

RAY G. NEWMAN, PH.D., CPA

EDUCATION

Doctor of Philosophy (Ph.D.), New York University, New York, New York
Master of Philosophy (M.Phil), New York University, New York, New York
Master of Business Administration (MBA), California State University, Long Beach, CA
Bachelor of Science (BS), East Central University, Ada, Oklahoma

BOARD CERTIFICATIONS AND LICENSES

Fellow, American College of Healthcare Executives (FACHE)
Fellow, Healthcare Financial Management Association (FHFMA)
Certified Public Accountant (CPA), Licensed in Louisiana and Texas
Chartered Global Management Accountant (CGMA)
Lifetime Instructor Credential, California Community Colleges, in Business and Industrial Management, and Accounting

MILITARY

U.S. Navy, Lieutenant (O-3), Line Officer (six years). Security Clearance: Top Secret.
Duty stations: Long Beach, San Diego, Vietnam (2 tours)

ACADEMIC EXPERIENCE

- 1 August 2017 **Chair and Professor**, Department of Population Health, Sam Houston State University, Huntsville, Texas
- 1 July 2012- **Chair and Professor**, Department of Public Health, University of Southern Mississippi,
30 June 2017 **Program Director**, Executive Master of Public Health, Hattiesburg, Mississippi
- 2011-2017 **Adjunct Professor**, University of Texas at Tyler, Executive Health Care Administration MPA program
- 2009-2012 **Visiting Professor**, University of Southern Mississippi, Health Administration and Policy
Adjunct Professor, Tulane University, Global Health Systems and Development
- 2003-2006 **Dean and Professor**, Houston Baptist University, College of Business and Economics; Herman Brown Chair in Business and Economics
- 1990-2001** **Professor**, Tulane University, School of Public Health & Tropical Medicine, Department of Health Systems Management (1995-2001)

Associate Professor and Director of Graduate Health Administration Program. Quinnipiac University (Connecticut), College of Business (1993-1995)

Visiting Professor. New York University, Robert F. Wagner Graduate School of Public Service (1992-1993)

Assistant Professor. Ramapo State College of New Jersey, School of Business (1991-1992)

Adjunct Professor, New York University, Robert F. Wagner Graduate School of Public Service (1990-1991, 1993-1994)

CORPORATE EXPERIENCE

- 2000-2003 New Millennium Group LLC (Dallas, Texas)
Executive Vice President. International consulting firm. Post-merger integration, supply chain operational improvement, strategic priorities, strategic initiative implementation
- 1995-1999 Tulane University (New Orleans, Louisiana)
Vice Chancellor for Administration & Finance, Health Sciences Center, \$100 million in sponsored research
- 1987-1990 St. Luke's/Roosevelt Hospital Center (New York, New York)
Executive Vice President and Chief Financial Officer. 1,500 beds; 7,000 employees; \$500 million bond issue for building program
- 1985-1987 Ernst & Young (then Ernst & Whinney) (Dallas, Texas)
Partner. Strategic planning consulting responsibilities include joint ventures, local governments, insurance companies, and healthcare organizations. Ponder & Co., **Financial consultant** for tax-exempt debt and money management advisers
- 1979-1985 Dallas (Texas) County Hospital District / Parkland Health & Hospital System
Executive Vice President and Chief Operating Officer (1982-1985)
Associate Administrator and Chief Financial Officer (1979-1982)
1,000 beds; 4,000 employees; \$100 million construction
- 1975-1979 Hospital Affiliates International, Inc. (Nashville, Tennessee)
Group Controller. Midwest and Northeast regions

PROFESSIONAL ORGANIZATIONS AND LEADERSHIP POSITIONS

- National Association of Public Hospitals; Chairman, July, 1984-December, 1985; Chairman, Budget and Finance Committee, 1984; Executive Committee, Secretary, 1982-1983; Board member, 1988-1990
- Healthcare Financial Management Association; President, Central Texas Chapter, 1985-1986; Treasurer, 1984-1985
- Southwest Society of Healthcare Marketing; President, 1985-1986; Chairman, By-laws Committee; Vice-Chairman, Steering Committee
- American Hospital Association; Publisher's Panel for Financial Management, Hospitals, 1984, 1985
- Texas Association of Public Hospitals; Board member; Chairman, By-laws Committee; Instrumental in establishing TAPH
- Dallas/Ft. Worth Hospital Council; Chairman, Advisory Committee, Medicare Group Appeal; Audit and Finance Committee, 1981-1985
- Texas Hospital Association; Chairman, Committee on Public Hospital Operations; Committee on Management and Engineering Services; House of Delegates, District V, Division A (Trinity Hospital Division)
- Society for Healthcare Planning and Marketing; Awards Committee, 1987-1989
- University of Texas at Arlington; Advisory Board for Graduate School of Nursing, 1985-1987
- Dallas Healthcare Directory; Advisory Board, 1985-1986
- Coalition for Fair Capital Reimbursement; Executive Committee, 1988-1989. Representative for contingent of five major New York City hospitals
- Combined Coordinating Council; Board and Finance Committee member, 1987-1990. (Captive insurance company). New York
- United Weight Control Corporation; Board and Audit Committee, 1987-1990. New York
- Greater New York Hospital Association; Fiscal Policy Committee, 1987-1990; Health Research Committee, 1989-1990
- United Hospital Services; Board of Directors, Executive Committee, Budget/Finance Committee, 1978-1979. Indiana
- Advisory Committee, Health Policy and Management Program, Robert F. Wagner Graduate School of Public Service, New York University, 1992
- Advisory Board, Center for Health Studies, Houston Baptist University, 2003-2006
- Chair, 2011-12 Helen Yerger/L. Van Seawell Best Article Judging Committee; member 2010-2011 and 2009-2010; Healthcare Financial Management Association for *hfm* journal
- Mississippi Rural Health Association, Board of Directors, 2013-2017, Treasurer

Professional (member):

- Academy for Health Services Marketing
- Academy of Management
- American College of Healthcare Executives (Fellow)

- American Institute of Certified Public Accountants
- Financial Executives Institute
- Financial Management Association
- Healthcare Financial Management Association (Fellow)
- Mississippi Rural Health Association
- Society of Louisiana Certified Public Accountants
- Texas Society of Certified Public Accountants

Civic:

- Board member, NYU Wagner Alumni Association, 2003-2007
- Chamalé Homeowners Association Board, Slidell, LA, 2002-2017, Treasurer
- Treasurer, Riverside Baptist Mission Church, Slidell, LA, 2001-2003
- Chairman, Audit Committee, First Baptist Church, Slidell, LA, 1997-1998
- Rotary International, Brookhollow Club, Dallas, Texas, 1982-1985, Board of Directors
- Kiwanis Club, Westminster, California, 1971-1972
- Deacon, Fielder Road Baptist Church, Arlington, Texas, 1976-1987
- Deacon, Mid-Cities Baptist Church, Midway City, California, 1972-1975

Other:

- Journal articles (including refereed journals) and chapters on various topics
- Over 80 professional and academic presentations; topics include finance, management, strategic planning, investing, ethics, and others
- Reviewer for *Academy of Management*; *Healthcare Financial Management*; *Journal of Public Budgeting, Accounting, and Financial Management*; *Journal of Health Administration Education*; *Southern Medical Journal*; (approximately 60 article reviews)
- Evaluator/Reviewer for CPE educational program content and certification for Texas State Board of Public Accountancy (approximately 100 certification reviews)
- Volunteer for The Albert Schweitzer Institute for the Humanities in providing educational seminars and training in third world countries in South America and Eastern Europe. Educational seminars with others include Asia
- Testimony before House Ways and Means Subcommittee on Investigations and Oversight on Impact of Proposed Reductions in Federal Reimbursement; Denver, Colorado, January, 1982
- Testimony before Texas legislative committees on various matters (indigent care, Sunset Commission on Texas Health Facilities Commission, worthless records); 1983-1984
- Testimony before Senate Finance Subcommittee on Health on indigent care; Washington, D.C., September 28, 1984
- Consultant on hospital budgeting for independent CPA firm and on financial reporting for home health care agency; California, 1972-1975
- Expert witness on hospital financial matters on \$80 million building program before Texas Health Facilities Commission

- Consulting Panel Member on capital financing for University Hospital Consortium, Chicago, 1988
- Texas Independent College Fund, Steering Committee, Ethics Match 2004

HONORS/OTHER

- Academy of Management. Selected as doctoral student representative two consecutive years from University of Texas—Arlington. Attended annual conferences; led to article publication with other student representatives in Proceedings and presentation at subsequent conference
- Resolution of appreciation from Dallas County Commissioners Court for service and effectiveness at Parkland Memorial Hospital, 1985
- Resolution of appreciation from Board of Managers of Parkland Memorial Hospital for service and effectiveness at Parkland Memorial Hospital, 1985
- Won competitive grant (\$15,000) to conduct doctoral dissertation at New York University awarded by The Health Services Research Institute, Inc. of New York. Assigned number one ranking of approximately thirty dissertation proposals from Northeast universities [included Yale, Harvard, Brandeis, Wharton (University of Pennsylvania), and others]
- Participated in grading of national CPA examination in May, 1990 conducted by the American Institution of Certified Public Accountants in New York City. Theory section. Participation daily (all-day) for six weeks
- Preceptor in management for approximately six years for graduate students for year-long residences
- Proctor and interviewer for ACHE professional association's advancement examinations, April, 1997
- International Development Bank (IDB)—cooperation between IDB and The Albert Schweitzer Institute for the Humanities to develop program for rotation of medical specialists to remote hospital facility in Republic of Suriname, South America
- Inducted as honorary member of Sigma Beta Delta, International Honor Society in Business, Management and Administration, by students and leader of HBU chapter (April 22, 2004)
- Follmer Bronze Merit Award, Healthcare Financial Management Association, 1989
- Reeves Silver Merit Award, Healthcare Financial Management Association, 2003
- Muncie Gold Merit Award, Healthcare Financial Management Association, 2009
- Founders Medal of Honor Award, Healthcare Financial Management Association, 2013

PROFESSOR/TEACHER OF THE YEAR AWARDS

- Selected as Best Faculty Member of the Year three of four years by graduating cohorts of graduate students at Tulane University Health Sciences Center's School of Public Health & Tropical Medicine, Department of Health Systems Management
- Professor of the Year Award, Class of 2013 Executive MPH cohort, The University of Southern Mississippi, College of Health, May 2013

- Best Professor Award, Class of 2013 Executive MPA cohort, The University of Texas at Tyler, College of Arts and Sciences, Department of Social Sciences, November 2013
- Best Professor Award, Class of 2014 Executive Health Care Administration Cohort Three, The University of Texas at Tyler, College of Arts and Sciences, Department of Social Sciences, December 2014
- Professor of the Year, Class of 2015, Executive Master of Public Health, The University of Southern Mississippi, College of Health, Department of Public Health, May 2015
- Teacher of the Year, Class of 2017, Executive Master of Public Health, The University of Southern Mississippi, College of Health, Department of Public Health, May 2017

PUBLICATIONS

1. Mishelevich, D.J., **R.G. Newman**, et al. "Success Factors in the Implementation of a Comprehensive Hospital System," Computers in Hospitals, 2(1), 1981, 26-36.
2. Mishelevich, D.J., **R.G. Newman**, M.W. Day, "Hospital Information System Costs on a Longitudinal Basis," Proceedings of the First Annual conference of the American Association for Medical Systems and Informatics, 1:7-9, 1982.
3. **Newman, R.G.**, S.R. Nathan, "Patient Dumping," Modern Healthcare, 13(1), January, 1983, Letter to the Editor.
4. Anderson, R.J., **R.G. Newman**, M.R. Zetzman, "Critical Issues Confronting Public Teaching Hospitals in Texas," Texas Medicine, 79(4), April, 1983, 54-59.
5. **Newman, R.G.**, C. Stefanu, "Space: A Hidden Resource," Healthcare Computing and Communication, 1(4), May, 1984, 30-31.
6. Stefanu, C., **R.G. Newman**, R.J. Anderson, M.B. Chassie, M.L. Pate, "Severity of Patient's Illness: An Important Factor Contributing to Laboratory Costs in a Teaching Hospital," Journal of Medical Education, 59, July, 1984, 598-600.
7. **Newman, R.G.**, "A Conjoint Analysis in Outpatient Clinic Preferences," Journal of Health Care Marketing, 4(1), Winter, 1984, 41-49.
8. Anderson, R.J., **R.G. Newman**, "A Public Hospital Perspective on Indigent Health Care," Texas Hospitals, November, 1984, 32-36.
9. Boni, S., J. Daniels, **R.G. Newman**, J. Vinov, and J. Zimmerman, "DRGs: An Open Systems View," accepted by Academy of Management for presentation at Midwest Conference, April, 1985, and publication in Proceedings.
10. **Newman, R.G.**, C. Stefanu, M.B. Chassie, M.L. Pate and J. Simes, "Severity of Illness: A Neglected Factor in DRG Reimbursement," Texas Medicine, 82(4), April, 1986, 34-36.
11. **Newman, R.G.**, *Financial Management*, Chapter in Mental Health Administration: A Guide for Practitioners, University of Michigan Press, Ann Arbor, 2000.
12. Xie Yue, **R.G. Newman**, Technical Report, "An Assessment of Tobacco Policies Among Mississippi's Inpatient Behavioral Health and Substance Abuse Treatment Facilities," April, 2014
13. Alakaam, A., Lemacks, J., Yadrick, K., Connell, C., Choi, H., & **Newman, R.** (2017). Breastfeeding practices and barriers to implementing the ten steps to successful breastfeeding in Mississippi hospitals. *Journal of Human Lactation*. 1-9. doi:10.1177/0890334417737294 (First published November 20, 2017)
14. Dissertation, "National Survey of Charity Care Services in U.S. Hospitals," New York University and University Microfilms International.

In progress:

Alakaam, A., Lemacks, J., Yadrick, K., Connell, C., Choi, H., & Newman, R., "Nurses' Knowledge and Practices Related to Breastfeeding and Interest to Adopt the Ten Steps to Successful Breastfeeding in Mississippi Hospitals"

Book review, draft of: Cost Accounting for Healthcare Organizations: Concepts and Applications, S. A. Finkler, Aspen, 1994.

Book Proposal Review

Aspen Publishers, *Management Accounting for Health Care Organizations: An Activity Based Management and Costing Focus*, Judith J. Baker, Ph.D. and Robert W. Hankins, Ph.D., January 2001

Grant, Co-PI with Yue Xie, Ph.D., Sponsoring agency: MS Public Health Institute (MSPHI), An Assessment of Tobacco Policies Among Mississippi's Inpatient Mental Health Facilities, 2013

Grant, PI, Tobacco Surveillance and Evaluation Services, Mississippi State University, \$118,246, 2014-2015

Poster Presentation

Dupard, Kristen, Ray Newman, and Danielle Fastring. *Teenagers Need Drugs Too: Attitudes on the Accessibility and Acceptability of the HPV Vaccine from Parents of Different Socioeconomic Statuses*. The 2015 Annual Biomedical Research Conference for Minority Students (ABRCMS). Seattle, WA. November 11-14, 2015

PRESENTATIONS/SEMINARS
(By invitation)

International

1. The Albert Schweitzer Institute for the Humanities, Republic of Suriname, Ministry of Health, Paramaribo, Suriname, *Seminar in Hospital Management and Financial Administration*, October 31-November 4, 1994.
2. The Albert Schweitzer Institute for the Humanities, Assessment Team for Medical Specialists in Nickerie, for Ministry of Health, Republic of Suriname, June 5-9, 1995.
3. The Albert Schweitzer Institute for the Humanities, *Success Factors for Community-Based Public Health Projects*, for the Open Society (Eastern Europe), Skopje, Macedonia, October 3-5, 1997.
4. The Albert Schweitzer Institute for the Humanities, *Success Factors for Community-Based Public Health Projects*, for the Open Society (Eastern Europe), Bratislava, Slovakia, October 7-9, 1997.
5. Republic of China (Taiwan), National Defense Ministry, Senior Military Officers, Medical Corps, *Seminar in Financial Management*, January 4-8, 1999.
6. Republic of China (Taiwan), National Defense Ministry, Senior Military Officers, Medical Corps, *Seminar in Financial Management II*, August 2-6, 1999.

Other

7. Rotary International, Brookhollow (Dallas), *Challenge for Parkland Memorial Hospital*, Dallas, February 20, 1984.
8. Briefing for Candidates for Commissioners Court, *Financial History and Projections*, Dallas, February 23, 1984.
9. Dallas Baptist College, *Parkland Strategy for the '80s*, Dallas, March 6, 1984.
10. University of Texas Health Science Center, *Health Economics and DRGs*, Dallas, March 7, 1984.
11. Region VI Health Planning Association, Albuquerque, New Mexico, *Role of DRGs in Containing Health Care Costs*, March 12, 1984.
12. California Hospital Association, Sacramento, California, *Operating Under the DRG System--Evolving Technology: Case Mix and DRGs as Management Tools*, March 22, 1984.
13. Healthcare Financial Management Association (Statewide), *Healthcare Delivery Trends and Strategies for Survival under DRGs*, Dallas, April 2, 1984.
14. University of Texas at Arlington, Graduate School of Nursing, *Quantitative Planning and Decision Making for the Institution*, April 2, 1984.
15. University of Texas at Arlington, Graduate School of Nursing, *Financial Controls*, April 9, 1984.
16. Texas Nurses Association, *Financial Implications of DRGs*, Dallas, May 31, 1984.
17. The University of Texas at Arlington, Graduate School of Nursing: *Financial Control*, May 5, 1986.
18. Dallas-Ft. Worth Hospital Council, Moderator for *Transforming Your Hospital into a Strategic Marketing Organization*, Panel members, Philip Kotler, Dick McDonald and William Graham, Dallas, July 11, 1984.

19. Texas Health Facilities Commission, *Tax and Public Implications for Health Care Facilities*, Austin, September 5, 1984.
20. Department of Nursing Education, Parkland Memorial Hospital, *DRGs: The Dramatic Change of Economic Life for Nursing*, Dallas, September 5, 1984.
21. National Issues Forum, *The Soaring Costs of Healthcare*, televised over public education channel, Panel Member, with HCFA Regional Administrator Jerry Sconce; University of Texas at Dallas Professor P. K. Armour, Ph.D.; Moderator, Chancellor of Dallas County Community Colleges Dr. Jan LeCroy, Dallas, October 4, 1984.
22. Gladewater (Texas) Municipal Hospital, Medical Staff and Administration: *DRG Update*, February 21, 1985.
23. The National Health Policy Forum, Washington, D.C., Panel Member: *Medicare's PPS Design: Tackling Major Structural Issues*, February 27, 1985.
24. The University of Texas Health Science Center at Dallas Southwestern Medical School, Seventh Annual Seminar on Health Economics: *DRGs: Impact, Trends and Response*, March 6, 1985.
25. Dallas/Ft. Worth Hospital Council, Seminar on Productivity: *Nominal Group Technique Exercise Concerning Productivity*, March 6-7, 1985.
26. School of Allied Health Sciences, The University of Texas Health Sciences Center at Dallas, Department of Allied Health Education, *Marketing the Hospital*, March 26, 1985.
27. The University of Texas at Arlington, Graduate School of Nursing: *Quantitative Planning and Decision-Making*, April 8, 1985.
28. The University of Texas at Arlington, Graduate School of Nursing: *Financial Controls*, April 15, 1985.
29. Academy of Management, Midwest Division, 1985 Annual Conference, Champagne, Illinois: *DRGs: An Open Systems View*, published in Proceedings, April 26, 1985.
30. Ernst & Whinney, Seminar on Fiscal Issues for Nursing Management: *Environmental Analysis in the Hospital Industry*, Dallas, May 16-17, 1985.
31. Irving Community Hospital Management Retreat: *Improving Management Productivity: General Health Care Environment* Dallas, July 11, 1985.
32. Irving Community Hospital Management Retreat: *Strategic Planning and Management for the Department Director*, Dallas, July 11, 1985.
33. Dallas/Ft. Worth Hospital Council, seminar on strategic planning: *Finance for the Planner/Marketer*, Dallas, August 21, 1985.
34. Ernst & Whinney Health Care Conference: *Strategic Planning and Marketing*, Dallas, September 6, 1985.
35. Mediflex Systems Software User Group Conference: *Trends, Environment, and Challenges in Health Care*, San Antonio, October 14, 1985.
36. Republic Health Corporation, Affiliated Hospital Division Controllers Conference: *Trends, Environment, and Challenges in Health Care*, Dallas, October 15, 1985.
37. St. Paul Medical Center, Management Seminar: *Financial Concepts and Aspects of Budgeting*, Dallas, December 19, 1985.
38. The University of Texas at Arlington, Graduate School of Nursing: *Quantitative Decision Making*, March 31, 1986.
39. The Administrative Journal Club, Dallas-Ft. Worth: *Joint Ventures in Healthcare*, May 8, 1986.

40. Presbyterian Village, Board of Directors, North Texas: *Strategic Marketing Planning for Retirement Communities and Nursing Homes*, June 5, 1986.
41. Hospital Districts of Tarrant, Dallas, and Amarillo Counties, Boards of Directors: *Strategic Market Planning for Public Hospitals*, July 19, 1986.
42. The University of Texas at Arlington, Graduate School of Business: *Economics of Healthcare*, November 20, 1986.
43. New York University, Graduate School of Public Service: *Teaching Hospital Budgeting Issues*, Special Topics in Health Finance, February 28, 1989.
44. New York University, Wagner School Health Policy & Management Program: *Managing Everyday Healthcare Financing Needs*, February 19, 1992.
45. Ramapo College of New Jersey, School of Business and Administration, Accounting Club: *Career Opportunities in Non-Profit Organizations*, November 10, 1992.
46. University of Scranton, School of Health Administration, Undergraduate Health Administration class: *Tax Exempt Hospitals: Challenges and Threats*, March 9, 1993.
47. Union College, Schenectady, New York, Graduate Management Institute, *Research Proposal for National Survey of Charity Care Services in U.S. Hospitals*, March 17, 1993.
48. VA Medical Center, Bronx, New York, Executive Management Retreat, Keynote Speaker, *Operationalizing Strategic Plans: Leadership in Challenging Times*, April 23, 1993.
49. Quinnipiac College, Economics and Finance Club, *War Stories from the Health Industry*, February 22, 1994.
50. Connecticut Society of Clinical Laboratory Science, *Ethics in the Laboratory*, May 27, 1994.
51. Roche Laboratories, Northeast Region Business Meeting, *Business Aspects of the Institutional Environment: Contemporary Issues in Healthcare Management, Key Financial Indicators of Hospitals and Hospital Systems*, Princeton, NJ, September 11-12, 1995.
52. New Dimensions in Mental Health Administration, 14th Edition, *Budgeting, Principles of Accounting, and Hospital Finance*, New Orleans, LA, October 29, 1995.
53. New Dimensions in Mental Health Administration, 15th Edition, *Budgeting, Principles of Accounting, and Hospital Finance*, New Orleans, LA, October 24, 1996.
54. Advanced Psychiatric Administration: Strategies for Success, Plenary and Cases Sessions, *Seminar on Budget and Finance*, New Orleans, LA, April 12, 1997.
55. Centers for Disease Control, Field Representative Certificate Training, Seminar in *Accounting and Financial Management for Non-Financial Managers*, at Tulane University, October 27-31, 1997.
56. Tulane University, *Managerial Accounting*, Department of Health Systems Management, Masters in Health Administration, Class of 1998, April 2, 1998.
57. Centers for Disease Control, Field Representative Certificate Training, Seminar in *Accounting for Non-Financial Managers*, at Tulane University, January 25-30, 1999.
58. Tulane University, *Budgeting and Accounting Principles*, Department of Health Systems, Masters of Public Administration, Class of 2000, April 20, 1999.
59. Tulane University, *Financial Ratio Analysis*, Department of Health Systems, Masters of Medical Management, Class of 2000, June 16, 1999.
60. Tulane University, *Financial Ratio Analysis*, Department of Health Systems Management, Masters of Medical Management, Class of 2001, October 16, 1999.
61. Tulane University, *Cost Allocation and Marginal Pricing Decisions*, Department of Health Systems Management, Doctor of Science program, November 19, 1999.

62. Centers for Disease Control, Field Representative Certificate Training, Seminar in *Accounting and Financial Management for Non-Financial Managers*, at Tulane University, February 14-18, 2000.
63. Tulane University, *Financial Ratio Analysis*, Department of Health Systems Management, Masters of Medical Management, Class of 2002, February 13, 2000.
64. Tulane University, *Breakeven Analysis*, Department of Health Systems Management, Masters of Health Administration, February, 2000.
65. Tulane University, *Financial Ratio Analysis*, Department of Health Systems Management, Masters of Medical Management, February 13, 2001.
66. Voluntary Hospitals of America (VHA), *Financial Management and Business/Strategy Planning*, Nursing Leadership Institute, Oklahoma/Arkansas Region, August 17, 2001.
67. Voluntary Hospitals of America (VHA), *Financial Management and Business/Strategy Planning*, Nursing Leadership Institute, Upper Midwest Region, Minneapolis, Minnesota, September 20, 2001.
68. Mississippi Methodist Rehabilitation Center, Board and Executive Management Retreat, *Financial Analysis, Reimbursement Changes, and Capital Access*, New Orleans, Louisiana, October 5, 2001.
69. Voluntary Hospitals of America (VHA), *Financial Management and Business/Strategy Planning*, Nursing Leadership Institute, New England Region, Nashua, New Hampshire, October 25, 2001.
70. Voluntary Hospitals of America (VHA), *Financial Management and Business/Strategy Planning*, Nursing Leadership Institute, Gulf Coast Region, Jackson, Mississippi, October 30, 2001.
71. Voluntary Hospitals of America (VHA), *Financial Management and Business/Strategy Planning*, Nursing Leadership Institute, Central Atlantic Region, Greensboro, North Carolina, January 10, 2002.
72. Voluntary Hospitals of America (VHA), *Financial Management and Business/Strategy Planning*, Nursing Leadership Institute, North Central Region, Columbus, Ohio, January 17, 2002.
73. Southwest Texas State University, College of Health Professions, Department of Health Administration, Faculty and students, *Reimbursement Changes and Implications for Inpatient Rehabilitation Facilities*, San Marcos, Texas, April 8, 2002.
74. Quinebaug Valley Community College, *Securing Design Stage Involvement by Faculty and Staff in Building Programs*, Danielson, Connecticut, October 1, 2002.
75. Houston Baptist University, College of Business and Economics, Faculty and students, *Leadership Failures in Accounting and Corporate Environments*, Houston, Texas, February 18, 2003.
76. Houston Baptist University, HBU Alumni Business Connections, Distinguished Speakers Series, *Change is Constant*, Houston, Texas, September 17, 2003.
77. Houston Baptist University, Graduate Program in Health Administration, Introduction to Health Service Organizations course, *The Role of the Chief Operating Officer*, Houston, Texas, October 6, 2003.
78. Houston Baptist University, Graduate Program in Health Administration, Human Resource Management course, *Leadership in Health Organizations*, Houston, Texas, April 20, 2004.
79. University of Southern Mississippi, Department of Community Health Sciences, *Charity Care in U.S. Hospitals*, Hattiesburg, Mississippi, February 28, 2012.

80. American College of Healthcare Executives, Mississippi Healthcare Executives (Independent chapter of ACHE), *Talent Management for Bench Strength Development: Generational Differences in the Workforce*, Jackson, Mississippi, February 6, 2015.
81. Alakaam, A., Lemacks, J., Yadrick, K., Connell, C., Choi, H., & Newman, R., "Hospital Policies and Practices Related to Breastfeeding in Mississippi: A Socio-Ecological Approach," APHA 2016 Annual Meeting & Expo, Denver, CO, October, 2016
82. Dupard, Kristen, Ray Newman, and Danielle Fastring. *Teenagers Need Drugs Too: Attitudes on the Accessibility and Acceptability of the HPV Vaccine from Parents of Different Socioeconomic Statuses*. The 2015 Annual Biomedical Research Conference for Minority Students (ABRCMS). Seattle, WA. November 11-14, 2015
83. Sam Houston State University, Department of Population Health, *Charity Care in U.S. Hospitals*, Huntsville, Texas, March 30, 2017.