

Community Goals, Outcome 1: Ensure that diverse communities are served by Extension programming.

Strategies	Assessment methods	Expected performance level	CSU Strategic Choice 1 Goal 3
<p>1. Orient the CE Program Leadership Team (PLT) regarding their role and organizational expectations regarding diversity in programming. The PLT is composed of six Core Competency Area (CCA) leaders each providing leadership for one of Extension’s six primary programming areas, 3 regional directors, two interim Associate Directors and the Director of the Family Youth Institute. Team Members will increase their understanding of diversity; understand organizational expectations about programming for diverse audiences and their role as a Core Competency Area (CCA) leader in encouraging work teams to involve diverse audiences in program planning and to implement both inclusive and targeted programming to address priority needs of diverse residents. Each of the six CCA leaders will be able to address at least one issue related to working with diverse audiences with a Work Team under their guidance.</p>	<p>1. The COERS program data collection system will summarize educational outreach and service activities to diverse audiences by Extension Employees. Individual employee performance appraisal narratives will include information regarding diverse audience inclusion, interaction and outcomes. Baseline data will be collected from these systems in year one. Qualitative and quantitative changes from the baseline will be assessed annually thereafter.</p>	<p>1. Cooperative Extension employees will document an increase in significant programming for diverse audiences and diverse audience participation in programming through the annual Performance Appraisal process and COERS system.</p>	
<p>2. A representative from the Diversity Catalyst Team will serve on the PLT. The installation of a Diversity Catalyst member on the PLT will increase the voice and presence of diversity, emphasize the importance of diversity in programming and provide a resource.</p>	<p>2. Meeting reports will acknowledge the addition of a diversity catalyst team member to the Program Leadership Team.</p>	<p>2. Diversity Catalyst Team will have representation on PLT.</p>	
<p>3. Four work teams will be selected for training and guidance on working with diverse audiences. Focus will be on identifying audience needs, developing and delivering inclusive programming and evaluating outcomes.</p>	<p>3. Work teams and Catalyst team will discuss effectiveness of effort and identify best practices. Materials describing best practices will be developed and shared with other work teams as well as posted on the Diversity website.</p>	<p>3. Four targeted work teams will include diverse audiences in the Plan of Work. These four teams will serve as a model for future work teams.</p>	

Community Goals, Outcome 2: Cooperative Extension staff will demonstrate progress toward cultural competency. Outcome of goal: Cooperative Extension staff will demonstrate progress toward cultural competency. One way to define Cultural Competency is as “a set of cultural behaviors and attitudes integrated into the practices of a system, agency, or its professionals, that enables them to work effectively in cross cultural situations.” Cultural competency is an evolutionary process. It is achieved by translating and integrating knowledge about individuals and groups into specific practices and policies applied in appropriate cultural settings. When employees are culturally competent, they establish positive working relationships, engage clients and improve the quality of the educational experience they provide.¹

Strategies	Assessment Methods	Expected Performance Level	CSU Strategic Choice 1 Goal 7
1. Develop minimum expectations for cultural competency for Extension staff.	1. Minimum cultural competency expectations developed and incorporated in Cooperative Extension Employees handbook. Catalyst team in cooperation with Human Resources and Professional Development Committee will review policies on hiring, training and performance appraisal processes for inclusion of Cultural competency expectations.	1. Competencies communicated and infused into Extension hiring, orientation, professional development and performance appraisal processes. All staff hired and retained by cooperative Extension will possess minimum cultural competency skills as exhibited in the hiring and performance appraisal process.	
2. Identify, fund and provide access to programs and resources that contribute to the development of a welcoming environment and enhance progress toward cultural competency through organizational and elective professional development activities.	2. Cultural competency training is documented by employees through the professional development process. Employees will document cultural competency progress through the annual performance appraisal process.	2. Staff will document significant involvement of diverse partnering agencies, individuals and audiences in the Extension program planning and delivery process.	
3. Encourage, support and reward Extension staff or participating in activities that contribute to the organizations development and demonstration of cultural competency. Initial efforts will be highlighting individual and team efforts on our diversity website and nominating individuals/teams for Extension’s annual diversity award	3. Diversity efforts and highlights will be posted on the website. Number and type of follow-up requests/contacts for additional information about the effort will be tracked. Number of nominations for diversity awards will be tracked.	3. The diversity catalyst team will submit a nomination for the Extension diversity award. A minimum of two staff/programs/teams will be highlighted on the Extension Diversity Website annually.	

Faculty and Staff Goals, Outcome 3: Cooperative Extension will recruit and hire administrative professionals from underrepresented groups to achieve “meaningful representation.”			
Strategies	Assessment Methods	Expected Performance Level	CSU Strategic Choice 3 Goal 2:
1. Position Announcements will contain as a minimum qualification specific language requiring demonstrated experience working with diverse populations, especially individuals from underrepresented groups.	1&2.The Cooperative Extension Human Resources office will review all position announcements and subsequent candidate applications to ensure the announcements require and the candidates demonstrate work experience with diverse audiences.	1. All candidates hired by Cooperative Extension will demonstrate significant work experience with diverse groups.	
2. All Position Descriptions will specifically reflect Cooperative Extension’s commitment to programming for diverse clientele, especially individuals from underrepresented groups.		2. Applicant pools will show increased numbers of individuals from underrepresented groups.	
3. Cooperative Extension will identify and use recruitment venues and mechanisms to generate applications from members of underrepresented groups.	3. Cooperative Extension will maintain a database of applicants to be able to determine that individuals from underrepresented groups are responding to recruitment venues and mechanisms.	3. There will be an increase in the number of individuals from underrepresented groups hired by Cooperative Extension.	
4. Position Announcements will be written to reflect the value of nontraditional experiences and qualifications, as appropriate, for Extension positions.	4. Records maintained by the Human Resources office will indicate at what rate individuals from underrepresented groups with nontraditional experience and qualifications appear in Cooperative Extension applicant pools and are retained through the initial screening process.		

Leadership Goals, Outcome 4: CE will develop an organization wide information sharing and distribution system providing information, resources, best practices and recognition for individual and team efforts.			
Strategies	Assessment Methods	Expected Performance Level	
1. Developing a functional diversity website to showcase efforts and link to resources.	1. Completion of website, organizational communication and marketing of website and establishing baseline level of use.	1. Operational website up and operating http://www.ext.colostate.edu/diversity/ .	
2. Cataloging diversity resources available and informing organization about accessing them.	2. Completion of database, marketing of such to the organization and establishing a baseline of use.	2. Database organized and accessible to organization.	
3. Recognizing and developing relationships with other units on campus that provide diversity resources and increasing awareness of our staff through the website and other organizational communication about these linkages.	3. Number of units relationships are developed with; number of units/resources that are linked to Extension through web resources; establish a baseline for requests or referrals to units.	3. Relationships developed with at least three university resources that are linked to organization through web/information distribution. These outcomes to be completed by September 2007.	
<p>Data Summary and evaluation: To be completed in September 2007</p> <p>Program Improvements: To be completed by September 2007, unless otherwise noted.</p>			