

Change Agent States for Diversity Report to ECOP Personnel Subcommittee, 8-20-2007

- Who:** Twenty (24) institutions in 18 states across all regions (Arizona, Delaware, Colorado, Kansas, Idaho, Louisiana, Mississippi, Missouri, New Mexico, New York, North Carolina, North Dakota, Ohio, Oregon, Pennsylvania, South Dakota, Tennessee, Washington)
- How:** State members find support and collaborate within a Consortium framework to:
- Make a system-wide impact and enhance system capacity
 - Build and share expertise around diversity
 - Provide mutual support for long term system change work
 - Contribute to and support a diversity “community of practice”
- Project Goals:**
- *To build the capacity of the Land Grant System* to function inclusively and effectively in a multicultural World
 - *To set standards and implement a vision* for supporting healthy, thriving, culturally diverse communities through Extension, research and academic programs.

Accountability for Collecting and Measuring Outcomes:

An important accountability component of the *CAS Project* is the use of a common “Framework for Change” which serves as the foundation for guiding and measuring organizational change efforts over time. The consistent use of the Framework ensures that common efforts and research benchmarks across all states can be collected and used as a basis for measuring outcomes.

Change Agent States 4 Framework for Change Components:

- 1) Leadership Development.** Engaging and training the people who make or influence organizational policy is a core initiative of the CAS Project.
- 2) Appointing a DIVERSITY COORDINATOR** who serves as a key liaison with Directors/Administrators, and facilitates the work of the Diversity Catalyst Team, represents the State in the work of the multi-state CAS Consortium.
- 3) Organizing a representative CATALYST TEAM** which serves as an organizational task force to help determine state specific goals, design and implement the institutional vision.
- 4) ASSESSMENTS** provide a baseline, or benchmark, for yielding the evaluation components and research data that drives planning, action and evaluation for the institutions and the CAS Project. Key assessments include:
 - Organizational profiles - demographics of the organization (Extension System, College or Institution as determined by each participating state) by gender, race, ethnicity.
 - Interview Surveys of state senior level administrators, project coordinators and catalyst teams.
 - Assessment of state-specific systems that integrate diversity components such as recruitment/hiring/promotion practices, performance appraisals, professional development, program development and communication systems, etc.
 - Workplace Climate surveys - a survey to assess how effectively the organizational workplace climate welcomes and supports all of its employees.

RECENT CONSORTIUM ACHIEVEMENTS

- Hosted two National Diversity Conferences-Seattle April 2007 and Greensboro, NC April 2005. CAS leaders made numerous CAS project accomplishment presentations.
- Collaborate and coordinate The National Diversity Conference with the CSREES Administrative Conference. CAS leaders provided presentations & workshops at the Administrative Conferences over the last 4 years.
- Evaluation consultant P. Ingram has published & made CAS presentations at conferences.
- A CAS Logic Model and Tools for Change publication series written.
- Leadership provided to establish CAS as part of eXtension Diversity CoP & Nat'l Diversity Center.
- A 2006 Youth & Adult Partnerships grant application process was developed; 2 state projects funded; ND &

ID.

- A CAS Expansion plan to invite new states into the work was initiated; application documents created, promoted system-wide, and applications reviewed/selected; new Tier 3 states & institutions welcomed in Seattle;
- June 2007 Coordinator training in Colorado was planned and new coordinators in the Tier 1 states and Colorado were trained;
- Year 5 Climate Survey and Organizational Profile process implemented and nearing completion by Tier 1 states of AZ, CO, MO, NY, NC, ND, PA.; the Aggregate Report is being compiled by the consultant.
- Year One Climate Survey process implemented by coordinators from Tier 3 states KS, OH, OR, TN plus the collaborating state of Texas; states are meeting monthly for fall survey implementation.
- Kate Kirkham 2008 Leadership Forum training for senior organizational leaders in Tier 3 states plus 6 slots for other states planning in process; possibly a second 2008 Leadership Training will be held to meet all the leadership interest expressed.

Selected project documents that have been published to date:

A. *A Snapshot of the Change Agent States for Diversity Project*, February 2005, *Journal of Extension*, <http://www.joe.org/joe/2005february/a5.shtml>

► **B. *Change Agent States for Diversity Evaluation Study: Interim Summary Report***, April 2005 This is a concise 5-page report that contains summaries of five project assessments to date. http://www.casd.cornell.edu/pdf/Interim%20Summary%20Report_05.pdf

C. *Change Agent States for Diversity Project: The Catalyst Team Approach*, *Journal of Extension*, April 2006.

In addition to the publications listed above, the consultant for Project Evaluation has made the following presentations related to this project.

- *After 4 Years in the CAS Project – What Do CAS Administrators Have to Say?* National Diversity Conference-Modeling Systemic Change, Seattle, WA April 25-27, 2007
► See companion 4-page informal document on this topic.
- *Managing Diversity Skill Development: An Initial Report from the Change Agent States for Diversity*. Diversity Gumbo: Recipes for a Multicultural Workplace. 2004 Annual Diversity Conference and Awards Ceremony. LSU AgCenter.
- *Change Agent States for Diversity Baseline Evaluation: Extension Directors Reflect on Progress and Challenges*. 2004 NAE4-HA Conference. Oklahoma City, OK. October 31-November 4, 2004.
- *Making Organizational Diversity a Reality*. 2005 CSREES Administrative Conference. April 24-28, 2005. Greensboro, NC.
- *Valuing the Catalyst Team*. National Diversity Conference: Creating a Climate for Change: Strategies in the Land Grant System to Lead a Diverse America. Greensboro, NC. April 27-29, 2005.
- *Organizational Diversity: Change Agent States Develop a Model*. 2006 Public Issues Leadership Development Conference. Arlington, VA. April 24-27, 2006.
- *Modeling Support for Diversity: Change Agent States for Diversity and Engagement*. Presented at the 2006 CSREES Conference. Rapid City, SD. April 29- May 4, 2006.
- *The Change Agent States for Diversity: Making Catalytic Changes to The Land Grant University*. Paper presentation at the 19th Annual National Conference on Race and Ethnicity in American Higher Education. Abstract included in the Conference Proceedings. P. 52. May 30 - June 3, 2006. Chicago, Illinois.

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