

HOPE RACHEL HETICO

[Medical Executive, Fiduciary Consultant and Healthcare Visionary]

Brief Academic and Professional Curriculum Vitae



Hope Rachel Hetico
BSN, RN, MSHA, CPHQ, CMP™

CAREER STATEMENT:

Dynamic industry quality leader that is highly experienced as a visiting professor, fiduciary consultant, visionary, C+ level executive, serial entrepreneur and CXO; Hope Rachel Hetico-Marcinko is a nationally recognized expert on health trends and quality improvement issues that shape the future of competitive medical care and related fast-paced health plan markets. Extensive publications, industry contacts, client engagements and national notoriety demonstrate proven skills for preparing CEOs, CFOs, VPs, directors, managers and inside/outside sales teams to approach the future of quality medical care proactively, with the hybrid heutagogic principles of customer-centricity and strategic initiatives; while combining them with contemporary six sigma principles for current modernity. Skills augmented by strong technical and business qualifications with an impressive track record of 25 years in related industry strategic-planning, business-development, project management, and operational-sales strategies. A leader with proven ability to successfully analyze critical medical and business quality requirements, identify deficiencies and potential opportunities, and develop innovative and cost-effective team and corporate improvement solutions for enhancing competitiveness, increasing revenues, and improving customer/patient/professional service offerings.

EDUCATION

- Certified Medical Planner© (CMP™), Institute of Medical Business Advisors, Inc., 2006
- Master's Degree in Health Care Administration (MHSA), University of St. Francis, 1993.
- Certified Professional Healthcare Quality (CPHQ # 2819), 1990.
- Bachelor of Science Degree in Nursing (BSN), Valparaiso University, 1982.
- Registered Nurse (RN), with current Georgia State license.

Institute of Medical Business Advisors, Inc.
["Providing Healthcare Solutions in the Modern Era"]
Suite # 5901 Wilbanks Drive
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PROFESSIONAL EXPERIENCE:

(2000-2008) Chief Operating Officer: Institute of Medical Business Advisors, Inc.
www.MedicalBusinessAdvisors.com

iMBA, Inc., is a privately held referral exchange and educational portal, where doctors and advisors meet, learn, interact and make informed decisions about vital economic issues of the day. iMBA, Inc., is not affiliated with any medical or financial institution, nor does it sell any financial or DME products. We screen in advisors, and screen out noise, to promote objectivity and truth. Today, iMBA has an established national reputation for forging effective professional relationships in the healthcare management, administration and educational community. The firm is headquartered in Atlanta, has offices in five states and Europe, and works with a diverse list of individual and corporate clients. It sponsors the professional CERTIFIED MEDICAL PLANNER® charter designation program. As a national educational resource center and referral alliance, the iMBA Institute and its network of independent professionals provide solutions and managerial peace-of-mind to medical professionals, emerging healthcare organizations and their consulting business advisors:

- Expanded corporate headquarters and launched satellite offices in five state and Europe (Helsinki)
- Expanded national operations from one to five managing directors, and > 100 affiliates
- Grew relationships with more than two-dozen strategic alliance business partners.
- Spearheaded corporate Internet based online educational initiatives with curriculum development
- Led all textbook, dictionary and CD-ROM production initiatives
- Andragogic and heutagogic matrix unit with profit and loss responsibility
- Expanded marketing activities and advertising channels of distribution more than 125%
- Grew revenue more than 380% in six years, increasing ROI and bottom line profits
- Developed matrix publishing unit, exceeding new business development goals and objectives

(2005 - 2008) COO and Professor of Healthcare Administration: Certified Medical Planner™ program (on-line campus) www.CertifiedMedicalPlanner.com

The Institute of Medical Business Advisors Inc. is dedicated to the education, advancement and promotion of the CERTIFIED MEDICAL PLANNER™ professional designation. The asynchronous live online distance education program with professional certification and logo marks, integrates specific insider niche knowledge of healthcare economics and medical practice administration - with the wealth management and financial services industry - to empower charter holders with the tools, techniques, templates and management information needed to provide comprehensive personal and business consulting services to medical professionals. With knowledge gained from this revolutionary learning platform, you'll begin to understand the new economic paradigm of the healthcare industrial complex. This expertise will not only enhance the loyalty of existing physician-client relationships, but the CERTIFIED MEDICAL PLANNER™ charter-designation may just become the ultimate competitive advantage for recruiting new doctors, and retaining mature practitioners, in any advisory practice.

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(2006-2008) Managing Editor: Healthcare Organizations [Financial Management Strategies]
www.HealthCareFinancials.com

Healthcare Organizations: Financial Management Strategies promotes and integrates academic and applied research, and serves as a multi-disciplined forum for the dissemination of economic, financial management, and health administration information to all healthcare organizations; both emerging and mature. Our goal is to be the pre-eminent interpretive guide for financial management strategies, and the enduring business analytics guide for all healthcare organizations; and to promote related enterprise-wide health economics initiatives. Two volume-1200 page-quarterly and peer-reviewed institutional journal with companion communications forum and interactive blog [www.HealthcareFinancials.wordpress.com]

(2005-2008) Managing Editor: The Comprehensive Health Dictionary Series™
www.HealthDictionarySeries.com

Healthcare is the largest domestic US industry. But, some suggest the changes of managed care are malignant; as many industry segments, professionals and patients suffer because of it. This tumult is so great that Americans can no longer assume definitional stability. The resulting chaos is legion. And so, since knowledge is power in times of great flux, codified information protects us all from physical, economic and emotional harm! By its very nature, the Comprehensive Health Dictionary Series™ is ripe for periodic updates by engaged-readers working in the fluctuating health care industrial complex. Internet connectivity is the best way for the Health Dictionary Series™ to be edited and revised to reflect the changing lexicon of terms, as older words are retired, and newer ones are continually created. Moreover, we do not simply listen to our customers, colleagues, visitors and clients; we believe that true innovation means putting development tools in their hands, stepping back, and allowing them to lead the way! Coupled with our Collaborative Lexicon Query Service™ and interactive social network, we maintain continuous subject-matter expertise, professional and user input

(2002 - 2008) Distinguished Adjunct Professor of Healthcare Administration – University Phoenix, Graduate School of Business and Management (on-ground campus Atlanta, GA)

2006: Faculty-Teacher of the Year Award Recipient
Sample on-ground and online course teaching experiences:

Courses:

- Introduction to Professional Nursing
- Statistical Healthcare Applications
- Introduction to Healthcare in the US
- Legal Issues in Healthcare
- Healthcare Infrastructure
- Leadership and Management
- Organizational Business Management
- Healthcare Policy and Procedures
- Healthcare Quality Management
- Populations Requiring Long Term Care
- Infection Control and Antibiotics
- Introduction to Science
- Human Resources and Labor
- Various On-line Directed Studies

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(1995 - 2008) Educational Consultant and Content Developer - Foot and Ankle Research Consortium, Inc., and Podiatry Prep (www.PodiatryPrep.com)

The Foot and Ankle Research Consortium, Inc. (FARC) is the leading publisher of podiatric medical educational software. Since 1995, FARC has been producing the most effective and innovative method of preparing for ALL the Podiatry Board Examinations. This includes: The American Board of Podiatric Surgery, The American Board of Podiatric Orthopedics and Primary Podiatric Medicine, the American Podiatric Medical Specialties Board, and the PMLexis. (Now includes the latest information for all Board Re-certifications).

(1993-1999) East Cost National Quality Director: Apria Healthcare Group, Inc (NYSE-AHG).

AHG, Inc. is leading provider of integrated home healthcare products and services and offers a comprehensive range of home respiratory therapy, cancer, heart, senior-care, infectious disease, sleep disorders, pediatric, diabetic and degenerative joint disease supplies, medications and equipment, home infusion therapy and home medical equipment services. Headquartered in Lake Forest, California, Apria employs more than 11,000 healthcare professionals in more than 504 branch offices across the USA and serving more than 1 million patients annually. Accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Apria Healthcare has national quality standards grounded in continuous performance improvement concepts. Our standards meet or exceed all JCAHO requirements and enable us to deliver consistent quality services throughout the country:

- National Quality Director and Manager for 90 East cost branches
- Quality Management in Apria Healthcare branches:
- Coordinated - analyzed quarterly Quality Reviews with appropriate response to branch managers.
- Assisted branch associates in developing branch specific Indicators.
- JCAHO, HIPAA, EMTALA, EEOC, OSHA quality reporting accountability
- Executive reporting of quality management outcome reviews.
- Interviewed/Hired Regional Clinical Advisors (RCA) and branch clinicians.
- Structured the role of RCA's to provide Goals/Objectives to increase efficiency and decrease costs.

Marketing:

- TQM Presentations to management and sales associates at area, regional and branch meetings.
- On site educational sales calls to potential and existing Referral Sources.
- Production participation in "Value of Quality" Marketing Video.
- Clinical Nursing experience in respiratory/infusion services.

Mergers-Acquisitions:

- Implementation of Policy/Procedures in 13 Acquisition branches.
- Familiarization with Acquisition Integration Obstacles.

JCAHO /Regulatory Affairs:

- Submitted special and triennial Survey Reports.
- Primary JCAHO survey Liaison contact.
- Conducted FDA and OSHA surveys.

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Platform Teaching Experience:

- Structured and streamlined RCA education/orientation program for branch clinicians.
- Presented in-service presentations to branch associates, based on needs.
- Developed infection control/warehouse indicator for quarterly quality review.
- Lectures, Seminar presentations and platform teaching in most Eastern States.

(1991-93) Med/Save Medical Auditing Company – Director / Auditor

- Case Management/Utilization Review of multi state Workman's Compensation Cases using proprietary CPT/ICD-9 coding software.
- Managed staffing needs on a daily basis. Trained new hires and maintained ongoing employee relations and organizational development in start up company

(1990-91) Vencor Hospital Kindred Healthcare, Inc., (KIND-NASD) Quality Review/Risk Manager

Kindred Healthcare, Inc., and through its subsidiaries operates hospitals, nursing centers, institutional pharmacies and a contract rehabilitation services business across the United States:

- Obtained 3 year JCAHO accreditation in start-up hospital with development of hospital wide CQI program. Maintained relationship with medical staff in areas of UR, RM, QI and infection control.
- Case Manager responsible for new patient census and referral based marketing presentations.

(1987-90) Atlanta Hospital Medical Center Education Coordinator / Infection Control Practitioner

AHMC was a JCAHO accredited acute care general hospital with surgical and medical services specializing in: ophthalmology, orthopedic surgery, diabetes and podiatry, infectious disease, HIV and pain management.

- Created and conducted staff and physician education programs. Structured extensive infection control programs and supervised nursing staff as Baylor administrator.

(1983-87) Visiting Nurse Association (VNA): Manager / Supervisor

- Directed care of patient cases including nursing and allied health care personnel. Implemented and administered home health care Infusion Program. (1982-83) Evanston Hospital, Evanston, Illinois, Staff Nurse.

MEDICAL, FINANCIAL, HEALTH ECONOMICS AND BUSINESS ADMINISTRATION PUBLICATIONS:

Selected Textbook Chapter Publications: (additional upon request)

- Hetico, HR: Author's Editor: "Medical and Surgical Therapeutics of the Foot and Ankle". Marcinko, DE (Ed): Williams and Wilkins, 1992, 958 pages, illustrated.

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- Hetico, HR: Author's Editor: "Comprehensive Textbook of Hallux Abducto Valgus Reconstruction". Marcinko, DE (Ed): Mosby-Yearbook, Inc., 1992, 302 pages, illustrated. (English and German)
 - Medical Abstracts Contributor: Journal of the American Podiatric Medical Association (1989-1994).
 - Marcinko, DE: and Hetico, HR: Cash Flow, Budgeting and Working Capital Management for Hospitals. In, Marcinko, DE (Editor): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007.
 - Marcinko, DE: and Hetico, HR: Analyzing and Negotiating Cost Volume Profit Analysis Contracts. In, Marcinko, DE (Editor): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007.
 - Marcinko, DE: and Hetico, HR: Managed Care Terms and Definitions. In, Marcinko, DE (Editor): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007.
 - Marcinko, DE: and Hetico, HR: Financial Management Terms and Definitions. In, Marcinko, DE (Editor): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007.
 - Trites, P, Hetico, HR, and Chinn, S: Healthcare Facility Compliance Tactics. In, Marcinko, DE (Editor): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007
 - Trites, P, Hetico, HR, and Fenton, CF: OSHA Standards and Blood Bourne Pathogens. In, Marcinko, DE (Editor): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007
 - Marcinko, DE, Hetico, HR and Pentin-Maki, R: The Economic Basis for Personal Financial Planning. Financial Planning for Physicians and Advisors, Jones and Bartlett Publishers, Sudbury, MA 2005.
 - Marcinko, DE, Hetico, HR and Pentin-Maki, R: Selecting Insurance Agents and Risk Management Advisors. Jones and Bartlett Publisher, Sudbury, MA, 2005
 - Marcinko, DE, Hetico, HR and Pentin-Maki, R: Healthcare Economics in Medical Practice. In, Marcinko, David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2004.
 - Marcinko, DE, Hetico, HR and Pentin-Maki, R: Medical Office Business Plan. In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2004.
 - Marcinko, DE, Hetico, HR and Pentin-Maki, R: Medical Office Strategic Operating Plan. In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2004.
 - Marcinko, DE, Hetico, HR and Pentin-Maki, R: Selecting Practice Management Advisors Wisely. In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2004.
 - Marcinko, E and Hetico, HR: Financial Planning for the Elderly: Elder-Law Series, Aspen Publishers, New York, 2003.
 - Javier, J., Marcinko, E., and Hetico, HR: Post-Mortem Estate Planning. Elder-Law Series, Aspen Publishers, New York, 2003.
 - Marcinko, DE, and Hetico, HR: Healthcare Economics in the United States: Evolution or Revolution? In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2000.
 - Marcinko, DE, and Hetico, HR: Medical Support Services: Assistance or Hindrance? In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2000.

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- Marcinko, DE, and Hetico, HR: Outcomes Management and Medical Performance Improvement. In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2000.
 - Hetico, HR: Choosing the Management Consultant that's Right for You. In, Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2000.
 - Marcinko, DE and Hetico, HR: The Ripple Effects of Managed Care in the US: In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2003.
 - Buba, VL, Marcinko, DE, and Hetico, HR: Setting Up a Contemporary Medical Office. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2003
 - Marcinko, DE, and Hetico, HR: Managed Care Reimbursement. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2003
 - Marcinko, DE, and Hetico, HR: Financial Statements and Medical Practice Benchmarking. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2003
 - David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2002
 - Buba, VL, Marcinko, DE, and Hetico, HR: Setting Up a Contemporary Medical Office. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2002
 - Marcinko, DE, and Hetico, HR: Managed Care Reimbursement. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2002
 - Marcinko, DE, and Hetico, HR: Financial Statements and Medical Practice Benchmarking. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2002
 - Marcinko, DE, and Hetico, HR: Setting up a Medical Practice. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2001.
 - Marcinko, DE, and Hetico, HR: Medical Office Business Equipment. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2001.
 - Marcinko, DE, and Hetico, HR: Business Decision Making in Medical Practice. In, Marcinko; David (Ed): Financial Planning Physicians Healthcare Professionals. Aspen Publishing, New York, 2001.
 - Marcinko, DE, and Hetico, HR: Practicing Medicine in the Era of Managed Care. In, Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishing, New York, 2001.
 - Marcinko, DE, and Hetico, HR: The Evolution of Managed Care. In, Marcinko; David (Ed): Profit Maximization and Reimbursement for the Physician. Anadem Publishing, Westerville, Ohio, 1998.
 - Marcinko, DE, and Hetico, HR: Reimbursement Support Services. In, Marcinko; David (Ed): Profit Maximization and Reimbursement for the Physician. Anadem Publishing, Westerville, Ohio, 1998.
 - Marcinko, DE, and Hetico, HR: Managed Care Contracting and Financial Negotiating Skills. In, Marcinko; David (Ed): Profit Maximization and Reimbursement for the Physician. Anadem Publishing, Westerville, Ohio, 1998.
 - Hetico, HR: Senior Author: Institutional Quality Improvement and Infection Control. Infections of the Foot and Ankle; In, Marcinko, DE (Ed): Mosby-Yearbook, Inc., 1998.

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- Marcinko, DE and Hetico, HR: An Economic Analysis for Ambulatory Surgery Centers. Journal Foot Surgery, January 1997.

Textbook Managing Editor:

- Marcinko, DE (Ed): Financial Management of Healthcare Organizations. Specialty Technical Publications, Blaine, WA 2007
- Marcinko, DE (Ed) Dictionary of Healthcare Information Technology-Security. Springer, New York, 2007
- Marcinko, DE (Ed) Dictionary of Health Healthcare Economics & Finance. Springer, New York, 2006
- Marcinko, DE (Ed): Dictionary of Health Insurance and Managed Care. Springer, New York, 2006
- Hetico, HR: Author's Editor: Marcinko, David (Ed): Risk Management and Insurance Planning for Physicians. JB Publishing, New York, 2005.
- Hetico, R: Author's Editor: Marcinko; David (Ed): Financial Planning for Physicians and Advisors, Jones and Bartlett Publishers, Sudbury, MA, 2005.
- Hetico, R: Author's Editor: Marcinko; David (Ed): The Advanced Business of Medical Practice. Springer Publishing, New York, second edition, 2004.
- Hetico, HR: Author's Editor: Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals (1st, 2nd, 3rd editions), Aspen Publishing, New York, 2001, 2002, and 2003,
- Hetico, HR: Author's Editor: Marcinko; David (Ed): Financial Planning for Physicians and Healthcare Professionals (1st, 2nd, 3rd editions), Aspen Publishing, New York, 2001, 2002, and 2003
- Hetico, HR: Author's Editor: Marcinko, David (Ed): Financial Planner's Library on CD-ROM: Panel Publishing, (1st, 2nd, 3rd editions). New York, NY, 2001, 2002, and 2003.
- Hetico, R: Author's Editor: Marcinko; David (Ed): The Business of Medical Practice. Springer Publishing, New York, 2000.
- Marcinko; David (Ed): Profit Maximization and Reimbursement for the Physician. Anadem Publishing, Westerville, Ohio, 1998.
- Marcinko, DE and Hetico, HR: Avoid Top Medical Practice Valuation Blunders, Pod Today, May, 2008.

Journal Managing Editor: Healthcare Organizations [Financial Management Strategies]

- Ginn, GO and Hetico, HR: Improving Hospital Operations and Management to Achieve Strategic Objectives. In, Marcinko, DE (Ed): Healthcare Organizations [Financial Management Strategies]. Specialty Technical Publications, Blaine, WA, November, 2007.
- Ginn, GO and Hetico, HR: Financial Implications of the US PATROT ACT and Sarbanes-Oxley Act for Hospitals. In, Marcinko, DE (Ed): Healthcare Organizations [Financial Management Strategies]. Specialty Technical Publications, Blaine, WA, February, 2008.
- Hetico, HR and Marcinko, DE: Cash Flow Analysis. In, Marcinko, DE (Ed): Healthcare Organizations [Financial Management Strategies]. STPub, Blaine, WA 2008 (May).
- Hetico, HR and Marcinko, DE: Managerial Cost Accounting Behavior. In, Marcinko, DE (Ed): Healthcare Organizations [Financial Management Strategies]. Specialty Technical Publications, Blaine, WA 2008 (May).

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- Marcinko, DE and Hetico, HR: Top Medical Practice Valuation Blunders. Pod. Today, April 2008.
- Marcinko, DE, Muldowney, T and Hetico, HR: Portfolio # 25: Financial Planning for the Elderly. The Elder-Law Series; Ed (Margolis) Aspen Professional Pub, 2009
- Marcinko, DE, Muldowney, T and Hetico, HR: Portfolio # 26: Post Mortem Estate Planning. The Elder-Law Series; Ed (Margolis) Aspen Professional Pub, 2009

Thought Leadership Essays and Opinions:

Cited in journals like: Journal of the American Medical Association (JAMA.ama-assn.org), Journal of Foot and Ankle Surgery, Managed Care Executives, Healthcare Informatics, Medical Interface, Teaching and Learning in Medicine, Podiatry Today, Podiatry Management, Investment Advisor Magazine, Registered Representative, Financial Advisor Magazine, CFP® Biz (Journal of Financial Planning), Journal of the American Podiatric Medical Association; and by professional organizations like the Medical Group Management Association (MGMA), American College of Medical Practice Executives (ACMPE), American College of Physician Executives (ACPE), Health Care Management Associates (HMA), and PhysiciansPractice.com; and by academic institutions like the Northern University College of Business, Creighton University, UCLA School of Medicine, Medical College of Wisconsin, Washington University School of Medicine, University of North Texas Health Science Center, University of Pennsylvania Medical and Dental Libraries, Southern Illinois College of Medicine, University at Buffalo Health Sciences Library, University of Michigan Dental Library, University of Medicine and Dentistry of New Jersey, Emory University School of Medicine, and the Goizueta School of Business at Emory University, among others

Speaking and Teaching Philosophy with Expectations Statement

Here are my expectations of all graduate and under-graduate level adult learners, and beyond, regardless of course complexity or rigor. In addition to University speaking rules of educational engagement that we will adhere to, you will at all times pursue the following guidelines in our courses, lectures or keynote speeches:

1. **Clarify:** Student learners and faculty often miss non-verbal indicators and contextual clues when interacting online or when absent from class. Please be very clear about everything you communicate. "Say what you mean, and mean what you say". Do not be redundant, but do clarify.
2. **Choose humor:** Facial expressions, humor, facetious statements or caustic remarks do not work in the classroom. So, do specifically state -- "just kidding" to avoid misunderstandings. It is best not to use these machinations in a professional education setting, in the first place.
3. **Keep APA standards:** Use APA or MLA standards for all written projects and papers. Be informal otherwise, both in stated questions, teams and online communications. Papers must have flawless spelling, grammar and punctuation. Do not let the mechanical process of typing slow down your cognitive interactions. For example: we want a close, professional sharing relationship in the on-ground classes, conferences or email activities? But, we will generally respond only to email posing brief, course-related and salient questions of a non-personal nature.

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4. **Uphold political correctness:** The adult learning philosophy eliminates many of the barriers that minority or marginal groups may experience in other face-to-face environments. That's a benefit worth preserving. Do present your experienced views. Do note opinions versus facts. Do feel free to disagree with students and faculty. Just be considerate.
5. **Watch your time:** The cycle of message sent, received and/or acknowledged is greatly shortened when email is compared to regular mail, or fax. Forty-eight hours has become an informal standard. Both faculty and students need this time standard to stay engaged with an electronic conference. In our association with students, my normal time frame is for responding to email or comments posted is about 24-36 hours, but usually much less.
6. **Organize:** We will create a syllabus to answer frequently asked questions. Do this for yourself, as well. Organize by weeks, chapters, or whatever makes sense to you at the time. This will facilitate the flow of information back and forth. We suggest you create some sort of retrievable folder systems for your class-work too, so that it may someday be used for your job or related activities, but not for other courses.
7. **Invest:** Spend or use the necessary resources for business suites and e-mail software that is rich with features such as sorting upon receipt, searching for keywords, automatic replies, and more. Even faculty teaching face-to-face report increasing volumes of email, and appropriate software and training can ease this aspect of educational and course-room tasks.
8. **Recognize effort:** We will try to recognize real effort, not feigned industry. We do not like excuses, especially last minute ones. We are analytical and quantitative by nature, and not prone to gratuitous accolades. But, we realize that as adult learners we will give frequent recognition to good ideas, willingness to contribute, or other student behaviors and attributes that are commendable. But, you will not be rewarded for sloth-fullness.
9. **Be humble:** We have a cheerful willingness to say, "I stand corrected," or "Oops" when we are wrong, and/or you can prove us in error. We rarely back down on opinionated statements however. And, although we all have opinions, your job is to support your position in the face of contemporaneous thought, since some opinions are more informed than others. It is almost guaranteed that you will NOT be the class expert in dealing with most issues. We do realize that students may have significant field experience related to course content and are willing to contribute, and we will set a tone of collegiality. If you do not contribute however, our default assumption is that you are unfamiliar with the material, or have not kept pace, despite your present or past professional accomplishments. So, show us, do not just tell me, what you know with dignity.
10. **Empathize:** We will try new pedagogic and andragogic teaching techniques on you and, if available, on trusted colleagues and other adult students. For example, if you have a great idea for a 10-minute Microsoft PPT presentation or lecture, we may try it following University approval? We will commiserate together, if not.

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11. **Consumer:** You are the consumer, and you or your firm-want real value for your tuition dollars, not just a professional designation. Do not slack, or allow us to slack-off. But, you must learn, stand or fail on your own merits.

Let us challenge each other and learn together ... only then we will truly become educated colleagues.

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