

# Developmental Expectations of UW MHA Graduates at Graduation

(REVISED 8/5/10)

## ***UW MHA Graduates will be prepared to become 'authentic' transformational leaders***

The UW MHA graduate is a leader who is self-aware, transparent, and principled and who operates with integrity and confidence. At the same time the graduate is hopeful, confident, resilient and optimistic, able to employ the full range of leadership skills; aware of the impact of his or her behavior on others; inspiring and empowering, creative and influential; and able to lead organizational change supporting transformation of organizational culture. The program provides entry-level preparation and the basis for career-long development and personal mastery of transformational leadership skills through a rigorous and team-oriented course of study organized around the following competencies:

- ***Competence in strategically-driven transformational leadership***

The UW MHA graduate is strategically oriented, deeply and continuously self-reflective, and applies rigorous thinking while operating from a 'systemic view' of organizational systems. The graduate anticipates future developments and focuses on needs for strategic transformation and/or strategic execution, while operating with a bias for action. The graduate is intelligently opportunistic and evidence driven; identifies and defines problems and opportunities clearly while developing and implementing innovative solutions within a framework of social responsibility and of cultural and intellectual diversity. The graduate is prepared to develop and maintain evidence-based, effective, safe, and systemically integrated community and clinical programs that support personal and community health improvement goals and address societal and community health improvement needs.

- ***Competence in strategic execution and effectiveness in change management***

The UW MHA graduate is prepared to achieve superior organizational performance through competence in: problem and/or opportunity evaluation, decision-making and execution; continuous process improvement; effectiveness in workforce management; and effectiveness in initiating and managing appropriate organizational change and technological innovation. The graduate is prepared to emphasize organizational effectiveness measured in terms of excellence in patient care and enhanced community health within integrated community-based systems of prevention, care and service, of excellence in achieving strategic and financial results, and of excellence in workforce management.

The UW MHA graduate is also prepared to organize resources and manage care delivery and business processes to produce efficient and effective results. Overall, the graduate is expected to demonstrate an orientation toward effective action, and an ability to integrate paradigm, theory, and evidence systematically, and to practice within a framework of integrated societal, community, organizational, and clinical accountability.

- ***Competence in interpersonal skills and in managing collaborative relationships***

The UW MHA graduate is an emotionally intelligent individual who is self reflective and aware of his or her impact on others and is skilled in achieving outcomes through groups and teams. He or she is self-confident, yet collaborative; skilled in communications and networking; and skilled in relationship building, team growth and individual career development. The graduate lives values of integrity, respect, accountability and justice.

- ***Commitment to career-long learning within the context of learning organizations***

The UW MHA graduate is prepared for continuous growth and learning, seeking new information, and aiming for full mastery of relevant concepts, knowledge, and competencies. He or she is prepared to continually develop self and others, seeking what is not yet known; self-reflective and never satisfied; searching for rigor and relevance. In the final analysis the graduate will be prepared to lead and improve the performance of learning organizations.