

Extension Diversity, Equity and Inclusion (DEI)

Strategic Blueprint 2020-2023 – Summary Overview

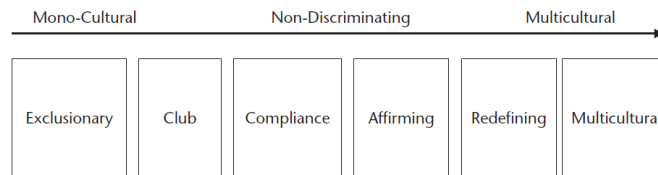
Summary

Colorado State University (CSU) Extension is setting its path as part of the CSU Institutional Diversity Strategic Plan Blueprint. Developed by Extension for Extension, the overall blueprint includes six initial goals approved by Division leadership, with planned adoption of the organization and general goals across all of the Office of Engagement and Extension.

The plan is built on a model of organizational change called multicultural organization development¹ or MCOD. The MCOD Development Stage Model identifies six points on a developmental continuum, each describing the consciousness and culture of an organization with regard to issues of social justice and diversity and where the organization is relative to becoming a multicultural organization. The initial goals identified below start the path to move along the continuum and will lead to new goals.

Overall Goal

To develop as a multicultural organization to become an “affirming organization” by 2024, and a fully multicultural organization by 2027, as evidenced by the climate surveys and additional data administered in those years.



Goal 1: Define the baseline.

Establish and communicate the current baseline understanding of our climate.

Goal 2: Commit to growth.

Establish and communicate our shared staff expectations for competencies and support for growth.

Goal 3: Learn to lead.

Establish expectations for development of leaders in improving organizational climate and success.

Goal 4: Diversify workforce.

Recruit and retain diverse faculty and staff.

Goal 5: Co-create with diverse communities.

Ensure the community needs assessment is inclusive of diverse needs and voices.

Goal 6: Integrate respectful dialogue.

Increase capacity to facilitate respectful community dialogues.

¹ A Multi-Cultural Organization" by Bailey Jackson, Ed.D., and Rita Hardiman, Ed.D.

Introduction

Colorado State University (CSU) Extension will address six significant goals as part of the CSU Institutional Diversity Strategic Plan Blueprint. Developed by Extension for Extension, the overall blueprint includes six initial goals approved by Division leadership.

The mission of our institution speaks directly to the importance of diversity, equity and inclusion, and these values are incorporated into CSU's principles of community: Inclusion, Social Justice, Integrity, Respect, and Service.

CSU's mission states: "**Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world.**"

The mission of CSU Extension is to "**Empower Coloradans to address important and emerging community issues using dynamic, science-based educational resources.**" Our core values as a resource are: Trusted, Community-based, Science-based, Integrity and Inclusive.

This Strategic Blueprint (blueprint or plan) values the land-grant mission by striving to provide a path forward for building an inclusive and positive climate for all employees and volunteers and ensuring that Extension services are accessible to all people of Colorado. In addition, due to changing demographics, the Plan addresses how best we can adapt, engage and be more inclusive of all audiences in Colorado.

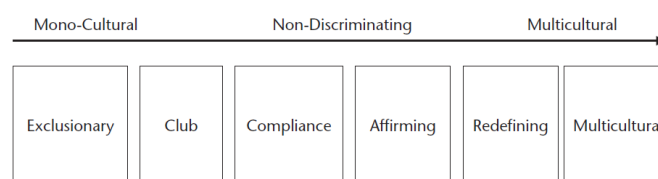
Defining Success

What does a multicultural organization look like? Extension, as a multi-cultural organization....

1. Has² a clear **commitment** to creating an inclusive organization where employees can be their authentic selves.
2. Seeks, develops, and values the **contributions and talents of all employees.**
3. Includes **all members as active participants** in decisions that shape the organization.
4. **Reflects the diverse social and cultural groups of the people of Colorado** throughout all levels of the organization; and **demonstrates the multicultural competencies** to serve the increasingly diverse populations of Colorado.
5. **Acts** on its commitment to **eliminate** all forms of **exclusion/discrimination** within the organization to provide a respectful and inclusive work climate for all employees.
6. Follows through on **broader social and environmental responsibilities.**
7. Includes **diverse communities** of learners and stakeholders engaged in programs.
8. Provides **leadership and workforce capacity to engage in respectful community dialogues.**

Overall Goal

To develop as a multicultural organization to become an "affirming organization"¹ by 2024, and a fully multicultural organization by 2027, as evidenced by the climate surveys and additional data administered in those years.



² Developed from "A Multi-Cultural Organization" by Bailey Jackson, Ed.D., and Rita Hardiman, Ed.D. (Multicultural organization development or MCOOD)

Goal 1: Define the baseline.

Establish and communicate the current baseline understanding of our climate.

Key Actions

Collect relevant baseline data including

- Demographics of current staff
- Demographics of volunteer groups
- Demographics of county and statewide advisory boards
- Trends in program utilization numbers
- Trends in the number of bias incidents
- Content and analysis of employee exit interviews
- County policies and procedures, strategic plans and goals around diversity, equity, inclusion and social justice.

Examine policies and procedures that make Extension inaccessible to underserved audiences.

Goal 2: Commit to growth.

Establish and communicate our shared staff expectations for competencies and support for growth.

Key Actions

Communicate and build awareness of the strategies and practices associated with the MCO model, and the goals and action steps in the Plan.

Establish and communicate clear expectations for behavior, and set a positive, proactive tone for creating inclusive programming.

Examine current Extension and County policies and practices that align with CSU's Principles of Community, and those that may be in conflict. Draft suggested changes to policies and procedures that prioritize fairness and take meaningful steps to align operating policy and procedures with equity.

Incorporate diversity, equity, and inclusion (DEI)-focused goals in staff performance appraisal process by 2021, and accountability to those goals by the end of 2022.

Assess understanding of the MCO model, the policies established to address issues of bias, and receive feedback on accountability measures that have been implemented. Share ongoing results on ongoing assessments and surveys.

Goal 3: Learn to lead.

Establish expectations for development of leaders in improving organizational climate and success.

Key Actions

Leadership will complete the [Intercultural Development Inventory](#) (IDI) and implement an individual intercultural development plan as part of their professional development plan.

Leadership attends trainings including the Social Justice Leadership Institute and a training on the MCO model offered by the OVPD.

Additional Extension staff will be trained as IDI Qualified Administrators to help facilitate IDI across the organization. The IDI Development Plan will serve as a framework, in alignment with the MCOB model, to develop and establish DEI professional development initiatives.

Track progress on goals and continued training needs.

Goal 4: Diversify workforce.

Recruit and retain diverse faculty and staff.

Key Actions

Examine and update hiring processes, based on best practice recommendations.

Implement new processes focused on hiring and retaining Extension staff from diverse backgrounds and overall reduction in annual turnover.

Goal 5: Co-create with diverse communities.

Ensure the community needs assessment is inclusive of diverse needs and voices.

Key Actions

Conduct an Inclusive Needs Assessment as an evidence-based, data-driven approach to determining who we are engaging and who we are not.

- Pilot needs assessment in Larimer County.
- Launch statewide needs assessment.

Goal 6: Integrate respectful dialogue.

Increase capacity to facilitate respectful community dialogues.

Key Actions

Identify facilitation skills needed to engage in and conduct respectful dialogues.

Offer professional development and training focused on developing facilitation skills for respectful dialogue.

Identify opportunities to expand on the work of La Plata County around facilitating respectful community dialogues.

ⁱ Definition of the affirming and multicultural organizations in the MCOB Developmental Stage Model. A Multicultural Organization. Bailey Jackson, Ed.D., and Rita Hardiman, Ed.D. Additional information on the plan and goals will be provided.