

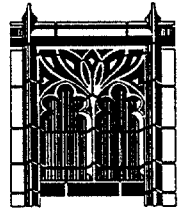
University of Washington Correspondence

# **INTERDEPARTMENTAL**

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18 April 2002

To: Graduate School Council

From: Heidi Tilghman

Re: MHA program response

The enclosed response to the review committee's report on the MHA program is a draft only. The amended version will be provided at the Council meeting on April 25.

Thank you.



University of Washington  
Seattle, Washington 98195-7660

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School of Public Health and Community Medicine

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April 12, 2002

John T. Slattery  
Associate Dean for Academic Programs  
University of Washington  
The Graduate School  
G-1 Communications  
Box 3537700  
Seattle, WA 98195

Dear Dr. Slattery:

I am responding to your letter of March 25, 2002 by which you forwarded the report of the Ten-Year Review of the Master of Health Administration (MHA) Program (Department of Health Services / School of Public Health and Community Medicine).

The Program faculty, staff and I, enjoyed the opportunity to conduct a formal review of the MHA Program. The program review was thorough and comprehensive. The report was clear and concise, with minimal recommendations for change. I will address each of the major recommendations, in turn:

- 1) THE MHA PROGRAM SHOULD REMAIN IN THE GRADUATE SCHOOL:

We concur.

- 2) EXPLORE WHETHER ENHANCED ENDOWMENT OR GIFTS FOR ONGOING SUPPORT CAN BE USED TO REDUCE THE PRESSURE ON FACULTY TO RAISE EXTERNAL FUNDS:

We concur that this idea should be investigated. The Program recently completed fundraising for its first endowed Professorship - The Austin Ross Professorship. With this event, the Program has, within the past week, named its first appointee to the Professorship. As we move forward, it is our intent to explore possibilities for developing additional faculty support through a formal fund development plan with specific targets for faculty support.

- 3) THE PROGRAM UNDERTAKE A SERIOUS EXAMINATION OF THE POSSIBILITY OF ACHIEVING SELF-SUSTAINABILITY AS ENROLLMENTS RISE:

The Program is in the process of developing short and long term marketing plans and attractive program structures to increase applicant numbers and improve overall selectivity. As these plans and structural modifications are developed and implemented, and as applicant pools are increased and stabilized, Program management will undertake a formal feasibility evaluation of Program self-sustainability issue.

- 4) THIS IS A KEY TIME TO BE ENGAGED IN DUE DILIGENCE REGARDING THE CURRICULUM. THE NEWLY DEVELOPED PROGRAM WILL REQUIRE A NEW MODEL OF ADVISING AND CURRICULUM PLAN TO ASSURE THAT STUDENTS HAVE APPROPRIATE BREADTH AND DEPTH FOR ENTRY INTO THE MARKETPLACE. INTERNSHIPS AND MENTORSHIPS WILL REQUIRE A FOCUSING ON THE EXPERIENTIAL COMPONENTS NECESSARY FOR MANAGING IN THE ENTERPRISE MODEL:

Program management concurs and will take appropriate action to review models and support systems for effective student transition into the marketplace. Program management will implement the required changes in these areas as curricular changes are implemented.

- 5) THE RELATIONSHIP BETWEEN THE PROGRAM AND THE COLLEGE OF BUSINESS SHOULD BE SUSTAINED AND STRENGTHENED. OPPORTUNITIES FOR MHA STUDENT ENROLLMENT IN KEY COURSES SHOULD BE FACILITATED THROUGH THE IDENTIFICATION OF COURSES MOST APPROPRIATE FOR MHA STUDENTS AND WORKING TO SECURE "SELECTED SLOTS" FOR

MHA STUDENTS. AS THE PROGRAM'S MOVEMENT TOWARD A NEW CURRICULUM BASED ON THE "ENTERPRISE MODEL" CONTINUES, THERE WILL BE A NEED FOR A STRONGER PARTNERSHIP WITH THE SCHOOL OF BUSINESS:

Program management concurs and will make this a priority for investigation and appropriate action.

- 6) MORE PEOPLE HOURS ARE REQUIRED TO DO A VARIETY OF TASKS, NOTABLY RECRUITMENT, MARKETING, AND ADVANCING THE APPLICATION PROCESS:

Program management concurs and will begin by reviewing administrative and staff priorities, as well as opportunities for resource sharing. While improvement in this area is essential, significant additions will be challenging, given the current budget situation, however.

- 7) THE PROGRAM WORK WITH THE NEW DEVELOPMENT OFFICER AND THE EXTERNAL ADVISORY BOARD TO EXPAND THE BOARD'S ROLE TO INCLUDE DEVELOPMENT AND TO IMPLEMENT A DEVELOPMENT STRATEGY:

Program management concurs, and has already begun to work closely with the new development officer. This relationship will be extended as additional program development support priorities are established and clarified. The current External Advisory Board has not been used for this purpose, to date, nor was it appointed to do so. As program management develops its fund development, faculty support, and marketing requirements, it will review the composition and membership of the Program's External Advisory Board.

THE PROGRAM BECOMES MORE PROACTIVE IN RECRUITING, I.E. IN MARKETING TERMS TO ESTABLISH AND PROMOTE A COHERENT "BRAND."

Program management concurs, and will take appropriate action to implement this recommendation.

- 8) SPECIFIC STRATEGIES TO ENHANCE STUDENT DIVERSITY BE A PART OF A NEW PROACTIVE MARKETING / RECRUITMENT PLAN:

Program management concurs and will take appropriate action to implement this recommendation.

- 9) EXCEPT IN UNUSUAL CIRCUMSTANCES, ALL MHA STUDENTS SHOULD BE INVOLVED IN THE MENTORSHIP PROGRAM. ALTHOUGH THE IMPORTANCE OF PERSONAL INITIATIVE CANNOT BE GAINSAID, THIS IS AN INSUFFICIENT BASIS UPON WHICH TO ASSURE THAT GRADUATES WILL HAVE THE MATURITY AND STRENGTH OF VISION THAT A GENUINE LEADERSHIP MISSION REQUIRES:

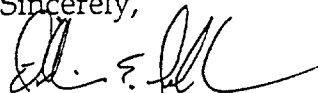
Program management concurs and will take appropriate action to implement this recommendation.

STRONGER INVOLVEMENT OF MHA CORE FACULTY IN BOTH THE SUMMER INTERNSHIP AND PARTICULARLY THE MENTORSHIP PROGRAM SHOULD EXIST. CURRENTLY, THE WORK SURROUNDING BOTH THESE ACTIVITIES APPEARS TO BE ALMOST ENTIRELY IN THE PURVIEW OF STAFF PERSONNEL:

Program management concurs and will take appropriate action to implement this recommendation.

Once again, on behalf of our Program faculty and students, I observe that the review process was valuable and fair. The review committee was insightful and constructive. We look forward to accepting their guidance and moving forward.

Sincerely,



William E. Welton, Dr. P.H., M.H.A.  
Senior Lecturer and MHA Program Director

Cc: William L. Dowling, Ph.D., Chair, Department of Health Services  
MHA Program Faculty and Staff