

Core Competences Taught in Evergreen's MPA Program
For Working in Organizations
The key knowledge, skills and abilities (KSAs)
Version for Tribal Cohort

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At the MPA Faculty Retreat

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This version of MPA competencies for the tribal cohort has been prepared to honor the specific competencies needed by a target audience that is committed to complete an MPA degree that supports them in contributing to the development and maintenance of culturally, economically, politically and socially sustainable tribal communities. They come to learn the practice of public administration and public policy as they move into or enhance their roles as tribal employees, tribal elected officials, tribal liaisons and advocates in tribally-based nonprofit organizations. These competencies were designed to respond to the specific and unique qualities needed for effective and competent work in the arenas of tribal governance. Some of these unique qualities include:

1. Tribal sovereignty, the framework of federal and tribal laws and jurisdiction including a dynamic environment of tribally-instituted constitutional change, dual citizenship, significant areas for legislation, structural change and rule-making not governed by federal, state or local authorities and indigenous international relations.
2. Intergenerational nature of goals and strategic planning for communities who plan sustainable futures for the millennium.
3. The relationship of tribal governments as owners of major multi-million dollar businesses to tribal citizens, to the larger external economic system, to corporations, to individual tribal business owners and to the states.
4. Historic and evolving relationships across borders to indigenous nations building coalitions and participating in international institutions and processes
5. Constant awareness of the need to protect cultural, social economic and political systems while working in arenas of unequal power with external organizations and governments who may have different objectives.
6. Leadership styles that work in the tribal and intertribal arenas: inclusive, dynamic and culturally appropriate for working within and outside the tribal community: tribal elected officials may also be administrative leaders at the same time, or may often change roles.
7. The evolving role of research from its historic role as a tool of the colonizer to an indigenous community-based effort to obtain accurate data and analysis for the benefit of sustainable tribal communities through original research.

Knowledge

K1. An understanding of the specific history, economics, politics, theories and legal frameworks and best practices of democratic public administration pertaining to tribal governance that support culturally, economically, politically and socially sustainable tribal communities

K2. An understanding of government structures, processes and intergovernmental relations that support tribal sovereignty through coalition-building and positive relations between tribes, state, local, federal, nonprofits and for-profits

K3. An understanding, and appreciation, of the dynamic, evolving and crucial relationships amongst and between citizens and their governments through processes such as constitutional change and understanding of the concept of dual citizenship

K4. An understanding of the practices of management and administrative systems that maximize socially, culturally and economically just, democratic public service, recognizing the role and values of traditional governance systems as well as externally imposed systems.

K5. An understanding of the practices of budgeting, taxation, investment and finance systems that maximize socially, and economically just, democratic public service while developing financial strategies to benefit future generations.

K6. An understanding of policy creation, analysis and implementation in general and as it occurs within the framework of laws, processes and legislative institutions specific to tribal governments

K7. An understanding of the importance of original research and analysis with a foundation in indigenous research that focuses on achieving political, economic, cultural and community-based goals that contributes to sustainable tribal communities

K8. An understanding of both diverse learning and work styles and culturally appropriate styles and how these translate into practices in organizational and community life.

K9. An understanding of team dynamics and the importance of working effectively in team and collaborative situations.

K10. The recognition of the importance of a strong personal and professional code of ethics that supports socially, politically and economically just, democratic public service based on cultural values.

K12. The recognition of inequities, differential impacts of policies and actions, differing definitions of fairness and equity, an understanding power dynamics and that those with less power need to be a part of designing solutions and the potential influences of external powers

K13 Understanding of international institutions and processes relevant to indigenous nations and the ability to participate in those arenas to build relationships and advocate for human rights

Skills and Abilities

SA1. The ability to communicate and work effectively in teams and collaborative situations

SA2. The ability to write and communicate clearly and effectively in a variety of settings and situations

SA3. The ability to work across significant differences and through conflict

SA4. The ability to practice, select and develop budgeting and finance systems and strategies, cost-benefit analysis and financial tools that support sustainable communities and intergenerational benefits through culturally, socially and economically just, democratic public service

SA5. The ability to practice active, respectful listening and to effectively facilitate/negotiate people listening to and communicating with each other recognizing cultural protocols when appropriate

SA6. The ability to think and work independently; to ask difficult questions and seek the answers

SA7. The ability to be flexible ("nimbleness") and acceptance of ambiguity and complexity; to identify and create strategies to remove barriers to positive change

SA8. The ability to perform policy creation, analysis and implementation through developing and honing inclusive legislative and other policy processes, and skill in the choice and application of qualitative and quantitative techniques within a framework of indigenous research

SA9. The ability to perform original research and analysis within the framework of indigenous research that focuses on achieving the political, economic, cultural and community-based goals that contribute to sustainable tribal communities and the application of assessment and monitoring methods through the period of implementation

SA10. The ability to engage in socially and economically just, democratic public service that is grounded from a strong personal and professional code of ethics embedded in traditional values and protocols

SA11. The ability to recognize inequities, assess differential impacts of policies and actions, recognize differing definitions of fairness and equity, and ensure that those with less power are included and part of designing solutions

SA12. The ability to create organizational designs for atypical institutions and to “think outside the box.”

SA15 The ability construct, implement and assess strategies for taxation, contracting, permitting and fees that support community goals while encouraging entrepreneurship.

SA16 The ability to develop business plans, strategies, structures for the financial management or tribally-owned corporations.

SA17 Skill in oversight of tribally-owned corporations including completing or selecting appropriate cost-benefit analysis studies, feasibility studies, long-range planning and the development of effective business management structures.

SA18 Skill and ability in managing and facilitating a positive environment for small business creation and applying financial and technical tools to encourage entrepreneurship through individual business, nonprofit and coop structures.

SA19 Ability to develop leadership styles that are inclusive, dynamic and culturally appropriate for working within and outside the tribal community.

*Linda Moon Stumpff will add some edits to make accommodate issues in the Tribal Governance Concentration

I based these adaptations/enhancements to the general core competencies for the tribal cores on my continuing work in the tribal governance program over the last 14 years including meetings with tribal leaders and tribal officials, attendance at conferences, community work with Tribes, long conversations with Alan Parker, continuing research through the NSF grant, teaching and learning with tribal cohort students and recent interviews with P. Sam Deloria. I reviewed syllabi from the last four years and included information from two 2012 Capstone assessments of the program prepared by students that were based on extensive interviews with tribal leaders, alumni, faculty and students. LMS 9/15/12