

Change Agent States Logic Model

Situation	Inputs/Framework	Outputs	Short Term Outcomes	Medium Outcomes	Long Term Outcomes
<p>Many Extension institutions are challenged to reflect a diverse workforce and often, programs are not accessible to all. Land-grant institutions must strive to retain a diverse workforce by ensuring that the climate is welcoming to all. Leaders who are in a position to impact change around diversity often do not have the skills to do so, and they often are not knowledgeable about how to create change to achieve diversity goals. Therefore, the Change Agent States (CAS) formed a consortium that researches what will work to effect organizational change around issues of diversity. Sharing knowledge, using data to drive decisions and exploring best practices will assist the Change Agent States as they attempt to achieve their goal of becoming a nationwide catalyst for change in university systems.</p>	<p>Leadership Involvement and Training</p>	<p>Financial commitment to CAS project and state Catalyst Team</p>	<p>Participation in regional training by diversity consultants; Initial planning of goals for each state</p> <p>Research best practices that result in organizational change</p>	<p>Involvement at national meetings to promote CAS; provision of visible support, and leadership to the organization around issues of diversity</p> <p>Leadership models best practices leading to organizational change</p>	<p>Leadership demonstrates long-term commitment to organizational change around diversity</p>
	<p>Catalyst Team and Coordinators</p>	<p>Initial planning by each state to determine team goals and outcomes</p> <p>Ongoing professional development of coordinators</p>	<p>Functioning teams with participation of key leaders</p>	<p>Development of strategic plans for systemic organizational change</p> <p>Recommendations for systemic change to the leadership</p> <p>Implementation of specific recommendations</p>	<p>Systemic organizational change, including: policy change, climate change, profile change and programmatic change result in increased effectiveness in serving diverse audiences.</p>
	<p>Profile Assessment of each state organization</p>	<p>Report on make-up of the workforce in each state organization</p>	<p>Awareness of the demographic make-up of the state;</p> <p>Strategic plans to make changes in profile to reflect diversity of the state</p>	<p>Changes in recruitment, retention, development, and promotion policies of the organization</p> <p>Universities are more inclusive</p>	<p>Organization mirrors the diversity in the state</p>
	<p>Climate Assessment of each state organization</p>	<p>Report on the "climate for diversity" in each organization</p>	<p>Awareness building regarding the climate in the state; target areas for development</p>	<p>Professional development around issues of diversity and organizational change</p> <p>Positive workplace climate</p>	<p>Organization demonstrates cultural competency in all aspects of its climate and work.</p>

<p>Assumptions</p> <p>We believe that diversity goals can be achieved through research based strategies and through studying best practices across the country. A collaborative, data-driven approach leads to success.</p>	<p>External Factors</p> <p>The consortium exists within extension in land-grant institutions. Commitment from leaders at the top of each university within the consortium is key. In addition, leadership must exist at all levels of the organization. Decreased funds to education and changes in organizational leadership create challenges to diversity efforts.</p>
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