EXCELSIOR COLLEGE

Graduate Student Career Competencies

1

DIVERSITY, EQUITY, AND INCLUSION

Purpose: Leaders today operate in both regional and global environments. To be effective leaders in any profession, it is important to understand how social constructions of identity are shaped through cultural, legal, and political practices. Leaders across professions strive to achieve diversity, equity, and inclusion at individual, group, community, institutional, and global levels. Through this competency, students will explore the ways in which power dynamics influence stakeholder groups in a designated profession. Using real-world scenarios, students will examine ways to ensure diversity, inclusion, and equity within organizations and professions through influence of social and political advocacy.

Upon graduation, students will be able to:

1.1. Address the disparities in power, equity, and inclusion that are experienced and perpetuated in society.

2

ETHICAL LEADERSHIP

Purpose: Effective leaders have a strong sense of ethics and an ability to influence people and positive change because of their strong professional presence. They have a vision for what could be. They identify, implement, and evaluate innovative, inclusive, and practical ethical solutions to a variety of problems. Through this competency, students will hone their skills in making decisions under a variety of circumstances, persuading and influencing strategic change. They will guide diverse stakeholder groups in achieving an organization's mission and vision. As ethical leaders, students will use data, research, analytics, and/or financial information as they challenge assumptions and biases to address harms and injustices.

Upon graduation, students will be able to:

2.1. Apply leadership practices based on evidence that promote ethical and collaborative sustainable change.

2.2. Justify decisions informed by ethical principles and disciplinary standards that address complex issues.

3

INNOVATION

Purpose: Innovation involves seeking new approaches, processes, technologies, practices, and/or solutions that improve personal, community, and/or organizational performance and well-being. True innovators have the courage to take calculated risks to increase the chances of success. Through this competency, students will address real-world issues and develop creative solutions.

Upon graduation, students will be able to:

3.1. Develop evidence-informed innovative processes, practices, and/or solutions.

3.2. Recommend strategies for leveraging technologies for organizational innovation and improvement.

4

COMMUNICATION

Purpose: Effective communication and emotional intelligence are vital in the workplace, in our personal lives, and in society. Communication is multifaceted and includes the ability to negotiate, persuade, advocate, argue, inform, educate, and engage diverse groups, individuals, and/or organizations on a variety of issues. Through this competency, students will use real-world experiences and influence others using a variety of skills and modalities.

Upon graduation, students will be able to:

4.1. Confidently and professionally apply multiple methods of effective communication for diverse audiences.

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