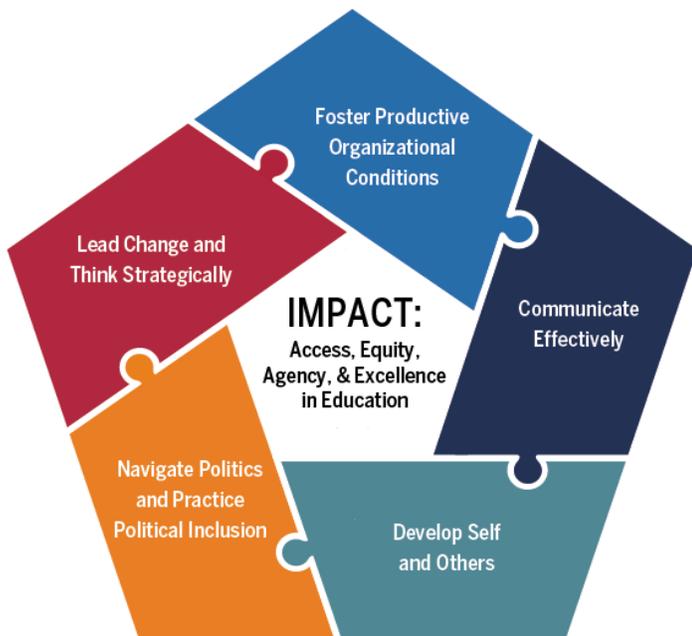


## EDUCATION LEADERSHIP, ORGANIZATIONS, AND ENTREPRENEURSHIP (ELOE)

### CORE COMPETENCIES



The ELOE program is designed to help students make progress toward **five key competencies** representing the knowledge, skills, and dispositions leaders need to positively impact the field of education. Each of the five competencies is defined by multiple indicators, reflecting the expectation that students will vary in how much any particular indicator is emphasized or mastered during the program given students' particular professional learning and career goals. While every student is expected to make progress on the competencies during the program, in alignment with their professional goals, the expectation is that graduates will continue to hone and develop the knowledge, skills and dispositions to lead in the education sector throughout their careers.

1. **Lead Change and Think Strategically.** This competency relates to the knowledge, skills, and dispositions needed to motivate and take action that results in desired outcomes. The key indicators include:
  - Identify and understand how systems both advance and limit opportunity.
  - Work to disrupt systems that create inequities.
  - Know how to develop and lead a team to advance a vision, mission, and strategy.
  - Be able to set and prioritize benchmark goals.
  - Assess performance with data and learn to adjust strategy to achieve intended results.
  - Equitably, effectively, and ethically manage resources in service of a vision and strategy.
  - Understand the financing/funding models for education organizations/initiatives.
  - Have an entrepreneurial mindset of seeking opportunities, taking calculated risks, and learning quickly from failures, whether in existing organizations or in innovative initiatives/endeavors.

2. **Foster Productive Organizational Conditions.** This competency relates to the knowledge, skills, and dispositions needed to create circumstances and supports for people to work together to achieve desired outcomes. The key indicators include:
- Design work practices, routines, systems, and structures that support individuals in doing their best work and coherently align with a shared mission.
  - Build and develop diverse teams that broaden perspective, engage in productive conflict, and share in decision making.
  - Build a culture encouraging relational ways of working and collaboration that fosters trust, belonging, communication, as well as risk-taking, learning, innovation, and meeting standards of excellence.
  - Understand the role of the organization and/or entrepreneurial ventures within a larger community and historical context.
  - Forge mutual relationships with internal and external individuals and groups contributing to, partnered with, and served by the organization and/or venture.
  - Be attuned to organizational ways of working that reproduce systemic and persistent inequities so as to dismantle them and build new ways of working that are inclusive and equitable.
3. **Navigate Politics and Practice Political Inclusion.** This competency relates to the knowledge, skills, and dispositions needed to address the diverse interests of stakeholders involved in and impacted by efforts to achieve desired outcomes. The key indicators include:
- Understand how to map and navigate identities and interests in the political landscape for impact and collective action.
  - Build political empathy and strive to achieve outcomes through coalition building and power sharing in political environments, as informed by multiple perspectives.
  - Advance goals that have universal benefits while at the same time being resolutely committed to strategies that support those who are situated furthest away from achieving those goals.
  - Develop and apply skills to negotiate, influence, involve, agitate, motivate, persuade, and mobilize.
  - Recognize the multiple trade-offs and possible unintended consequences involved in key decisions, including decisions about starting, sustaining, or improving education organizations.

4. **Communicate Effectively.** This competency relates to the knowledge, skills, and dispositions needed to convey information, comprehend and amplify diverse perspectives and create shared understanding of efforts aimed at achieving desired outcomes. The key indicators include:
- Be able to listen actively and deeply to understand, respond to, and speak to multiple perspectives.
  - Amplify the perspectives of voices that are marginalized.
  - Know and speak from one's authentic voice and enable others to do so.
  - Be able to synthesize, explain, and communicate thoughts in a clear, compelling, and motivating way through various mediums, including effectively run meetings, public speaking, professional writing, and social media.
  - Know how to craft a message that engages people from across cultures, backgrounds, languages, and perspectives.
5. **Develop Self and Others.** This competency relates to the knowledge, skills, and dispositions needed for leaders and team members to continually learn and grow in evolving situations that arise when pursuing desired outcomes. The key indicators include:
- Know, reflect on, and leverage one's own strengths and values.
  - Identify and address one's own blind spots, biases, and areas for development.
  - Act courageously on one's convictions and foster conditions enabling others to do so.
  - Be resilient.
  - Foster growth-oriented and entrepreneurial mindsets within oneself, one's colleagues, and the people one serves.
  - Be able to manage interpersonal relationships, conflict, and group dynamics across multiple lines of difference.
  - Empower others to bring their full selves to engage, thrive and realize their full potential.
  - Recognize and analyze ethical dilemmas, make ethical decisions, and act with integrity.