



DIVERSITY COORDINATOR

Change Agent States for Diversity **“TOOL FOR CHANGE”**



Description	A designated position to coordinate and lead the organizational change on diversity effort.
Strategy behind tool	It is important to have a defined position with articulated skills, authority, and designated time to manage organizational change on diversity for the system. In addition, others in the system need to have diversity work integrated into their job responsibilities.
Barriers	<ul style="list-style-type: none"> • Hiring a person for group identity rather than skill set. • Adding diversity on to someone’s already too-full plate. • Position works in isolation. • Defensiveness and resistance of individuals.
Other issues to consider	<ul style="list-style-type: none"> • Deciding where the position is placed in the system i.e. administrative position, executive appointee... • How Coordinator is introduced to the system. • Building support and facilitating networks for the Coordinator.
Goals and outcomes	<ul style="list-style-type: none"> • System has a clear, articulate, and do-able strategic plan in place as a working document that is monitored by the Coordinator. • There is ongoing communication, expectation, and education on diversity skills, knowledge, and understanding facilitated by the Coordinator. • The Diversity Team’s and system’s diversity efforts are facilitated and managed to maximize resources and efforts. • The Catalyst Team relationship with leadership and other key partners is constantly facilitated and supported by the Coordinator.
Roles	<ul style="list-style-type: none"> • Coordinates and manages work of the Catalyst Team. • Monitors the team membership - transitioning members on and off the team, establishing an pool of perspective members, and working to use the unique strengths and talents of team members. • Facilitates opportunities for personal and professional development of Catalyst Team. • Motivates and supports members to follow through on assignments. • Responsible for the participatory creation and implementation of strategic plan. • Critically monitors the whole process and plan; adapting the plan when necessary. • Works with leadership throughout the system for implementation of strategic plan. • Acts as the “hub” of the diversity effort – connecting, communicating, strategizing, and problem-solving. • Organizes written materials, web page, newsletters, strategic plans, and other communication mechanisms. • Examines and works in concert with Affirmative Action/Equal Employment and Program Development models and plans. • 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.

(roles)	<ul style="list-style-type: none"> • Identifies and addresses barriers to change. • Facilitates the relationship between Catalyst Team, leadership team, and other key partners. • Acts as a diversity “ear” and resource for the system. • Frames diversity in a positive context. • Works with the numerous roles, pressures, and priorities of leaders. • Thinks and acts the vision for change – modeling how to be a change agent.
Skills and Knowledge	<ul style="list-style-type: none"> • Knowledge of framework for change and how to guide a change process. • Ability to facilitate strategic planning, creating mechanisms that assure implementation, and actualizing of plan. • Ability to motivate, delegate and manage well. • Understands social identity development and other theories on individual and organizational change. • Understands how power is used and where power is in the system. • Speaks the language of diversity and change that is respectful and empowering. • Ability to work in partnership with different groups. • Strong foundation in working with varied diversity issues. • Ability to deal effectively with resistance, barriers, and conflict. • Has good marketing and communication skills • Has strong facilitation and presentation skills. • Plans effective meetings. • Web development skills are a plus.
Attributes and characteristics of Coordinators	<ul style="list-style-type: none"> • Motivated to challenge status quo. • Comfort with diversity tension. • Commitment to the vision. • Willingness to ask for and give support. • Comfortable with fluidity, working with a dynamic strategic plan -- stopping, assessing, modifying, and implementing. • Willingness to critically look at self relative to group identities, power, and privilege. • Adept at assessing when to take risks. • A continual learner. • Commitment to range of diversity issues. • Patient with other people’s process of personal development and their readiness for change.
Cost associated with position	<ul style="list-style-type: none"> • This position should be assigned no less than a .50 FTE and not be “soft” money. • Support staff for Coordinator. • Budget for activities, traveling, printing, training, Catalyst Team activities, etc.
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"> • Impacts of diversity change in the system. • Activities and benchmarks of the Catalyst Team. • Relationships with administrators and members of Catalyst Team. • Success in implementation of diversity strategies. • Evaluation by leadership and Catalyst Team.
Author	Linda Couchon, Cornell Cooperative Extension, LWC4@cornell.edu