

Texas State Vita
as of December 31, 2014

I. Academic/Professional Background

A. Name: Michael Nowicki

Title: Professor

B. Educational Background

Degree	Year	University	Major	Thesis/Dissertation
Ed.D.	1988	University of Kentucky	Educational Policy Studies & Evaluation	<u>Graduate Programs in Health Administration: Faculty Reputation and Faculty Research Reputation by Program Location and Program Reputation</u>
M.A.	1977	The George Washington University	Hospital Administration	<u>The Environment of Rising Health Care Costs and the Hospital Cost Effectiveness Program</u>
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	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:

American Institute of Certified Public Accountants Teacher-of-the-Year Award Nominee	2010
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):

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 (most recent year)

June 18-19--Association of University Programs in Health Administration Annual Meeting, San Antonio--6 hours

March 24-27--American College of Healthcare Executives Annual Meeting, Chicago, 12 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. (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:

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/Content.aspx?id=23882>.

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 facilities* 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. (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). *Affects 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.

2. Invited Talks, Lectures, Presentations:

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). *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., Loeb, 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. (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. (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,
- 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 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
Research Excellence Award

2003

IV. Service

A. Institutional

1. University:

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 Scholarship	2000-02
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 Advisory Council	1991
Advisor, Alpha Lambda Delta (Freshman Honors)	1991-96
Member, Presidential Award for Excellence in Teaching Selection Committee	1991-93
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

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
Member, College of Health Professions Budget Committee	2001-08

Member, College of Health Professions Research Enhancement Committee	2001-05
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 Committee	1993-95
Member, Graduate School Assessment Committee	1992-96
Member, School of Health Professions Tenure and Promotion Review Group	1992-94
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

Chair, School of Health Administration 2014 Search Committee	2014
Member, School of Nursing Personnel Committee	2014
Presenter, Baccalaureate Program in Health Administration for AUPHA Approval	2006
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 Management	1994
Co-Presenter, Baccalaureate Program in Health Administration for AUPHA Approval	1991
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 of Healthcare Executives	1987-90
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 Administration	1986-87
Chair, Baccalaureate Program AUPHA Task Force	1986

B. Professional:

Member, HFMA HFC Advisory Group	2013-present
Member, Regents Advisory Council American College of Healthcare Executives	2008-14
Nominee, Medicare Payment Advisory Commission	2005
Member, Davis Chapter Management System Task Force, Healthcare Financial Management Association	2005-06
Member, Expert Panel, Healthcare Leadership Alliance	2004
Member, National Founders Award Task Force, Healthcare Financial Management Association	2003-04
Chair, National Board of Examiners, Healthcare Financial Management Association	2001-02
Chair, National Advisory Council on Forums, Healthcare Financial Management Association	2001-02
Member, Task Force on Charter Requirements, Healthcare Financial Management Association	2000-01
Chair, National Chapter Services Council, Healthcare Financial Management Association	2000-01
Vice Chair, National Board of Examiners, Healthcare Financial Management Association	2000-01
Group Leader—Core, National Board of Examiners, Healthcare Financial Management Association	2000-01
Member, National Board of Directors, Healthcare Financial Management Association	1999-02
Chapter Liaison Representative—Region 9, Healthcare Financial Management Association	1998-99
Member, National Advisory Council on Career Development, Healthcare Financial Management Association	1998-00
Faculty Member, On-Line Certification Course, American College of Healthcare Executives	1998
Member, Editorial Board, <i>Frontiers of Health Services Management</i>	1998-01
Member, National Board of Examiners Healthcare Financial Management Association	1997-02
Chair, Undergraduate Panel Review Team (Western Kentucky University), Association of University Programs in Health Administration	1996
Outside Reviewer, Promotion & Tenure Application, Oregon State University,	1995

Reviewer, Auburn University Application for Associate Membership in the Association of University Programs in Health Administration	1995
Chair, Undergraduate Panel Review Team (University of North Carolina), Association of University Programs in Health Administration	1995
Facilitator, Future Direction of the Association of University Programs in Health Administration	1994
Chair, Undergraduate Panel Review Team (Penn State University) Association of University Programs in Health Administration	1994
Member, iversity Programs in Health Administration	
Chair, Founders Awards Committee, South Texas Chapter, Healthcare Financial Management Association	1993-03
Member, Scholarship Committee, South Texas Chapter, Healthcare Financial Management Association	1993
Member, Nominating Committee, South Texas Chapter, Healthcare Financial Management Association	1993-94
Chair, Nominating Committee, South Texas Chapter, Healthcare Financial Management Association	1992
Chair, Regents Award Selection Committee, South Texas Region, American College of Healthcare	1992
Member, Undergraduate Panel Review Team (UNLV), Association of University Programs in Health Administration	1992
Ex-Officio Member, Committee on Awards and Testimonials, American College of Healthcare Executives	1991
Chair, Book-of-the-Year Committee, American College of Healthcare Executives	1991
Member, State Coordinating Council, Healthcare Financial Management Association	1991
President, South Texas Chapter, Healthcare Financial Management Association	1991
Chair, Regents Award Selection Committee, South Texas Region American College of Healthcare Executives	1990
President-Elect, South Texas Chapter, Healthcare Financial Management Association	1990
Chair, Program Committee, South Texas Chapter, Healthcare Financial Management Association	1990
President, Central Texas Chapter, American College of Healthcare Executives	1990
Member, Book-of-the-Year Committee, American College of Healthcare Executives	1989
Oral Interviewer, Membership Exam, American College of Healthcare Executives	1989-93
Vice President, South Texas Chapter, Healthcare Financial Management Association	1989
Chair, Membership Committee, South Texas Chapter, Healthcare Financial Management Association	1989
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, Joint Commission on the Accreditation of Hospitals	1983-85

C. Community:

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 Distinguished Service Award	2014
Honorary Member, Pi Sigma Alpha	2012
Central Texas Chapter of the American College of Healthcare Outstanding Service Award	2010
Medicare Payment Advisory Commission Nominee	2009
Southwest Texas State University College of Health Professions Service Excellence Award	2002
South Texas HFMA Distinguished Service Award	2001
Healthcare Financial Management Association Founders Medal of Honor Award for Outstanding Service	2001
Honorary Coach, SWT Volleyball	2000
Healthcare Financial Management Association Muncie Gold Award for Outstanding Service	1998
Honorary Coach, SWT Women's Basketball	1995
Alpha Lambda Delta (Freshmen Honor Society) Award for Outstanding Service as Faculty Advisor	1994
South Texas HFMA Chapter Achievement Award	1992
South Texas Chapter of the Healthcare Financial Management Association Award for Outstanding Leadership as President	1992

American College of Healthcare Executives Regents Award for Significant Contributions	1991
Healthcare Financial Management Association Follmer Bronze Award for Outstanding Service	1991
Honorary Coach, SWT Football	1990
Central Texas Chapter of the American College of Healthcare Executives Award for Outstanding Leadership as President	1990
Commonwealth of Kentucky's Kentucky Colonel Commission for Outstanding Service to the State of Kentucky	1985

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:**