



DIVERSITY COORDINATOR

Change Agent States

“TOOL FOR CHANGE”



Description	The Diversity Coordinator leads and coordinates organizational change efforts around issues of diversity
Strategy behind tool	<ul style="list-style-type: none"> • It is extremely important to identify a Diversity Coordinator with a clear position description that articulates authority, required skills and time needed to manage organizational change. This position must be integral to the organization. Permanent funding must be sought. In support of this position, all others within the organization must have responsibilities for diversity integrated into their job responsibilities.
Goals and outcomes	<ul style="list-style-type: none"> • The organization has a clear, articulate, realistic, strategic plan in place to guide diversity efforts. • Faculty reflect increased knowledge and strengthened skills in the area of diversity • Diversity efforts are facilitated and managed to maximize resources and efforts • There is support for actualizing the diversity strategic plan throughout the system • The Catalyst Team functions as an advisory committee to ensure that diversity goals are attained
Roles	<ul style="list-style-type: none"> • Is responsible for the participatory creation, implementation, and evaluation the of Strategic Plan for Diversity • Coordinates and manages work of the Catalyst Team, monitoring team membership - transitioning members on and off the team, establishing an on-going pool of perspective members, and working to use the unique strengths and talents of team members • Organizes written materials, web page, newsletters, strategic plans, and other communication mechanisms • Motivates and supports members to follow through on assignments • Creates an environment and intentional process for productive work sessions and creative discourse including setting up ground rules so as to equalize power, creating an environment where people can have open and honest discourse, and assisting people to avoid hierarchical roles • Identifies barriers in communication and group process • Provides opportunity for personal and professional development of each of the Catalyst Team members • Coordinates state diversity efforts with the other coordinators of the Change Agents States, CSREES, the National Diversity Center, and other partners

Roles Cont'd	<ul style="list-style-type: none"> • Facilitates the relationship between Catalyst Team, leadership team, and other key partners • Works with top administrators and others to implement the strategic plan • Acts as a diversity “ear” and resource for the organization • Examines and works in concert with Affirmative Action/Equal Employment and Program Development models and plans
Skills and knowledge	<ul style="list-style-type: none"> • Familiarity with social identity development and other theories relative to individual and organizational change • Understands how power is used and where power is in the organization • Possesses knowledge of the Framework for Change, and s change processes • Speaks the language of diversity and change that is respectful and empowering. • Can develop, actualize and implement strategic plans • Develops a diversity vision and mission • Is able to delegate responsibilities, manage people, and serve as a model for change • Is able to resolving conflicts across difference • Markets and communicates diversity goals • Facilitates/presents • Plans effective meetings • Designs web pages, and other communication and collaborative devises
Attributes and characteristics of coordinator	<ul style="list-style-type: none"> • Motivated to challenge status quo • Comfort with diversity tension, and comfortable with making other people uncomfortable • Persuasive • Commitment to the vision • Willingness to ask for and give support • Comfortable with fluidity i.e. working with a dynamic strategic plan – stopping, assessing, modifying, implementing • Willingness to critically look at self relative to group identities, power, and privilege • Being a risk taker –adept at assessing when to take risks • A continual learner • Consciousness on numerous diversity issues • Patient with other people’s process of personal development and their readiness for adopting change on diversity
Barriers, issues, and risks	<ul style="list-style-type: none"> • Hiring a person for group identity rather than skill set • Working in isolation • Deciding where the position is placed in the system i.e. administrative position, executive appointee... • Support for the position and the work---voice needs to be heard by leadership • How position is introduced to the system – who was involved? • Adding diversity on to someone’s already too full plate
Ways to overcome barriers	<ul style="list-style-type: none"> • Making sure that Diversity Coordinator is not an “add-on” (temporary or extra responsibility) • Being empowered by the CEO to make decisions, work in partnership with policy makers, and instigate change (which may be uncomfortable) • The person(s) hiring knows the skills and understanding required for this position • Climate for position - community of support in place • Willingness by leaders to be challenged and to take risks

Costs associated with position	<ul style="list-style-type: none"> • 1 FTE in standard system budget (not soft money). This position should be assigned no less than a .50 FTE • Operating budget for activities i.e. traveling, printing, training, Catalyst Team activities.... • Support staff for Coordinator
Communication about position	<ul style="list-style-type: none"> • Leadership introduces position through memos, newsletters, annual meetings, etc. • Position is in visible relationship with leadership at major events
Evaluation	<ul style="list-style-type: none"> • Measure impacts of diversity change in the system • Identifies activities and benchmarks of the Catalyst Team • Assesses relationships with administrators and members of Catalyst Team • Outlines success in implementation of diversity strategies
Author	Updated by the Communications Committee, 2006