

and Student Learning Outcomes Outcomes

Competency Assessment

Students are evaluated at multiple points throughout the program using self-assessments, faculty assessments and preceptor assessments. Each competency is measured using the following scale. Competencies are assessed and scaffolded across the curriculum.

Competency to course alignment is detailed in the Department of Healthcare Administration and Informatics Graduate Handbook. The goal for each student is to matriculate to the level of Competent by the completion of the program. Students will know in real time how they are progressing toward competency expectations throughout the program.

Competency Level	Definition
No Knowledge (0)	No knowledge or training in the competency.
Novice (1)	Focuses on understanding and gaining information. Experience is primarily from the classroom or on-the-job training. Assistance is expected.
Advanced Beginner (2)	Has participated in enough real-world situations to recognize recurring competency needs.
Competent (3)	Can successfully perform the competency independently in most situations, seeking expert guidance when appropriate.

Competency Domains

Through a comprehensive assessment process and input from key stakeholders, the program has adopted 22 core competencies within the following five domains.



Domain	Competency	Competency Level Novice (1), Advanced Beginner (2), Competent (3)
COMMUNICATION & RELATIONSHIP MANGEMENT		
Collaborative Relationships and Negotiation:	Evaluate collaborative relationships and negotiation strategies to facilitate shared decision-making and effective team performance.	3
Professional Communication:	Evaluate effective written and verbal communication skills.	3
LEADERSHIP		
Leadership:	Analyze the impact of leadership approaches on organizational strategies and outcomes.	3
Change Management:	Evaluate change management theories and strategies to promote organizational learning and continuous improvement.	3
Systems Thinking:	Assess interactions and interdependencies among the healthcare environment, organizations, stakeholders, and systems to improve organizational and system outcomes.	3
PROFESSIONALISM		
Ethics:	Analyze ethical principles and professional standards to support decision-making and practice.	3
Self-Directed Learning through Professional Development:	Assess one's own strengths and weaknesses through reflective and self-directed learning. Participates in professional development opportunities while in the program.	3
KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT		

Healthcare Delivery, Issues, and Trends:	Evaluate the structure and function of the healthcare delivery system, including issues and trends that influence major changes, healthcare reform, and health system performance.	3
Healthcare Legal Principles:	Evaluate healthcare legal principles including laws, regulations, policies, and standards to support decision-making.	3
Health Policy and Law:	Assess the health policy formation process and the influence of health policies on healthcare delivery, organizations, and population health.	3
BUSINESS SKILLS & KNOWLEDGE		
Management:	Integrate management principles and practices to support effective organizational performance.	3
Financial Management:	Evaluate financial and managerial accounting information to make sound financial management proposals.	3
Human Resource	Evaluate human resource management strategies for workforce planning and talent management to achieve organizational goals.	3
Economics:	Evaluate economic theories, concepts, and principles to inform healthcare management and organizational decision-making.	3
Organizational Dynamics and Governance:	Evaluate organizational dynamics, governance structures, and governing body responsibilities in healthcare organizations.	3
Planning and Managing Projects:	Develop a project management plan using project management methodologies, components, and tools to achieve project objectives.	3

Strategic Management:	Develop strategic management plans that integrate strategy formulation, implementation, and evaluation to achieve the mission, vision, and strategic goals of organizations.	3
Marketing:	Analyze markets, market segmentation, and marketing strategies to support strategic decision-making in organizations.	3
Information Technology Systems:	Evaluate information technology systems and standardized assessment models in supporting evidence-based decision making and problem solving in healthcare.	3
Critical Thinking Skills:	Develop evidence-based recommendations to improve organizational decision-making and solve complex business problems.	3
Data Analysis:	Analyze data to interpret findings and support evidence-based decision-making.	3
Quality Improvement and Patient Safety:	Evaluate quality improvement methods, patient safety principles, risk assessment, and outcomes data to support evidence-based decision-making in healthcare organizations.	3