

**University of Wisconsin-Extension
Cooperative Extension
Performance Plan
For
Equal Opportunity, Nondiscrimination and Inclusion
2016-2018**

Cooperative Extension is a division of the University of Wisconsin-Extension, part of the federal land-grant system and federal extension system, a partner with the National Institute of Food and Agriculture (NIFA) of USDA, and a recipient of NIFA funding and other federal funds. Cooperative Extension complies with federal civil rights, equal opportunity and nondiscrimination laws, related USDA departmental rules and regulations, and State of Wisconsin nondiscrimination and equal employment opportunity laws. Cooperative Extension operates under the policies of the University of Wisconsin System and the University of Wisconsin-Extension.

Cooperative Extension complies with the following civil rights laws, authorities, and regulations:

- ❖ Americans with Disabilities Amendments Act of 2008
- ❖ Civil Rights Act of 1964 Title VI
- ❖ Civil Rights Act of 1964 Title VII
- ❖ Civil Rights Act of 1991
- ❖ Title IX, Education Amendments of 1972
- ❖ The Americans with Disabilities Act of 1990, Titles I and V
- ❖ Rehabilitation Act of 1973
- ❖ Age Discrimination Act of 1967
- ❖ University of Wisconsin System Board of Regents Policies for EEO and Affirmative Action

The University of Wisconsin-Extension provides and oversees Equal Employment Opportunity/Affirmative Action policies and procedures.

It has been, and will continue to be, the policy of UW-Extension to promote the full realization of equal employment opportunity for minorities, women and persons with disabilities through a comprehensive affirmative action program. Affirmative action efforts for qualified women, racial or ethnic minorities, persons with disabilities, and veterans will be undertaken to ensure equal opportunity and to overcome the present effects of past discrimination. The policy applies to all units and governs employment of all employees of UW-Extension, and covers all aspects of the employment relationship. In conformity with applicable University of Wisconsin System and Board of Regents policies, the chancellor of UW-Extension provides the Office of Equity, Diversity, and Inclusion with an adequate budget and staff commensurate with the responsibility for ensuring AA/EEO compliance, and will maintain an affirmative action/equal opportunity committee. Furthermore, UW-Extension is committed to

providing reasonable accommodations for persons with disabilities to ensure equal access to employment and to all benefits associated with employment, and provides reasonable accommodations for religious practices upon request from employees.

In accordance with applicable federal laws, state statutes, and University of Wisconsin System and Board of Regents policies, the University of Wisconsin-Extension will protect and provide redress against discrimination or harassment in employment and educational opportunities on the basis of age, race, color, religion, creed, national origin, ancestry, sex, marital status, parental status, pregnancy, sexual orientation, gender identity or expression, cultural identity or expression, disability, arrest record, conviction record, veteran status or membership in the national guard, state defense force or any other reserve component of the military forces of the United States or Wisconsin. Any employee, student, or member of the public who believes they have witnessed unlawful discrimination or harassment, or feel they have been the target of unlawful discrimination or harassment, are encouraged to report the incident to a supervisor, campus administrator, human resource professional, or to the Affirmative Action Officer in the Office of Equity, Diversity, and Inclusion. Retaliation against a person who files a discrimination complaint is also a form of discrimination which is against the law and will not be tolerated.

Complaint processes and procedures are available for all employees, students, and members of the public alleging unlawful discrimination and/or harassment in the employment setting can be found on the Office of Equity, Diversity, and Inclusion's website at <http://inclusion.uwex.uwc.edu/policies-and-forms>. Notice of fair employment rights and procedures are posted at the various personnel offices as well as at all employing units.

The Affirmative Action Plan can be viewed in its entirety during normal business hours at the Office of Equity, Diversity, and Inclusion at 432 N. Lake Street, Room 201, Madison, WI 53706. To request the affirmative action plan in an alternative format, please call 608-262-3969 or 7-1-1 for Wisconsin Relay.

Cooperative Extension provides educational programs and timely access to University of Wisconsin System research and knowledge through colleagues in 72 county offices, on five UW System campuses and within three tribal nations, addressing the important issues of individuals, families, businesses and communities.

Purpose Vision and Values of Cooperative Extension

A commitment to compliance with civil rights, equal opportunity and nondiscrimination federal laws, state statutes and University of Wisconsin System policies is implicit in the Cooperative Extension purpose, vision and values.

Purpose to which we commit: We teach, learn, lead and serve, connecting people with the University of Wisconsin and engaging with them in transforming lives and communities.

Vision of what we want to become: A thriving, well-known and sought-out educational resource that reflects the rich diversity of the state.

Values we strive to live by:

- **Community**—We empower others and ourselves by listening to, learning from, and respecting local knowledge. We value our partnerships and believe community voices are critical to success. We work in community with one another to build a culture of collegiality.
- **Discovery**—We promote lifelong learning, unbiased transformational education and excellence through our scholarly work. We integrate University research with community-based knowledge to explore new solutions and their practical applications. We encourage innovation in teaching, research and outreach to serve the public good.
- **Inclusiveness**—We recognize, appreciate and honor the differences, similarities and contributions of all people and communities. We are intentional in our efforts to ensure equity, justice and fairness. We embrace new ideas and approached in our work.
- **Relationships**—We foster positive relationships through honesty, open communication and accountability. We meet educational needs by creating linkages among cultural, economic and environmental contexts. We recognize and trust the essential and interconnected nature of all roles within Cooperative Extension.
- **Respect**—We appreciate and serve as stewards of our state’s resources. We honor and value each other’s time and talents. We seek to maintain a balance between life and work priorities.

Inclusive Excellence Action Team Recommendations

The Inclusive Excellence Action Team was an implementation strategy of the Cooperative Extension strategic planning process and was an intentional effort to align organizational actions and outcomes with its values and its responsibilities under civil rights, equal opportunity and nondiscrimination laws.

This team worked from June 2011 through April 2012 studying issues of inclusion and climate in Cooperative Extension and reported the following recommendations.

1. Develop, administer and monitor a consistent workplace climate evaluation system relevant for Cooperative Extension that will build capacity for assessment, indicate where improvements need to be made and measure improvements over time. (Implementation began

with the establishment of a Peer Support Network (PSN) in 2013. A climate evaluation system has been planned to be connected with the PSN.

2. Create a performance development framework that will strengthen performance development systems and facilitate the ability of colleagues to raise concerns, engage in finding solutions and resolve interpersonal workplace climate issues.
3. Align Cooperative Extension systems and structures in support of equitable policies, practices and procedures that will contribute to a respectful workplace climate throughout the organization. (Building the capacity of the Human Resource Development unit is intended to support alignment of human resources systems and procedures in Cooperative Extension.)
4. Create an Inclusive Excellence Learning Network that is advisory to the Dean and Director and charged with encouraging inclusion in educational programming through building the capacity of colleagues to work effectively with diverse individuals and communities.

Inclusive Excellence Research Project

In 2015, leaders at the University of Wisconsin – Cooperative Extension expressed interest in understanding the extent to which inclusive excellence is modeled in educational programming. The Program Development & Evaluation unit was charged with the task of conducting a study on inclusive excellence as it relates to programming and sharing learning around what seems to be working well, as well as challenges that prevent colleagues from working in inclusive ways.

Purpose and Use:

This evaluation sought to understand the current state of Inclusive Excellence practice in UW-Cooperative Extension’s educational programming. Applying lessons learned from this study can improve organizational efforts to build on what works well and address barriers that consistently create challenges for expanding access and inclusion across the state.

Evaluation Questions

1) In what ways are UW-Cooperative Extension employees doing programming in an innovative and effective way related to inclusion and what can we learn from this?

2) What are the barriers to inclusive programming and how can they be addressed?

Methodology: A qualitative analysis of a sample of results narratives from Recording Results and Civil Rights reviews from 2014.

Key findings of the study:

1. There is no “one size fits all” practice for addressing barriers to inclusive programming
2. Each situation is unique and complex and requires a thoughtful analysis that engages diverse voices and perspectives

3. Promising practices for inclusive programming often address multiple barriers simultaneously
4. Addressing certain barriers facilitate multiple, often complimentary, promising practices

Recommendations of the study:

1. Delegate regular time and space, such as the on-going PDE data jams, staff meetings or meetings with local partners to collectively explore the relationships between barriers and promising practices using the “Turning Barriers into Promising Practices” tool.
2. Remind colleagues to enter ‘access’ data into recording results, results narrative format. The Share Point platform can be used to understand what others are doing to address barriers to inclusion, including particular strategies, tools or resources that facilitate inclusive programming. This space can also help us measure progress over time.
3. Promote organizational learning by encouraging colleagues to document failures as well as successes.
4. Implement a study to examine how organizational efforts such as professional development offerings contribute to more inclusive programming.
5. Implement a study to assess, from a community perspective, how culturally competent we are in our educational programming efforts.
6. Build on practices identified as “promising”, i.e. contributing to inclusive programming. Explore different ways to do this which may include capacity building, case studies and communities of practice.

Civil Rights & Equal Employment Opportunity

NIFA provides a Civil Rights compliance review guide to help Extension administrators, faculty and staff that reminds us of what is necessary to assure that we are working in compliance with equal opportunity policies in the implementation of our Extensions programs, that every customer and colleague is treated with fairness, equality and respect, and that we are inclusive and have adequate diversity. We will use the guide as the basis of our performance plan. The guide lists fourteen performance areas and the standards for each. The UWEX, Cooperative Extension Performance will list activities that will be conducted to meet these standards and move us forward in addressing Inclusive Excellence recommendations derived from internal efforts.

NIFA Civil Rights Performance Areas

- Performance Area 1:** Resources and Structure, Knowledge of Laws, Rules and Regulations, Staff Training, and Staff Conferences
- Performance Area 2:** Extension Staff Members Assignments
- Performance Area 3:** Advisory Committees, Boards and Other Relevant Committees
- Performance Area 4:** Procedure for Processing Program and Employment Discrimination Complaints
- Performance Area 5:** Statewide Equal Opportunity/Diversity Plan
- Performance Area 6:** Accessibility for the Disabled
- Performance Area 7:** Program Areas (State and Local)
- Performance Area 8:** Extension Program Participation Data
- Performance Area 9:** Public Notification
- Performance Area 10:** Mailing Lists (Electronic and Non-Electronic)
- Performance Area 11:** Title IX Nondiscrimination on the Basis of Sex
- Performance Area 12:** Internal Compliance Reviews
- Performance Area 13:** Limited English Proficiency

Performance Area 1:

Resources and Structure; Knowledge of Laws, Rules and Regulations; Staff Training; Staff Conferences

Standards/Goals:

- Organizational structure and functions of Cooperative Extension relate to the public interests and needs are in place.
- There is a diverse workforce with skills, knowledge, and abilities to carry out those duties assigned for Extension programs.
- A performance work statement or plan of work identifies essential functions to be performed, determined performance factors, including location of Extension work, quality of county work, and the quality and timelines of the county work units.
- All Cooperative Extension employees are held accountable for achieving the requirements in civil rights rules and regulations.
- Provide full-time impetus to an equal opportunity diversity program.
- All colleagues are expected to be knowledgeable and skilled in implementing equal opportunity requirements in Extension programs.
- This civil rights plan includes the expectations and procedures for staff participation in equal opportunity/diversity training. Training information is available to all staff members.
- Cooperative Extension staff have equal access to programmatic training and professional development.
- Routine educational events such as in-service training programs and/or orientation programs for new staff members address equal opportunity requirements.
- Periodic meetings at the county, regional and state levels reflect discussions regarding civil rights compliance and civil rights planning.

Activities to Meet Standards/Goals:

- **Purpose, Vision, Values:** The value of Inclusion and Inclusiveness is clearly and continually communicated as part of the foundational values of the University of Wisconsin-Extension, Cooperative Extension. Inclusion also is a foundational dimension of the Purpose and Vision of the organization.
- **Accountability:**
 - Leadership for infusing diversity and inclusion organization-wide is contained in the position description for the Director of Diversity and Inclusion. The Director is responsible for a unique combination of administrative duties including day-to-day and project-based administrative management, as well as policy development and implementation related to diversity and inclusion efforts.
 - Oversight and responsibility for organization-wide Civil Rights and Equal Opportunity compliance, as well as diversity and inclusion is contained in a number of position descriptions of administrators on the Executive Team of the Dean and Director. In addition, the position descriptions of all administrators include the expectation of compliance with AA, EEO and civil rights as they carry out their responsibilities.
 - Employee data systems contain data elements sufficient to deliver reports necessary to determine whether employment practices, such as promotion, training and professional development, are in compliance with Equal Opportunity requirements.
 - Data recording systems on potential audience and actual participants are designed to determine whether individual Extension programs and program themes across the organization are making progress toward parity of participants to potential audiences.
- **Funding:**
 - The Cooperative Extension Dean's Office budget includes sufficient funding for the operations of the Civil Rights Leadership Team, travel for Civil Rights Days review teams, providing accommodations for people with disabilities, translation of educational resources into foreign languages, interpretation of educational programs with learners into foreign languages, professional development and training in multiculturalism, civil rights, equal opportunity and inclusion in programming and in the workplace.
- **Expectations:**
 - Position Descriptions of all administrators and unit managers contain Civil Rights and Equal Opportunity responsibilities appropriate to the functioning of each respective position.
 - Human Resources procedures include ensuring that Civil Rights and outreach responsibilities and accountability expectations are included in all new position descriptions and that language about these responsibilities in position descriptions for continuing employees is updated throughout the organization.
 - Best practices in Civil Rights outreach and Equal Opportunity that lead to expanding access are infused in Cooperative Extension's program development process that is utilized by colleagues and taught to new colleagues through orientation.
- **Compliance:**
 - Human Resources Development ensures that hiring practices are in compliance with Civil Rights and Equal Opportunity laws.
- **Training:**

- Affirmative Action and Equal Opportunity specialists in the UW-Extension and UW Colleges Office of Equity, Diversity and Inclusion provide training on Equal Opportunity, Affirmative Action and access for people with disabilities in the workplace and in educational programming with specific training appropriate for supervisors.
- All colleagues have access to routine orientation on civil rights compliance and best practices in educational program outreach provided by program liaisons and the Civil Rights Leadership Team.
- All reasonable efforts to reach out to and welcome people from groups protected by Title VI of the Civil Rights Acts of 1964 are infused into orientation, coaching and mentoring of new and continuing colleagues.
- **Professional Development:**
 - All Cooperative Extension administrators and unit managers ensure that colleagues have equitable access to professional development opportunities following the policies in the Cooperative Extension framework for professional development.

Performance Area 2:

Extension Staff Members Assignments

Standards/Goals:

- Position assignments of employees provide opportunity for them to work with all persons, regardless of race, gender, age, color, national origin or disability.
- Support staff is not limited to working with members of the same race.
- Minority hiring is not limited to filling vacancies created by the departure of other minority Extension employees.

Activities to Meet Standards/Goals:

- **Staffing Patterns:**
 - At the time of hire and throughout employment, Human Resources Development, statewide administrators and other supervisors are responsible for ensuring that staff assignments are not limited to working exclusively with learners or employees of their own race.
 - Statewide administrators and other supervisors are responsible for ensuring that staff are not limited to working with program content or in geographical areas which tend to maintain a strict racial identity.
 - Information on the candidates for vacant positions and on current colleagues is recorded in the UW-Extension Talent Acquisition Management database and the Human Resources System.
 - Documentation on Race, Ethnicity and Gender from each step of the candidate selection process for filling new and vacant positions will be tracked by Human Resources Development, Cooperative Extension.

Performance Area 3:

Advisory Committees, Boards and Other Relevant Committees

Standards/Goals:

- Internal and external advisory boards and committees are diverse, and/or are representative of the population of the county in relation to geographic areas being served.
- Plans to solicit diverse nominations for committees and advisory boards are established.
- Selection and appointment processes are used to staff local committees and advisory boards.

Activities to Meet Standards/Goals:

- **Partners:**
 - Partner and stakeholder groups have replaced the role of advisory boards in providing input to educational program at the state and county levels. Special attention is paid to ensuring that these groups represent the diversity of community, county and state populations. Efforts are made at the county and state levels to review the racial, ethnic and gender composition of groups and individuals who provide input and constantly seek new partners who will help expand access to racial and ethnic groups and to women, who have historically been underrepresented among program participants.
 - Race, ethnicity and gender of partner groups is recorded at the county level and filed by members of the county office team.
- **Mailing Lists:**
 - Mailing lists used in county offices that include partners are coded for race, ethnicity and sex and filed by members of the county office team.
- **Practice:**
 - State program area teams support and provide guidance and leadership for ensuring partner and stakeholder groups at the state level represent the diversity of the state populations and can provide input into needs of diverse audiences.
 - Colleagues apply all reasonable efforts to increase diversity and track participation in groups that Cooperative Extension sponsors and supports (4-H, Master Gardeners, etc.) to ensure nondiscrimination.
 - Documentation of all reasonable efforts are filed by members of the state program and county office teams.

Performance Area 4:

Procedure for Processing Program and Employment Discrimination Complaints

Standards/Goals:

- Procedures for reviewing program and employment complaints are established to ensure that fair treatment exists where discrimination is alleged.
- Published program and employment complaint policies and procedures are available to all employees, volunteers and the public. All staff members and volunteers receive training in program complaint concerns.
- Staff members understand the complaint process and issues of compliance and noncompliance.
- Staff members and volunteers understand the bases on which program discrimination is prohibited in Cooperative Extension programs.
- The current USDA “And Justice for All” poster showing the nondiscrimination policy statement and how to file a civil rights complaint is properly displayed in areas of institutional facilities visited by the public.

Activities to Meet Standards/Goals:

- Nondiscrimination policies and program and employment complaint procedures are available on the Cooperative Extension “Expanding Access and Inclusion” and the “Human Resources Development” websites.
- Paper copies of UW-Extension nondiscrimination policies and program and employment complaint procedures are available in all county offices and in the offices of statewide units.
- The Cooperative Extension Associate Dean/Associate Director is responsible for overseeing compliance with the complaint and investigation process and cooperates in this regard with the UW-Extension/ UW Colleges Affirmative Action Officer in the Office of Equity, Diversity and Inclusion.
- Civil Rights Days visiting teams assess the extent to which county colleagues apply nondiscrimination policies and complaint procedures and rate this on an accountability rubric. Education about policies is offered in preparation for and during Civil Rights Days.
- All offices that are open to the public display the “And Justice for All” poster.
- Training on discrimination and harassment policies and providing access to people with disabilities is provided routinely for all employees and for supervisors by the UW-Extension and UW Colleges Office of Equity, Diversity and Inclusion.
- The Office of the Dean and Director sends a yearly email communication on, “Where to File a Civil Rights Discrimination Complaint” for colleagues to review.
- The Office of the Dean and Director keeps a record of discrimination and harassment complaints with information on responses and resolution.

Performance Area 5:

Statewide Equal Opportunity/Diversity Plan

Standards/Goals:

- A state plan is in place which ensures that educational benefits are provided to a diverse audience of the State on a nondiscriminatory basis.

- The plan expresses the organization's intent to maintain compliance with equal opportunity, nondiscrimination rules and regulations applicable to Extension programs.
- The plan clearly states the organization's commitment in valuing diversity within its staff, volunteers and as it interacts with the public.
- The plan describes how it will secure and utilize public input from individuals through lay committees (including all collaborative boards used to determine clientele needs) on program priorities and needs assessments. Lay committees will be diverse and reflect the diversity in the communities being served.
- The plan identifies the frequency of conducting internal civil rights reviews with all program units, including plans for taking appropriate corrective measures and Extension's recognition of staff members' successes in addressing equal opportunities issues.
- The plan includes written policy and procedures for informing the public of the University of Wisconsin-Extension's responsibility for implementing the requirements for equal opportunity.
- Established procedures guide staff in ensuring that education assistance is not provided to any organization or group that excludes individuals because of their race, ethnicity or gender.
- There is an established system to collect program participant data.

Activities to Meet Standards/Goals:

- This document is the Cooperative Extension Performance Plan for Equal Opportunity, Nondiscrimination and Inclusion. It covers assurances of compliance with state and federal laws and institutional policies and states commitment to diversity and inclusion.
- Assuring compliance with Equal Opportunity Employment, Affirmative Action and other civil rights laws in the Cooperative Extension workplace is the responsibility of the Associate Dean and Associate Director, the Director of Diversity and Inclusion, the Director of Human Resources Development, Regional Directors and other hiring authorities. Appendix A
- Technical sufficiency of equal opportunity requirements is assessed by qualitative and quantitative data collected in Cooperative Extension Recording Results System, during County Civil Rights Days and in the UW-Extension Human Resources System.
- Civil Rights Days are internal audits of nondiscrimination and outreach in county offices. 14 to 16 county Civil Rights Days are conducted annually by visiting teams of colleagues. Appendix B
- The extent to which educational methods used are accessible to all interested customers including outreach to individuals, groups, and communities not being served or underserved is assessed through narrative responses submitted to the Cooperative Extension Recording System, through County Civil Rights Days and through the Inclusive Excellence Research Project. Civil Rights Days visiting teams review county action plans and procedures for public notification and all reasonable effort to reach those protected by civil rights laws and welcome them to Extension programs.
- When Cooperative Extension has control over the racial, ethnic and gender composition of membership on committees, workgroups and coalitions at the state and local levels, colleagues in statewide leadership positions and colleagues at the county level are responsible for seeking and inviting membership. The most systematic approach to assessing representation on community committees, workgroups and coalitions is County Civil Rights Days, when county Civil Rights files are reviewed and there is facilitated discussion of all reasonable efforts. County colleagues keep documentation on the racial, ethnic and gender composition of the community groups they establish.

- Cooperative Extension conducts a county visioning process that seeks public input before filling most vacant positions. A county profile rubric is used to guide all reasonable efforts to invite people who represent the demographics of the county.

Performance Area 6:

Accessibility for the Disabled

Standards/ Goals:

- A self-evaluation is conducted to provide an assessment of those programs and work facilities that must be made fully accessible to disabled people.
- There is equality, fairness, and respect in the use of Extension work facilities, including support for educators, paraprofessionals, secretarial and support staff in the dissemination and use of office equipment.
- Office quarters and related facilities are assigned and available to all staff on a nondiscriminatory basis.
- Supplies, educational materials, electronic technology (computers, telephones, etc.) are available to all staff on a nondiscriminatory basis.
- Office entrances and routing of clients are such that discrimination on the basis of race, color, national origin, sex, age or disability does not occur.
- Secretarial help and other support resources are available on a nondiscriminatory basis.
- Work facilities are consistent with rehabilitation regulations and are fully accessible to disabled people.
- Work facilities and programs are accessible to disabled employees, volunteers, customers, clients and visitors.

Activities to Meet Standards/Goals:

- The UW-Extension Office of Equity, Diversity and Inclusion provides training that includes information on steps to take to eliminate barriers and make programs and facilities more accessible to disabled people.
- Staff in the Office of Equity, Diversity and Inclusion provide leadership and support for ensuring that programs are fully accessible to disabled people, in collaboration with the Cooperative Extension Office of the Dean and Director and the Office of Human Resources Development. At the county and unit level, hiring authorities and unit directors are responsible for compliance.
- Staff in the Office of Equity, Diversity and Inclusion is responsible for establishing a process of self-evaluation of the accessibility of programs and facilities.
- The Office of Equity, Diversity and Inclusion is responsible for the creation of policies on workplace accessibility and learner accessibility to educational programming.

Performance Area 7:

Program Areas (State and Local)

Standards/ Goals:

- Civil Rights/Equal Opportunity plans ensure that Extension education benefits are provided to the citizens of the state on a nondiscriminatory basis.
- All reasonable efforts are carried out to insure equal access and integration of clubs.
- Where program delivery methods is by club:
 - In cooperation with Extension staff members, clubs are responsible for their own public notification efforts, i.e., existence of the club, dates time and location or organizational meetings.
 - In cooperation with Extension staff members, clubs are responsible for inviting all potential members without regard to race, ethnicity or gender.
 - Extension staff members have communication with club members, officers, leaders and volunteers regarding the value of diversity and the expectations for equal opportunity requirements.
 - Equal opportunity requirements apply to any setting where clubs meet collectively within a county, region, state or nationally.
 - Club officers and volunteer leaders are provided written guidelines on civil rights and equal opportunity requirements. Volunteers are expected to affirm and note an assurance statement of nondiscrimination.
 - The membership of all clubs operating in interracial and non-interracial communities is open to all individuals regardless of race and gender.
 - All reasonable efforts are carried out to insure equal access and integration of clubs.
 - Geographic boundaries established for program planning and implementation are done in a nondiscriminatory manner.
 - Membership in all 4-H clubs is open to both males and females.
 - 4-H recruitment committees are diverse by race and gender.
 - Camp participants, including resident instructors are diverse by race, ethnicity and gender.
 - Procedures are in place to mainstream participants into other Extension programs to ensure total inclusion.
 - 4-H expansion and review committees are diverse by race, ethnicity and gender.

Activities to Meet Standards/Goals:

- The Cooperative Extension Recording Results System provides a list of all programs disseminated by county staff.
- Each colleague who provides educational programming to the public annually submits data on potential audience and actual participants of his/her programming into a database that offers the capacity to provide reports that enable analysis for planning outreach toward program parity.
- For all educational programming provided to the public in 2017, potential audience will be the population of the county based on census data. There will be a database that offers the capacity to provide reports from analysis of the potential audience and actual audiences for the determination of parity.

- The state 4-H Youth Development program area and the state Civil Rights Outreach program provide guidance, recording keeping and documentation systems that include the following:
 - Public notification efforts
 - Outreach activities
 - Diversity levels by race, ethnicity and gender by county
 - Advisory council/committees

- The state 4-H Youth Development program area provides data on club participation by race, ethnicity and gender on 4-H committees. The state Civil Rights Outreach program requires documentation on outreach recruitment efforts to increase the enrollment of underrepresented youth in 4-H clubs.
- All Cooperative Extension program areas are expected to carry out all reasonable efforts to ensure equal access to Extension educational programs. The leadership of state program areas and program area liaisons are trained in the equal opportunity, nondiscrimination and all reasonable efforts required to comply with civil rights responsibilities of Cooperative Extension. State program liaisons and the Civil Rights Leadership Team explains these responsibilities to new colleagues as part of new colleague education and coach new colleagues in all reasonable efforts using the UW-Extension Framework for Inclusive Excellence. Appendix D

Performance Area 8:

Extension Program Participation Data

Standards/Goals:

- Data collection system provides for the identification of eligible population and ensures delivery of program benefits to minority and nonminority customers.
- Establish and maintain a system for collecting and reporting data on potential and actual clientele participation in Extension programs.
- Data system obtains racial, ethnic and gender data on all significant aspects of program participation.

Activities to Meet Standards/Goals:

- The Cooperative Extension Recording Results System provides procedures for the collection of program participation data.
- The Cooperative Extension Recording Results System provides reports reflecting potential and actual program participants, including 4-H club membership, program enrollment and membership by race, ethnicity and gender.
- Reports from the Cooperative Extension Recording Results System provide program information that enables assessment and evaluation of the extent of conformance to equal opportunity objectives and indicates where improvements need to be made.

- Financial records track expenditures for accommodations for disabled clientele.
- Disability Accommodation requests submitted to the Office of Equity, Diversity, and Inclusion.

Performance Area 9:

Public Notification

Standards/Goals:

- A public notification policy is used to inform the public, particularly minorities, the underrepresented/underserved and the disabled of all Extension program benefits and of the protection against discrimination.
- A nondiscrimination statement is used on Extension printed publications, including bulletins, leaflets, circulars, fact sheets, program announcements and miscellaneous publications.
- A public notification policy informing the public of assistance for the disabled.

Activities to Meet Standards/Goals:

- Cooperative Extension colleagues are informed of public notification procedures in the New Colleague Orientation process, during county Civil Rights Days and on the “Expanding Access and Inclusion” website.
- County colleagues will send letters explaining UW-Extension equal opportunity and nondiscrimination policies annually to all primary program partners and inform the general public by using nondiscrimination statements on program and administrative materials (letterhead, brochures and publications) and websites.
- Nondiscrimination statements are also translated and used on translated materials in the same language.
- UW-Extension nondiscrimination statements are posted on the “Expanding Access and Inclusion” website.
- County Extension offices maintain media lists with notations on the race and ethnicity of the audiences served by media outlets.
- UW-Extension public notification statements include information for people needing special accommodations.

Performance Area 10:

Mailing Lists (Electronic and Non-Electronic)

Standards/Goals:

- Established written instructions guide staff members on the maintenance, protection and use of clientele mailing lists.
- Mailing lists are representative of the diversity of the population in the geographic areas being served
- Racial minority group members are on the mailing lists.

Activities to Meet Standards/Goals:

- Procedures on mailing lists are posted on the Expanding Access and Inclusion website.
- Mailing lists used in county offices are coded for race, ethnicity and gender and are filed in county office civil rights files.

Performance Area 11:

Title IX Nondiscrimination on the Basis of Sex

Standards/Goals:

- Extension programs, methods, content and places of services are implemented in a manner that ensures nondiscrimination on the basis of sex for all participants.
- Removal and elimination of sex-stereotype language and illustration from Extension publications, educational materials, promotional literature, forms, announcements, brochures, and other documents.

Activities to Meet Standards/Goals:

- Cooperative Extension follows the UW-Extension policy, Title IX of the Higher Education Act – Prohibition of Discrimination on the Basis of Sex in the Provision of Educational Programs, on compliance and sexual harassment.
- The Cooperative Extension Publishing Unit works to assure that publications and educational materials are free of stereotypical language and images.
- Affirmative Action and Equal Opportunity specialists in the UW-Extension and UW Colleges Office of Equity, Diversity and Inclusion provide training to staff so they are made aware of this policy.
- Staff collect data on gender participation in programs for the Recording Results System and assess the need for improving access if the enrollment of one sex is 80% or above.
- Program staff plan and describe efforts in making programs accessible to both males and females during Civil Rights Days.
- The Affirmative Action Plan and hiring guidelines from the Office of Equity, Diversity and Inclusion are shared yearly with Cooperative Extension Administration.
- Registration materials for Extension sponsored activities and events for employees collect data to determine participation of both sexes.
- Communications for Extension sponsored activities and events for employees is sent to the CES Coop all staff list serve.

Performance Area 12:

Internal Compliance Reviews

Standards/Goals:

- Internal civil rights review plans are in place for assuring program compliance by Extension staff on an equal opportunity basis.

Activities to Meet Standards/Goals:

- Processes, procedure, expectations and schedules for internal civil rights reviews, called Civil Rights Days, are posted on the Expanding Access and Inclusion website. 14 to 16 counties are reviewed annually. Appendix B

Performance Area 13:

Limited English Proficiency

Standards/Goals:

- Improve access to services for person with Limited English Proficiency (LEP)
- Program methods and content are planned to reach potential LEP persons for participation in Extension programs
- Educational materials are published in a language other than English.
- Educational workshops, person-to-person teaching, counseling and other educational methods are provided to LEP persons.
- Self-evaluation to assess services to potential program recipients with LEP, including the eligible LEP population.
- Written or oral communications are used in serving LEP individuals.

Activities to Meet Standards/Goals:

- Language Access Coordinator and Bilingual Editor is available to address language support needs in programs
- LEP policy and procedures for translation and interpretation of educational materials is posted on the “Expanding Access and Inclusion” website. Statewide program areas also have developed more specific policies and procedures for translation of educational materials.
- Procedures for colleagues to follow when working with learners with limited English proficiency are outlined in documentation.
- Cooperative Extension resources that are in Spanish and Hmong are identified and are collected in a web-based resource library.
- Frequency of contact with learners with limited English proficiency and approaches for securing translation and interpretation are discussed during Civil Rights Days.
- A systematic effort to improve availability of translation and interpretation of Cooperative Extension has been implemented from recommendations beginning in 2015.

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2016-2018**

Appendix

- A. Position descriptions of Dean and Director, Associate Dean and Associate Director, Director of Diversity and Inclusion, Director of Human Resources Development, UW-Extension Affirmative Action Officer**
- B. Civil Rights Day Preparation and Assessment Tool**
- C. Cooperative Extension Logic Model for Inclusive Excellence and Civil Rights Compliance**
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Appendix A

Position descriptions for:

- **Dean and Director**
- **Associate Dean and Associate Director**
- **Director of Diversity and Inclusion**
- **Director of Human Resources Development**
- **UW-Extension Affirmative Action Officer**

DEAN AND DIRECTOR UNIVERSITY OF WISCONSIN-EXTENSION DIVISION OF COOPERATIVE EXTENSION

The University of Wisconsin-Extension, one of 15 institutions that comprise the University of Wisconsin System, invites nominations and applications for the position of Dean and Director of Cooperative Extension.

This unified position represents a major opportunity for an experienced, creative leader to advance the storied tradition of “The Wisconsin Idea,” which states that the boundaries of the University should be the boundaries of the state.

Cooperative Extension, one of four divisions within UW-Extension, reaches nearly one million people annually through programs that address educational needs in agriculture, community development, natural resources, family living, nutrition, youth development and many other areas. The division features many unique educational initiatives to provide information about the geology of Wisconsin, enhance leadership development for residents of rural communities, address the unique educational needs of local governments and achieve other specific goals.

The Dean and Director oversees an annual budget of approximately \$71 million, and provides leadership to more than 700 faculty and staff located in 72 county offices and on six UW System campuses. Reporting to the UW-Extension Chancellor, the Dean and Director works closely with the Provost and Vice Chancellor, fellow UW-Extension leaders and colleagues throughout the UW System.

Title: Dean and Director, Cooperative Extension

Responsibilities:

Provide leadership and direction in the following areas--

- Ensure compliance with affirmative action, equal employment opportunity and civil rights laws, regulations and policies while carrying out the following job duties.
- Provide leadership in an environment of progressive change at the local, state, national and international levels.
- Lead and promote program planning, development and coordination within Cooperative Extension, as well as with other UW-Extension divisions, other UW System institutions and county government units. Ensure that Cooperative Extension is a creative agent in encouraging innovative approaches to meeting the teaching and learning needs of diverse statewide audiences, as well as national and international audiences where revenue streams are available to support such work.
- Provide general leadership for University of Wisconsin-Extension, as a member of leadership groups and cross-divisional teams, including the Deans and Directors group and the UW-Extension Executive Council.
- Ensure program diversity and provide leadership for hiring a workforce that is representative of the changing Wisconsin population. Implement policies and procedures to comply with all federal and state EEO/civil rights laws.
- Ensure effective administration of personnel and fiscal policies, including appointments, dismissals, leaves, promotions, salaries and teaching assignments. Provide budgetary and fiscal planning leadership and oversight for Cooperative Extension, including annual and biennial budgets for the division.
- Promote the effective use of new instructional technologies that enhance and support established community-based educational networks.
Build Partnerships
- Develop and maintain partnerships with a wide range of public and private organizations, advisory groups and state/federal agencies involved in supporting Cooperative Extension.
- Maintain strong partnerships with academic deans and other leaders from UW System campuses. Oversee Cooperative Extension components of inter-institutional agreements that define funding and program relationships.

- Interact and network, at the state and national level, with higher education and extension professional colleagues, associations, foundations and other partners.

Cultivate New Revenue Streams

- Lead the development of long-term strategies to sustain Cooperative Extension programs and diversify revenue streams. Acquire funding from sources outside the university to provide opportunities for faculty and staff to apply their intellectual capital to develop educational products and services. Develop public and private partnerships that will increase philanthropic gifts and other new sources of revenue.

Qualities and Qualifications:

Preference will be given to candidates who have demonstrated strong organizational leadership with outstanding professional accomplishments. The Dean and Director will be both entrepreneurial and collegial, with an understanding of academic culture in a prominent university system. Energy, highly developed interpersonal skills, persuasiveness, resilience, and a sense of humor are desired qualities.

An earned doctorate or other terminal degree, and academic accomplishments of a quality sufficient to command the broad respect of the academic community are required. Tenure may be granted upon recommendation of the appropriate department.

Other qualifications include:

- Ability to provide visionary, collaborative and innovative leadership.
- A record of significant, progressively responsible experience in higher education, with demonstrated success in managing complex organizations, including program, budget, marketing and personnel responsibility.
- Ability to work effectively within a multi-institutional higher education framework, with the general population, and with a variety of entities representing the public, for-profit and non-profit sectors.
- Demonstrated commitment to diversity and inclusiveness in the work environment and educational programming to meet the needs of all potential stakeholders and clients, including racial/ethnic minorities, women and people with disabilities.
- Ability to work effectively and collegially with partner organizations including units of local, state and federal governments and their elected leaders.
- Understanding, appreciation of, and commitment to, the mission of Cooperative Extension and all of UW-Extension, including sensitivity to educational needs of both traditional and nontraditional audiences.

- Ability to lead faculty and staff in efforts to demonstrate the scholarly value and measurable impacts of extension education. Understanding of the role of outreach and public service within the university's core mission, and the link between campus-based research and statewide extension programs.
- Proven success in developing and cultivating external funding sources.
- Strategic vision and leadership skills necessary to motivate employees.
- Commitment to the principles of shared faculty and academic staff governance.
- Ability to maintain effective communications with a variety of geographically-dispersed external partners, faculty members and staff members.

**ASSOCIATE DEAN/ASSOCIATE DIRECTOR
UNIVERSITY OF WISCONSIN-EXTENSION DIVISION OF COOPERATIVE EXTENSION**

POSITION PURPOSE:

The Cooperative Extension Associate Dean and Director serves as deputy to the Cooperative Extension Dean and Director and provides leadership in collaboration with colleagues and other administrators. The position encourages the creation of inclusive work and learning environments in alignment with Cooperative Extension's [purpose, vision and values](#) in ways that contribute to supportive workplaces.

This position provides day-to-day leadership for divisional administrative operations, educational programs, and the translation of the division's vision into action. The Associate Dean and Director functions within the broad organizational direction provided by the Dean and Director in the implementation of policies. The Associate Dean and Director also advises the Dean and Director on the development of program and administrative policy consistent with the University of Wisconsin System and United States Department of Agriculture/National Institute for Food and Agriculture.

PRIMARY DUTIES/ESSENTIAL JOB FUNCTIONS:

- Serve as deputy to the Cooperative Extension Dean and Director
- Enhance Cooperative Extension's organizational performance through a focus on organizational design, alignment and accountability; collaboration; and professional development designed to meet organizational and individual needs
- Ensure educational planning, program evaluation and all reporting and accountability systems operate in alignment with one another, and with the division's values and strategic directions
- Provide overall leadership for ensuring appropriate internal and external communications
- Provide overall leadership for ensuring divisional compliance with affirmative action, equal employment opportunity and civil rights laws, regulations and policies
- In close collaboration with the Dean and Director and the Director of Fiscal Operations and Budget, ensure that Cooperative Extension follows sound budget and fiscal practices
- In close collaboration with the Dean and Director, through administrative leadership and supervisory relationships, support the work of the following individuals and their units in achieving organizational objectives and ensuring accountability: Regional Directors; Director of Program Development and Evaluation; Human Resource Development Director; Director of Technology Services; Communications Program Manager, and the Director of Diversity and Inclusion
- Support the training and development of Regional Directors, Program Directors, Unit Heads and others contributing to the administrative operations of Cooperative Extension
- Support partnership development between local, state and federal governments and the university
- Support the international engagement of colleagues
- Carry out any other administrative responsibilities as delegated by the Dean and Director

WORKING CONDITIONS:

- Make individual arrangements for transportation adequate to meet position responsibilities and essential job functions
- Assume regular travel throughout the state, as well as at a regional and national level

POSITION EXPECTATIONS:

The Associate Dean and Director is expected to contribute to Cooperative Extension’s scholarly environment as appropriate for the position and to maintain standards of excellence.

Cooperative Extension’s values of community, discovery, relationships, inclusiveness and respect guide the Associate Dean and Director in achieving the position’s primary outcomes.

This position is accountable to the Dean and Director of Cooperative Extension on all matters related to (a) program performance and job responsibilities, (b) developing effective external working relationships with clientele groups, other agencies, departments and organizations, (c) continuing professional development, (d) matters related to performance development, salary promotion, vacation, leave of absence, etc., and (e) reporting and program evaluation.

QUALIFICATIONS:

TO BE CONSIDERED ELIGIBLE FOR THIS POSITION, YOU MUST MEET ALL OF THE FOLLOWING MINIMUM QUALIFICATIONS:

- Ph.D. or Ed.D. from an accredited university
- Experience providing administrative leadership and establishing supervisory relationships to develop and implement organizational effectiveness within a large organization
- Understanding, appreciation and commitment to the three functions of a land-grant university - teaching, scholarship/research and Extension/outreach
- Understanding and commitment to the strong partnership between local, state and federal governments and the university
- Commitment and proven record of accomplishments in expanding and fostering inclusion, diversity and pluralism
- Leadership experience in strategic thinking, strategic planning and organizational development
- Public relations skills, including written and verbal communication skills
- Demonstrated ability to communicate effectively and build trust-based relationships across racial, ethnic, cultural, gender, generational and other differences

PREFERRED QUALIFICATIONS:

- Emotional intelligence skills that facilitate relationship-building, supportive coaching and problem-solving
- Experience in Extension/outreach
- Experience in building relationships with policy makers and other stakeholders
- Ability to analyze and interpret data
- Demonstrated successful experience working with teams and using collaborative input processes to inform decision-making
- Demonstrated skills in building and maintaining professional work environments
- Computer and other technology skills that support effective administrative and programmatic leadership

TYPE OF APPOINTMENT:

The Associate Dean and Director is an academic administrator position, under the terms of a limited appointment. The appointment is made for an unspecified term, at the pleasure of the Dean and Director of Cooperative Extension who is the hiring authority. The successful candidate must have the academic preparation and evidence of scholarship to achieve ranked faculty status within a University of Wisconsin-Extension academic department. Academic department approval allows for the granting of a concurrent faculty appointment as part of the employment contract.

**HUMAN RESOURCE DEVELOPMENT DIRECTOR
UNIVERSITY OF WISCONSIN-EXTENSION, COOPERATIVE EXTENSION**

Cooperative Extension Purpose Statement: We teach, learn, lead and serve, connecting people with the University of Wisconsin, and engage them in transforming lives and communities.

Cooperative Extension Vision Statement: To be a thriving, well-known and sought-out educational resource that reflects the rich diversity of the state.

Working Title: Human Resource Development Director

Official Title: Lecturer

Percent of Employment: 100%

Office Location: 432 N. Lake Street, Room 607, Madison, Wisconsin

Purpose and Primary Focus of Position:

Cooperative Extension is broadening its human resource management function in an effort to more strategically carry out the people/personnel aspects of the division's operations. This change in approach is due in part to the large number of emerging human resource issues facing the division, including workforce diversification; strengthening multicultural competencies; administrative staff succession planning; faculty turnover, especially related to baby boomer retirements; integration of a competency driven-approach to professional development and performance management; meeting expanding managerial leadership development needs, and organizational change and renewal in light of changing stakeholder expectations and shifting budgetary support.

The Human Resource Development Director plays a lead role in providing divisional oversight and direction for human resource development efforts within Cooperative Extension, including strategic human resource planning, new colleague orientation, and competency development. The Director shares leadership for organization development efforts, especially those that involve workplace learning and performance. The Director provides support and/or leadership, as needed, to divisional efforts to streamline, innovate, align or otherwise improve human resource systems, e.g., recruitment, hiring, orientation, skills training, mentoring, performance development, promotion and termination.

The position works in close collaboration with all appointing authorities including Regional Directors, Program Directors, and Department/Unit Heads. In addition, the position works closely with UW-Extension administrative staff. The position provides general supervision to Cooperative Extension's Human Resource Development Unit.

Type of Appointment:

This position is a fixed-term academic staff appointment in the University of Wisconsin-Extension's division of Cooperative Extension. Fixed-term academic staff appointments are made on an annual basis, with renewal possible. The position is eligible for benefits provided to state of Wisconsin employees and is subject to UW-Extension personnel rules.

Primary Duties/Essential Job Functions:

Ensure compliance with affirmative action, equal employment opportunity and civil rights laws, regulations and policies, while carrying out the following job duties:

Strategic Human Resource Planning

- Assist appointing authorities in conducting job analyses so the true nature of the work is reflected in descriptions of position duties and qualifications
- Recommend appropriate job design, position duties, position titles, and/or work group configurations when staff vacancies create opportunities for review and realignment; approve vacancies prior to posting
- Provide shared leadership to formulate and implement a succession planning strategy
- Promote regular dialog on human resource issues to problem-solve emerging issues, brainstorm resources, strategize approaches, initiate actions, support interventions and gain new knowledge

Workplace Learning and Performance

- Collaboratively establish and continually refine a comprehensive curriculum to guide the career development of new employees during the first three years of employment, especially in the area of core competencies, utilizing non-formal adult education principles and practices; provide leadership for New Colleague Orientation programming
- Provide shared leadership with Regional Directors, Program Directors and the PD&E Director to ensure the development, integration and evaluation of educational programs that build core competencies for Extension educators, appointing authorities, departmental heads, and administrators; promote a career and performance development perspective
- Assist appointing authorities in assessing the learning and staff development needs of their employees in order to maximize performance
- Provide shared leadership with Regional Directors, Program Directors and the PD&E Director to fully integrate CE's competency model into processes used to appraise performance; assist in the development of performance appraisal tools and other resources to strengthen individual performance; provide training and coaching in the use of tools and resources, as needed

Organization Development

- Serve as a resource during the planning and implementation of divisional change initiatives, as needed, to ensure that human resource development implications are taken into consideration
- Participate in administrative leadership teams involved in planning, implementing and sustaining change efforts, such as transforming organizational culture, building multicultural awareness competencies and strengthening managerial leadership skills
- Share leadership for and support efforts to redesign human resource development processes, systems and structures to ensure alignment with divisional mission and strategic goals

Employee Relations and Services

- Counsel and advise administrators and staff on employee relations concerns including equal employment, affirmative action, and Americans with Disabilities Act (ADA) accommodations; make referrals as needed
- Counsel and advise appointing authorities and staff on employee assistance, outplacement counseling, retirement planning services; make referrals as needed
- Counsel and advise appointing authorities and staff on separation and exit interview processes; provide training and resources as needed; make referrals as needed
- Ensure timely and effective employee communications related to human resource topics
- Promote divisional health and wellness programs; provide training and resources as needed
- Counsel and advise appointing authorities and staff on safety issues; make referrals as needed for workers' compensation and other safety concerns
- Provide divisional oversight for compliance with various employment laws; work in collaboration with the Vice-Chancellor's office to process open records requests
- Provide divisional oversight for academic staff title promotion processes; review requests for title promotions; make recommendations to the Dean
- Serve as divisional contact for federal retirement questions; make referrals to UW-Extension Benefit Specialist for technical questions

Compensation

- Advise administrators and staff on CE compensation policies and procedures
- Assist appointing authorities in determining appropriate starting salaries
- Conduct market research as needed to formulate starting salary guidelines
- Review and process requests for mid-year salary adjustments; make recommendations to the Dean

Human Resource Management

- Provide general supervision of the Human Resource Development Unit to ensure effective delivery of HR services for unclassified staff in the areas of recruitment and selection; administration of leave policies; maintaining accurate personnel recordkeeping; timely processing of promotion requests; maintaining applicant and employee databases; designing and maintaining user-friendly web sites; processing of public records requests; coordinating and maintaining appointment contract templates; conducting search and screens for higher level administrative positions; and supporting effective faculty governance relations
- Ensure participation in EEO compliance/affirmative action programs
- Develop policies, procedures and/or practices to address emerging human resource issues such as diversity recruitment; provide training and resources, as needed
- Assist the Associate Dean in resolving issues related to grievances, law suits, performance management concerns and other legal issues
- Make all reasonable effort to reach a diverse audience and to ensure equitable access to programs and facilities

Administrative Relationships

- The position is accountable to the Associate Dean and Director for Cooperative Extension on matters related to vacation, leave of absence, salary and promotion.
- The position is accountable to the Associate Dean and Director for Cooperative Extension on all matters related to (a) employment performance and job responsibilities, (b) developing effective external working relationships with clientele groups, other agencies, departments and organizations, (c) continuing professional development and (d) reporting and evaluating.

Required Qualifications

- Master's degree with preference for coursework in human resources management, training and development, public administration, management, organization and/or leadership development
- Working knowledge of human resource management principles and practices
- Working knowledge of training and organization development principles and practices
- Ability to provide, facilitate and/or coordinate human resource consultation in support of strategic divisional goals and the resolution of organizational issues
- Ability to assess organization-wide staff development and training needs, and to develop, implement and evaluate responsive programs
- Experience in shared leadership for division-wide initiatives and projects
- Successful experience working in a human resources or personnel administration role, especially to streamline and otherwise improve processes, procedures and structures
- Successful supervisory experience
- Demonstrated leadership and organizational skills
- Ability to communicate effectively both orally and in writing
- Ability to organize work and work productively with indirect supervision in a highly visible public sector environment
- Ability to work collaboratively with staff; ability to take personal responsibility to help team efforts succeed
- Skillful in establishing and maintaining professional work relationships and networks
- Demonstrated ability to value individual and cultural differences
- Demonstrated willingness to learn on an ongoing basis
- Ability to adapt to changing workplace priorities
- Strong computer and related technology skills

Preferred Qualifications

- Demonstrated understanding of Extension's mission; knowledge of land grant colleges and universities

Equal Opportunity

- As an affirmative action employer, UW-Extension provides equal opportunity in programs and employment. UW-Extension does not discriminate on the basis of age, race, creed, color, disability, sex, sexual orientation, national origin, ancestry, marital status, arrest record or non-program related conviction record. Employment is contingent upon establishment of identity and verification of employment eligibility as required by the Immigration Reform & Control Act of 1986.

**DIRECTOR OF DIVERSITY AND INCLUSION (100%)
UNIVERSITY OF WISCONSIN-EXTENSION DIVISION OF COOPERATIVE EXTENSION**

WORKING TITLE: Director of Diversity and Inclusion (100%)

OFFICIAL TITLE: Outreach Program Manager III

GEOGRAPHIC AREAS SERVED: State of Wisconsin

OFFICE LOCATION: 432 North Lake Street, Madison, WI 53706

POSITION PURPOSE:

The Director of Diversity and Inclusion provides leadership for infusing diversity and inclusion throughout Cooperative Extension. The Director promotes and supports the purpose, vision, and values; as well as the strategic directions, educational priorities and organizational development of Cooperative Extension.

This leadership role includes planning objectives, setting priorities, and implementing operational frameworks related to Cooperative Extension's diversity and inclusion efforts. The Director represents Cooperative Extension on topics of inclusion, diversity and compliance at the divisional and institutional levels, as well as outside of Wisconsin. The Director serves as the point of contact for Wisconsin Cooperative Extension with its federal funding partner, USDA/NIFA, to ensure compliance with federal funding mandates related to civil rights, nondiscrimination and equal opportunity.

To accomplish outcomes of this position, the Director works independently, as well as with the Cooperative Extension Dean and Director, the Associate Dean and Associate Director, members of the Cooperative Extension Administrative Committee (CEAC), Program Directors, the Program Development and Evaluation Unit, and other individual colleagues, committees and teams within the division. This position also collaborates with the UW-Extension Office of Equity, Diversity and Inclusion to advance initiatives and share leadership toward institutional goals related to diversity and inclusion.

The Director is responsible for a unique combination of administrative duties including day-to-day and project-based administrative management, as well as policy development and implementation related to diversity and inclusion efforts. The Director supervises three staff within the Dean's Office.

PRIMARY DUTIES/ESSENTIAL JOB FUNCTIONS

- Provide leadership and expertise for inclusion and diversity efforts that develop the capacity of Cooperative Extension colleagues across the state to build relationships and provide effective education for people of the racial, ethnic, gender and cultural groups represented in Wisconsin

- Provide leadership and support for the infusion of Cooperative Extension’s compliance with civil rights, equal opportunity and nondiscrimination, state and federal laws, regulations and policies into organizational structure and operations
- Collaborate with other administrators and colleagues from support units to provide leadership and functional support for the alignment of civil rights, nondiscrimination and equal opportunity compliance within the ongoing systems and procedures of Cooperative Extension
- Provide leadership and functional support for workgroups and teams toward inclusion, diversity and compliance efforts
- Provide leadership and functional support for securing sustainable systems that measure and analyze Cooperative Extension wide outreach to underserved and protected audiences, nondiscrimination and equal opportunity in programming, public notification of nondiscrimination policies and accessibility under the Americans with Disability Act
- Design and implement education experiences on civil rights, nondiscrimination and equal opportunity principles, and reporting responsibilities for colleagues, representative program and support unit workgroups and teams
- Compile statewide documentation for efforts toward inclusion, diversity and compliance; prepare federal and state reports; provide leadership, expertise, resources and coaching support as Cooperative Extension prepares for federal civil rights reviews
- Develop communications for the Dean and Director and Associate Dean and Director on issues of division-wide importance
- Provide leadership and functional support for workgroups and teams of colleagues to implement division-wide efforts, including conferences and other all-colleague gatherings
- Design and implement practices, procedures and tools to support the work of the Cooperative Extension Administrative Committee (CEAC) such as internet sites and workspaces
- Serve as supervisor and office manager for the Dean’s office by overseeing the budget and resources dedicated to diversity and inclusion efforts and supporting a respectful, inclusive and effective office team that models trust and personal responsibility.
- Reach and engage diverse audiences in ways that are inclusive and do not discriminate to ensure full access to programs, facilities and educational services

POSITION EXPECTATIONS:

The Director of Diversity and Inclusion aligns the work of this position with Cooperative Extension’s [purpose and vision](#) in ways that contribute to supportive workplaces. Cooperative Extension’s values of community, discovery, relationships, inclusiveness and respect guide the Director’s in achieving the position’s primary outcomes.

The Director is expected to contribute to Cooperative Extension’s scholarly environment as appropriate for the position and to maintain standards of excellence. The Director actively participates in the shared governance and policy development of the institution, personally or through representatives, to ensure representation in matters affecting academic staff

This position is accountable to the Dean and Director of Cooperative Extension on all matters related to (a) program performance and job responsibilities, (b) developing effective external working relationships with clientele groups, other agencies, departments and organizations, (c) continuing professional development, (d) matters related to performance development, salary promotion, vacation, leave of absence, etc., and (e) reporting and program evaluation.

QUALIFICATIONS:

- Masters degree from accredited institution of higher education
- Demonstrated success providing leadership for and implementation of organizational efforts in expanding diversity and promoting inclusion
- Demonstrated success applying current equity, diversity, inclusion and multicultural concepts and information in an organizational setting
- Demonstrated knowledge through application of civil rights, nondiscrimination and equal opportunity laws, regulations and policies in an organizational setting
- Demonstrated ability to communicate effectively and build relationships across racial, ethnic, cultural, gender and generational differences
- Ability to provide direction and supervision to staff and teams/committee to accomplish objectives

PREFERRED QUALIFICATIONS

- Significant relevant professional experience
- Ability to analyze and interpret data
- Demonstrated skills in interpreting, utilizing and applying evidence-based information and research findings
- Demonstrated effectiveness in oral and written communications
- Demonstrated skills in planning, implementing or teaching educational programs
- Professional work experience in a higher education institution
- Demonstrated successful experience working with teams and using collaborative input processes to inform decision-making
- Demonstrated skills in building and maintaining professional work environments
- Strong interpersonal relationship and problem-solving skills in a team setting
- Computer and other technology skills that support effective administrative and programmatic leadership
- Experience using social media and distance education technology in a professional setting

ORGANIZATIONAL COMPETENCIES:

Individuals who demonstrate increasing capacity in the following organizational competencies, as indicated by the examples listed below, are likely to experience higher levels of success within their Cooperative Extension positions:

LEADERSHIP

Inspires respect and trust; Practices strategic, shared and ethical decision making; Clarifies expectations and accepts feedback; Shows personal responsibility and follow through on commitments; Adapts well to change or unexpected events in the work environment; Finds solutions; Is willing and motivated to learn.

RELATIONSHIP BUILDING

Works in ways that support mutually beneficial partnerships, including being tactfully and diplomatically responsive to others and maintaining confidentiality; Understands group and team dynamics; Gives appropriate recognition to others; Chooses appropriate Extension roles in conflict situations; Manages interactions successfully through an awareness of one's emotions and those of others.

INCLUSION

Recognizes, understands and appreciates the culturally different ways in which others express themselves; Treats others with dignity, respect and consideration; Demonstrates active, intentional and ongoing engagement with diverse groups through programming and outreach efforts.

COMMUNICATION

Listens and seeks clarification; Adapts and varies communication to fit cultural contexts and circumstances; Demonstrates effective communication technology skills and presentation skills; Writes clearly and informatively; Possesses skills to strengthen others' understanding of Extension's value.

POSITION DESCRIPTION CLARIFICATION:

This position description is not intended to be comprehensive in nature given the changes in primary duties/essential job functions and position expectations that can occur over time in response to emerging and assessed community, program and organizational needs. Changes to this position description are subject to the approval of the Cooperative Extension Human Resource Development Office and those to whom the position is accountable.

POSITION SALARY AND BENEFITS:

Salary range is \$63,513 to \$95,269, commensurate with qualifications. Excellent State of Wisconsin benefits, including retirement, health insurance, vacation, sick leave, and other insurances.

EQUAL OPPORTUNITY:

As an affirmative action employer, UW-Extension provides equal opportunity in programs and employment; and is strongly committed to maintaining a climate supportive of respect for differences and equality of opportunity. UW-Extension does not discriminate on the basis of age, race, creed, color, disability, sex/gender, sexual orientation, national origin, ancestry, religion, marital status, arrest record or non-program related conviction record; or identity as a veteran, disabled veteran, Vietnam veteran or any other military service. ***We promote excellence through diversity and encourage all qualified individuals to apply.***

**SPECIAL ASSISTANT TO THE CHANCELLOR FOR AFFIRMATIVE ACTION
OFFICE OF EQUITY, DIVERSITY AND INCLUSION
UNIVERSITY OF WISCONSIN COLLEGES & UNIVERSITY OF WISCONSIN-EXTENSION**

Position Summary

The Assistant to the Chancellor for Affirmative Action reports to the Director of the Office of Equity, Diversity, and Inclusion, and has primary responsibility for coordination and oversight of the University of Wisconsin Colleges and University of Wisconsin-Extension's equal opportunity and affirmative action responsibilities. This position involves complex professional and analytical work associated with the implementation of federal and state laws and regulations, and university policies, and the development of educational programming for university employees. The assistant to the chancellor for affirmative action investigates complaints of discrimination or harassment based upon a protected status. This is a leadership position that fosters an environment of dignity and worth for all members and stakeholders of the university, and encourages the creation of an inclusive working and learning environment.

Affirmative Action Program Development and Communication

- ❖ Prepare federal Affirmative Action Plan and Office of State Employment Relations state Affirmative Action Plan to meet all applicable federal and state laws and regulations, and related university policies.
- ❖ Prepare miscellaneous reports to comply with federal, state and UW System regulations and requests.
- ❖ Communicate the university's affirmative action plan with academic and institutional administrators, human resource professionals, and other appropriate university staff.
- ❖ Monitor statistics on underutilization of minorities and women and review placement goals.
- ❖ Develop process and supporting curriculum to ensure all university employees are familiar with their rights and responsibilities regarding affirmative action related policies and procedures.
- ❖ Serve as a strategic resource to appointing authorities on issues of recruitment and retention of under-represented groups.
- ❖ Coordinate advisory committees relating to affirmative action and equal opportunity.
- ❖ Review unclassified and classified staff retention, promotion, and tenure practices and procedures for compliance with appropriate regulations and policies.

Complaint Consultation, Investigation, and Resolution

- ❖ Serve as the primary contact for faculty, staff, student and program participant complaints related to discrimination, harassment, accommodations, and related topics. Facilitate resolution of informal complaints. Make referrals to other university units as appropriate.
- ❖ Investigate formal complaints and report findings to the appropriate administrative official.
- ❖ Develop and maintain a complaint tracking process to record incidents or complaints, develop reports, analyze trends, and make recommendations to address university, divisional, or departmental issues.
- ❖ Coordinate resolution of complaints and act as a liaison to UW System Legal Counsel and/or staff of the Office of the Attorney General.
- ❖ Maintain confidential files and follow record keeping requirements.

Coordinate Accommodations

- ❖ Facilitate accommodation requests for employees and program participants.
- ❖ Evaluate medical documentation to determine eligibility under the Americans with Disabilities Act and related Wisconsin laws, propose accommodation options, and support the interactive process between university staff and individuals requesting accommodations.
- ❖ Prepare correspondence to document the accommodation process, maintain necessary records, and follow confidentiality requirements.

Education and Training

- ❖ Develop curriculum and offering programming that informs university appointing authorities and employees on legal rights and responsibilities and relevant procedures relating to affirmative action, equal opportunity, discrimination, harassment, medical leave, sexual harassment, accommodations, and related topics.
- ❖ Provide information and referral to university employees regarding internal and external resources relating to affirmative action, equal opportunity, inclusion, and diversity-related topics.

Support Institutional Equal Opportunity and Inclusion

- ❖ Evaluate, develop, propose, and implement policies and procedures related to equal opportunity, diversity and inclusion. Recommend changes as appropriate.
- ❖ Review institutional processes and procedures for compliance regarding equal opportunity and affirmative action responsibilities, and work with individuals to modify inappropriate or ineffective practices.
- ❖ Provide leadership and assistance to administrators, departments, and search committees regarding outreach, recruitment, hiring, and retention.
- ❖ Provide content for the office website, blog, and calendar.
- ❖ Serve as liaison to related campus organizations on affirmative action, equal opportunity, and inclusion-related topics.
- ❖ Participate in institutional, UW System, or other collaborating agency workgroups and special projects.
- ❖ Provide leadership and assistance to special and standing committees.
- ❖ Participate in workshops and conferences for legal updates and trends.

Position Requirements

- ❖ Master's degree from an accredited institution, preferably in behavioral sciences, human resources management, communication, human relations, education, or other relevant discipline.
- ❖ Three years relevant professional work experience.

Qualifications

- ❖ Demonstrated knowledge of Affirmative Action and Equal Employment Opportunity laws, the American with Disabilities Act, Title IX and related federal and state laws and regulations.
- ❖ Ability to investigate and analyze complaints and alleged discrimination while maintaining objectivity, fairness and confidentiality.
- ❖ Understanding of contemporary equity, diversity, inclusion and multiculturalism concepts and issues.
- ❖ Demonstrated success in developing educational programming with and for diverse audiences. Knowledge of adult education practices and evaluation.

- ❖ Demonstrated research, analysis, problem-solving and mediation skills.
- ❖ Ability to gather, manipulate, analyze and interpret data.
- ❖ Demonstrated ability to serve as an internal resource and consultant, and to work collaboratively with a wide array of individuals, groups and organizations.
- ❖ Excellent communications skills, interpersonal skills and emotional intelligence. Demonstrated ability to cross organizational and cultural boundaries with ease, adapting to the context both in person and at a distance.

Desirable Qualifications

- ❖ Professional work experience in higher education.
- ❖ Experience with distance education.
- ❖ Relevant formal legal training or experience

Appendix B



Civil Rights Review Day Preparation and Assessment Tool For County Office Colleagues and the Visiting Team

Date of Civil Rights Review Day: _____

County: _____

Visiting Team Members: _____

Program Area(s) being reviewed: _____

Purpose: This Civil Rights Review Day rubric is a tool to guide colleagues in preparing for a Civil Rights Review Day and assessing Civil Rights efforts. It is the same tool that visiting teams will use during the Civil Rights Review Day to assess colleague efforts in expanding access. In addition, this tool can be used to help design the county and/or tribal office's Civil Rights Action Plan. This tool is aligned with the [USDA/ NIFA Guidelines for Extension Programs](#).

Self-Assessment: Use this rubric to guide your preparations for a Civil Rights Review Day. Assess your civil rights outreach activities and rate program area work and county office team work.

Civil Rights Day Visiting Team Process: Each member of the review day visiting team will assess one or more program areas and the overall office and fill in a rubric. The visiting team members together will complete the final rubric assessment for the entire county or a tribal office team.

The official record of the Civil Rights Review Day will be:

1. This Civil Rights Review Day Assessment and Preparation Tool, including recommendations from the visiting team members' program area assessments.

2. [Hard copies](#) of the potential audience and actual participant demographic data (Participant Records) and expanding access data (in Results Narratives) completed in the Cooperative Extension Recording and Results system by each individual in your office who provides educational programming.
 - Each individual must provide detailed responses in the Results Narrative, in particular the Expanding Access questions, for each program reported for audiences they made efforts to reach. These responses are expected to be demonstration of civil rights outreach efforts. They should be as complete as possible. The visiting team will review participant/volunteer data and the Results Narrative in Recording Results for each programming member of the office team before the Civil Rights Day.
3. The action plan prepared by the county/office team for moving the county office’s programming toward parity, reflecting relevant recommendations from the visiting team.

Directions for Using the Rubric as a Self-Assessment or as a Report of the Civil Rights Review Day

Enter your rating of the specific criteria in each category, using the following rating scale:

- 3=Above Expectations**
- 2=Meets Expectations (USDA Standards)**
- 1=Below Expectations**
- 0=Fails to Meet Expectations**

| Category: DEMOGRAPHICS | Rating |
|--|--------|
| The demographics presented are specific to protected (race, ethnicity, and gender) and underserved (age, disabled, low income, religious groups, etc.) populations in this county. | |
| Colleagues use multiple data sources (from federal, state and local sources and observation) to tell the story of the people living in the county. | |
| Colleagues demonstrate individually and as a team an understanding of who is living in the county, where potential audiences live and work, and their educational needs. | |
| Colleagues demonstrate that the demographics of the county contribute to decisions about programming and outreach. | |

Recommendations for Action Plan:

| Category: EXPANDING ACCESS | Rating |
|---|--------|
| Office colleagues identify and name protected and other underserved audiences and discuss these audiences with specificity. | |

| | |
|---|--|
| Office colleagues adequately describe outreach efforts and activities they use to reach protected and other underserved audiences with information about Extension programs. | |
| Advisory committees, partner groups, and others who provide program input are representative of the population of the county. | |
| Programs are held in locations that are fully accessible for people with disabilities and the public is informed of UW-Extension policies for serving people with disabilities. (Promotional materials and websites include nondiscrimination and accommodations statements.) | |
| Program materials and resources are made available upon request in alternative formats for those with disabilities. | |
| Program resources are available in other languages for people with limited English proficiency. | |
| The 4-H Youth Development program has a documented expansion and review function. | |

Recommendations for Action Plan:

| Category: DOCUMENTATION | Rating |
|---|--------|
| General office files reflect the items on the Civil Rights Documentation list . | |
| Program area files reflect the items on the Civil Rights Documentation list . | |
| By reading through the documentation in the files, a visitor to the office can easily and quickly determine the outreach to protected and underrepresented people of the county. | |
| The University of Wisconsin-Extension nondiscrimination statement is included on all promotional materials and websites. 711 Relay for people who are deaf and hard of hearing is included on stationery, business cards, and websites where office phone and fax numbers are listed. | |
| Each program area submitted participant records and results narratives from Recording Results to describe outreach efforts. | |
| Mailing lists (paper and electronic) are coded for race, ethnicity and gender. | |

Recommendations for Action Plan:

| Category: OFFICE | Rating |
|---|--------|
| The posters “And Justice for All” and “Wisconsin Fair Employment Law” (in English and Spanish) are visible to the public in county offices and program locations. (Extension may not have control over some education sites.) | |
| Office colleagues share contacts and collaborate with one another to expand access to Extension programs. | |
| This office team discusses civil rights outreach and civil rights action plans at county office staff meetings. | |
| All colleagues participate in professional development relative to civil rights and inclusion. | |
| All county colleagues are involved in the Civil Rights Review Day. | |
| All county colleagues know where to find policies on discrimination and harassment on the Cooperative Extension website, understand the policies, and know how to file a complaint. | |

Recommendations for Action Plan:

Appendix C

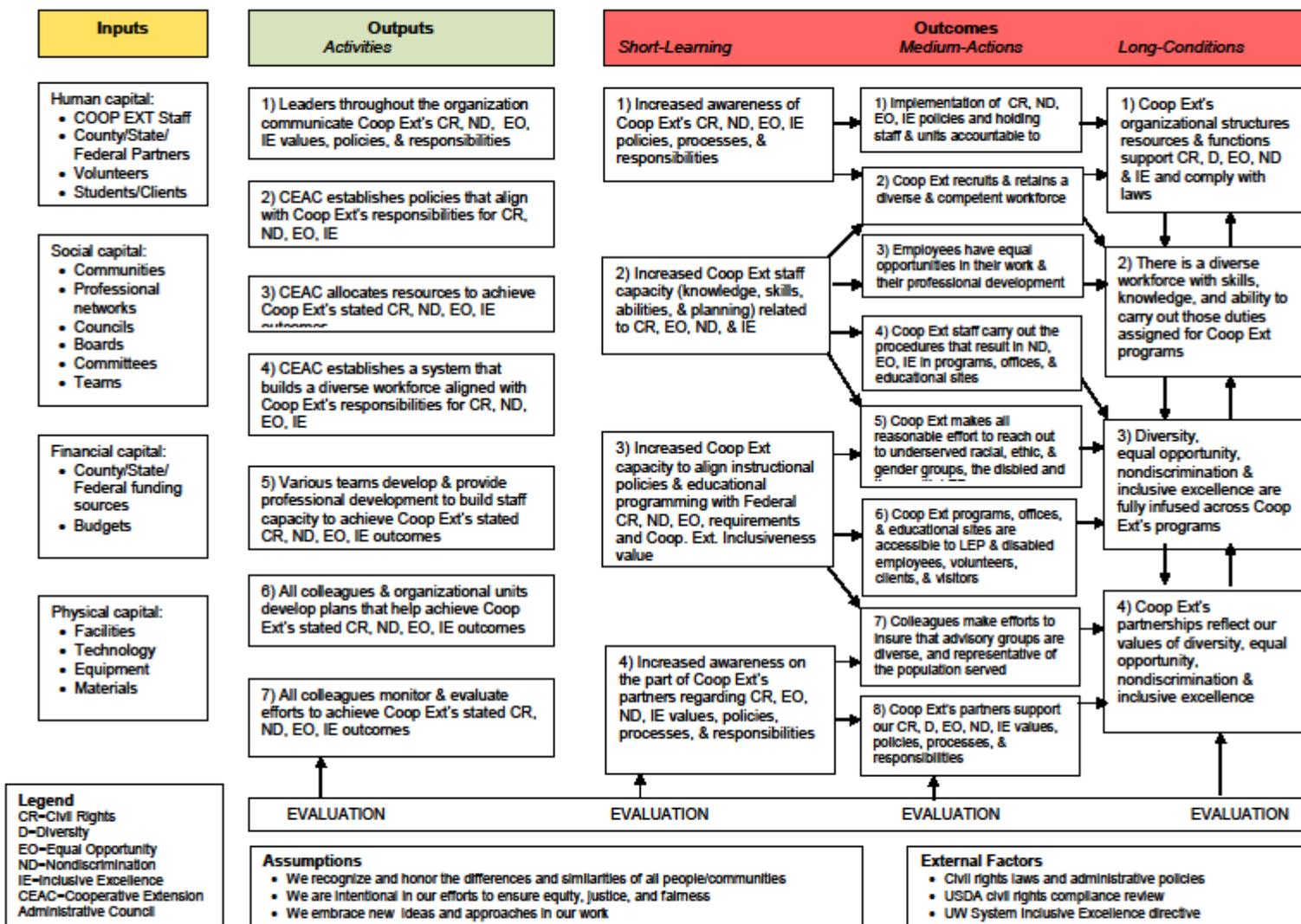
Cooperative Extension Logic Model for Civil Rights Compliance, Diversity and Inclusive Excellence

The following Logic Models follow:

- **Overview**
- **Staffing**
- **Programs**
- **Partnerships**

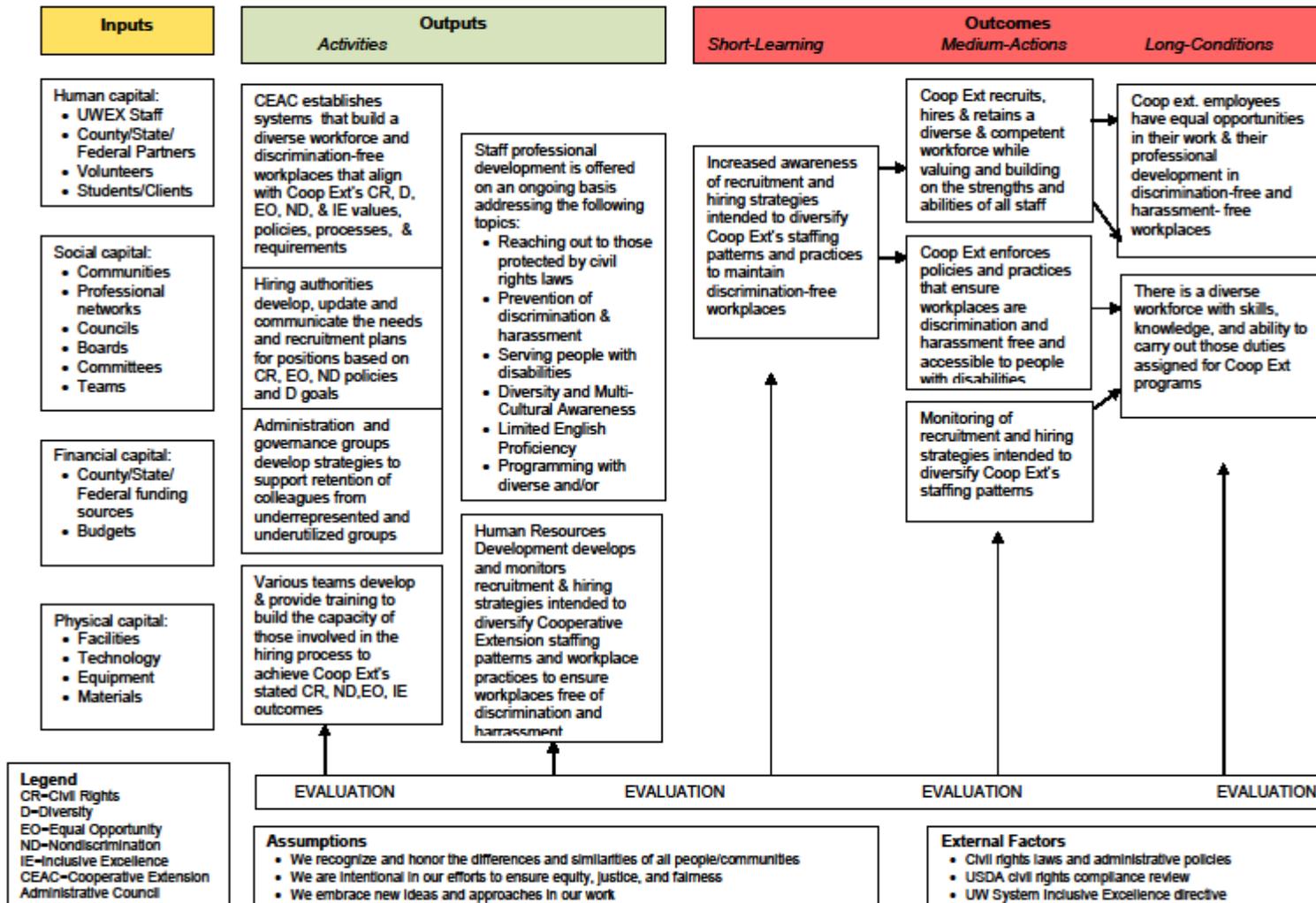
Overview Logic Model: Civil Rights, Diversity & Inclusive Excellence in Coop Ext

FINAL 01/17/14



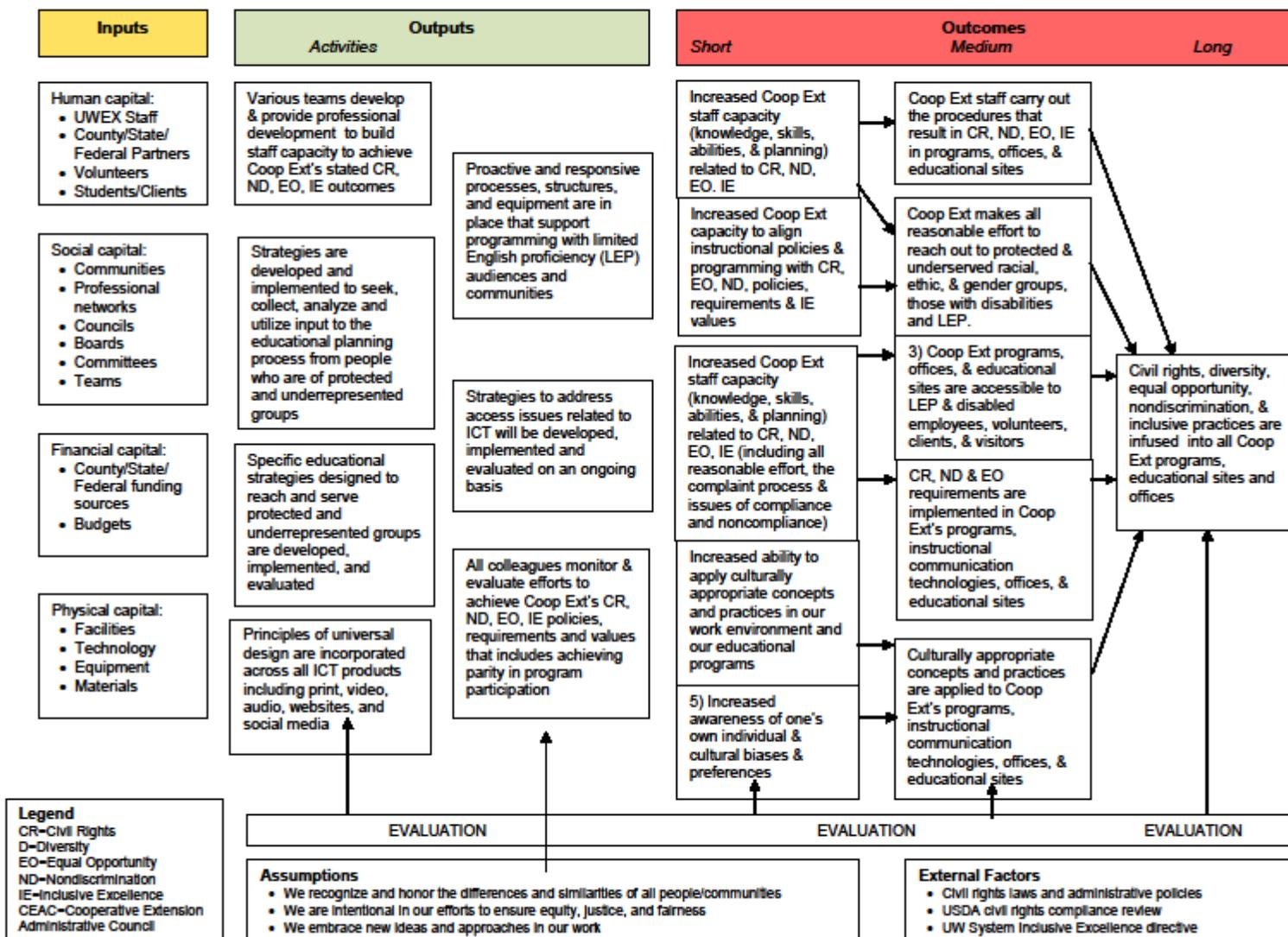
Staffing Logic Model: Civil Rights, Diversity & Inclusive Excellence in Coop Ext

FINAL 01/17/14



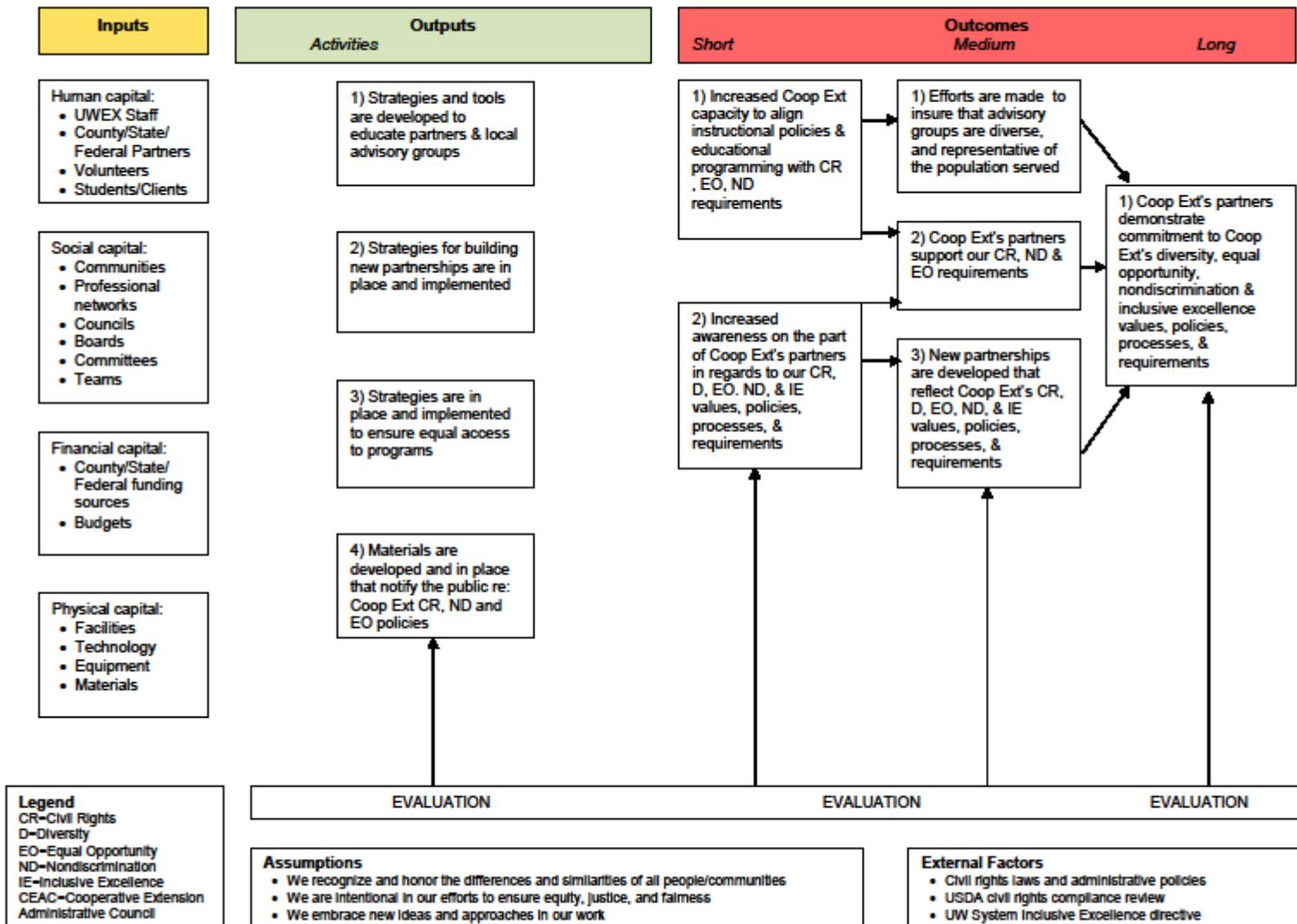
Programs Logic Model: Civil Rights, Diversity & Inclusive Excellence in Coop Ext

FINAL 01/17/14



Partnerships Logic Model: Civil Rights, Diversity & Inclusive Excellence in Coop Ext

FINAL 01/17/14



Appendix D
UW-Extension Framework for Inclusive Excellence

Inclusive Excellence

Intentionally engaging the broadest range of perspectives, experiences, needs and circumstances to best achieve our institutions' missions

- Strengthens the institution's long-term viability
- Lays the foundation for the Wisconsin Idea and a strong, pluralistic democracy
- Provides the skills and knowledge required by organizations and communities to live and work effectively in an intercultural, global world

Inclusive Excellence Goals

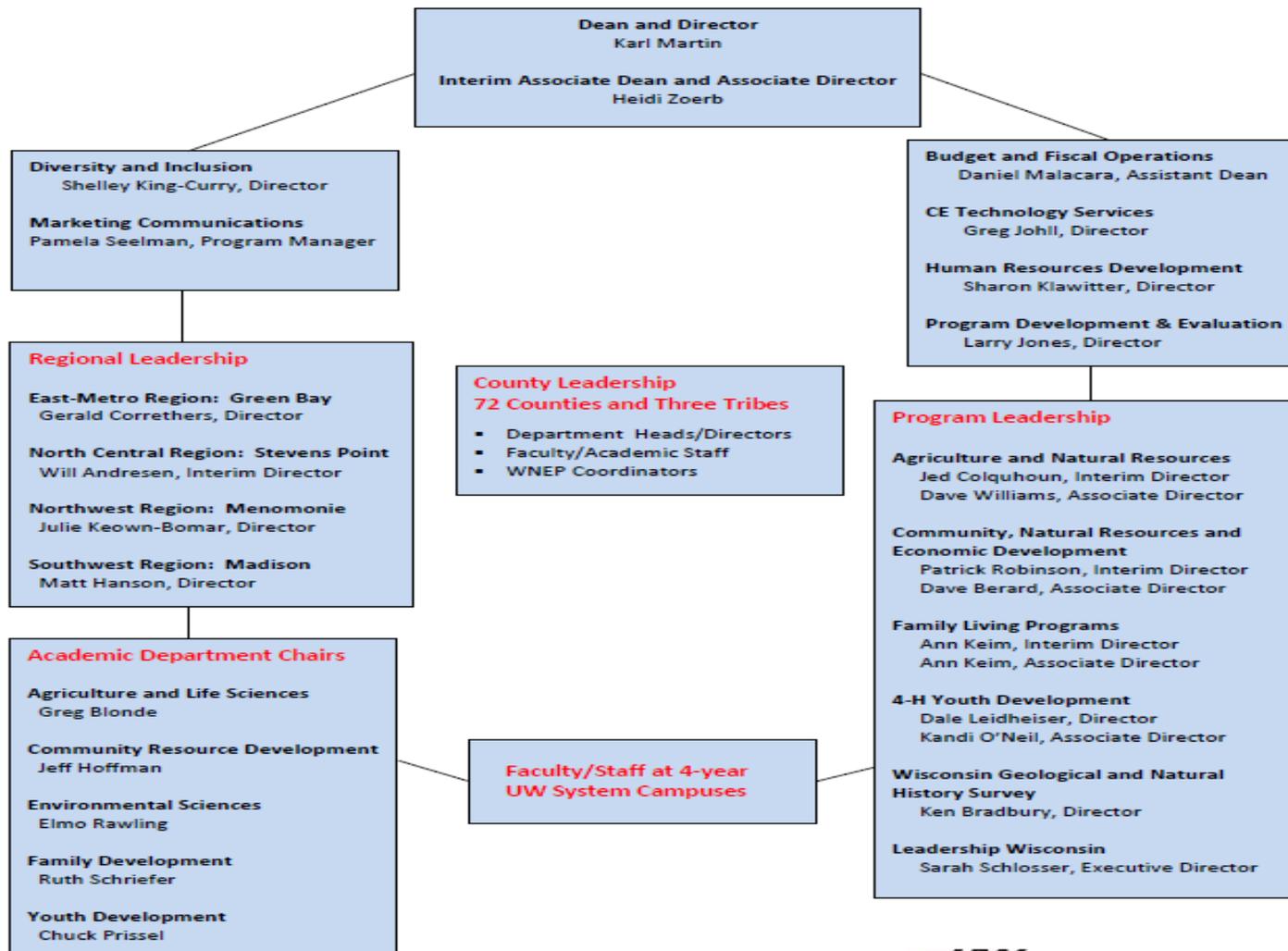
- LEADERSHIP AND GOVERNANCE
 - Plan, implement, assess, make decisions and communicate effectively. Understand and integrate existing institutional and community perspectives, needs and interests.
- CIVIL RIGHTS, AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY
 - Be aware of and fulfill the institution's legal responsibilities.
- RECRUITMENT, RETENTION AND SUCCESS
 - Recruit diverse staff, students, faculty, volunteers, clients, audiences, and board members. Recruit staff, faculty, volunteers, and board members who value inclusion. Support their success.
- CLIMATE
 - Individuals and groups feel valued and are able to learn and work at their full potential and contribute to institutional success.
- CURRICULUM, CO-CURRICULUM, PROGRAMMING, AND PEDAGOGY
 - Incorporate diverse perspectives in the development and implementation of educational offerings and programs. Help build the skills, knowledge and mindset needed to participate effectively in our multicultural world.
- SCHOLARSHIP & RESEARCH
 - Understand and integrate multiple perspectives and experiences into topics, methods, and processes.
- COMMUNITY ENGAGEMENT
 - Develop and maintain trusting relationships that value and engage diverse community perspectives and experiences.

Gauging Your Inclusive Excellence

- In what ways is inclusion important to your work?
- What are your priorities and goals relative to inclusion for the next year, three years?
- What are you currently doing to reach these goals?
- What is further needed to help you reach your goals?
- How do you know when you've achieved your goals?

Appendix E
University of Wisconsin Extension, Cooperative Extension Division
Organizational Structure

**COOPERATIVE EXTENSION – UNIVERSITY OF WISCONSIN-EXTENSION
December 2016**

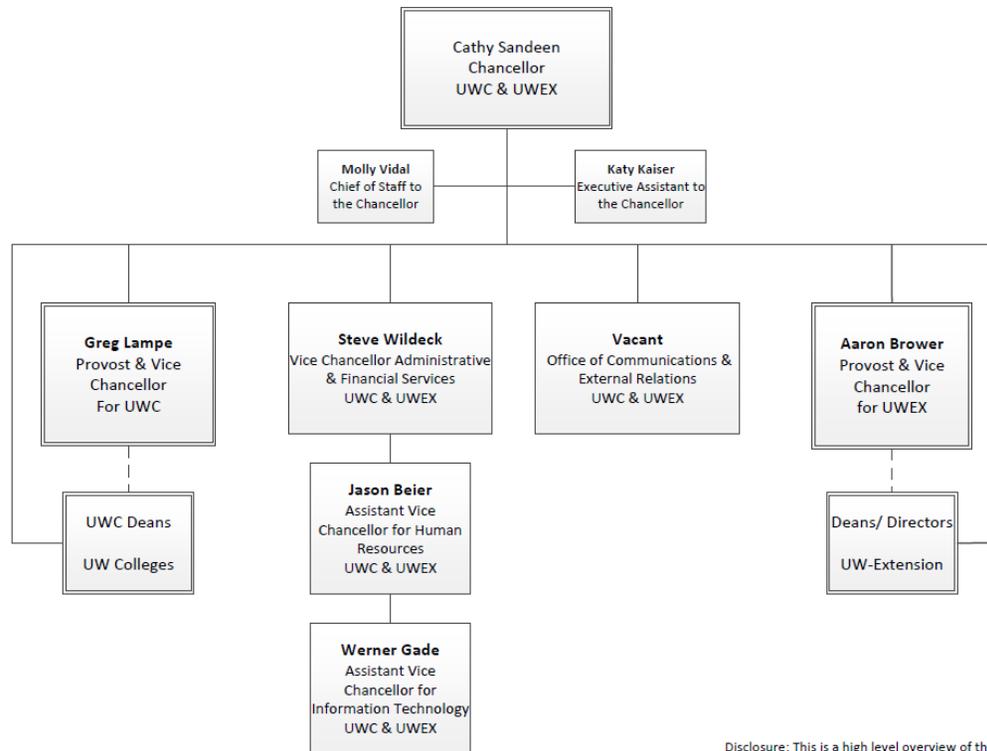


Updated 11/2016



Appendix F University of Wisconsin-Extension Organizational Structure

<http://uwex.uwc.edu/about/orgcharts/documents/uw-extension-administrative-structure.pdf>



Disclosure: This is a high level overview of the Chancellor's staff.

