



CHANGE AGENT ADMINISTRATOR

Change Agent States

“Tool For Change”



Description	This administrator is not the Director, but has leadership/management responsibility in the system.
Strategy behind tool	<ul style="list-style-type: none"> Identified person in leadership role with vision, commitment, passion and time to concentrate on organizational change related to diversity. The responsibility of designated administrator/advocate includes diversity leadership. Their effort is supported by the Director's diversity vision and the work/suggestions of the CASD Catalyst Team and the Diversity Coordinator.
Variations on Administrator/ Advocate Roles	<ul style="list-style-type: none"> Designate a portion of one or more administrator’s time to leadership for diversity. <ul style="list-style-type: none"> University/Extension administrators who might serve in this way: <ul style="list-style-type: none"> EEO officer Human Resource personnel Other well positioned people with a diversity lens and commitment Administrator/advocate might also play the following roles: <ul style="list-style-type: none"> Diversity Catalyst Team member Diversity Catalyst Team coordinator A liaison to college/university wide initiative A liaison from Catalyst Team to director’s cabinet A regional or state liaisons to county directors
Goals and outcomes	<ul style="list-style-type: none"> Creates a good solid connection between the team and the leadership of the organization Makes organizational knowledge available to the Catalyst Team that they may not have (an organizational “big picture” person) Helps reinforce “change” as systematic and ongoing Facilitates acceptance and can help set the stage for Catalyst Team initiatives and strategies with administrative team Assists understanding and therefore potential acceptance of diversity planning and strategies/initiatives Provides Catalyst Team with assurance that it is a valued and integral part of the organization because of that connection with the administrative circle
Roles: With Administration	<ul style="list-style-type: none"> Acts as an advocate between Director/administrative cabinet and the Catalyst Team, applying strategies to the appropriate administrator for success. Person who helps to bridge that gap and keep it at the forefront of the administrative team Serves as a spokesperson throughout the system for diversity strategies and goals led by and integrated with the work and vision of top leadership, conceptualized, refined,

	facilitated and implemented through the work of the Diversity Catalyst Team; and actualized in the work the system through programming and training.
	<ul style="list-style-type: none"> • Works to create partnerships with administration--help administrators see their own role and implement system diversity vision • Helps set/define clear goals, push for larger identification within organizational mission/vision statements • Is a voice with a diversity lens at the table
With Diversity Coordinator	<ul style="list-style-type: none"> • Facilitate the connection between the Catalyst Team coordinator and the Leadership team • Work in partnership with Diversity Coordinator • Serve as a “sounding board” for the Diversity Coordinator and provide encouragement and “behind-the-scenes” support as a colleague
With Catalyst Team	<ul style="list-style-type: none"> • Assist the Catalyst Team in the identification of necessary leadership resources/tools to assist with diversity strategies/planning – guiding the team on paths that would help insure success given the nuances of the organizational structure • Be an equal voice at the Catalyst Team meetings, work within ground rules established by the group. Be conscious of hierarchical status of position and make every effort to equalize role with Catalyst Team members to insure balance
Skills	<ul style="list-style-type: none"> • Knows, understands and actively applies framework for change • Able to navigate and position for continuing inclusion of diversity and pluralism in work of administrative team • Knows how to use position and influence to create an environment for change • Able and willing to influence through “respect and dignity” not “domination” and “authority” • Able to frame feedback for administrators in a constructive way: exercise care and caution with sharing information expressed at Catalyst Teams • Works as a team player • Works with leaders in a respectful way and models skills of inclusion • Able to integrate diversity concepts into existing areas of organizational focus
Barriers, issues, risks to the effectiveness of the tool	<ul style="list-style-type: none"> • Lack of clear commitment to diversity in action • Resources – fiscal, people, and time • Failure to continue sustained advocacy based on administrative changes – (administrator/advocate role needs to be built into positions as a requirement) • Lack of willingness to be perceived as “out on a limb” when supporting concepts that might be important to diversity, the team and the organization when not mirrored by administration • Seen only in an administrator role when working on Catalyst Team thus preventing open and honest dialogue about system and culture of the organization that is needed for movement
Evaluation	<ul style="list-style-type: none"> • Assessment of achievement of strategies where administrator advocacy is appropriate or instrumental • Director assesses the administrator/advocate role with the Diversity Coordinator • Evaluation by Catalyst Team and the Administrative Team
Authors	Revised by the Communications Committee, 2006