**Texas State Vita**

as of May 31, 2020

**I. Academic/Professional Background**

**A. Name:** Michael Nowicki **Title:** Professor

**B. Educational Background**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Degre** | **Year** | **University** | **Major** | **Thesis/Dissertation** |
| Ed.D. | 1988 | University of Kentucky | Educational Policy Studies & Evaluation | Graduate Programs in Health Administration: Faculty Reputation and Faculty Research Reputation by Program Location and Program Reputation |
| M.A. | 1977 | The George Washington University | Hospital Administration | The Environment of Rising Health Care Costs and the Hospital Cost Effectiveness Program |
| B.A. | 1974 | Texas Tech University | Political Science |  |

**C. University Experience**

|  |  |  |
| --- | --- | --- |
| **Position** | **University** | **Dates** |
| Director of School | Texas State University | 2007-2013 |
| Director of Graduate Studies | Texas State University | 2003-2013 |
| Professor | Texas State University | 2002-present |
| Associate Professor | Texas State University | 1992-2001 |
| Tenure Awarded | Texas State University | 1992 |
| General Studies Intern | Texas State University | 1991 |
| Acting Department Chair | Texas State University | 1990 |
| Program Director(s) | Texas State University | 1986-1989 |
| Assistant Professor | Texas State University | 1986-1992 |
| On-Line Instructor | American College of Healthcare Executives | 1998-2008 |
| Adjunct Instructor (on-line) | Seton Hall University | 1998-1999 |
| Adjunct Instructor | University of Kentucky | 1986 |
| Adjunct Assistant Professor & Program Director | Webster University | 1982-1986 |
| Adjunct Instructor | St. Mary’s College | 1977-1978 |

**D. Relevant Professional Experience**

|  |  |  |
| --- | --- | --- |
| **Position** | **Entity** | **Dates** |
| Manager/Director of Process Management | Humana Inc. | 1979-1985 |
| Director of Professional Services | Valley Medical Center of Fresno | 1977-1978 |
| Administrative Resident | Hutzel Hospital | 1976 |
| Research Assistant | National Institute for Community Development | 1975 |
| Administrative Assistant | Lubbock Medical Center | 1973-1974 |

**E. Other Professional Credentials (licensure, certification, etc)**

Board certified in healthcare management and a fellow in the American College of Healthcare Executives

Board certified in healthcare financial management and a fellow in the Healthcare Financial Management Association

**II. Teaching**

**A. Teaching Honors and Awards:**

Texas State University Foundations of Excellence Award 2019

Texas State University Alpha Chi Favorite Professor 2017, 2018

American College of Healthcare Executives South Texas Chapter 2015

Healthcare Administration Faculty Award

American Institute of Certified Public Accountants Teacher-of-the- 2010

Year Award Nominee

SWT Presidential Award for Excellence in Teaching 1991

SWT School of Health Professions Teacher-of-the-Year 1991

SWT School of Health Professions Teaching Excellence Award 1989

**B. Courses Taught:**

Texas State University GNST 1100--Freshman Seminar

HA 4303--International Health

HA 4320----Seminar in Health Administration

HA 4324----Supervision in Health Services

HA 4327----Medicolegal Aspects of HealthAdmin.

HA 4328----Hospital Organization & Management

HA 4311----Cost Accounting for Healthcare Organizations

HA 3308----Healthcare Organizations

HA 3375----Principles of Hospital Accounting

HA 3376----Hospital Financial Management

HA/HR/HHR 519----Comp Preparation & Field Placement Orientation

HA 5311----Healthcare Seminar--Ethics

HA 5304----Healthcare Financial Theory

HA 5308----Healthcare Seminar--Capstone

HA 5316----Healthcare Financial Management

HA 5321----Medical Jurisprudence

HA 5354----Healthcare Organization & Delivery

HA 5361----Healthcare Management

HA/HR/HHR 5640----Administrative Practicum

HA/HR/HHR 5840----Administrative Internship

LTCA 5335----Financial Management in Long Term Care

University of Kentucky Healthcare Financial Management

Webster University Healthcare Organizations

Healthcare Financial Management

Healthcare Management

Healthcare Management Integration

St. Mary's College Healthcare Personnel Management

Healthcare Planning & Research

Disease Processes & Medical Terminology

Healthcare Financial Management

Healthcare Statistics

Healthcare Economics

**C. Graduate Theses/Dissertation or Exit Committees (\* denotes chair):**

Roger Samson\* Spring, 2019

Melissa Valdez\* Fall, 2018

Jeff Pagonis\* Spring, 2018

Erica Mitchell\* Spring, 2017

Alexandra Thompson-Nealand\* Spring, 2017

Tiffany Baker\* Spring, 2017

Beau Jones\* Fall, 2016

Caitlin Kristof\* Fall, 2016

Kyle Monticone\* Fall, 2016

Umar Ahmad\* Fall, 2015

Alice Omisore\* Fall, 2015

Yazmin Rodriguez\* Fall, 2015

Carolyn Rudd\* Spring, 2015

Anju Nair\* Spring, 2015

Rachel Montgomery\* Fall, 2014

Maureen Ogah\* Fall, 2008

Anna Ayers\* Spring, 2008

Ashley Woodward\* Spring, 2008

Shailu Joshi\* Spring, 2008

Cecilia Drake\* Spring, 2008

Kara Maierhofer\* Fall, 2007

Janice Benzel\* Spring, 2007

Stephen Potter\* Fall, 2006

Curtis Rojas\* Fall, 2006

Laura Speer\* Fall, 2006

Ashley Bludau\* Spring, 2006

Debra Guana\* Spring, 2006

Louis Rodriguez Spring, 2006

**D. Courses Prepared and Curriculum Development:**

Texas State University

HA 4324----Supervision in Health Services

HA 4311----Cost Accounting for Healthcare Organizations

HA 3375----Principles of Accounting for Healthcare Managers

HA 3376----Hospital Financial Management

HA 5304----Healthcare Financial Theory

HA 5316----Healthcare Financial Management

HA 5375----Healthcare Accounting

HA 5191----Field Experience and Thesis Orientation

HA/HHR/HR 5640----Administrative Practicum

HA/HHR/HR 5840----Administrative Internship

LTCA 5335----Financial Management in Long Term Care

HA 3308-----Healthcare Organizations

University of Kentucky Healthcare Financial Management

Webster University Healthcare Organizations

Healthcare Financial Management

Healthcare Management

Healthcare Management Integration

**E. Funded External Teaching Grants and Contracts:**

**F. Submitted, but not Funded, External Teaching Grants and Contracts:**

**G. Funded Internal Teaching Grants and Contracts:**

**H. Submitted, but not Funded, Internal Teaching Grants and Contracts:**

**I. Other**

Continuing Education (2019)

October 18—Central Texas ACHE meeting, Austin, 3.0 hours

October 5—South Texas ACHE meeting, San Antonio, 3.0 hours

September 21—South Texas ACHE Student Symposium, San Antonio, 3.0 hours

September 16-17—National ACHE Chapter Leaders Conference, Chicago, 8.0 hours

August 24—ACHE Central Texas and HFMA South Texas joint meeting, Austin, 2.0 hours

June 1—ACHE South Texas meeting, San Antonio, 3.0 hours

May 1—Texas State University College of Health Professions IPE training, San Marcos,

3.0 hours

April 20—ACHE Rio Grande Valley LPC panel, McAllen, 1.5 hours

April 19—ACHE Coastal Bend LPC panel, Corpus Christi, 1.5 hours

March 23-27—ACHE Congress on Healthcare Leadership, Chicago, 12.0 hours

February 23—Healthcare Landscape, 2018, San Antonio, 6.0 hours

**III. Scholarly/Creative**

**A. Works in Print (including works accepted, forthcoming, in press):**

**1. Books (if not refereed, please indicate)**

**a. Scholarly Monographs:**

Ewing, E., Nowicki, M., & Parker, R. (1975). *Analysis of information systems requirements of HMO's*. Contract #HRA-106-74-21.

**b. Textbooks:**

Nowicki, M. (2021 under contract). *The financial management of healthcare organizations* (8th ed.). Chicago: Health Administration Press/AUPHA Press.

Darr, K., and Nowicki, M. (2020 under contract). *Managing health services organizations and systems* (7th ed.). Baltimore: Health Professions Press.

Nowicki, M. (2018). *The financial management of healthcare organizations* (7th ed.).

Chicago: Health Administration Press/AUPHA Press.

Nowicki, M. (2014). *The financial management of healthcare organizations* (6th ed.).

Chicago: Health Administration Press/AUPHA Press.

Nowicki, M. (2011). *The financial management of healthcare organizations* (5th ed.). Chicago: Health Administration Press/AUPHA Press.

Nowicki, M. (2008). *The financial management of hospitals and healthcare organizations* (4th ed.). Chicago: Health Administration Press/AUPHA Press/HFMA Press.

Nowicki, M. (2008). *The financial management of hospitals and healthcare organizations practice problems and casebook* (4th ed.). Chicago: Health Administration Press/AUPHA Press/HFMA Press.

Nowicki, M. (2006). *HFMA's introduction to hospital accounting* (5th ed). Chicago: Health Administration Press.

Nowicki, M. (2004). *The financial management of hospitals and healthcare organizations* (3rd ed.). Chicago: Health Administration Press/AUPHA Press/HFMA Press.

Nowicki, M. (2004). *The financial management of hospitals and healthcare organizations practice problems and casebook* (2nd ed.). Chicago: Health Administration Press/AUPHA Press/HFMA Press.

Nowicki, M., & Berger, S. (2002). *HFMA’s introduction to hospital accounting* (4th ed.). Dubuque: Kendall-Hunt Publishing Company.

Nowicki, M. (2001). *The financial management of hospitals and healthcare organizations* (2nd ed.). Chicago: Health Administration Press/AUPHA Press/HFMA Press.

Nowicki, M. (1999). *The financial management of hospitals and healthcare organizations*. Chicago: Health Administration Press/ AUPHA Press/HFMA Press.

Nowicki, M. (1999). *The financial management of hospitals and healthcare organizations practice problems and casebook*. Chicago: Health Administration Press/AUPHA Press/HFMA Press.

**c. Edited Books:**

**d. Chapters in Books:**

Nowicki, M. (2010). Generating revenue—third-party payers by types and percentages. In D. G. Griffin (Ed.), *Hospitals: What they are and how they work* (pp. 319-324). Sudbury, MA: Jones & Bartlett. (non-refereed)

Nowicki, M. (1998). Leadership and communication. In MGI Management Institute (Ed.), *HFMA's* *Certification exam preparation manual for the core exam* (pp. 18:1-18:19). White Plains: editor. (non-refereed)

Nowicki, M. (1998). Financial and assets management. In ACHE (Ed.), *ACHE's On-Line Certification Exam Preparation Course* (on-line at ACHE.org). Chicago: American College of Healthcare Executives. (non-refereed)

**e. Creative Books:**

**2. Articles**

**a. Refereed Journals:**

Lieneck, C., & Nowicki, M. (2015). Healthcare finance executive personalities revisited: A 10-year follow-up study. *The Health Care Manager, 34*(3), 1-5.

Lee, J., & Nowicki, M. (2005). Articulation of undergraduate and graduate education in health administration: Barriers and strategies for the future. *The Journal of Health Administration Education*, *22*(2), 221-230.

Summers, J., & Nowicki, M. (2004). System failures and ethical issues for rehabilitation nurses. *Rehabilitation Nursing*, *29*(2), 42-44, 61.

Summers, J., & Nowicki, M. (2002). Granting exceptions to rules and policies: Management issues and guidelines. *Clinical Leadership and Management Review, 16*(5), 336-338.

Nowicki, M., & Summers, J. (2001). Managing impossible missions: Ethical quandaries and ethical solutions. *Healthcare Financial Management*, *55*(6): 62-67.

Nowicki, M. (2000). Healthcare financial management’s healthcare outlook: Ethics and policy concerns for health care’s future. *Healthcare Financial Management 2001 Resource Guide*, 7-11.

Nowicki, M., & Chaku, M. (1998). Do healthcare managers have an ethical duty to admit mistakes? *Healthcare Financial Management, 52*(10), 62-64.

Nowicki, M. (1995). Graduate programs in health administration: Faculty academic reputation and faculty research reputation by program location and program reputation. *The Journal of Health Administration Education, 13*(2), 345-53.

Nowicki, M., & Burke, G.C. (1988). Hospital closures: Issues and perspectives. *Texas Journal of Rural Health*, Spring/Summer, 21-24.

Nowicki, M. (1987). Legal implications of academic advising. *NACADA Journal, 7*(1), 87.

**b. Non-Refereed Journals:**

Nowicki, M. (2014). Determining the value of a capital expense. *Leadership Ebulletin: July 2014*. Retrieved from: http://www.hfma.org/Leadership/E-Bulletins/2014/July/Leadership\_E-newsletter\_\_July\_2014/.

Summers, J., & Nowicki, M. (2008). Beyond consumerism: Leveraging the power of employers. *hfm 62*(5), 96-98.

Nowicki, M., & Summers, J. (2008). When participative management leads to garbled communication. *hfm 62*(2), 118-120.

Summers, J., & Nowicki, M. (2007). Responding to SICKO. *hfm 61*(9): 144-146.

Nowicki, M., & Summers, J. (2007). Changing leadership styles. *hfm 61*(2): 118-120.

Summers, J., & Nowicki, M. (2006). Pricing transparency or smoke screen? *hfm 60*(12), 134-136.

Summers, J., & Nowicki, M. (2006). Delegation and monkeys: Who's in charge? *hfm 60*(6), 114-115.

Nowicki, M., & Summers, J. (2006). Poor management can look like discrimination. *hfm 60*(4), 118-119.

Summers, J., & Nowicki, M. (2005). Leadership and power. *hfm 59*(12), 96-97

Nowicki, M., and Summers, J. (2005). Managing the workaholic (in you!). *hfm 59*(6), 98-102.

Summers, J., & Nowicki, M. (2005). Cost management and leadership: The ethical high ground. *hfm 59*(4), 116-119.

Summers, J., & Nowicki, M. (2005). Leadership, language, and reality in health care. *hfm 59*(2), 100-102.

Nowicki, M., & Summers, J. (2004). Due diligence in everyday decision making. *hfm 58*(12), 88-90.

Summers, J., & Nowicki, M. (2004). Due diligence and leadership. *hfm 58*(6), 82-83.

Nowicki, M., & Summers, J. (2004). Reducing your credentialing liability. *hfm 58*(4), 94-96.

Summers, J., & Nowicki, M. (2004). Diversity: How does it help? *hfm 58*(2), 82-85.

Nowicki, M., & Summers, J. (2003). The benevolent autocrat. *hfm 57*(10), 84-85.

Nowicki, M., moderator. (2003). Care management: Balancing costs and quality. *HealthLeaders, 6*(9): RT1-RT19.

Summers, J., & Nowicki, M. (2003). Whistle-blowing: Does anyone want to hear? *hfm 57*(7), 82-84.

Nowicki, M., & Summers, J. (2003). We teach "Irresponsibility 101." What do you teach? *Healthcare Financial Management 57*(2), 82-84.

Nowicki, M., moderator. (2003). Maximizing reimbursements: Practical advice for providers. *HealthLeaders, 6*(6), RT1-RT19.

Nowicki, M., (2003). Higher ground: Financial managers get an undeserved bad rap. Interview published by the *Black Ink Project*, Retrieved from: <http://www.gemedicalsystems.com/services/financial/hfs_online/index.html?ad=wn>.

Nowicki, M., moderator. (2002). Surviving mergers and sales: Managing change. *HealthLeaders, 5*(11), RT1-RT15.

Summers, J., & Nowicki, M. (2002). Managing organizational improvement in a resource-challenged environment. *Healthcare Financial Management, 56*(7), 60-62.

Summers, J., & Nowicki, M. (2002). Achievement and balance: What do managers really want? *Healthcare Financial Management, 56*(3), 80-84.

Nowicki, M., & Summers, J. (2002). Financial and clinical professionals: A clash of values. *Healthcare Financial Management 56*(10), 102-104.

Summers, J., & Nowicki, M. (2002). Management by crisis. *Healthcare Financial Management, 56*(9), 88.

Nowicki, M., moderator. (2002). CFO roundtable: The evolving role of the chief financial officer. *HealthLeaders, 5*(6), RT1-RT15.

Nowicki, M. (2002). Executive insights: Certification indicates continued professional growth. *Healthcare Financial Management, 56*(1), 30-33.

Nowicki, M., et. al. (2001). Leadership: CFO’s step into the spotlight. Interview published by the Black Ink Project, *Hospitals & Health Networks, 75*(9), back cover Retrieved from: <http://www.gemedicalsystems.com/services/financial/hfs_online/index.html?ad=wn>.

Nowicki, M. (2000). Reducing your credentialing liability: An expert’s view. *Synergy: Journal of the National Association of Medical Staff Services, 27*(November/December), 1-2.

Nowicki, M. (1998). Beware the 'slippery slope' of granting exceptions. *Journal of Healthcare Resource Management, 16*(1), 19-21.

Nowicki, M. (1997). "I am not a crook." *Journal of Healthcare Resource Management, 15*(9), 31.

Nowicki, M. (1997). Ethical implications of competition. *Journal of Healthcare Resource Management, 15*(7), 12-13.

Nowicki, M. (1997). Managing professionals: A clash of values. *Journal of Healthcare Resource Management, 15*(6), 32-33.

Nowicki, M. (1997). Maybe we have more in common.... *Journal of Healthcare Resource Management, 15*(3), 28-29.

Nowicki, M. (1997). Can affirmative action be justified? *Journal of Healthcare Resource Management, 15*(1), 28-29.

Nowicki, M. (1996). The value of reference checks. *Journal of Healthcare Resource Management, 14*(10), 32.

Nowicki, M. (1996). I teach "Irresponsibility 101". What do you teach? *Journal of Healthcare Resource Management, 14*(7), 36.

Nowicki, M. (1996). More on the ethical implications of reengineering. *Journal of Healthcare Resource Management, 14*(5), 31-32.

Nowicki, M. (1996). What is a "good" person? *Journal of Healthcare Resource Management, 14*(3), 35-36.

Nowicki, M. (1996). The entitlement ethic. *Journal of Healthcare Resource Management, 14*(1), 29-31.

Nowicki, M. (1995). A Christmas carol: A story of changing ethics. *Journal of Healthcare Resource Management, 13*(12), 34-35.

Nowicki, M. (1995). Conflicts of interest. *Journal of Healthcare Resource Management, 13*(10), 34-35.

Nowicki, M. (1995). Wants, needs, and costs. *Journal of Healthcare Resource Management, 13*(8), 36-37.

Nowicki, M. (1995). The benevolent autocrat: Is it the right fit for you? *Journal of Healthcare Resource Management, 13*(6), 35-36.

Nowicki, M. (1995). No money, no mission: Where to draw the line. *Journal of Healthcare Resource Management, 13*(4), 27-28.

Nowicki, M. (1995). Ethical implications of reengineering. *Journal of Healthcare Resource Management, 13*(2) 236-37.

Nowicki, M. (1991). What higher education means to a rancher from Ropesville. In J. Gordon (Ed.) *Freshman Seminar, 1991-95*. San Marcos: Ginny's Publishing Service.

Brooks, J., Burke, G.C., & Nowicki, M. (1988). Rural hospitals urged to be proactive. *Texas Hospitals, 43*(8), 42.

Owens, A.B., & Nowicki, M. (1987). Executive conference center to assist CEO's. *Texas Hospitals, 42*(12), 28.

**3. Conference Proceedings**

**a. Refereed Conference Proceedings**

**b. Non-Refereed Conference Proceedings**

**4. Abstracts:**

Nowicki, M., & Day, S. (1990). Assessing the freshman seminar experience. *Proceedings of The Freshman Year Experience*, 35.

Welborn, R., & Nowicki, M. (1990). Effects of freshman seminar on faculty collegiality. *Proceedings of The Freshman Year Experience,* 39.

**5. Reports:**

Nowicki, M. (1999). Technical report provided to plaintiff via Robert Goldberg in support of plaintiff’s claim in Smith v. Curtin, et al in Charlestown, West Virginia.

Nowicki, M. (1998). *Hospital competence in medical staff credentialing process*. Technical report provided to plaintiff via Ethan Shaw in support of plaintiff's claim in Bruce v. Beaumont Hospital and Dr. Raul D. Isern, Jr. in Beaumont.

Nowicki, M. (1998). *Hospital competence in medical staff credentialing process*. Technical report provided to defendant via Joseph A. Turano in response to plaintiff's claim in McManus v. Todd, et al in Arlington.

Nowicki, M. (1997). *Hospital competence in medical staff credentialing process*. Technical report provided to defendant via Rick Rogers in response to plaintiff's claim in Robinson v. Masciale and Humana Hospital Corpus Christi, Corpus Christi.

Nowicki, M. (1997). *Hospital competence in medical staff credentialing process.* Technical report provided to defendant via Rick Rogers in response to plaintiff's claim in Comeaux v. Masciale and Humana Hospital Corpus Christi, Corpus Christi.

Nowicki, M. (1996). *Hospital negligence in medical staff credentialing process*. Technical report provided to plaintiff via Michael Fuerst in response to defendant's motion of summary judgment in Moore v. Brown, and Wharton Hospital, Houston.

Nowicki, M., Douglass, R., & Enoch, R. (1996). *Panel review of the undergraduate program in health care administration at Western Kentucky University*. Provided to Atlanta.

Patterson, M., Koubataev, A., & Nowicki, M. (1996). *The AUPHA health administration module series--Module 6: Financial management* (student's workbook and facilitator's guide), Provided to Washington, D.C.

Nowicki, M., Reagan, J. T., & Stuart, B. (1995). *Panel review of the undergraduate program in health policy & administration at University of North Carolina at Chapel Hill*. Provided to Chicago.

Nowicki, M. (1995). *Medical staff: Determining agent, contract, and employee relationships*. Technical report provided to plaintiff via John Grost in response to plaintiff's claim in Rowland v. Charter Hospital, Santa Terese.

Nowicki, M., McIlwain, T., & Friedman, L. (1994). *Panel review of the bachelor of science in health policy and administration program at Pennsylvania State University*. Provided to San Diego.

Nowicki, M. (1994). *Hospital duty to refer patients to attending staff*. Technical report provided to plaintiff via Cozen & O'Connor in response to plaintiff's claim in Pierce v. HCA Aiken, Columbia.

Nowicki, M. (1994). *Hospital duty to provide safe environment*. Technical report provided to plaintiff via John Grost in response to plaintiff's claim in Jacobson v. Sun Towers, et. al., El Paso.

Nowicki, M. (1994). *Hospital duty to provide quality medical staff* Technical report provided to plaintiff via Hardy & Johns in response to plaintiff's claim in Geesen, et. al. v. Monroe, et. al., Houston.

Nowicki, M. (1994). *Hospital duty to provide transfer capability*. Technical report provided to to plaintiff via Hardy & Johns in response to plaintiff's claim in Wilson v. Chillicothe Hospital District, Wichita Falls.

Nowicki, M. (1993). *Hospital duty to admit mistakes*. Technical report provided to plaintiff via John Grost in response to plaintiff's claim in Raymond v. Providence Hospital, El Paso.

Nowicki, M. (1991). *Hospital duty to provide quality medical staff*. Technical report provided to plaintiff via John Grost in response to plaintiff's claim in Fernandez v. Richter, El Paso.

Nowicki, M. (1991). *Hospital duty to provide quality medical staff*. Technical report provided to plaintiff via Rake, Copple, Downey & Black in response to plaintiff's claim in Gasiorowski v. Hose, Ft. Worth.

**6. Book Reviews:**

Nowicki, M. (1991). [Review of *Strategic choices for America's* *hospitals: Managing change in turbulent times* by Shortell, et. al.]. *Hospitals and Health Services Administration, 36*, 469.

Nowicki, M. (1990). [Review of *In sickness and in wealth* (ACHE Book-of-the-Year) by Stevens]. *Hospitals and Health Services Administration, 35,* 617.

Nowicki, M. (1990). [Review of *Strategic management of hospitals and health care facilitie*s by Pegels and Rogers]. *Journal of Health Administration Education, 8* (1), 124-25.

Nowicki, M. (1988). [Review of *Health law* by Furrow, et. al.]. *Journal of Law and Education, 18*, 328-29.

Nowicki, M. (1988). [Review of *Enhancing campus judicial systems* by Caruso and Travelstead, editors]. *NACADA Journal, 8*(2), 86.

Nowicki, M. (1987). [Review of *The college, the constitution, and the consumer student* by Hendrickson and Gibbs]. *NACADA Journal, 7*(2), 73-74.

**7. Other Works in Print:**

Nowicki, M. (1988). *Graduate and baccalaureate education in healthcare administration*. Unpublished fellowship thesis, American College of Healthcare Executives, Chicago.

**B. Works not in Print**

1. **Papers Presented at Professional Meetings:**

Nowicki, M., (2020, June). Economics and politics driving healthcare reform. Paper accepted at the annual meeting of the Healthcare Financial Management Association, San Antonio (cancelled—COVID).

Nowicki, M., and Lieneck, C. (2020, March). *Fundamentals of healthcare financial management*. Paper accepted at the annual meeting of the American College of Healthcare Executives, Chicago (cancelled—COVID).

Nowicki, M., and Lieneck, C. (2020, March). Fundamentals of *healthcare financial management*. Paper accepted in the student track at the annual meeting of the American College of Healthcare Executives, Chicago (cancelled—COVID).

Nowicki, M., and Lieneck, C. (2019, March). *Healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M., and Lieneck, C. (2019, March). *Healthcare financial management*. Paper presented in the student track at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2018, March). *Basic healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2017, March). *Basic healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2016, March). *Basic healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2015, March). *Basic hospital financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2014, March). *Basic hospital financial management.* Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2013, June). *The economics driving healthcare reform*. Paper presented at the annual meeting of the Healthcare Financial Management Association, Orlando.

Nowicki, M. (2013, March). *The basics of healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2012, March). *The basics of healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2011, March). *Basic healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2010, March). *Healthcare financial management basics*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2009, March). *Introduction to healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2008, March). *Introduction to healthcare financial management.* Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowick, M., & Berger, S. (2007, March). *Introduction to healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, New Orleans.

Berger, S., & Nowicki, M. (2007, March). *Advanced healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, New Orleans.

Nowicki, M. (2006, March). *Introduction to healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2006, March). *Advanced healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M., & Berger, S. (2005, March). *Basic healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Berger, S., & Nowicki, M. (2005, March). *Advanced healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Renick O., & Nowicki, M. (2004, June). *A civic engagement paradigm to reform health administration education and recreate the community.* Poster session presented at the annual meeting of the Association of University Programs in Health Administration,

San Diego.

Berger, S., & Nowicki, M. (2004, March). *Advanced healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M., & Berger, S. (2003, March). *Introduction to healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago

Nowicki, M., & Berger, S. (2001, March). *Basic financial management.* Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Berger, S., & Nowicki, M. (2000, March). *Advanced healthcare financial management*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (1999, March). *Healthcare financial management for non-financial managers*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (1992, March). *Managing by ethics*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. (1991, June). *Managing by personality*. Paper presented at the

annual meeting of the Healthcare Financial Management Association, Orlando.

Nowicki, M. (1991, February). *Managing by personality*. Paper presented at the annual meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M., & Day, S. (1990, April). *Assessing the freshman seminar experience*. Paper presented at the regional meeting of the Freshman Year Experience, Austin.

Welborn, R., & Nowicki, M. (1990, April). *Effects of freshman seminar on faculty collegiality*. Paper presented at the regional meeting of the Freshman Year Experience, Austin.

Nowicki, M. (1990, March). *Applying ethics to management decision-making*. Paper presented at the national meeting of the American College of Healthcare Executives, Chicago.

Nowicki, M. & Lingwall, J. (1991, October). *Relationship of program viability and program quality*. Paper presented at the state meeting of the Texas Society of Allied Health Professions, Lubbock.

Nowicki, M. (1990, October). *Graduate programs in health administration: Faculty reputation and faculty research reputation by program location and program reputation*. Paper presented at the state meeting of the Texas Society of Allied Health Professions, Galveston.

Nowicki, M., & Peterson, D. (1990, June). *Ethical marketing: An oxymoron?* Paper presented at the state meeting of the Texas Hospital Association, San Antonio.

Nowicki, M., & Hill, L. (1989, October). *Graduate programs in quantitative health administration: A problem of taxonomy*. Paper presented at the state meeting of the Texas Society of Allied Health Professions, San Antonio.

Nowicki, M., Burke, G., Hill, C., Hill, L., & Ying, J. (1989, September). *Effects of hospital size and prospective payment on hospital closures in Texas*. Paper presented at the state meeting of the Texas Rural Health Association, Corpus Christi.

Nowicki, M. (1988, October). *Graduate and baccalaureate education in healthcare administration.* Paper presented at the state meeting of the Texas Society of Allied Health Professions, Austin.

1. **Invited Talks, Lectures, Presentations:**

Nowicki, M. (2019, October). *Certification Preparation*. Invited presentation to the Central Texas Chapter of ACHE, Kyle.

Nowicki, M. (2019, September). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

McGee, J., Carberry, K., Armijo, C., Nowicki, M., Holder, T. (2019, September). *Population Health Management: Justice, Access, and Financial Implications*. Invited panelist at the local meeting of the South Texas Chapter of the American College of Healthcare Executives: Student & Early Careerist, San Antonio.

Arredondo,C., Brocker, D., Forgione, D., Nowicki, M. (2019, June). *The Future of Healthcare Financing*. Invited panelist at the local meeting of the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2019, May). *Economics Driving Healthcare Reform*. Invited presentation to Protiviti leadership team, Dallas.

Butters, C.C., Nowicki, M., Baldwin, S., Daniel, S. (2019, April). *Population Health Management: Justice, Access, and Financial Implications*. Invited panelist at the local meeting of the Coastal Bend Local Program Council of the San Antonio Chapter of the American College of Healthcare Executives, Corpus Christi.

Nowicki, M. (2019, April). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2018, October). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Scottsdale.

Kelley, N., Nowicki, M., Ung, O., Steinle, R. (2018, October). *The Future of Healthcare Financing*. Invited panelist at the local meeting of the Central Texas Chapter of the American College of Healthcare Executives, Austin.

Shay, P., Roussos, M., Rausch, S., Jaco, A., Nowicki, M. (2018, September). *Strategically Mapping Your Early Career Development*. Invited panelist at the student and early careerist symposium sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2018, June). *Successfully Leading Change in Healthcare Organizations*. Invited moderator at the local meeting of the South Texas Chapter of the American College of Healthcare Organizations, San Antonio.

Nowicki, M. (2018, May). *Economics Driving Healthcare Reform*. Invited presentation to Protiviti leadership team, Dallas.

Nowicki, M. (2018, April). *Leading a Successful Multigenerational Organization*. Invited moderator at the local meeting of the Rio Grande Valley Local Program Council of the San Antonio Chapter of the American College of Healthcare Executives, Corpus Christi.

Nowicki, M. (2018, April). *Leading a Successful Multigenerational Organization*. Invited panelist at the local meeting of the Coastal Bend Local Program Council of the San Antonio Chapter of the American College of Healthcare Executives, Corpus Christi.

Nowicki, M. (2018, April). *Economics Driving Healthcare Reform*. Invited presentation to the Health Information Program, San Marcos.

Nowicki, M. (2018, April). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2018, February). *Economics Driving Healthcare Reform: 2018 Update*. Invited presentation to Healthcare Landscape 2018 (joint meeting between the South Texas Chapters of ACHE and HFMA), San Antonio.

Nowicki, M. (2018, February). *Tax Cuts and Jobs ACT of 2017*. Invited presentation to the Texas State University Healthcare Coalition, San Marcos.

Nowicki, M. (2017, November). *Certification Preparation*. Invited presentation to the South Texas Chapter of ACHE, Austin.

Nowicki, M. (2017, October). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

Nowicki, M. (2017, October). *CFO Worries and Responsibilities.* Invited presentation to the McKesson leadership team, Dallas.

Nowicki, M. (2017, October). *Washington Legislative and Regulatory Update*. Invited keynote presentation at the New Mexico ACHE/HFMA joint meeting, Albuquerque.

Nowicki, M. (2017, September). *Economics Driving Healthcare Reform*. Invited presentation at the Covenant Health Board Retreat, Traverse City.

Nowicki, M. (2017, August). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2017, August). *National Perspective on Healthcare Reform: Trends, Sustainability, and Alternatives*. Invited presentation to the Colorado Managed Care Collaborative, Denver.

Nowicki, M. (2017, April). *Certification Preparation*. Invited presentation to the Central Texas Chapter of ACHE, Austin.

Nowicki, M. (2017, April). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2017, April). *Economics Driving Healthcare Reform*. Invited presentation to the Texas State University HIM seniors, San Marcos.

Nowicki, M. (2017, February). *Economics Driving Healthcare Reform*. Invited presentation at the UMC Lubbock Board Workshop sponsored by the Texas Hospital Trustees, Lubbock.

Nowicki, M. (2017, February). *The Affordable Care Act and Other Alternatives*. Invited presentation at the UMC Lubbock Board Workshop sponsored by the Texas Hospital Trustees, Lubbock

Nowicki, M. (2016, December). *Critical Financial Skills for Hospital Success*. Invited presentation at the quarterly meeting of the South Carolina Chapter of the American College of Healthcare Executives, Columbia.

Nowicki, M. (2016, October). *Economics Driving Healthcare Reform*. Invited presentation at the 11th Annual North American CEO Symposium sponsored by Truven Health Analytics, Chicago.

Nowicki, M. (2016, October). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Scottsdale.

Nowicki, M. (2016, October). *Economics Driving Healthcare Reform*. Invited presentation at the annual joint meeting of the New Mexico Chapters of the American College of Healthcare Executives and the Healthcare Financial Management Association, Albuquerque.

Nowicki, M. (2016, September). *Economics Driving Healthcare Reform*. Invited presentation to the Board of Trustees of the Texas Scottish Rite Children’s Hospital, Dallas.

Nowicki, M. (2016, August). *Healthcare Financial Management Essentials*. Invited presentation to Community Health Network, Indianapolis.

Nowicki, M. (2016, July). *Economics Driving Healthcare Reform*. Invited presentation at the annual meeting of the Texas Healthcare Trustees Governance Conference, San Antonio.

Nowicki, M. (2016, May). *Healthcare Financial Management Essentials*.

Invited presentation to Indiana University Health, Indianapolis.

Nowicki, M. (2016, May). *Economics Driving Healthcare Reform*. Invited presentation at the quarterly meeting of the South Texas Chapter of the Healthcare Financial Management Association, Austin.

Nowicki, M. (2016, April). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2016, April*). Financial Statement Analysis, Reimbursement, and Budgeting*. Invited presentation to the medical staff leadership of the Franciscan Missionaries of Our Lady Health System, Baton Rouge.

Nowicki, M. (2016, March). *Healthcare Economics, Reimbursement, and Financial Statement Analysis*. Invited presentation to the medical staff leadership of St. Francis Healthcare System, Cape Girardeau.

Nowicki, M. (2016, January). *Economics Driving Healthcare Reform*. Invited presentation at Healthcare Landscapes 2016, the joint meeting of the San Antonio Chapter of the American College of Healthcare Executives and the South Texas Chapter of the Healthcare Financial Management Association.

Nowicki, M. (2015, November). *Healthcare Finance*. Invited presentation at the annual meeting of the Texas Society for Healthcare Human Resources Administration and Education, San Antonio.

Nowicki, M. (2015, October). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

Nowicki, M. (2015, September). *The Value of Professional Society Affiliation*. Invited presentation to the Healthcare Leadership Coalition at Texas State University, San Marcos.

Nowicki, M. (2015, September). *The Value of Professional Society Affiliation*. Invited presentation to the healthcare administration graduate students at University of Texas at San Antonio, San Antonio.

Nowicki, M. (2015, August). *Economics Driving Healthcare Reform in Rural Communities*. Invited presentation to the governing board of Connolly Memorial Medical Center, Floresville.

Nowicki, M. (2015, August). *Economics Driving Healthcare Reform*. Invited presentation to the Colorado Managed Care Collaborative, Denver.

Nowicki, M. (2015, June). *Affordable Care Act*. Invited presentation to Texas State University physical therapy students, San Marcos.

Nowicki, M. (2015, June). *Economics Driving Healthcare Reform*. Invited presentation to Texas State University physical therapy students, San Marcos.

Nowicki, M. (2015, May). *ACA: Reimbursement & Quality*. Invited presentation at the annual meeting of the Philippine Nurses Association of San Antonio, San Antonio.

Nowicki, M. (2015, April). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2015, April). *Third Party Reimbursement: Its History and Its Future.* Invited presentation at the First Illinois Chapter of HFMA Spring Summit, Chicago.

Nowicki, M. (2015, April). *Healthcare Accounting: What Makes It Unique?*

Invited presentation at the First Illinois Chapter of HFMA Spring Summit, Chicago.

Nowicki, M. (2015, March). *HAP Talks: How Much Will the ACA Really Cost Us?*

Invited presentation at the American College of Healthcare Executives annual

Congress on Healthcare Leadership, Chicago.

Nowicki, M. (2015, February). *Questions & Answers with GWU Healthcare Finance Class*. Invited presentation to the graduate healthcare finance class at The George Washington University, Washington, D.C.

Nowicki, M. (2015, February). *Lessons Learned During Field Experience: Professionalism and Business Etiquette*. Invited presentation at the monthly meeting of Alpha Kappa Psi, Texas State University, San Marcos.

Nowicki, M. (2015, January). *Healthcare Financial Management Essentials*. Invited presentation to the Spectrum Health leadership, Grand Rapids.

Nowicki, M. (2014, November). *ACA: Is It Working?* Invited presentation to the CEO Breakfast of the San Antonio Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2014, November). *Healthcare Finance*. Invited presentation to the Indiana Army National Guard, Indianapolis.

Nowicki, M. (2014, October). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Scottsdale.

Nowicki, M. (2014, September). *ACA--Is It Working?* Invited presentation to the Kentucky Chapter of the Healthcare Financial Management Association, Louisville.

Nowicki, M. (2014, September). *Reimbursement in Today's Environment*. Invited presentation to the Kentucky Chapter of the Healthcare Financial Management Association, Louisville.

Nowicki, M. (2014, September). *Economics Driving Healthcare Reform*.

Invited presentation to Vandenberg AFB, Lompoc.

Zalucki, P., and Nowicki, M. (2014, August). *Fundamentals of Healthcare Management*. Invited presentation at the Certification Preparation Course sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2014, June). *Economics Driving Healthcare Reform*. Invited presentation to Texas State University physical therapy students, San Marcos.

Nowicki, M. (2014, June). *Healthcare Financial Management Essentials*.

Invited presentation to the Symphony Group of Accension Health, St. Louis.

Nowicki, M. (2014, June). *Economics Driving Healthcare Reform*.

Invited presentation to the Symphony Group of Accension Health, St. Louis.

Nowicki, M. (2014, May). *Healthcare Financial Management Essentials*.

Invited presentation to Indiana University Health, Indianapolis.

Nowicki, M. (2014, April). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2013, November). *Economics Driving Healthcare Reform*. Invited presentation to Indiana University Health, Indianapolis.

Roser, M.R., Feng, L., Meroney, S., Nowicki, M., and Sheff, G.S. (2013, November).

*The Patient Protection and Affordable Care Act: What Does It Mean?* Invited panel discussion sponsored by the Texas State University McCoy College of Business Administration Department of Finance and Economics and the College of Health Professions, San Marcos.

Nowicki, M. (2013, October). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

Nowicki, M. (2013, September). *Benchmarking, Fee Setting and Business Operations in Human Healthcare*. Invited presentation at the annual meeting of the Veterinary Specialty Practice Alliance, Austin.

Zalucki, P., and Nowicki, M. (2013, August). *Fundamentals of Healthcare Management*. Invited presentation at the Certification Preparation Course sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Andrews, S., Hipp, J., Nicosia, C., and Nowicki, M. (2013, June). *The Future of Healthcare Financing*. Invited panel discussion at a meeting of the South Texas Chapter of the American College of Healthcare Executives, Corpus Christi.

Nowicki, M., Garcia, C., and Eppinette, J. (2013, May). *Sustaining a Financially Vibrant Healthcare Organization*. Invited panel discussion at the quarterly meeting of the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2013, May). *Economics Driving Healthcare Reform*. Invited presentation to the Tennessee Chapter of the Healthcare Financial Management Association, Franklin, Tennessee.

Nowicki (discussant), Fisher, R., Grant, J., and Yeager, T. (2013, March). *The Organizational Theory to Implementing an Effects-based Approach to Culture*.

Invited discussant at the annual meeting of the Southwest Academy of Management.

Nowicki, M. (2013, March). *Financial Management*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2013, February). Economics Driving Healthcare Reform. Invited introductory presentation at the Central Texas Board of Managers planning retreat, Austin.

Huenergardt, S., Lee, L., Nowicki, M., and Spacek, L. (2012, December). *Healthcare Direction*. Invited panel discussion at the fall meeting of Leadership San Marcos, San Marcos.

Nowicki, M. (2012, October). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Scottsdale.

Nowicki, M., (moderator). Chenven, C., Lieneck, C. (2012, August). *Accountability for the care we provide*. Invited panel discussion at the annual HFMA/ACHE Summer Institute, 2012, Austin.

Zalucki, P., and Nowicki, M. (2012, August). *Fundamentals of healthcare management*. Invited presentation at the Certification Preparation Course sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2012, April). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2011, December). *Fundamentals of healthcare financial management*. Invited presentation sponsored by the Indiana Chapter of the Healthcare Financial Management Association, Indianapolis.

Nowicki, M. (2011, November). *Leading in times of change: Preparedness in times of healthcare reform*. Invited keynote presentation sponsored by the Seton Family of Hospitals, Austin.

Nowicki, M. (2011, October). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

Zalucki, P., and Nowicki, M. (2011, August). *Fundamentals of healthcare management*. Invited presentation at the Certification Preparation Course sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2011, May). *Healthcare overview*. Invited presentation to the executive sales team sponsored by Cardinal Health, Dallas.

Nowicki, M., (moderator). Durbin, B., Parrish, B., Anderson, L., and Watson, T. (2011, April). *Expert panel on healthcare finance*. Invited panel discussion at the annual conference and trade show sponsored by Texas Organization of Rural and Community Hospitals, Dallas.

Nowicki, M. (2011, April). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2010, December). *Future of healthcare*. Invited panel discussion sponsored by Leadership San Marcos, San Marcos.

Nowicki, M. (2010, October). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Phoenix.

Nowicki, M. (2010, August). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2010, April). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

Nowicki, M., Forgione, D., Boettiger, J., and Meadows, N. (2010, January). *Sustaining a financially vibrant healthcare organization*. Moderator of a panel discussion at the joint meeting of the South Texas Chapter of the American College of Healthcare Executives and the South Texas Chapter of the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (2009, November). *Healthcare financial essentials for the revenue cycle leader*. Invited presentation at the Revenue Cycle Strategies Conference sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2009, October). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Atlanta.

Nowicki, M. (2009, September). *Healthcare economics and the need for reform*. Invited presentation to the Student Economics Association of the McCoy College of Business, San Marcos.

Nowicki, M. (2009, June). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2009, May). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2009, March). *The effects of the economic recession on the healthcare industry*. Invited presentation at the quarterly meeting of the Kentucky Chapter of the Healthcare Financial Management Association, Louisville.

Nowicki, M. (2009, January). *Risk issues we face in our daily roles*. Panel discussion at the joint meeting of the South Texas Chapter of the Healthcare Financial Management Association and the San Antonio Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2008, October). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, San Diego.

Nowicki, M. (2008, May). *Finance*. Invited presentation at the Certification Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2008, March). *Healthcare finance for non-financial executives*. Invited presentation at the annual meeting of the Texas Healthcare Financial Management Association, Austin.

Nowicki, M. (2007, February). *Impact of the uninsured*. Moderator of a panel discussion of San Antonio healthcare leaders to a meeting of Leadership San Antonio, San Antonio.

Nowicki, M. (2007, January). *The future of healthcare financing*. Moderator of a panel discussion of hospital CFO's to the joint meeting of the South Texas Chapter of the American College of Healthcare Executives and the South Texas Chapter of the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (2006, October). *Finance*. Invited presentation at the CHE Exam Preparation Course sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M. (2006, July). *Trends that signal continuous disruption in our industry*. Invited presentation to the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2006, July). *Walking the public reporting systems minefield*. Moderator of a panel discussion of hospital CMO's to the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2005, July). *Financial management for healthcare executives*. Invited VHA/ACHE Summer Satellite Series presentation sponsored by the Voluntary Hospitals of America, Dallas.

Gee, P., Molpus, J., & Nowicki, M. (2005, April). *Four trends that signal disruption: Are the financial underpinnings of the healthcare delivery model under more stress than ever?* Invited webcast sponsored by the Healthcare Financial Management Association Chicago.

Nowicki, M. (January, 2005). *Developing and maintaining a strategic financial plan*. Invited video tape for TTUHSC HealthNet, Lubbock.

Nowicki, M. (January, 2005). *HIM's role in the revenue cycle*. Invited talk at the annual winter conference of the Health Information Management Program, Texas State University, San Marcos.

Nowicki, M. (2004, September). *Texoma Medical Center board retreat*. Invited one-day seminar for Texoma Healthcare System, Lake Texoma.

Nowicki, M. (2004, August). *Using financial tools to improve department operations*. Invited VHA/ACHE Summer Satellite Series presentation sponsored by the Voluntary Hospitals of America (VHA), Dallas.

Nowicki, M. (2004, May). *Financial management*. Invited one-day seminar sponsored by the Healthcare Financial Management Association for Mercy Health Partners of Northern Ohio.

Nowicki, M. (2004, March). *Fiscal fitness: Develop and maintain a strategic financial plan*. Invited talk at the annual meeting of the Texas Organization of Rural and Community Hospitals, Dallas.

Nowicki, M. (2004, May). *Key indicators in hospital financial statements*. Invited presentation to the American Hospital Association, Washington, D.C.

Nowicki, M. (2004, April). *Care management: Balancing costs and quality*. Invited presentation to the American Data Network, Glen Rose, Texas.

Nowicki, M. (2003, October). *The future of healthcare*. Invited talk at the annual meeting of the Texas Association of Health Plans, San Antonio.

Nowicki, M. (2003, March). *The evolving role of the healthcare CFO*. Invited presentation to the Healthcare Financial Management Association CFO Exchange, San Francisco.

Nowicki, M., & Galloway, R. (February, 2003). *Life after your BHA*. Invited talk at the monthly meeting of the SWT Student Chapter of the American College of Healthcare Executives, San Marcos.

Nowicki, M., & Summers, J. (December, 2002). *Personality types and healthcare CFO's*. Invited talk at the monthly meeting of the SWT Student Chapter of American College of Healthcare Executives, San Marcos.

Nowicki, M. (2002, May). *The evolving role of the CFO*. Invited talk at the CFO Retreat, Specialty Hospital Group, Austin.

Nowicki, M. (2002, April). *The Davis Chapter Management System (DCMS)*. Invited talk at the Healthcare Financial Management Association Leadership Training Conference, San Juan.

Nowicki, M. (2002, January). *Improve performance & workforce retention through HFMA certification*. Invited talk at the quarterly meeting of the Oklahoma Chapter of the Healthcare Financial Management Association, Tulsa.

Nowicki, M. (2001, September). *Business etiquette in interviews*. Invited talk at the monthly meeting of the SWT Student Chapter of American College of Healthcare Executives, San Marcos.

Nowicki, M. (2001, September). *HFMA certification*. Invited talk at the quarterly meeting of the Gulf Coast Chapter of the Healthcare Financial Management Association, Houston.

Nowicki, M.(2001, August).*Thinking through board roles, relationships, and responsibilities*. Invited talk at the annual board retreat of the Texas Hospital Association, Dallas.

Nowicki, M. (2001, June). *Welcoming remarks*. Invited talk at the Certification Luncheon during the Annual National Institute of the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (2001, January). *Reducing your credentialing liability: An expert’s view*. Invited talk at the annual winter conference of the Health Information Management Program, Southwest Texas State University, San Marcos.

Nowicki, M. (2000, December). *Reducing your credentialing liability: An expert’s view*. Invited talk at the annual meeting of the South Texas Chapter of the American Medical Staff Professionals, San Antonio.

Nowicki, M. (2000, November). *Managing by ethics*. Invited talk at the annual meeting of the Texas Society of Medical Staff Services, Austin.

Nowicki, M. (2000, June). *HFMA certification—why and how*. Invited talk at the annual meeting of the South Texas Chapter of the Healthcare Financial Management Association, South Padre.

Nowicki, M. (2000, June). *Welcoming remarks*. Invited talk at the Certification Luncheon during the Annual National Institute of the Healthcare Financial Management Association, Orlando.

Nowicki, M. (2000, April). *Reducing your credentialing liability—an expert’s view*. Invited talk at the annual meeting of the Texas Society for Medical Staff Services, Corpus Christi.

Nowicki, M. (2000, February). *Taking leadership beyond boundaries*. Invited talk at the annual meeting of the Chief Financial Officer (CFO) Forum of the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (1999, May). *Financial management for non-financial managers*. Invited talk at the annual meeting of the Texas Medical Association, Dallas.

Nowicki, M. (1999, February). *The importance of certification*. Invited talk at the annual meeting of the Arkansas Chapter of the Healthcare Financial Management Association, Hot Springs.

Nowicki, M. (1998, June). *Resolving ethical disputes*. Invited talk at the quarterly meeting of the South Texas Chapter of the Healthcare Financial Management Association, South Padre Island.

Nowicki, M. (1998, June). *HFMA certification--Founders awards*. Invited talk at the quarterly meeting of the South Texas Chapter of the Healthcare Financial Management Association, South Padre Island.

Nowicki, M., & Welborn, R. (1997, March). *Professional image and business etiquette seminar*. Invited talk at the monthly meeting of the SWT Student Chapter of the American College of Healthcare Executives, San Marcos.

Nowicki, M. (1996, February). *Federal influences on state and local governments*. Invited talk at the certified public manager program of the SWT Public Service Academy, San Marcos.

Nowicki, M. (1995, June). *Preparing reviewers for AUPHA panel reviews*. Invited discussion leader at the annual meeting of the Association of University Programs in Health Administration, Chicago.

Kramer, J., & Nowicki, M. (1994, October). *Preparing program directors for AUPHA panel reviews*. Invited discussion leader at the annual leadership conference of the Association of University Programs in Health Administration, Alexandria.

Jones, W., Loebs, S., Maddox, C., & Nowicki, M. (1994, June). *The role of health administration programs in health care reform Initiatives*. Invited panel discussion at the annual meeting of the Association of University Programs in Health Administration, San Diego.

Nowicki, M. (1996, June). *New economics of hospital and ambulatory care in urban areas*. Invited talk at the annual meeting of the Texas Hospital Association, San Antonio.

Nowicki, M. (1995, February). *Healthcare reform*. Invited talk at the monthly meeting of the Austin Chapter of the Institute of Management Accountants, Austin.

Nowicki, M. (1995, January). *Healthcare reform & HIM, working with your CEO*. Invited talk at the first annual winter conference of the Health Information Management Program, Southwest Texas State University, San Marcos.

Burke, G., Nowicki, M., & Summers, J. (1994, October). *Business ethics: Three perspectives to key decisions*. Invited talk at the annual Rural or Small Hospital Fall Forum sponsored by Texas Hospital Association, Ft. Worth.

Nowicki, M. (1994, May). *Hospital strategies in response to healthcare reform*. Invited talk to the Mid Texas Chapter of the American College of Healthcare Executives, Temple.

Nowicki, M. (1994, May). *Hospital strategies in response to healthcare reform*. Invited talk at Issues in Healthcare Reform, an educational seminar sponsored by the SWT Student Chapter of the American College of Healthcare Executives, San Marcos.

Nowicki, M. (1994, March). *Healthcare Reform*. Invited talk to the SWT Student Chapter of the American College of Healthcare Executives, San Marcos.

Nowicki, M. (1994, March). *Ethical implications of management decision-making*. Invited talk to the department heads of Paradise Valley Hospital, Phoenix.

Nowicki, M. (1994, March). *Ethics, values, and healthcare*. Invited talk at the annual meeting of the Texas Nurses' Association, District 7, Temple.

Nowicki, M. (1994, March). *Managing by ethics in healthcare*. Invited talk at the quarterly meeting of the Arizona Chapter of the Healthcare Financial Management Association, Phoenix.

Nowicki, M. (1993, April). *Ethical issues in healthcare*. Invited talk at the annual pulmonary care seminar of Vencor Hospital--South Texas, San Antonio.

Nowicki, M. (1993, April*). Managing by ethics in healthcare financial management: Ano*? Invited talk at the annual meeting of the Arkansas Chapter of the Healthcare Financial Management Association, Hot Springs.

Nowicki, M. (1993, March). *Leadership: Responsibility of the educated*. Invited keynote address at the annual induction of Lambda Tau (Medical Technology Honorary), San Marcos.

Nowicki, M. (1993, March). *Healthcare reform*. Invited keynote address at the annual meeting of Medical Management Inc., San Antonio.

Nowicki, M. (1992, October). *Leadership: Responsibility of the educated*. Invited talk to the SWT Student Chapter of the American College of Healthcare Executives, San Marcos.

Hass, J. & Nowicki, M. (1992, January). *Delivery & financing of health care in the United States*. Invited discussion on KSTL Radio 1470, San Marcos.

Hass, J., McWhorter, J., Nowicki, M., & Ricker, G.(1992, January). *Delivery & financing of health care in the United States.* Invited panel discussion at a special meeting of the San Marcos Area League of Women Voters, San Marcos.

Nowicki, M. (1992, August). *Leadership: Responsibilities of the educated*. Invited address at SWT Graduate School Commencement, San Marcos.

Nowicki, M. (1991, November). *Managing by personality in healthcare financial management*. Invited talk at the state meeting of the Arkansas Chapter of the Healthcare Financial Management Association, Little Rock.

Nowicki, M. (1991, September). *Ethics in health information management decision-making*. Invited talk at the quarterly meeting of the Texas Medical Records Association, District VI-B, Austin.

Nowicki, M. (1991, May). *Managing by personality in healthcare financial management.* Invited talk at the quarterly meeting of the South Texas Chapter of the Healthcare Financial Management Association, South Padre.

Nowicki, M. (1990, October). *Ethics in healthcare administration*. Invited talk at the quarterly meeting of the Central Texas District of the Texas Hospital Association, Waco.

Nowicki, M. (1990, July). *The future development of the department of health administration*. Invited talk at a special meeting of the SWT Department of Health Administration faculty, San Marcos.

Nowicki, M. (1990, July). *Ethical implications of management decision making*. Invited talk at the annual meeting of the American Veterinary Medical Record Association, San Antonio.

Nowicki, M. (1990, June). *Quality assurance: Impact on medical record management*. Invited talk at the annual meeting of the Texas Medical Record Association, San Antonio.

Nowicki, M. (1989, August). *Organizing the freshman seminar course*. Discussion leader at a special meeting of the SWT Freshman Seminar Faculty Orientation, San Marcos.

Nowicki, M. (1989, May). *Profit and non-profit hospitals: Is there a difference?* Invited talk at the quarterly meeting of the South Texas Chapter of the Healthcare Financial Management Association, South Padre Island.

Gordon, J., Bell, J., Cabaniss, C., Grant, M., & Nowicki, M. (1989, April). *Using writing in the freshman seminar*. Panel participant at the special meeting of SWT Faculty, San Marcos.

Nowicki, M. (1988, March). *Implementing change in organizations*. Invited talk at the annual meeting of the Texas Public Health Association, San Antonio.

Nowicki, M. (1988, April). *Is quality the trend for the future?* Invited talk Texas Medical Records Association meeting, Area VI-B, Austin.

Nowicki, M. (1988, April). *Professional ethics in the food service industry.* Invited talk at the annual meeting of the Nutrition and Food Service Management Association, Austin.

Nowicki, M. (1986, April*). Missions of a comprehensive university: Teaching and research.* Invited talk at the special meeting of the SWT Department of Health Administration Faculty, San Marcos.

Nowicki, M. (1984, July). *Management issues in chemical dependency programs*. Invited talk at the annual meeting of the Kentucky School of Alcohol & Drug Studies, Highland Heights.

Nowicki, M. (1983, September). *Management under DRG's*. Invited presentation at the annual meeting of the Clinical Laboratory Management Association, Bal Harbor.

Nowicki, M. (1982, January). *Economic considerations for equipment purchases*. Invited presentation at the annual meeting of the American College of Nuclear Physicians, Tucson

Nowicki, M. (1980, January). *Humana looks at the purchase and utilization of Imaging systems*. Invited lecture at an international conference on Diagnostic Imaging in the United States sponsored by Robert S. First, Inc., Atlanta.

**3. Consultancies:**

Nowicki, M. (2015 to present). IBM/Truven/Simpler, Charlotte.

Nowicki, M. (2011, May). Cardinal Health, Dallas.

Nowicki, M. (2010, December). Kaiser-Permanente Regional Office, Pasadena.

Nowicki, M. (2009, July). Howard University Medical Center, Washington, D.C.

Nowicki, M. (2009, March). Lawson Software, Minneapolis.

Nowicki, M. (2008, ongoing). Healthcare Financial Management Association,

Thought Leader Panel (pro-bono), Chicago.

Nowicki, M. (2008, August). University Hospitals of Cleveland, Cleveland.

Nowicki, M. (2006, July). Hopkins County Memorial Hospital (affiliated with the Baylor Health Care System), Sulphur Springs.

Nowicki, M. (2006, ongoing). The Advisory Board Company, Financial Leadership Council, Washington, D.C.

**4. Workshops:**

Nowicki, M. (May, 2020). *Healthcare financial management*. Invited workshop sponsored by the University of California at San Diego, on-line presentation.

Nowicki, M. (2019, December). *Healthcare financial management essentials: The business of health care*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2019, September). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Baltimore.

Nowicki, M. (2019, July). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives at Defense Health Agency, Fairfax.

Nowicki, M. (2019, April). Critical financial skills for hospital success. Invited workshop sponsored by the American College of Healthcare Executives at Calvary Hospital, Bronx.

Nowicki, M. (2019, January). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Copper Mountain.

Nowicki, M. (2018, December). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives at Mercy Hospital, Bronx.

Nowicki, M. (2018, December). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Orlando.

Nowicki, M. (2018, December). *Healthcare financial management essentials: The business of health care*. Invited workshop sponsored by the Healthcare Financial Management Association at Indiana University Health, Chicago.

Nowicki, M. (2018, June). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Santa Fe.

Nowicki, M. (2018, May). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association at Indiana University Health, Indianapolis.

Nowicki, M. (2018, May). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, San Diego.

Nowicki, M. (2018, March). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, San Francisco.

Nowicki, M. (2018, January). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Naples, Florida.

Nowicki, M. (2017, December). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

Chicago.

Nowicki, M. (2017, November). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

Boston.

Nowicki, M. (2017, November). *Preparing for ACHE Certification*. Invited workshop sponsored by the South Texas Chapter of the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2017, October). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, San Diego.

Nowicki, M. (2017, July). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, New York.

Nowicki, M. (2017, May). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

Seattle.

Nowicki, M. (2017, March). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

San Antonio.

Nowicki, M. (2017, January). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Scottsdale.

Nowicki, M. (2016, December). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

Chicago.

Nowicki, M. (2016, December). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Orlando.

Nowicki, M. (2016, November). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

Ft. Lauderdale.

Nowicki, M. (2016, September). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, New Orleans.

Nowicki, M. (2016, August). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

San Diego.

Nowicki, M. (2016, April). *Healthcare financial management essentials*. Invited

workshop sponsored by the Healthcare Financial Management Association, Rosemont.

Nowicki, M. (2016, April). *Healthcare financial management essentials*. Invited workshop sponsored by Simpler, Charlotte.

Nowicki, M. (2016, March). *Healthcare financial management essentials*. Invited workshop sponsored by Simpler, Charlotte.

Nowicki, M. (2016, February). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Phoenix.

Nowicki, M. (2015, December). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2015, November). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Denver.

Nowicki, M. (2015, October). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Atlanta.

Nowicki, M. (2015, August). *Healthcare financial management essentials*. Invited workshop sponsored by Simpler, Charlotte.

Nowicki, M. (2015, June). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Cape Cod.

Nowicki, M. (2015, March). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Seattle.

Nowicki, M. (2015, February). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Washington, D.C.

Nowicki, M. (2015, February). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Steamboat Springs.

Nowicki, M. (2014, December). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2014, September). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, San Francisco.

Nowicki, M. (2014, March). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Orlando.

Nowicki, M. (2014, February). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, New Orleans.

Nowicki, M. (2014, January). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Key West.

Nowicki, M. (2013, December). *Introduction to healthcare financial management 101*.

Invited workshop to the Indiana Chapter of the Healthcare Financial Management Association, Ft. Wayne.

Nowicki, M. (2013, December). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2013, November). *Healthcare 101: Fundamentals of healthcare financial management*. Invited workshop to the Kentucky Chapter of the Healthcare Financial Management Association, Lexington.

Nowicki, M. (2013, November). *Healthcare 101: Fundamentals of healthcare financial management*. Invited workshop to the Kentucky Chapter of the Healthcare Financial Management Association, Louisville.

Nowicki, M. (2013, November). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association,

San Antonio.

Nowicki, M. (2013, June). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Cape Cod.

Nowicki, M. (2013, August). *J1 medical hospital finance training*. Invited workshop sponsored by the Healthcare Financial Management Association to the Indiana Army National Guard, Indianapolis.

Nowicki, M. (2013, May). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association, Memphis.

Nowicki, M. (2013, March). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association,

San Francisco.

Nowicki, M. (2013, January). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Park City.

Nowicki, M. (2012, December). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2012, October). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association, Denver.

Nowicki, M. (2012, May). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association, Seattle.

Nowicki, M. (2012, March). *Healthcare financial management essentials*.

Invited workshop sponsored by the Healthcare Financial Management Association, Orlando.

Nowicki, M. (2012, February). *Critical financial skills for hospital success*.

Invited workshop sponsored by the American College of Healthcare Executives, Las Vegas.

Nowicki, M. (2011, December). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2011, November). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, San Diego.

Nowicki, M. (2011, August). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, New York.

Nowicki, M. (2011, April). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Seattle.

Nowicki, M. (2011, March). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, New Orleans.

Nowicki, M. (2011, January). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Vail.

Nowicki, M. (2010, December). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2010, October). *Healthcare financial management essentials*. Invited workshop sponsored by the Healthcare Financial Management Association, Denver.

Nowicki, M. (2010, October). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, San Francisco.

Nowicki, M. (2010, May). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Seattle.

Nowicki, M. (2010, February). *Fundamentals of healthcare financial management*. Invited two-day workshop sponsored by the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (2009, December). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2009, October). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Orlando.

Nowicki, M. (2009, June). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Williamsburg.

Nowicki, M. (2009, April). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Nashville.

Nowicki, M. (2009, March). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Kentucky Chapter of the Healthcare Financial Management Association, Lexington.

Nowicki, M. (2009, February). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Washington, D.C.

Nowicki, M. (2009, January). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (2008, December). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Orlando.

Nowicki, M. (2008, December). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Chicago.

Nowicki, M. (2008, October). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Phoenix.

Nowicki, M. (2008, September). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Minneapolis.

Nowicki, M. (2008, May). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, San Antonio.

Nowicki, M. (2008, May). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Seattle.

Nowicki, M. (2008, March). *Fundamentals of healthcare financial management*. Invited workshop by the Healthcare Financial Management Association, New Orleans.

Nowicki, M. (2008, January). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Denver.

Nowicki, M. (2007, November). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, San Antonio.

Nowicki, M. (2007, October*). Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Nashville.

Nowicki, M. (2007, June). *Critical financial skills for hospital success*. Invited workshop for the Indian Health Services sponsored by the American College of Healthcare Executives, Denver.

Nowicki, M. (2007, May). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Hilton Head.

Nowicki, M. (2007, May). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, New York.

Nowicki, M. (2007, April). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, San Francisco.

Nowicki, M. (2007, April). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Marco Island.

Nowicki, M. (2007, March). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Dallas.

Nowicki, M. (2007, February). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Charlotte.

Nowicki, M. (2007, January). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Phoenix.

Nowicki, M. (2006, November). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association,

St. Petersburg.

Nowicki, M. (2006, September). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Nashville.

Nowicki, M., and Berger, S. (2006, September). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Baltimore.

Nowicki, M. (2006, August). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association,

Coeur d'Alene.

Nowicki, M. (2006, June). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives, Cape Cod.

Nowicki, M. (2006, May). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the Voluntary Hospitals of America (VHA), St. Louis.

Nowicki, M. (2006, April). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Minneapolis.

Nowicki, M., and Berger, S. (2006, April). *Critical financial skills for hospital success*. Invited workshop sponsored by the American College of Healthcare Executives,

San Diego.

Nowicki, M. (2006, March). *Fundamentals of healthcare financial management*. Invited workshop sponsored by Healthcare Financial Management Association, San Diego.

Nowicki, M. (2006, February). *Hospital administration primer*. Invited presentation sponsored by Cepheid Corporation, Sunnyvale.

Nowicki, M. (2006, February). *Fundamentals of healthcare financial management*. Invited workshop sponsored by Healthcare Financial Management Association,

Ft. Lauderdale.

Nowicki, M. (2005, November). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Phoenix.

Nowicki, M. (2005, October). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Boston.

Nowicki, M. (2005, July). *Hospital and healthcare financial management*. Invited workshop sponsored by the Texas Hospital Association, San Antonio.

Nowicki, M. (2005, February). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association for Baylor Healthcare System, Dallas.

Nowicki, M., & Berger, S. (2005, December). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Orlando.

Nowicki, M. (2005, April). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Marco Island.

Nowicki, M. (2005, April). *Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association, Alexandria.

Nowicki, M. (2005, March*). Fundamentals of healthcare financial management*. Invited workshop sponsored by the Healthcare Financial Management Association,

San Francisco.

Nowicki, M., & Berger, S. (2004, November). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, San Antonio.

Nowicki, M., & Berger, S. (2004, June). *Turning basic financial information into strategy: A guide to improving the bottom line.* Invited workshop sponsored by the American College of Health Executives, Albuquerque.

Nowicki, M. (2004, April). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the Voluntary Hospitals of America (VHA), San Diego.

Nowicki, M., & Berger, S. (2004, March). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Phoenix.

Nowicki, M., & Berger, S. (2004, January). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College the American College of Healthcare Executives, Albuquerque.

Nowicki, M. (2004, January). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Key West.

Nowicki, M., & Berger, S. (2003, September). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Boston.

Nowicki, M., & Berger, S. (2003, July). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Colorado Springs.

Nowicki, M., & Berger, S. (2003, May). *Turning basic financial information into strategy: A Guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Hilton Head.

Nowicki, M., & Berger, S. (2003, March). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Chicago.

Nowicki, M., & Berger, S. (2003, January). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Snowbird.

Nowicki, M., & Berger, S. (2002, December). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Orlando.

Nowicki, M., & Berger, S. (2002, November). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, San Antonio.

Nowicki, M., & Berger, S. (2002, August). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Sante Fe.

Nowicki, M., & Berger, S. (2002, June). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Newport.

Nowicki, M., & Berger, S. (2002, January). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited workshop sponsored by the American College of Healthcare Executives, Scottsdale.

Nowicki, M., & Berger, S. (2001, August). *Turning basic financial information into strategy: A guide to improving the bottom line*. Invited pilot for a national seminar of the American College of Healthcare Executives, Chicago.

Nowicki, M. (2001, May). *Supervisory management for healthcare financial managers*. Invited workshop at the national cluster of the Healthcare Financial Management Association, Las Vegas.

Nowicki, M. (2001, April). *Supervisory management for healthcare financial managers*. Invited workshop at the national cluster of the Healthcare Financial Management Association, Hilton Head Island.

Nowicki, M. (2000, October). *Supervisory management for healthcare financial managers*. Invited workshop at the national cluster of the Healthcare Financial Management Association, New Orleans.

Koubataev, A., Nowicki, M., & Piliavsky, A. (1997, February). *Healthcare financial management in Russia*. Invited workshop for Russian Health Ministry and selected hospital chief executive officers and chief financial officers sponsored by the American International Health Alliance, Moscow, Russia.

Nowicki, M., & Koubataev, A. (1996, September). *Healthcare financial management in Estonia*. Invited workshop for Estonian hospital chief executive officers and chief financial officers sponsored by the American International Health Alliance, Tallin, Estonia.

Nowicki, M., West, T., & Koubataev, A. (1995, March). *Healthcare financial management in the Former Soviet Union*. Invited workshop for Russian hospital chief executive officers and chief financial officers sponsored by the American International Health Alliance, Golitsyno, Russia.

Nowicki, M. (1994, August). *Healthcare financial management*. Invited workshop at a conference of Indonesian hospital chief executive officers sponsored by the Institute for Training & Development, Amherst.

**5. Other Works not in Print:**

**a. Works "submitted" or "under review"**

**b. Works "in progress"**

**c. Other works not in print**

**C. Grants and Contracts**

**1. Funded External Grants and Contracts**

Ewing, E., Nowicki, M. & Parker, R. (1975). *Analysis of Information Systems Requirements of HMO's*, grant awarded by the U.S. Department of Health, Education, and Welfare, Health Resources Administration.

**2. Submitted, but not Funded, External Grants and Contracts:**

**3. Funded Internal Grants and Contracts:**

**4. Submitted, but not Funded, Internal Grants and Contracts:**

**D. Fellowships, Awards, Honors:**

San Antonio Chapter of the American College of Health Executives 2005

Award for Outstanding Contributions to Research

Texas State University College of Health Professions 2005

Research Excellence Award

Southwest Texas State University College of Health Professions 2003

Research Excellence Award

**IV. Service**

**A. Institutional**

**1. University:**

Member, Continuity of Education Work Group Subcommittee 2020, Spring

Member, Managing Textbook Costs Committee 2019, Fall

Marshall, University Commencement 2016, Fall

Marshall, University Commencement 2014, Fall

Member, Research Misconduct Inquiry Committee 2014

Member, M & O Advisory Review Group 2014

Member, Executive Research Plan Committee 2012-13

Marshall, University Commencement 2012

Chair, Hearing Tribunal regarding faculty dismissal 2010

Member, University Council 2009

Marshall, University Commencement 2004

Member, Faculty Salary Market Study Oversight Committee 2004

Member, Coordinated Peer Review of the University Bookstore 2003

Member, Selection Committee for the Presidential Awards for 2000-02

Scholarship

University Fund Drive Sector Leader 1999-present

University Teaching Excellence Initiative 1994

Faculty Senate Academic Standards Committee 1993

Faculty Senate Ad Hoc Committee on General Studies 1993

Student Commencement Speaker Selection Committee 1993-98

University Assessment Advisory Council 1993-96

Platform Marshall, University Commencement 1992

Member, Publications Subcommittee of the Public Relations 1991

Advisory Council

Advisor, Alpha Lambda Delta (Freshman Honors) 1991-96

Member, Presidential Award for Excellence in Teaching 1991-93

Selection Committee

Member, Academic Advising Task Force 1991-92

Member, Instructional Council 1990

Member, Faculty Workload Definition & Expectation Task Force 1989-90

Member, Assessment Task Force 1989-90

Member, Enrollment Management Task Force 1989-90

Member, Tenure & Promotion Policy Review Task Force 1987-88

Member, University Suspension Appeals Committee 1986-89

**2. College**

Outside Reviewer, Tenure and Promotion Application 2019

Georgia Southern University

Outside Reviewer, Promotion Application, 2018

Georgia Southern University

Member, College of Liberal Arts Tenure & Promotion Review Group 2016

Speaker, McCoy College of Business Alpha Kappa Psi chapter 2015

Speaker, GWU College of Public Health finance class 2015

Member, McCoy College of Business Tenure & Promotion Group 2013

Member, College of Health Professions Council 2007-2013

Member, College of Fine Arts Tenure & Promotion Review Group 2008

Member, College of Health Professions Tenure & Promotion 2006-2013

Member, Graduate Council 2006-2013

Outside Reviewer, Promotion & Tenure Application, 1995

Oregon State University,

Member, College of Health Professions Budget Committee 2001-08

Member, College of Health Professions Research Enhancement 2001-05

Committee

Member, College of Health Professions Student Awards Committee 2000-07

Member, College of Business Tenure & Promotion Review Group 2000-01

Member, College of Liberal Arts Tenure & Promotion Review Group 1999

Chair, School of Health Professions Grade Appeals Committee 1996-97

Member, School of Health Professions Course Evaluation Committee 1996

Member, School of Health Professions Teaching Recognition 1993-95

Committee

Member, Graduate School Assessment Committee 1992-96

Member, School of Health Professions Tenure and Promotion Review 1992-94

Group

Member, Graduate School Minority Scholarship Committee 1991-93

Intern, College of General Studies 1991

Member, Health Science Center Building Dedication Committee 1991

Chair, School of Health Professions Development Campaign 1990

Member, School of Health Professions Review Group 1988-95

Member, Graduate Council 1988-95

Member, School of Health Professions Council 1986-90

Marshall, Graduate School Commencement 1986, 1988, 1993,

2000, 2008

**3. Department/School**

Professor Member, Radiation Therapy Personnel Committee 2019-2020

Professor Member, Communication Disorders Personnel Committee 2017-present

Chair, School of Health Administration Search Committee 2014-2016

Member, School of Nursing Personnel Committee 2014-2017

Presenter, Baccalaureate Program in Health Administration 2006

for AUPHA Approval

Booth Manager, Texas Hospital Association Meeting 2012

Advisor, Upsilon Phi Delta 2005-07

Coordinator, MHA Field Placements 2004-05, 2010-12

Graduate Advisor 2003-2012

Coordinator, Alumni Relations 1998-07

Member, Comprehensive Exam Committee 1996

Chair, Task Force to Review AUPHA Membership 1995

Chair, Faculty Search Committee for Health Administration 1994

Chair, Faculty Search Committee for Health Information 1994

Management

Co-Presenter, Baccalaureate Program in Health Administration 1991

for AUPHA Approval

Acting Chair, Department of Health Administration 1990

Chair, Graduate Program Accreditation Task Force 1989

Advisor, Graduate Program in Health Administration 1987-91

Founder & Advisor, SWT Student Chapter of the American College 1987-90

of Healthcare Executives

Booth Manager, Texas Hospital Association Meetings 1987-90

Program Director, Graduate Program in Allied Health Research 1987-89

Co-Presenter, Baccalaureate Program for AUPHA Approval 1987

Chair, Graduate Program Accreditation Task Force 1987

Program Director, Graduate Program in Healthcare Administration 1986-89

Program Director, Baccalaureate Program in Healthcare 1986-87

Administration

Chair, Baccalaureate Program AUPHA Task Force 1986

**B. Professional:**

External Reviewer, *Business of Healthcare*, National HFMA 2019

Member, Counselors Committee, National ACHE 2019-present

Member, Finance Committee, National ACHE 2016-2019

ACHE Regent for Texas--Central & South 2016-2019

ACHE Interim Regent for Texas--Central & South 2015

Board Member, Central Texas Chapter of the 2015-present

American College of Healthcare Executives

Reviewer, HFMA Innovation Grant Review Team 2013-present

Member, Regents Advisory Council 2008-14

American College of Healthcare Executives

Nominee, Medicare Payment Advisory Commission 2005

Member, Davis Chapter Management System Task Force, 2005-06 Healthcare Financial Management Association

Member, Expert Panel, Healthcare Leadership Alliance 2004

Member, National Founders Award Task Force, 2003-04 Healthcare Financial Management Association

Chair, National Board of Examiners, 2001-02 Healthcare Financial Management Association

Chair, National Advisory Council on Forums, 2001-02 Healthcare Financial Management Association

Member, Task Force on Charter Requirements, 2000-01 Healthcare Financial Management Association

Chair, National Chapter Services Council, 2000-01 Healthcare Financial Management Association

Vice Chair, National Board of Examiners, 2000-01 Healthcare Financial Management Association

Group Leader—Core, National Board of Examiners, 2000-01 Healthcare Financial Management Association

Member, National Board of Directors, 1999-02 Healthcare Financial Management Association

Chapter Liaison Representative—Region 9, 1998-99 Healthcare Financial Management Association

Member, National Advisory Council on Career Development, 1998-00 Healthcare Financial Management Association

Faculty Member, On-Line Certification Course, 1998

American College of Healthcare Executives

Member, Editorial Board, *Frontiers of Health Services Management* 1998-01

Member, National Board of Examiners 1997-02 Healthcare Financial Management Association

Chair, Undergraduate Panel Review Team (Western Kentucky 1996

University), Association of University Programs in Health Administration

Reviewer, Auburn University Application for Associate Membership 1995

in the Association of University Programs in Health Administration

Chair, Undergraduate Panel Review Team (University of North 1995

Carolina), Association of University Programs in Health Administration

Facilitator, Future Direction of the Association of University 1994

Programs in Health Administration

Chair, Undergraduate Panel Review Team (Penn State University) 1994

Association of University Programs in Health Administration

Chair, Founders Awards Committee, South Texas Chapter, 1993-03

Healthcare Financial Management Association

Member, Scholarship Committee, South Texas Chapter, 1993

Healthcare Financial Management Association

Member, Nominating Committee, South Texas Chapter, 1993-94 Healthcare Financial Management Association

Chair, Nominating Committee, South Texas Chapter, 1992

Healthcare Financial Management Association

Chair, Regents Award Selection Committee, South Texas Region, 1992

American College of Healthcare

Member, Undergraduate Panel Review Team (UNLV), 1992

Association of University Programs in Health Administration

Ex-Officio Member, Committee on Awards and Testimonials, 1991

American College of Healthcare Executives

Chair, Book-of-the-Year Committee, 1991

American College of Healthcare Executives

Member, State Coordinating Council, 1991

Healthcare Financial Management Association

President, South Texas Chapter, 1991

Healthcare Financial Management Association

Chair, Regents Award Selection Committee, South Texas Region 1990

American College of Healthcare Executives

President-Elect, South Texas Chapter, 1990

Healthcare Financial Management Association

Chair, Program Committee, South Texas Chapter, 1990

Healthcare Financial Management Association

President, Central Texas Chapter, 1990

American College of Healthcare Executives

Member, Book-of-the-Year Committee, 1989

American College of Healthcare Executives

Oral Interviewer, Membership Exam, 1989-93

American College of Healthcare Executives

Vice President, South Texas Chapter, 1989

Healthcare Financial Management Association

Chair, Membership Committee, South Texas Chapter, 1989

Healthcare Financial Management Association

Member, Regents Advisory Council, Texas Area A, 1989-92

American College of Healthcare Executives

President-Elect, Central Texas Chapter, 1989

American College of Healthcare Executives

Chair, Program Committee, Central Texas Chapter 1989

American College of Healthcare Executives

Member, Regents Advisory Council, Texas, 1988

American College of Healthcare Executives

Co-Founder, Central Texas Chapter, 1988

American College of Healthcare Executives

Member, Program Committee, South Texas Chapter, 1988-90

Healthcare Financial Management Association

Member, Task Force, South Texas Chapter, 1987-88

Healthcare Financial Management Association

Member, Multihospital Systems National Advisory Committee, 1983-85

Joint Commission on the Accreditation of Hospitals

**C. Community:**

"Sleep in Heavenly Peace" bed building, STACHE 2019

"Together We Rise" bike building, ACHE 2019

Member, Ethics Commission, City of San Marcos 1994-96

Vice Chair, Charter Review Commission, City of San Marcos 1993

Co-Chair, Ethics Committee, Central Texas Medical Center 1991-92

Member, Ethics Committee, Central Texas Medical Center 1990-92

**D. Service Honors and Awards**

American College of Healthcare Executives Regent's Award 2019

for Senior Executives

American College of Healthcare Executives Exemplary Service Award 2017

American College of Healthcare Executives Distinguished Service 2015

Award

Honorary Member, Pi Sigma Alpha 2012

Central Texas Chapter of the American College of Healthcare 2010

Outstanding Service Award

Medicare Payment Advisory Commission Nominee 2009

Southwest Texas State University College of Health Professions 2002

Service Excellence Award

South Texas HFMA Distinguished Service Award 2001

Healthcare Financial Management Association Founders 2001

Medal of Honor Award for Outstanding Service

Honorary Coach, SWT Volleyball 2000

Healthcare Financial Management Association 1998

Muncie Gold Award for Outstanding Service

Honorary Coach, SWT Women’s Basketball 1995

Alpha Lambda Delta (Freshmen Honor Society) Award for 1994

Outstanding Service as Faculty Advisor

South Texas HFMA Chapter Achievement Award 1992

South Texas Chapter of the Healthcare Financial Management 1992

Association Award for Outstanding Leadership as President

American College of Healthcare Executives Regents Award 1991

for Significant Contributions

Healthcare Financial Management Association 1991

Follmer Bronze Award for Outstanding Service

Honorary Coach, SWT Football 1990

Central Texas Chapter of the American College of Healthcare 1990

Executives Award for Outstanding Leadership as President

Commonwealth of Kentucky's Kentucky Colonel Commission 1985

for Outstanding Service to the State of Kentucky

**E. Service Grants and Contracts**

**1. Funded External Service Grants and Contracts:**

Nowicki, M. (2014). *Long-Term Care Gift*, $120,896 awarded by the

Williamson Foundation

Nowicki, M. (2013). *Long-Term Care Gift,* $124,000 awarded by the

Williamson Foundation.

Nowicki, M. (2012). *Long-Term Care Gift*. $123,000 awarded by the

Williamson Foundation.

Nowicki, M. (2011). *Long-Term Care Gift*. $115,000 gift awarded by the Williamson Foundation.

Nowicki, M. (2010). *Long-Term Care Gift*. $85,000 awarded by the Williamson Foundation.

Nowicki, M., Summers, J., Juarez, R., Pfeiffer, C., & Sullivan, S. (1995). *Community Oriented Primary Care Initiative*, $26,500 contract awarded by the Texas Department of Health.

Nowicki, M. (1991-93). *Traineeships for Students in Graduate Health Administration Programs*, $16,327 formula grant awarded by the U.S. Department of Health and Human Services, Public Health Service, Health Resources and Services Administration.

Nowicki, M. (1991-93). *Grants for Graduate Programs in Health Administration*, $77,708 formula grant awarded by the U.S. Department of Health and Human Services, Public Health Service, Health Resources and Services Administration.

Nowicki, M. & Snead, B. (1989-92). *Rural Health Care Transition Grant Program*, $147,674 grant awarded by the U.S. Department of Health and Human Services, Health Care Financing Administration.

Nowicki, M. (1991). *Recruiting Small and Rural Health CFO's to HFMA*, $1,000 grant awarded by the Healthcare Financial Management Association.

**2. Submitted, but not Funded, External Service Grants and Contracts:**

**3. Funded Internal Service Grants and Contracts:**

**4. Submitted, but not Funded, Internal Service Grants and Contracts:**