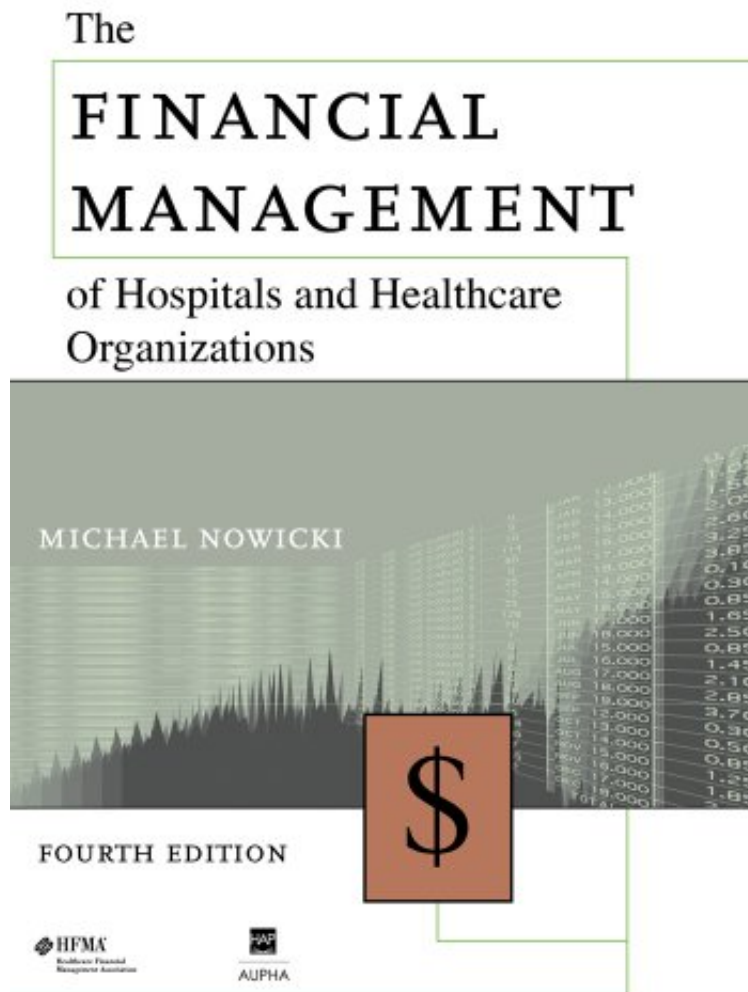


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Michael Nowicki

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About the Author Michael Nowicki, EdD, FACHE, FHFMA, is professor of health administration and director of graduate studies in the department of health administration at Texas State University, where he has won numerous university awards for his teaching, research, and service. He has taught for universities in California, Indiana, Kentucky, Missouri, and New Jersey as well as for associations such as the American College of Healthcare Executives, the Healthcare Financial Management Association, the American Hospital Association, VHA, and the Association of University Programs in Health Administration.