Labor and Employment Relations Association
- Research Grant* (2000): "An Analysis of Discriminatory Wage Progression," SEIU 925, Service Employees International Union, AFL-CIO
- Nomination* (2000): Outstanding Teaching Award, University of Massachusetts, Amherst, MA
- Research Grant* (1998): "Sectoral Research of the Motor Vehicle Dealer Industry," United Service Workers of America, Service Employees International Union, AFL-CIO
- Award* (1996): Outstanding International Scholar, University of Alabama at Birmingham, Birmingham, AL
- Research Grant* (1993): Faculty Research Grant, University of Alabama at Birmingham, Birmingham, AL
- Scholarship* (1992): William Green Memorial Fellow, The Ohio State University, Columbus, OH
- Scholarship* (1992): SINNEA – Institute for International Labor Studies, Bologna, Italy

## PROFESSIONAL AFFILIATIONS

Association of University Programs in Health Administration

American College of Healthcare Executives

American Society for Healthcare Human Resources Administration - American Hospital Association