

Diversity and Inclusion Throughout the Program Development Cycle



Some Observations:

- Programs rarely cycle through the phases in a nice, predictable path; different programs start in different phases; sometimes you have to “go backward” when a program doesn’t work as predicted..
- The phases can be seen as a series of decisions that lead to program results.
- The model can be used as a planning framework or as an evaluation/diagnostic tool.

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Reviewing Your Program Process for Opportunities to Strengthen Outreach and Inclusion

Step 1 — Refer to the diagram on the previous page and discuss each phase of the program development process using these questions:

- What are the diversity related questions associated with this phase?
- What are the opportunities for and advantages of diverse involvement in each phase?
- What strategies/methods might be used to gain diverse involvement?
- What resources can you draw from?

Jot a few notes as you work your way through the model.

These quick definitions for the phases of the program development model may be helpful:

Needs and Opportunities — In this exploratory phase, potential needs and opportunities that might be addressed by your programs are identified. Techniques such as environmental scanning, needs assessment, assets mapping, and situational analysis often are used.

Niche and Priorities — This phase involves narrowing down needs and opportunities information to determine unique roles of extension, priority goals and objectives, audiences, and collaborative relationships. Techniques used include group priority setting processes, audience targeting, SPOT (strengths, problems, opportunities, threats analysis), review of program quality criteria, etc.

Strategy — Here you are selecting the overall approach needed to reach priority goals and objectives. The appropriate sequence and mix of educational methods are selected and plans made for resource development, marketing, and implementation. Instructional design tools are useful here.

Indicators — With specific goals and methods in hand, you determine the specific indicators that will be used to determine if a program is on target and whether or not each priority audience is reaching intended goals. Clear identification of accountability expectations and information needed for program management decisions is a first step.

Program — This is the actual conduct of the program including specifying scope and sequence of activities, refining program plans, developing materials and other needed resources, logistical arrangements, and delivery of learning experiences. Implementation planning tools are useful here.

Results — This phase includes program monitoring and formal and informal program evaluation during and after program implementation. It includes documenting the program, capturing intended and unintended outcomes, assessment for program management purposes, and

Step 2 — Compare your notes with the outline on following pages to develop a list of specific opportunities to expand outreach and inclusion throughout your program process.

Seed List of Diversity Questions and Advantages Throughout the Program Development Process

Needs and Opportunities

Diversity Questions:

- Whose needs and opportunities are assessed? Whose aren't? Are particular perspectives over- or under-represented?
- Who is and isn't involved in summarizing and interpreting needs and opportunity information?
- What mix of needs/opportunity assessment methods will produce the broadest view of program potential?

Diversity Advantages:

- Richer understanding of program potential
- Identification of unseen program relationships and linkages for greater impact
- Improved visibility of CCE and credibility of its decision processes

Niche and Priorities

Diversity Questions:

- Do you have sufficient knowledge of organizations and agencies serving diverse populations to determine Extension's unique roles and possible collaborations?
- Do your decision-making committees represent a cross section from the community?

Diversity Advantages:

- Expanded opportunities for program collaboration and leveraging of resources
- Greater ability to articulate the unique contributions of CCE
- Extension programs reflect and address community priorities

Strategy/Approach

Diversity Questions:

- Do you have sufficient knowledge of audiences and their contexts to select appropriate approaches?
- Have you established credibility and needed relationships with the audiences involved?
- Have you directly involve audience members in defining strategy?

Diversity Advantages:

- More successful program activities and improved adaptability to new audiences
- Expanded audiences leading to enhanced community support
- Greater program impact

Indicators

Diversity Questions:

- Who gets to decide how program quality and effectiveness will be determined?
- Have you involved audiences in determining success indicators?

Diversity Advantages:

- Strengthened audience "ownership" of the program
- Greater sense of progress and ability to make adjustments as needed

Program Delivery

Diversity Questions:

- Are the methods and materials you have chosen appropriate to the full range of audiences involved?
- Do your choices of site, facilities, timing, staff, etc. promote involvement of the targeted audiences or present barriers (language, fiscal, social, physical, etc.).

Diversity Advantages:

- Accessibility of program to the broadest possible audience
- Broader awareness of CCE and its resources in the community
- Diverse groups of people feel welcomed and respected in our programs

Evaluation and Results

Diversity Questions:

- Who makes input to the evaluation process? Who helps interpret findings?
- How are different expectations of stakeholders incorporated into the evaluation process?
- Who are you serving and who is missing?

Diversity Advantages:

- Richer understanding of program results
- Greater ability to replicate successes/reduce "less than successes"
- Improved accountability to diverse constituents

General Approaches for Enhancing Diversity Through Program Development

- Strengthen environmental scanning and needs assessment processes
 - Increase knowledge of the communities you serve
 - Build networks with agencies and organizations serving diverse populations
 - Participate in collaborative needs assessment with other community organizations
 - Assure broad representation on program and advisory committees
- Strengthen audience targeting; know who's out there and what their characteristics are
 - Determine potential audiences and monitor who you actually reach...don't guess — monitor.
- Enhance instructional design skills including selecting methods appropriate to different learning styles, cultures, literacy levels, etc.
 - Recognize that a “one size fits all approach” rarely fits anyone well
 - Directly involve audiences in program design, delivery, monitoring, and evaluation
- Improve program marketing to diverse groups; try to personalize delivery and gain help from audiences in selecting titles and key descriptors.
- Link your programs to other aspects of community life; find natural alliances.

Resources

CCE Environmental Scanning Resources:

<http://www.cce.cornell.edu/admin/program/documents/scan.cfm>

Appreciating Diversity in 4-H, Ohio State Extension:

<http://ohioline.ag.ohio-state.edu/4h-fact/0016.html>

Designing Diversity: Developing Cooperative Extension Programs

With Ethnically Diverse Communities, Washington State University Extension:

<http://www.cyfernet.org/prof/designdiversity.html>

Planning for Performance, Univ. of Kentucky Extension:

<http://www.ca.uky.edu/agpsd/plan1.pdf>

Program Development 101, University of Tennessee Extension:

http://www.utextension.utk.edu/fcsstaffdev/program_development_101.htm

Programming for Special Audiences, Iowa State Extension:

<http://www.extension.iastate.edu/efnep/audiences.html>

Strategies for Involvement, Univ. Wisconsin Extension

<http://www.uwex.edu/ces/pdande/PDFs/strategies.pdf>

Targeting Audiences in Developing Program Delivery Systems, North Carolina Extension:

<http://www.ces.ncsu.edu/resources/education/sd5/>

Working with Culturally Diverse Audiences, Oregon State University Extension:

http://osu.orst.edu/dept/ehe/nu_diverse.htm

Working with Diverse Cultures, Ohio State Extension:

<http://ohioline.ag.ohio-state.edu/bc-fact/0014.html>

Working With Latino Youth and Community, Oregon Outreach, YouthLearn Web Roundup, Issue 17 - Sept 21, 2001

http://osu.orst.edu/extension/4h/oregonoutreach/successful_practices/index.html