

June 27, 2007

Colien Hefferan
Office of the Administrator
United States Department of Agriculture
Cooperative State Research, Education, and Extension Service
1400 Independence Avenue SW, Stop 2201
Washington, DC 20250-2201

Dear Administrator Hefferan,

This letter is in response to the December, 2006 Civil Rights Compliance Report of Extension Programs and Employment in Missouri. We have studied the report and we paid particular attention to the recommendations. We are pleased that no overt acts of discrimination were found, and we thank you for the many positive comments that you made about our policies, programs and practices. We want you to know that we are very serious about correcting any concerns that were noted during the July 17-21, 2006 review.

We will work to strengthen procedures and processes as necessary to assure compliance with all Civil rights requirements. In the attached document we have outlined specific actions that we plan to take to improve employment and program practices. Specifically, we will strengthen our recruitment plan, reinstitute internal reviews, expand professional development and training, ensure reporting accuracy, and strengthen the LU/MU partnership. Please let us know if you have any questions regarding the actions that we are planning.

Thanks again for your thorough review and recommendations. We also wish to thank the outstanding Civil Rights Compliance Review team, led by Norman Pruitt, who visited our state.

We welcome your continued interest in our efforts as we implement our action plans.

Sincerely,

Michael D. Quart
Vice Provost and Director
University of Missouri Extension

Steven Meredith
1890 Administrator
Lincoln University Cooperative Extension

**CIVIL RIGHTS COMPLIANCE REVIEW OF
LINCOLN UNIVERSITY AND UNIVERSITY OF MISSOURI EXTENSION
July 17-21, 2006**

Recommendations and Proposed Actions

Recruitment and Hiring

Recommendation #1: As employment opportunities occur at the Executive level, MU Extension administration should develop a comprehensive recruitment plan to reach diverse applicant pools and hire diverse applicants. These efforts are needed to increase minority representation amongst the policy makers (i.e. Program Leaders, Regional Directors, CPDs, etc.) responsible for setting programming objectives for the state of Missouri.

MU Extension Proposed Action:

We will immediately expand our current recruitment plan to focus on recruiting at the executive level. The current recruitment plan appears in Appendix A. Included in the expanded plan will be our commitment to conducting national searches. We will ensure that we advertise in journals that include minority readership. We will also advertise using the 1890 list serves.

Extension human resources will communicate the need for search committees that reflect gender and racial diversity. Search committee demographics will be gathered, documented, and reviewed to improve the demographics of search committees for all academic positions.

Professional development opportunities that may be of assistance in preparing minority employees for executive level positions will be reviewed to determine their effectiveness and to determine ways to include more minorities. These will include Missouri Extension Leadership Development (MELD), North Central Extension Leadership Development (NELD), participation in statewide committees, and preparation for serving as county program director.

Recommendation #2: In an effort to increase its recruitment efforts, MU Extension is commended for its recent hiring of a Training and Development Coordinator who will be responsible for developing recruitment programs aimed at increasing diversity within the MU Extension workforce. Recruitment efforts geared towards recruiting Blacks and Hispanics are essential given that their representation within the MU Extension full-time workforce falls below their representation in the Missouri Civilian Labor Workforce (CLF). Increased outreach and recruitment should ensure MU Extension's ability to employ a workforce that is representative of the Missouri CFL.

MU Extension Proposed Action:

Our new training and development coordinator will review current recruitment strategies with the director of organizational development to develop programs to expand recruitment efforts. Results will be reviewed annually to determine if additional changes are needed to ensure that the workforce will more closely represent the CLF. These meetings will begin in July, 2007.

Recommendation #3: LUCE should develop a recruitment plan which focuses on increasing the racial diversity of its Administrative team.

LUCE Proposed Action:

The Associate Administrator's position is currently being advertised. The initial search was conducted and suspended. When the search was reopened, a plan was put into place by the Administrator and the search committee chairperson to reach a greater pool of minority candidates. The announcement was sent to various venues indicated in Appendix B.

Recommendation #4: Given that Hispanics are not present in the LUCE workforce, the Administration should consider developing a recruitment plan that seeks to recruit Hispanics into the workforce. The recruitment plan should also focus on recruiting other racial and ethnic minorities who are not currently present in the workforce.

LUCE Proposed Action:

The Lincoln University Employment Plan, found in Appendix C will be expanded to include a plan for recruiting ethnic minorities not currently in the LUCE workforce, particularly Hispanics. The search committee chairperson will be asked to document what steps will be taken to reach the largest pool of racial and ethnic minority applicants, particularly Hispanics. Please see the LUCE Recruitment Plan in Appendix D.

Equal Opportunity Policies and Directives

Recommendation #5: The Director of MU Extension should issue a written statement reaffirming MU Extension's policies regarding non-discrimination and affirmative action.

MU Extension Proposed Action:

In February, the director of MU Extension issued a written statement reaffirming MU Extension's policies regarding non-discrimination and affirmative action. This will be issued at the beginning of each fiscal year (July 1) hereafter. The letter designed for this purpose may be found in Appendix E.

Recommendation #6: The Dean and 1890 Administrator for LUCE should issue a written statement under his signature reaffirming LUCE's policies regarding non-discrimination and affirmative action.

LUCE Proposed Action:

The 1890 Administrator will issue a written statement reaffirming LUCE's policies regarding non-discrimination and affirmative action. This statement will be issued in July of 2007. The commitment will be reaffirmed at the beginning of each fiscal year (October 1). Please see Appendix F for the memorandum designed for this purpose.

Staff Development and Training

Recommendation #7: MU Extension currently utilizes a training model in which trainers are provided with training at the state level with the expectation that they will train regional staff. It is recommended that in addition to the current training effort, MU Extension develop a comprehensive training program for all staff

members, including county paid staff, to ensure that all staff is aware of civil rights as it relates to the delivery of programs.

MU Extension Proposed Action:

Extension human resources will coordinate the development and implementation of new employee orientation for all employees statewide. New employee orientation will include an on-line civil rights training which will also be available for all employees. The training will include 1) Civil rights laws and their application, 2) definition of discrimination, 3) unlawful practices, 4) complaint process, and 5) extension's commitment to diversity.

The director of organizational development will visit each region during each year to provide in-depth civil rights training.

MU Extension will make a CD of civil rights training available for each person in the workforce, including county paid staff. It will be the expectation that each person review the CD at the beginning of the year each year. Arrangements were made to secure a CD that was developed for this purpose from the University of Ohio. The CD will be provided to USDA when it is revised to include an opening statement by the MU director. This practice will begin in December 2007. All faculty and staff will be encouraged to visit the MU Values Diversity website at <http://extension.missouri.edu/staff/diversity/index.html>. This site includes civil rights laws, regulations, and information on the American with Disabilities Act. Civil rights policies, expectations, and practices are outlined. See appendix G.

Recommendation #8: LUCE should develop a comprehensive training program regarding civil rights as it relates to the delivery of programs. The implementation of a training program is needed to ensure that staff is aware of civil rights laws and their impact on program delivery.

LUCE Proposed Action:

The Plan for Affirmative Action in Lincoln University Cooperative Research and Extension will be ready for implementation at the beginning of the 2007-2008 school year in August 2007. As part of the plan, the Affirmative Action/Equal Employment Opportunity and Diversity Programs Coordinator will visit each of the LUCE field offices, once a year to conduct half-day internal compliance reviews and half-day comprehensive training regarding civil rights as related to program delivery. Internal compliance reviews and training will also be conducted for campus faculty and staff.

All faculty and staff will be encouraged to use the LUCE Values Diversity website; please see Appendix H, <http://www.lincolnu.edu/pages/1170.asp>, which includes information on American with Disabilities Act, and Civil Rights Laws, Authorities and Regulations. The coordinator will incorporate educational/training opportunities on the website as well as conduct training through distant learning media.

Recommendation #9: LUCE should consider providing sensitivity training as it relates to racial, ethnic minorities and the disabled to ensure that staff is aware of appropriate terminology when referring to these individuals.

LUCE Proposed Action:

The AA/EEO and Diversity Coordinator will work with the Extension and Research Administrators to provide quarterly trainings during staff meetings on Diversity Awareness and Sensitivity.

Committees

Recommendation #10: Given that the extension councils play an integral role in the employment of county employees and they help determine programming, the MU Extension Administration should work with the extension councils to develop a plan to increase the racial/ethnic diversity of the extension councils.

MU Extension Proposed Action:

The extension administrators, county council coordinator (CCC), University of Missouri State Extension Council, (UMESC) and the Council Leadership Development Committee (CLDC) will work to develop resources to support county council recruitment and elections to increase the diversity of county councils. The extension administrators and the state extension council have appointed a task force to develop and implement strategies to improve diversity. All information will be shared with the county councils so that they may set specific targets for diversifying their local councils.

Recommendation #11: MU Extension and LUCE should be commended for its development of a Diversity Catalyst Team and should continue to recruit members of diverse backgrounds.

MU Extension and LUCE Proposed Action:

MU Extension and LUCE will recruit one member from the east central region and one member from southeast region to fill the two current vacancies in the Diversity Catalyst Team. There will be a focus on recruiting from our minority faculty and staff, especially in St. Louis where there is a more diverse workforce.

Salary Administration

Recommendation #12: MU Extension conducts an annual review of salaries and they are commended for their efforts to ensure that staff are compensated equitably. MU Extension should continue to adhere to their policies and procedures regarding salary administration.

MU Extension Proposed Action:

We will adhere to our current systematic method for formulating salaries for faculty and staff. Annual salary reviews will be conducted to ensure ongoing salary equity.

**EQUAL OPPORTUNITY PROGRAM
CIVIL RIGHTS COMPLIANCE REVIEW
RECOMMENDATIONS**

Profiles of Staff or Counties Reviewed

Recommendation #13: There were no other minorities represented by Extension employees. Analysis of the workforce in the three counties and St. Louis City (MU Extension and LUCE) reviewed Analysis of the workforce suggests that MU Extension and LUCE should consider diversification of staff when vacancies occur in county positions.

MU Extension Proposed Action:

The director of organizational development will meet with the east central regional director to focus on this issue. The goal will be to ensure that faculty and staff reflect the racial and ethnic composition of the geographical area served.

LUCE Proposed Action:

Using the Recruiting Plan form found in Appendix D, as staff vacancies occur, attempts will be made to diversify the staff. Ultimately, the goal will be to have the staff reflect the racial and ethnic composition of the geographical area served.

Knowledge of Civil Rights Laws, Rules and Regulations

Recommendation #14: MU Extension should review training guidelines and strengthen the use of staff meeting for training staff on the impacts of civil rights rules and regulation as it relates outreach efforts.

MU Extension Proposed Action:

The director of organizational development will visit each region during each year to provide in-depth civil rights training. The all-staff meeting will be used for this purpose. Dates have been secured with regional directors for the 2007-2008 year.

Extension Staff Members Assigned in Areas Reviewed

Recommendation #15: All staff positions and volunteer descriptions should be reviewed by MU Extension for analysis of civil rights requirements and responsibility at the county and state levels.

MU Extension Proposed Action:

We have reviewed position descriptions for all positions. They include the following statement of responsibility that has been approved by extension human resources:

Conduct all activities in accordance with the civil rights acts, Title IX, Rehabilitation, Americans with Disabilities Act and local, state and region affirmative action plans.

In addition, academic position descriptions include the following as part of the position responsibilities:

Demonstrate a commitment to diversity and inclusiveness in the work environment and in educational programming to meet the needs of all potential stakeholders and clients, including racial/ethnic minorities, underserved audiences, women and people with disabilities.

The extension administration, county council coordinator, UMESC and CLDC have launched plans to increase awareness, develop additional resources, and train councils and county secretaries about their role regarding civil rights requirements and responsibilities. These efforts will also ensure that all job descriptions will include current civil rights language of inclusion and service to all. A March 21, 2007 meeting was planned to develop the CLDC training module. State council meetings will be used to relate pertinent information. The director of organizational development will be invited to a fall meeting to share information on civil rights responsibilities. Sample position descriptions for county paid staff will be provided for use with local councils.

Advisory Committees and Boards

Recommendation #16: MU Extension and LUCE must make certain Extension staffs determine that “all reasonable efforts” are made to ensure recruitment of minority groups reflecting the population of the county to serve on Extension Advisory Committees or Councils.

MU Extension Proposed Action:

During the regional trainings, the director of organizational development will ensure that faculty and staff understand the meaning of “all reasonable efforts” as it applies to selection of extension advisory committees. The director of organizational development will share this information with the director of off campus operations and the county council coordinator (CCC) so that they may disseminate it to councils and county program directors. The CCC will hold brainstorming sessions with the state council to determine ways to ensure all reasonable efforts in diversifying councils. Appendix I describes extension’s approach to all reasonable efforts.

LUCE Proposed Action:

As part of the Civil Right site visits and trainings, the AA/EEO and Diversity Program Coordinator will teach about “all reasonable efforts”, see Appendix J. The Coordinator will review reports regarding committee and group composition. Where participants do not reflect the population of the geographic area served, the coordinator will brainstorm with the staff to make all reasonable efforts to increase ethnic and racial diversity in groups.

Recommendation #17: LUCE administrator and state staff should consider forming an advisory group represented of LUCE clientele at the state level to ensure ongoing program input from clientele and stakeholders.

LUCE Proposed Action:

The 1890 Administrator has begun discussions about who will serve on the advisory group. It is anticipated that the group will be formed and given its charge by October 2007.

Procedures for Program and Employment Discrimination Complaints

Recommendation #18: MU Extension should ensure that staff review aspects of EEO components which include access and use of counseling for employment complaint processing.

MU Extension and LUCE should ensure that all County Extension offices establish a written internal process for handling program complaints including training for all staffs and volunteers on the procedures to resolve client complaints.

MU Extension and LUCE should ensure that all County Extension office staff review the, . . . And Justice for All poster to understand the clientele right to file a program complaint with the U.S. Department of Agriculture, Office of Civil Rights in Washington, D.C.

MU Extension Proposed Action:

Regional faculty and staff meetings will be used to disseminate information on the use of counseling for employment complaint processing. This will be conducted in each region by the director of organizational development. The web will also be used to share this information, see <http://extension.missouri.edu/staff/EEO/index.html>. Under the guidance of the director of organizational development, each county extension office will establish a written internal process for handling program complaints. This written process will be kept in the office civil rights file. The regional staff meetings will be used to train staff on the procedures to resolve client complaints. Annual trainings will focus on the “Justice for All” poster.

Each person delivering programs will be provided with a statement that explains the process for informing clients of their rights and describing the process that clients may use for making a complaint. This statement will appear on PowerPoint and/or as one of the handouts that are provided in each learning experience. In addition, each person delivering programming will be asked to post complaint processing information in the educational setting if it is held in a place other than one that houses the “Justice for all Poster.”

LUCE Proposed Action:

Information about the staff’s ability to access EEO counseling for employment complaint processing will be presented and reiterated periodically as part of the training experience during staff meetings and Civil Rights Trainings.

Each field office will adopt and where necessary adapt the written internal process for handling program complaints developed by the Coordinator. The Coordinator will provide a train-the-trainer experience for the supervisors of the field offices as well as campus staff and they will be responsible for training all new staff and volunteers.

Each year one of the quarterly staff trainings will focus on the “Justice for All” poster. Through training and information posted on the Lincoln University Cooperative Extension Values Diversity website (see Appendix H), staff will be familiar with the clientele’s right to file a program complaint with the United States Department of Agriculture, Office of Civil Rights in Washington, DC as well as the procedure for filing a complaint.

Recommendation #19: LUCE should include a civil rights program delivery in their Affirmative Action Plan.

LUCE Proposed Action:

The Affirmative Action Plan to be completed in August includes a plan for delivery of civil rights programs.

Accessibility for Disabled

Recommendation #20: MU Extension must ensure resolution of accessibility issues with St. Louis City office so that the Extension office becomes fully accessible to the physically disabled clientele.

MU Extension Proposed Action:

This city owned facility has had a ramp installed within the past eighteen months by the City of St. Louis; therefore, the physical property is corrected and available for access to the first floor of the building. Additional solutions include:

University of Missouri faculty and staff will review the office's affirmative action plan so that they are well versed about our role in ensuring that clientele have free and open access to the facility.

MU Extension will reference access to the first floor of the St. Louis City office on public information as a routine part of the communication. This may be accomplished with publications such as 4-H newsletters, FNEP information and other fliers and announcements. Locations on the first floor will be explored as alternative locations for appropriate programs. When possible, joint programs with LU will be held in the LU facility to ensure accessible programs.

University of Missouri Extension's city program director will bring the issue to the attention of the West End Community Center (WECC) Tenants' Association to find a solution.

MU Extension will consult with the city's American's with Disabilities Act coordinator and/or the MU ADA coordinator for additional suggestions.

Recommendation # 21: LUCE needs to develop a self-evaluation tool to evaluate ADA requirements for current and Extension offices.

LUCE Proposed Action:

The self-evaluation tool used to evaluate ADA requirements for current Extension offices is included in Appendix K.

Program Area (State and Local)

Recommendation #22: MU Extension and LUCE staff must collect data on race/ethnicity and gender and make efforts to assure programs are accessible to all. This data must be of sufficiency, quality and quantity so that LUCE administrators, program leaders and staff can make determination of nondiscrimination. Data should

exist at the individual, local and state level to allow managers and staff to examine the Civil Right impact of programming and how successful programs are delivered on a nondiscriminatory basis.

MU Extension Proposed Action:

All faculty and staff that provide programs will collect data on race/ethnicity and gender. The demographic identification card will be used to collect data. See Appendix L. This will eliminate guessing about audience demographics. The collected information will be transferred to the University of Missouri Extension recording system. See Appendix M to view the form that will reflect audience demographics. This form is currently being revised; however, the amended form will also ensure collection of appropriate demographic information. All program areas will report consistently at the individual, state and local level. At the time of performance appraisals, supervisors will ensure that data has been collected and reported.

The state program directors, regional directors, and the director of organizational development will periodically review information to assess the impact of programs to ensure that programs are delivered on a non-discriminatory basis.

LUCE Proposed Action:

All LUCE staff providing programs will collect and submit data reports on race and ethnicity as well as gender. Data reports will be held at the individual, local and state levels. The LUCE Values Diversity website will contain demographic information related to the geographic area being served so that all managers can ensure that program efforts are being delivered on a non-discriminatory basis.

The coordinator will review data and make periodic reports to the staff and administrators regarding non-discrimination in programming.

Recommendation # 23: MU Extension needs to ensure that Extension staffs understand the process used by MU Extension for outreach methods and utilized the procedures to increase the number of minority participants in 4-H activities including strategies (1) to decrease the number of single race clubs in racially mixed communities, (2) for outreach methods for increasing minority participation in 4-H camps, (3) for intervention activities to increase diverse representation for district and state 4-H events, and (4) improve minority representation in 4-H volunteers.

MU Extension Proposed Action:

The 4H statewide program director will provide specific guidance and training to assist in increasing the number of minority participants in 4-H activities, decreasing single race clubs reaching out to include more minorities in 4-H camps and improving minority participation of volunteers. The material may be found in appendix N.

Recommendation # 24: In accordance with Civil Rights Laws and regulations, LUCE program leaders and staff must ensure 4-H club members and leaders document “all reasonable” efforts to further integrate clubs. Staff must monitor 4-H clubs to ensure the clubs are not discriminating on the basis of race, ethnicity, and gender and ensure efforts are made to include minorities other than Blacks in clubs and female/males where data shows one gender or the other dominates the club.

LUCE must make efforts to include all racial and ethnic minorities and the underrepresented in LUCE district/area events and camps.

LUCE staff must make assurances that the minority and non-minorities have the opportunity and “reasonable efforts are made” and documented to recruit individuals regardless of race, color and national origin as participants or volunteers.

LUCE Proposed Action:

LUCE program leaders and staff will ensure that every effort is being made to integrate all 4-H/Youth Development programs and clubs. All staff will be required to document “all reasonable” efforts made to integrate programs, participants and volunteers each year.

Extension Program Participation Data

Recommendation #25: MU Extension must collect race, ethnicity and gender data of sufficient quality and quantity, so that State administrators, program leaders and staff can make determinations of nondiscrimination. This data must be collected on a consistent basis across and within program areas.

MU Extension Proposed Action:

All faculty and staff that provide programs will collect data on race/ethnicity and gender. The demographic identification card will be used to collect data. See Appendix L. The collected information will be transferred to the University of Missouri Extension recording system. Individuals in all program areas will report consistently at the state and local level. Statewide program directors and the director of organizational development will review individual and county reports in April of each year to verify accuracy in reporting. This information will be compared to county demographics to make determinations of nondiscrimination.

Recommendation #26: MU Extension should use the Affirmative Action Plan and the data system to identify goals to reach the number of minorities underserved in all program areas.

MU Extension Proposed Action:

MU is instituting a new system for creating affirmative action plans. They will be developed within the planning and reporting system. The steps for developing the plan include an analysis of audiences reached, community demographics and a gap analysis. The final step includes outlining specific steps for reaching out to underserved audiences. The diversity discussions provide information for faculty use on how to reach these audiences. This may be found in Appendix O.

Faculty have always been required to develop an affirmative action plan based upon specific data; however, this process will make the development of the affirmative action plan more systemic and integral to the annual planning process. Plans for this meeting include reviewing the affirmative action data system and making any changes necessary.

Recommendation #27: MU Extension must train staff on data collection by race, ethnicity and gender.

MU Extension Proposed Action:

Paula Hudson of Extension Technology and Computing Service (ETCS) has conducted multiple trainings on the use of the new planning and reporting system. During the regional staff trainings, the director of organizational development will cover the importance of accuracy in reporting audience participation for meeting civil rights responsibilities.

Recommendation # 28: LUCE must put in place systems, processes and procedures to implement a Civil Rights process inclusive of collecting actual participating race/ethnic and gender data of clientele and comparing this to potential.

LUCE Proposed Action:

The instrument for data collection has been developed and is currently being used. By the end of August 2007, the process and procedures for reporting data will be finalized. By September 1 the system should be fully operationalized.

Public Notification

Recommendation #29: MU Extension should review the Form CR-1 in the Affirmative Action Plan for nondiscrimination in conducting all Extension Education Programs which assures that the statement of compliance is to be signed by the designated representative of any organization which receives educational assistance from MU Extension.

MU Extension Proposed Action:

During regional staff training the director of organizational development will review the Form CR-1 with faculty, reminding them of their responsibility of securing signatures of the designated representative of any group that receives educational assistance from MU Extension. This reflects current policy. The form that is signed is included in Appendix P. Signed forms are a part of each office's civil rights files. The county program director has the responsibility of ensuring that all forms are collected from county faculty and stored in the civil rights file. County civil rights files will be reviewed during internal civil rights reviews. These forms will be reviewed by the regional director and the director of organizational development.

Title IX Nondiscrimination on the Basis of Sex

Recommendation #30: MU Extension should ensure that training on sexual harassment policies and procedures are provided to Extension staff and should include administrative procedures for filing a sexual harassment complaint at the State level.

MU Extension Proposed Action:

Extension human resources will coordinate the development and implementation of new employee orientation for employees. New employee orientation will include on-line sexual harassment training,

which will also be available for county paid employees. The training will include administrative procedures for filing a sexual harassment complaint at the state level.

Recommendation #31: MU Extension and LUCE program staff must ensure programs are offered without regard to one's gender. In particular, where program data indicates under representation by one gender, MU Extension and LUCE administration and staff must make assurances of nondiscrimination on the basis of gender. Staff must ensure program titles, literature, program materials, advertising, etc. are gender neutral or do not create a barrier to a person attending MU Extension or LUCE programs.

MU Extension and LUCE Proposed Action:

Accurate reporting and analysis of data will allow faculty to ensure that there is no discrimination on the basis of gender. The MU Extension regional director and LUCE satellite office coordinator will review this information for field faculty. The state program directors and affirmative action coordinators will review it for campus faculty. The affirmative action officers will review all affirmative action plans for this purpose. The marketing office will provide additional guidance on appropriate advertising and gender neutral literature in web resources.

Recommendation # 32: LUCE staff must collect gender data of actual participants on a systematic basis and monitor programs for gender basis.

LUCE Proposed Action:

The new system data collection will allow monitoring of programs for gender bias.

Internal Compliance Reviews

Recommendation #33: MU Extension should reinstate the use of an internal review schedule for county internal civil rights reviews.

MU Extension Proposed Action:

MU Extension held four internal civil rights reviews in the past year. Reports from these reviews may be found in Appendix Q. The previous policy was designed for the director of organizational development to conduct the reviews. This process would only allow about 4 reviews each year. We have revised our system to include a systematic plan for reviews that would allow each of the 114 counties to be reviewed every 3 years. The new system may be found in Appendix R.

Recommendation # 34: The LUCE Administrator must put in place a systematic internal review mechanism to provide the respective administrator with assurances LUCE programs are offered to all regardless of race, ethnicity and gender and to alert each administrator if deficiencies exist in the civil right programs.

LUCE Proposed Action:

As part of the Plan for Affirmative Action, the AA Coordinator will visit each of the LUCE field offices, once a year to conduct half-day internal compliance reviews and half-day comprehensive training regarding civil rights as related to program delivery. Internal Compliance reviews and training will also be conducted for campus faculty and staff.

Limited English Proficiency (LEP)

Recommendation #35: MU Extension and LUCE should provide written guidance to assist Extension staffs to help determine when all reasonable efforts have been met to accommodate clientele who are limited in English proficiency use the program services.

MU Extension Proposed Action:

Training on what constitutes “all reasonable efforts” for accommodating clientele who are limited in English proficiency will be conducted during regional staff training. This topic will also be included in the statewide civil rights CD that all faculty and staff will review each year. Additional information may be found on the MU Values Diversity website at <http://extension.missouri.edu/staff/diversity/index.html>.

On-Going Administration of Programs

Recommendation #36: MU Extension managers must effectuate the policies and procedures in the Affirmative Action Plan and review position description for county office secretary to identify their civil rights responsibility for program delivery as customer service representatives.

MU Extension Proposed Action:

Regional training each year will assist in effectuating civil rights policies. Regional directors will review affirmative action plans at the time of performance appraisal to ensure that policies are being upheld and the plans are being followed. The director of organizational development will review all county affirmative action plans each year. Orientation for new faculty will include the importance of carrying out the civil rights policies. A portion of the regional training will be directed at office support staff and their responsibilities as the “front door” of extension.

The director of organizational development will review the position description for county office secretaries to ensure that their civil rights responsibilities are outlined.

Recommendation # 37: LUCE does not have a system in place to ensure on-going administration of Civil Rights or a person clearly identified and tasked with the duties of Civil Rights administration as it relates to program delivery under Title VI of the Civil Rights Acts of 1964.

LUCE Proposed Action:

Yvonne Matthews has been assigned the duties of Civil Rights administration. Fifteen per cent of her time will be reassigned for this purpose. Her job description and job analysis have been changed to reflect the new responsibilities.

Interaction of 1862 and other Minority Land Grant Institutions

Recommendation # 38: MU Extension and LUCE administrators must effectuate the MOU into MU Extension and LUCE Extension programs. This is especially needed where both Institutions operate and/or manage facilities in the same local area.

MU Extension Proposed Action:

MU and LU representatives will meet to ensure effectuation of the MOU. An ongoing steering committee will be established for this purpose. MU and LU will conduct an inventory of all joint programs. The list will be analyzed, and recommendations made where additional collaborations may occur.

Recommendation #39: MU Extension and LUCE administrators should ensure staff is aware of the MOU and understand how the MOU will affect the delivery of programs to the people of Missouri.

MU Extension Proposed Action:

Articles will be posted in the Weekly News to inform all faculty of the MOU and its impact on program delivery. The MOU will be posted on the MU and LU websites for all faculty and staff to review. This document will be scanned and posted on the web at <http://outreach.missouri.edu/staff/EEO/MOU.pdf> and <http://www.lincolnu.edu/pages/1170.asp>. Regional trainings will include a discussion of the LU/MU MOU and its impact on programs.

Recommendation #40: MU Extension and LUCE should establish a timeline for implementation of the MOU and it is recommended the Institutions set up a working group to assist administrators with the implementation of the MOU.

MU Extension Proposed Action:

MU and LU administrators and the state council met on March 14 to begin conversations about the MOU and its implementation. Establishing a working group to assist with the implementation of the MOU was one of the topics of discussion. The recommendation was for representatives of each institution to serve on a steering committee. This will include the director and administrator, the associate directors, directors of off campus operations, and the affirmative action officers. A timeline for the implementing the MOU will be developed.

Recommendation #41: The Director and Administrator should continue to support efforts of the Diversity Catalyst Team.

MU Extension and LUCE Proposed Action:

The director and the LU administrator will continue to support the efforts of the Diversity Catalyst team through administrative support, human resource allocations and financing.

APPENDICIES

- A. MU Extension Human Resources Support Services: Recruitment and Employment Goals
- B. LUCE Associate Administrators Job Announcement
- C. LUCE Employment Process
- D. LUCE Recruitment Plan
- E. MU Extension Commitment to Affirmative Action and Civil Rights Mandates
- F. LUCE Administrators Statement Regarding Non-discrimination
- G. MU Extension Values Diversity Website
- H. LUCE Values Diversity Website
- I. MU Extension All Reasonable Efforts Definition
- J. LUCE All Reasonable Efforts
- K. LUCE ADA Self-Evaluation Tool
- L. MU Extension Voluntary Demographic Information Card
- M. MU Extension Reporting System Page
- N. MU Extension 4-H Program Assurances
- O. MU Extension Diversity Discussions Executive Summary
- P. MU Extension Assurance of Compliance CR-1
- Q. MU Extension Internal Compliance Review Reports 2006
- R. MU Extension Internal Compliance Review Process

MU Extension Human Resource Support Services Recruitment and Employment Goals

Analysis Conducted (FY2006)

A review of internal processes and hiring stages, applicant demographics, workforce demographics, and the Missouri Census by ethnicity and educational level have led us to the following analysis, preliminary conclusions and goals:

University of Missouri Extension currently employs 65% female and 10.2% minorities among the 732 full-time benefit-eligible employees within Cooperative Extension regional and statewide faculty and staff, as well as support units including Administration, Communication Groups, ETCS, Fiscal, Human Resources, OSEDA, and TCRCs. Compared to the Missouri Census data, University of Missouri Extension employs 12.4% more females and 1.7% less minorities than the Missouri population of adults holding at least a high school diploma.

Based on individual educational requirements of positions, the University of Missouri Extension employs a greater percentage of females and minorities in those positions requiring high school, associates, and bachelor level education. Positions requiring master's degree or higher, University of Missouri Extension currently employs 1.7% more females and 6.2% less minorities than the Missouri population of adults holding a master's degree or higher level of education.

Based on applicant demographics during FY2003-FY2005 for regional specialist positions requiring a master's degree, there was an increase in minority applicants during the three year span, increasing from 8% minority applicants to 18%. In addition, 10-12% of job offers accepted were of minority applicants. This is in line with the 11.6% of minorities holding master's degrees or higher within Missouri.

Based on workforce demographics compared to the 1999 Civil Rights Compliance Review, University of Missouri Extension has seen a 4.5% increase in females and 3.6% increase in minorities employed overall. Minorities employed in major job categories, including Regional Directors, County Program Directors, and Regional Specialists show a 12.5% increase, .9% increase, and .2% decrease respectively.

The time to fill positions has decreased from 6-12 months to an average of 4.2 months for regional specialists and 3.4 months overall average throughout MU Extension (date posted to start date of person hired = time to fill).

Lastly, a salary analysis was conducted utilizing SPSS Regression Analysis. Results indicate there is a positive difference based on higher educational requirements, length of service, age, and tenure track positions. There appears to be no salary bias for those in minority racial and ethnic categories.

Goals

University of Missouri Extension Human Resources is committed to ensuring recruitment, hiring, and employment practices follow University of Missouri policies and procedures, as well as encouraging advancement in the recruitment, hiring, and promotional opportunities for women and minorities.

To support this endeavor, we are committed to:

- Coordinate all national searches, conduct regional faculty searches, and support recruitment activities for faculty and staff positions throughout MU Extension, ensuring the organization's commitment to good faith, affirmative efforts to recruit, hire and retain racial and ethnic minorities and women.
- Involve Deans/Directors, campus based subject-matter specialists, councils, and other faculty and staff in the recruiting and interview process.
- Advertise through local and national newspapers and journals including, but not limited to Kansas City Star, Independence Examiner, KC Call, KC Globe, Dos Mundos, African American paper-the St. Louis American as well as other major newspapers.
- Advertise through job posting websites including, but not limited to 1890 Land Grant Institutions position announcements, KC Star Career Builders, UMKC, Longview Community College, PhilNet (Council on Philanthropy web site serving the non-profit community). Missouri Job Service, Career Builders, GreatHires.org, E-recruiting, Jobs. Joe, etc; websites that serve specific geographic areas such as the Raytown Dispatch Tribune, Jackson County Advocate, Catholic Key, Greathires.org, MU Extension Career Opportunities, and other websites; websites that serve specific program or industry audiences such as Ag Careers, American Society of Agronomy, Eat Right Missouri, Nutrition Jobs, MU CAFNR, etc.
- In conjunction with the Director for Organizational Development, partner with organizations and agencies to help identify and encourage minority applicants including but not limited to major constituency groups of the AFL-CIO, including the Coalition of Black Trade Unionists, the Coalition of Labor Union Women, the Latin American Coalition of Labor Activists and the Asian-American Labor Alliance.
- In conjunction with other MU Extension directors, faculty and staff, conduct job fairs focused on minority audiences including University of Missouri Black Culture Center, St. Louis Black Expo, and the Black Caucus Conference.
- Consult the MU HR office to determine underrepresented groups in particular positions and ensure that we consider this when attracting an applicant pool.
- Ensure recruiting and selection practices follow the University of Missouri policies and procedures for hiring benefit-eligible faculty and staff, while encouraging and supporting expedient processes to decrease the 6-12 month hiring timeline which historically took place.
- In conjunction with Regional Directors, ensure personnel committee members and Extension Council members are presented with information regarding our value for diversity and given instructions regarding non-discrimination before they meet with any candidates for our positions.
- Actively participate in regional specialist, regional director, and other executive/administrative interviews to ensure fair and positive treatment of all candidates and processes.
- Ensure all position descriptions indicate a commitment to diversity, including "Conduct activities in accordance with the Civil Rights Act, Title IX, Rehabilitation Act, Americans with Disabilities Act and local, state and region affirmative action plans."
- Coordinate all salary offer processes and approvals, ensuring fair and equitable offers are made based on compensation scales, requirements, credentials, and internal equities.

To continue to improve our applicant pool and workforce diversity, we will also engage in the following activities to further improve our workforce:

- Create marketing materials and advertising agendas to continually promote Extension as a career including communicating (i.e.) “Diversity – Enriching our communities.”
- Identify and train faculty, staff, and councils to be “continuous recruiters” who will continually identify and recruit minorities and women who may or may not be actively searching for a job.
- Conduct a survey with University Extension minority and women employees to identify additional methods and resources for recruiting and enhancing our diversity mission.
- Review and revise list of targeted Universities and professional organizations to recruit and develop relationships with faculty in colleges and universities that produce a large number of graduates of color within identified program areas of Agriculture and Business (and/or other programs based on applicant and workforce trends).
- In conjunction with the Director for Organizational Development, develop and implement diversity training for employees and councils including diversity awareness, EEO/AA commitment, effective recruiting techniques, and appropriate interviewing and employment practices.
- Create a database or query system to readily analyze workforce data by various categories including OCC/EEO, program area, location, and educational level in order to use a data driven approach to recruitment.
- Improve methods of receiving and tracking applicant data gathered through “OARS” and “OAPA” in order to better identify recruitment and retention goals and opportunities for improvement.
- Improve method of exit interviews in order to better identify key areas of turnover and methods to improve retention.
- On a regular basis, communicate with key administrators throughout the organization regarding applicant and workforce demographic data in order to educate faculty and staff regarding areas of progress and areas needing improvement.

We look forward to continuing to enhance our workforce and enriching our communities by attracting and retaining talented women and minorities throughout the organization.

Appendix B

The job announcement for the *Associate Administrator's* position was sent to the following list of organizations and websites. The Search Committee along with the 1890 Administrator developed the list. This list can be used as a list of possible suggested advertising sites.

When a position is to be advertised, the administrator will assign a member of the search committee to investigate and contact local media outlets and other venues which provide services to racial and ethnic minority audiences not represented in the LUCE workforce, particularly Hispanics.

Associate Administrator's Position (#0070)

Chronicle of Education	
Monster, Inc.	
Career Builder	
Urban League	
Kansas City Star	
St. Louis Post Dispatch	
Virtual Center for Diversity	
UM-System	
UM-Weekly News	
Journal of Blacks in Higher Education	
Missouri Association of Blacks in Higher Education	
Cambio de Colores	
Journal of Hispanic Higher Education	
CSREES Job Bank	
NASALGC	
1890 Directors/AEA	

***Lincoln University
Employment Processes***

Full Time and Part Time Regular Positions

All regular full time and part time positions have the following employment recruitment and hiring process unless the position is filled through a Presidential exemption. The applicant recruitment and selection process is initiated when the referring department completes the Position Control Requisition Form in conjunction with a completed Job Analysis Form (staff only) for approval on a new position or an exiting position vacancy. These forms provide the information to classify a position and establish appropriate salary grades between the department and Human Resources.

The PCR Form and accompanied Job Analysis Form are forwarded through the proper organizational chain of command up to the Vice President level then forwarded to Human Resources for proper form review and affirmative action review. The forms are forwarded to the Budget Office for review of budgeted fund availability (special grant money goes through Grant Accounting) and then forwarded to the President's Office for signature. At the time the President signs the PCR, the recruitment and selection process can officially begin.

Once proper signatories are completed and the position fill is approved, the PCR and Job Analysis Form paperwork comes back to Human Resource. The respective department is notified of the approved paperwork and the next decision point is how to advertise the job opening.

Job Advertisement

This initiates the recruitment process with the department being asked to complete the Job Advertisement Form and submit it to Human Resources.

On the Job Advertisement Form, the hiring departmental authority indicates if the position should be posted internally or externally advertised concurrently with the internal notification. If external advertising is done, the department must identify what newspapers or publications to advertise and what dates to advertise. Positions can be advertised as being open until filled or with a defined application deadline no shorter than 7 business days. Position salary or wage information can be specified or negotiable. The cost of advertising is charged back to the appropriate department.

The position is then posted and advertised based on the department's request. All job vacancies are posted internally on the University Human Resource Services Bulletin Board for a minimum period of seven business days. Additionally, all jobs are posted on the Lincoln University website.

The University encourages career progression within the University and supports employees in preparing for job advancement; therefore, employees that meet minimum qualifications are given consideration for those position openings. When a vacancy occurs, current employees should notify the Human Resource Office of their interest to insure that the necessary information is on file along with the submittal of a new cover letter and other documents as requested.

Employment Application and Support Documentation

All employment applications and support documentation should be forwarded to in the Human Resource Services Office, where the applications are logged and filed in the respective job application folders. Authorized departmental representatives are able to come and pick up the applications throughout the selection process by signing a log-tracking sheet. Only applications received during a position's recruitment period will be considered for hire. If applications are on file from previous job inquiries, reference to that job inquiry needs to be made by the applicant for accessing of the documents, an updated letter of interest will be needed at a minimum.

An applicant interested in applying for a position must submit the following:

Lincoln University Application for Employment

Cover Letter (if applicable)

Resume (if applicable)

Official academic transcripts (if applicable)

Three letters of general reference

Screening and Selection Process

Lincoln University uses search and screening committees in the employment process for positions: Executive, Administrative Staff, Academic Faculty, Professional Staff, Office Support, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff.

The search and screening committee's objective is to ensure that Lincoln University hires the best available candidate for each job without regard to race, sex, national origin, religion, and age or disability condition. In fulfilling the responsibilities of recruitment, efforts are to be made to actively seek out and identify qualified women and minorities and applicants with handicapping conditions, informing them of vacancies and encouraging them to apply for available positions.

The hiring authority (director, department head, dean) will submit a list of recommended search and screening committee members on the Position Control Requisition for approval as part of the requisition process. The search and screening committee may have at least five (5) members. In addition, the affirmative action officer will serve as an ex-officio member on all search and screening committees. In so far as possible, the committee should be race and gender balanced. The members should also be knowledgeable about the duties, responsibilities, and qualification requirements of the position. Where appropriate, the committee should include persons from the following categories: administration, faculty, staff and students. Some departments currently have departmental recruitment committees established and functioning in this capacity.

When the departmental authority approves the membership on the search and screening committee, the hiring authority will notify the members of their selection, and explain the committee's duties and responsibilities. The committee will elect a chairperson (if one has not been designated by the hiring authority). It is also the committee's responsibility to develop formal and consistent criteria for evaluating each applicant's credentials in relation to the specific qualifications and job responsibilities included in the vacancy announcement/job description.

Hiring Process

The search and screening committee will meet and do the following:

- Compile a list of all candidates in the applicant pool;

- Acknowledge receipt of each candidate's application/resume and send an AA/EEO card (available in the Affirmative Action Office) to each candidate;
- Identify if candidates have materials missing from the applicant file (e.g., letters of reference, official transcripts, official application form, etc.);
- Review applications and select semifinalists;
- Send letters of notification to applicants not selected as semifinalists;
- Call semifinalists for initial screening interview, if deemed necessary;
- Check references (e.g., persons who wrote letters, prior employers, and peers);
- Make written recommendation(s) to the hiring authority which may include but not be limited to the following: (a) recommend finalists to be interviewed; (b) recommend changes in the specifications or salary and begin a new search; (c) recommend an extension of the search to attract additional candidates;
- Detailed notes of interviews must include dates of interviews, considerations and deliberations leading to the final selection of a candidate, and other relevant information. A weighted ranking sheet is encouraged to be utilized.
- After all finalists have been interviewed, whenever possible, the committee will recommend three to five unranked or ranked final candidates to the hiring authority. That recommendation may indicate the committee's preference for a particular candidate or candidates. The hiring authority will meet with the committee to receive its input and reactions to final candidates and may ask committee members specific questions about the candidates;
- When a final candidate is selected for the job offer, the hiring authority will contact this finalist, make the initial proposed job offer and confirm the terms of employment. If both parties agree to terms, this recommendation is forwarded to the respective Vice President and then the President for formal and official authorization to hire. If the successful candidate does not accept, the hiring authority may offer the position to one of the other finalists;

Finalizing Employment

After the final selection has been made, the departmental hiring authority completes a Personnel Transaction Report Form and submits to the Human Resource Services Office along with the other necessary support documentation of the selection process.

There are two selection process forms that should be submitted along with the completed Personnel Transaction Report Form. The Summary of Employee Selection Process Part A-Applicant Listing Form that indicates all applicants who applied for the position and those applicants considered for interview.

Additionally the Summary of Employee Selection Process Part B-Interview Form that indicates all applicants interviewed and the preferred candidate chosen for recommendation.

Additionally, all the applicants' information and related documents are forwarded to the Human Resource Services Office for affirmative action review and record maintenance.

When the successful candidate accepts, the departmental hiring authority is responsible for contacting all other applicants and informing those candidates that the position has been filled.

3. List any conferences at which recruitment will occur.

<u>Conference</u>	<u>Location</u>	<u>Date(s)</u>
-------------------	-----------------	----------------

4. Describe any other efforts that will be made to locate and recruit ethnic minorities.

5. Attach the position announcement and advertisement.

6. List search committee. Identify gender and race or ethnicity.
Where: A-White, B-Black, C-Hispanic, D-Asian/Pacific Islander, E-American Indian/Alaskan Native
M-Male and F-Female

Search Committee Chairperson _____ Date _____

Affirmative Action Officer _____ Date _____

1890 Administrator _____ Date _____

Appendix E

TO ALL ADMINISTRATORS, FACULTY & STAFF

DATE: February 5, 2007
FROM: Michael D. Ouart, Vice Provost and Director of Extension
TO: Extension Administrators, Faculty and Staff
RE: A Reminder of our Commitment to Affirmative Action and Civil Rights Mandates

As a part of our civil rights responsibilities, directors of extension are asked each year to send out a letter of commitment to their faculty and staff to remind them of affirmative action and civil rights requirements. As a part of that commitment, I am writing to remind you that as you reflect on your plan of work and your program priorities, please remember our organization's and your commitment to affirmative action in serving minority and underrepresented populations. Each of your program plans should include strategies for targeting and reaching diverse populations, both adult and youth. As an organization, we are committed to meeting the needs of underserved populations, and we pledge to strive to attain that goal.

I ask that you continue to work to engage new stakeholders in the identification of program needs. These stakeholders can also share excellent suggestions for reaching out to diverse audiences. For more information on affirmative action, please visit the University of Missouri Extension Diversity website at: <http://extension.missouri.edu/staff/EEO/>.

We want to ensure that each employee has a positive workplace environment. As a part of this goal we do not discriminate or condone any discriminatory practices in our workplace. To learn more about your rights and procedures for making or handling any employment or program complaint, please visit <http://extension.missouri.edu/staff/EEO/complaint.html>.

As you know, it is crucial that we keep an accurate account of audiences that participate in our programming. You may find a demographic form at <http://outreach.missouri.edu/staff/diversity/VolDemoInfo.html>. This will be helpful as you capture information to use with our reporting system. This information, when compared with OSEDA data found at <http://outreach.missouri.edu/staff/EEO/demographics.html> will provide needed information to determine if the audiences you reach mirror your community. After analyzing this information you may want to brainstorm ways to reach audiences that are not being met. In extension we ask that all reasonable efforts are used to reach underserved audiences. For more information on All Reasonable Efforts, see <http://extension.missouri.edu/staff/EEO/definitions.html>.

The Extension Administrative Team and I are personally committed to carrying out our legal and moral responsibilities to ensure compliance with Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the Civil Rights Act of 1991. I know that you share this commitment.

I enlist your support and thank you for your continued efforts to ensure that the people of Missouri have equal access to our programs.

c: Regional Directors
Program Directors
Continuing Education Directors

Appendix F

Administrators Statement Regarding Non-discrimination

To: Lincoln University Cooperative Research and Extension
Faculty, Staff and Volunteers

From:

Regarding:

Date: July 15, 2007

Lincoln University Cooperative Research and Extension has a proud history of accomplishments serving diverse audiences. I am committed to upholding that tradition.

It is essential that we all recommit, and strengthen our resolve to ensure equal access and opportunity in all aspects of our programs and employment practices in a non-discriminatory manner.

As you are aware, a team from Cooperative State Research, Education and Extension Service (CSREES) conducted a Civil Rights Compliance Review on July 17-21, 2006. There were no overt acts of discrimination disclosed. Although there were some items for which we were commended, there were some variances from Civil Rights Laws and regulations, deficiencies and concerns.

Some of the concerns were anticipated and we have already instituted corrective actions. We will work diligently to strengthen and be in full compliance with the requirements of Civil Rights Laws and regulations.

I have reassigned a portion of Ms. Yvonne Matthews' time and duties and asked her to lead the Civil Rights efforts for Cooperative Extension and Research. In this coming year, she will institute procedures for monitoring our activities as related to Civil Rights. She will coordinate and provide training opportunities for staff and volunteers and she will conduct internal compliance reviews each year.

I am excited about this opportunity to better serve the citizens of the State of Missouri.

Go to [Extension Publications](#)

University of Missouri Extension Values Diversity

We believe that all the citizens in Missouri have a right to equal services and employment with University of Missouri Extension. We comply with all federal and state laws, and it is our goal to have a mutually accepting workplace that is welcoming to all.

The purpose of this site is to assist persons and provide information about Affirmative Action, Equal Employment Opportunity and diversity in University of Missouri Extension.

DIVERSITY

NEW! Inclusivity in the Workplace

[AA/EEO Policy](#)

[Diversity Catalyst Team in Missouri](#)

[Regional Climate Resource Teams](#)

[Communiqué on Climate Newsletter](#)

[CASD Change Agent States for Diversity National Project](#)

[Diversity Awards & Best Practices](#)

[Conferences](#) Upcoming Diversity Conference, local, state and national.

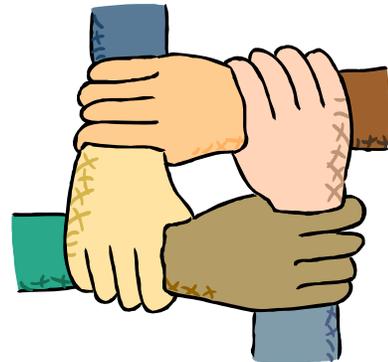
[Diversity Links](#) Other diversity web pages and University sites.

[Diversity Strategic Plan](#) MU Extension & LU Cooperative Extension's Organizational Strategic Plan for Diversity

[Diversity Tool Box](#) Tools for faculty and staff in presenting and discussing diversity issues.

[Diversity Update](#) Updates concerning diversity in MU Extension

[Limited English Proficiency](#)



POLICIES

[AA/EEO Policy](#)

[ADA in Extension](#)

[Civil Rights Compliance](#)

[Policies/Laws](#)

[Affirmative Employment and Affirmative Action Plan](#)

[21st Century Strategic Direction](#)

University of Missouri Extension acknowledges the following sources that have been used in creating this website: U.S. Department of Justice, U.S. Equal Employment Opportunity Commission, State of Missouri Statutes, and the Job Accommodation Network.

Lincoln University Values Diversity Website

<http://www.lincolnu.edu/pages/1170.asp>

The purpose of this site is to provide information about programs related to Diversity in Lincoln University Cooperative Extension (LUCE), Affirmative Action, and Equal Employment Opportunity.

- [Diversity Strategic Plan](#)
- [CASD Change Agent States for Diversity National Project](#)
- [National Virtual Diversity Center](#)

Civil Rights Compliance Review

County Data List

Forms for County Data

Civil Rights Forms

Lincoln University Affirmative Action Policies and Procedures

The Administration and the Board of Curators recognize the right of employees to express their concerns and to seek a solution concerning disagreements arising from working relationships, working conditions, employment practices, or differences of interpretation of policy, which might arise, between the University and its employees. To facilitate an outlet for employee expression of a complaint or grievance, the following complaint and grievance procedure has been established.

- [Complaint Procedures](#)
- [Sexual Harassment](#)
- [Employment Processes](#)

Americans with Disabilities Act (ADA)

The ADA is designed to integrate people with disabilities fully into the mainstream of American life. It protects:

- people who currently have a disability;
- people who have a history of a disability;
- people who are regarded as having a disability by others, whether or not they actually have a disability; and people who are not themselves disabled but who encounter discrimination on the

basis of their association or relationship with a person who has a disability--parents of children with disabilities, for example:

- [ADA The Law United States Department of Justice](#)
- [ADA Lincoln University GUIDELINES](#)

**Cooperative State Research, Education, and Extension Service (CSREES)
Civil Rights EEO and Affirmative Action**

The Equal Opportunity Staff (EOS) ensures that state employees who implement programs funded by CSREES are aware of employment opportunities and decisions, and that citizens served by these programs have equal access to all program services. The following are Civil Rights policy statements, laws, and departmental regulations that apply to state land-grant universities.

Civil Rights Policy Statements

- [USDA Civil Rights Policy](#)
- [CSREES Civil Rights Policy](#)

Civil Rights Laws, Authorities, and Regulations

- [Civil Rights Act of 1964 Title VI](#)
- [Civil Rights Act of 1964 Title VII](#)
- [Civil Rights Act of 1991](#)
- [Title XI, Education Amendments of 1972](#)
- [The Americans with Disabilities Act of 1990, Title I and V](#)
- [Rehabilitation Act of 1973](#)
- [Age Discrimination Act of 1967](#)

Civil Rights Agencies and Programs

- [USDA Civil Rights](#)
- [Secretary's Diversity Advisory Council](#)
- [U.S. Department of Justice Civil Rights Division](#)
- [Equal Employment Opportunity Commission](#)

- [U.S. Department of Education, Office of Civil Rights](#)
- [U.S. Commission on Civil Rights](#)
- [U.S. Department of Labor, Office of Disability Employment Policy](#)

For More Information Contact:

Yvonne Matthews, Coordinator

Affirmative Action/Equal Employment Opportunity and Diversity Programs

matthewy@lincolnu.edu

Lincoln University Cooperative Extension
106 Allen Hall
P.O. Box 29
Jefferson City, Missouri (MO) 65102-0029
Office: (573) 681-5536 Fax: (573) 681-5546

MU Extension

All Reasonable Efforts

Definition:

A set of procedures required to be used and their documentation kept to demonstrate that federally funded programs or activities have been made available to the maximum possible potential audience of a given locale or area. Three steps are mandated in these procedures: (a) use of all available mass media; (b) the use of personal and/or circular letters; and (c) the use of personal contacts by official personnel.

The minimum reasonable effort required by County Extension faculty and staff members includes all items listed as follows:

1. Use of all available mass media, including radio, newspaper and television, to inform potential recipients of the program and of opportunity to participate.
2. Personal letters and circulars addressed to defined potential recipients inviting them to participate, including dates and places of meetings or other planned activities.
3. Personal visits by the County Extension faculty and staff member(s) to a representative number of defined potential recipients in the geographically defined area to encourage participation.

Found at: <http://outreach.missouri.edu/staff/EEO/definitions.html>

Lincoln University Cooperative Extension

All Reasonable Efforts

“All Reasonable Efforts” consist of a variety of approaches to ensure participation in Extension activities from diverse groups. They are employed to avoid or eliminate the following scenarios:

1. Organization of a new Extension group if the initial membership does not reflect the diverse composition of the targeted community.
2. An existing Extension-sponsored activity or group membership does not reflect the diverse composition of the targeted community.
3. Advisory and decision-making groups that do not reflect the diverse composition of the potential audience in membership and/or participation.
4. Program participation that consistently does not reflect the diversity of the community.

Making all reasonable efforts will include the following:

1. Use of all available mass media, including radio, newspaper, and television, to inform potential recipients of the programs and of opportunities to participate.
2. Personal letters and fliers addressed to defined potential recipients inviting them to participate, including dates and places of meetings or other planned activities.
3. Personal visits by staff and volunteers to potential minority recipients in the community area to be served.

ADA Self-Evaluation Tool

**Lincoln University Cooperative Extension
Civil Rights Compliance**

ACCESSIBILITY SELF-EVALUATION CHECKLIST

Section 504 of the Rehabilitation Act of 1973

Date: _____

Satellite Office: _____

Region: _____

Site Coordinator: _____

Extension Administrator _____

Please check either yes, no, or not applicable (N/A) to each question. If the answer is no, please explain in the corrective action/comment(s) section following each element. It is important to know exact measures/conditions of inaccessible elements and if there are any plans to correct such elements. Suggestions for corrective action may be found at Use additional pages as needed. If assistance is needed, please contact the AA/EEO Office at 573-681-5536.

	Section 504	Yes	No	N/A	Corrective Action/Comments
1	Are reasonable accommodations made upon request by person(s) with disabilities?				
2	Are reasonable modifications made upon request by person(s) with disabilities?				
3	Does the community have written grievance procedures?				
	Accessible Route Questions	Yes	No	N/A	Corrective Action/Comments
4	Is there at least one accessible route connects all parts of the facility?				
5	Is there a minimum of 36" clear width (path) except at doors?				

6	Is there a least a 60" x 60" passing space every 200'?				
7	Is the surface non-slip, firm and stable?				
8	Slope does not exceed 1:20 degrees?				
9	Are routes not interrupted by 1/2" degrees or more changes in level or steps?				
10	Are grates set in the direction of the route no more than 1/2" wide?				
11	Route is clear of any benches, water fountains, etc. with leading edges at or below 27" that reduce the width of route space less than 36"?				
12	At least one accessible route from transportation stops, parking, street and/or sidewalks?				
13	<p>Curb ramps: (a) located whenever accessible route crosses a curb and where cars do not park? (b) Slope does not exceed 1:12 degrees? (c) At least 36" wide, excluding flared sides?</p> <p>(d) Surface, firm, stable and non-slip?</p> <p>(e) If no hand/guard rails, flared sides with slop of flare no more than 1:10 degrees?</p> <p>(f) If at intersection, located within and to one side of marked crossings?</p> <p>(g) Flush, smooth transition with street level?</p>				

	(c) At least 36" wide, excluding flared sides?				
	(d) Surface, firm, stable and non-slip?				
	(e) If no hand/guard rails, flared sides with slop of flare no more than 1:10 degrees? (f) If at intersection, located within and to one side of marked crossings?				
	(g) Flush, smooth transition with street level?				
	Accessible Entrances and Interior Doors Questions	Yes	No	N/A	Corrective Action/Comments
14	At lease one principle entrance is located on an accessible route?				
15	Accessible doors are standard single or double-leaf hinged doors, not revolving doors/turnstiles?				
16	If the door width when open 90 degrees, is the clear opening at least 32" measured between the face of the door and the door stop on the latch side (if double doors are used, one must comply)?				
17	Is the door hardware no higher than 48" and push/pull type or lever operated?				
18	Is the maximum opening force 8.5 lbs. on exterior hinged doors: 5 lbs. on interior hinged/sliding/folding doors?				

19	Are all thresholds no higher than ½” with beveled edge, and a slope no greater than 1:2?				
20	Is there a maximum of 48” between sets of open doors?				
21	If exterior sliding door: thresholds or bottom track maximum height ¾ “: hardware exposed and usable on both sides?				
22	Sweep period of door closing is 3 seconds or more?				
	Accessible Parking Questions	Yes	No	No	Corrective Action/Comments
23	Are reserved space(s) located closest to accessible entrance, on accessible route?				
24	Is the space(s) at least 96” wide?				
25	Access aisle next to space at least 60” wide?				
26	Slope of space/access aisle no more than 1:50?				
27	Accessibility symbol on space: mounted at a height not obscured by a vehicle?				
28	Surface: non-slip, firm and stable?				
	Accessible Ramp Questions	Yes	No	N/A	Corrective Action/Comments
29	Slope is least possible and no more than 1:12?				
30	Cross slope (perpendicular to direction of travel): no more than 1:50?				

31	Surface: non-slip, firm and stable?				
32	Walls, railings, or curbs at least 2" high to prevent slipping off ramp?				
33	Level landing is as wide as ramp and at least 60" long at top and bottom of ramp and each turn of ramp?				
34	Ramp is at least 36" wide and rises no more than 30"?				
35	Handrails: (a) provided on both sides? (b) diameter of gripping surface 1 1/4" to 1 1/2"?				
	(c) if on/next to wall, wall and handrail are 1 1/2" and wall surfaces smooth?				
	(d) If ramp rise is more than 6" and length is more than 72", are there handrails between 30-34" high and which extend 1' beyond top and bottom of ramp?				
	(e) ends and edges rounded smoothly?				
	(f) solidly anchored and with fittings that do not rotate?				
	(g) parallel with slope of ground surface?				
	Accessible Restroom Questions	Yes	No	N/A	Corrective Action/Comments
36	If there are restrooms, at least one is provided on an accessible route?				
37	Entrance door has at least 32" clear opening; lever handle or				

	push/pull type hardware; identified by accessibility symbol?				
38	Unobstructed space to allow for wheelchair?				
39	Toilet stall doors at least 32" wide?				
40	In stalls, 59" x 60" floor space for floor-mounted toilet or 56" x 60" for wall hung toilet?				
41	In stalls, front partition and at least one side partition provide toe clearance of at least 9" above the floor (if depth of the stall is greater than 60", then more toe clearance is needed)?				
42	Grab bars are 33-36" high; located on back and side of stall; 1 1/4" to 1 1/2" diameter; 1 1/2" from wall; support 250 lbs.?				
43	Toilet is 17"-19" high and located maximum 18" from center of toilet to closet wall?				
44	Toilet paper dispenser at least 19" above floor?				
45	Sinks: height maximum 34"; drain and hot water pipers insulated; minimum 29" clearance below apron of sink; clear floor space 30" x 48" in front of sink?				
46	Faucets: controls mounted no more than 44" above ground; hand operated or automatic but do not require tight gripping, pinching or twisting of wrist?				
47	Where there are mirrors, at least 40" above floor?				
48	Towel dispenser and disposal unit, operable part at least 40"				

	above floor?				
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This checklist has been adapted from the Wisconsin Department of Commerce *Handicap Accessibility Self-Evaluation Checklist*.

Voluntary Demographic Information

<p>UNIVERSITY OF MISSOURI  Live. And Learn.</p> <p>I live in _____ County in Missouri or _____ county in the state of _____.</p>	<p>University of Missouri Extension wants to make sure that we are presenting our programs to a wide range of participants. Please mark the Voluntary Demographic Information card and place it in the envelope provided. This information will not be used to identify any program participants. It will be used to identify our audiences in general.</p>
<p>Race and National Origin American Indian or Alaskan Native <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino Asian <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino Black or African American <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino Native Hawaiian or Other Pacific Islander <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino White <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino Two or More Races/Other <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino Unknown <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Non-Hispanic/Latino</p>	<p>Gender <input type="radio"/> Male <input type="radio"/> Female</p> <p>Age <input type="radio"/> Under 18 <input type="radio"/> 18-64 <input type="radio"/> 65 +</p> <p>Veteran Status <input type="radio"/> Non-Veteran <input type="radio"/> Veteran <input type="radio"/> Vietnam Veteran <input type="radio"/> Other</p>
<p>Disability Do you consider yourself a person with a disability? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p style="text-align: right;"><small>Form location: http://extension.missouri.edu/staff/EEO/files/VolDemoInfo.pdf Revised 3/22/07</small></p>	

Encuesta Voluntaria de Información Demográfica

<p>UNIVERSITY OF MISSOURI  Live. And Learn.</p> <p>Yo vivo en _____ Condado de Missouri o _____ Condado en el estado de _____.</p>	<p>La Extensión de la Universidad de Missouri quiere asegurarse de presentar sus programas a una amplia diversidad de participantes. Por favor, llene esta encuesta voluntaria de información demográfica y póngala dentro del sobre proporcionado. Esta información no será utilizada para identificar participantes específicos del programa. En vez de eso, sólo será utilizado para identificar nuestras audiencias en general.</p>
<p>Raza y Origen Nativo Americano o Nativo de Alaska <input type="checkbox"/> Hispano/Latino? <input type="checkbox"/> No Hispano/Latino Asiático <input type="checkbox"/> Hispano/Latino? <input type="checkbox"/> No Hispano/Latino Negro o Afroamericano <input type="checkbox"/> Hispano/Latino <input type="checkbox"/> No Hispano/Latino Nativo de Hawaii u otra Isla del Pacifico <input type="checkbox"/> Hispano/Latino <input type="checkbox"/> No Hispano/Latino Blanco <input type="checkbox"/> Hispano/Latino <input type="checkbox"/> No Hispano/Latino Otro <input type="checkbox"/> Hispano/Latino <input type="checkbox"/> No Hispano/Latino Desconocido <input type="checkbox"/> Hispano/Latino <input type="checkbox"/> No Hispano/Latino</p>	<p>Sexo <input type="radio"/> Masculino <input type="radio"/> Femenino</p> <p>Edad <input type="radio"/> Menor de 18 <input type="radio"/> 18-64 <input type="radio"/> 65+</p> <p>Estatus <input type="radio"/> No veterano <input type="radio"/> Veterano <input type="radio"/> Veterano de Vietnam <input type="radio"/> Otro</p>
<p>Discapacidad ¿Se considera una persona con discapacidad? <input type="checkbox"/> Sí <input type="checkbox"/> No</p> <p style="text-align: right;"><small>Form location: http://extension.missouri.edu/staff/EEO/files/VolDemoInfo.pdf Revised 3/22/07</small></p>	

Addresses Underserved Audiences

[Save](#) | [Cancel](#)

- Low Income
 - Religious Group
 - Black or African American
 - Hispanic or Latino
 - Asian
 - American Indian or Alaskan Native
 - Native Hawaiian or Other Pacific Islander
 - Men
 - Women
 - Veteran
 - Vietnam Veteran
 - People with Disabilities
 - Farmers with Disabilities
 - Elderly
 - Youth
 -
-

4-H Program Assurances

(1) To decrease the number of single race clubs in racially mixed communities

a. Each volunteer that is an organizational leader must annually complete Y633 “4-H Name and Emblem Request” when submitting the enrollment forms for both youth and adults. The 4-H field faculty or staff member reviews the request and determines via census data the racial and ethnic make up of the community from which this club draws participants. If the club is deemed to be a single race club in a mixed community, the 4-H faculty or staff must confer with the organization leader the responsibilities to reach all youth in that community. In addition, the efforts to achieve an integrated club/unit must be documented. See Appendix III for Y633.<http://4h.missouri.edu/resources/materials/Y633.pdf>

b. There are several tools available for 4-H faculty and staff to work with local advisory and leadership groups to expand the participation to youth and adults of underrepresented race and ethnicities. All the tools are found on the share drive accessible by all MU Extension faculty and staff. <S:\MUCampus\4-H\4-H Organization\Affirmative action>

(1) Expansion and Review Committee. See Appendix IV

(a) Expansion and Review Committee Job Description

(b) Recognizing Visible and Invisible Barriers to Participation in 4-H, an Awareness Exercise

(c) Expansion and Review Committee Sample Agendas

(d) Strengthening Inclusivity in 4-H Programs – Manual

(2) The MU Extension faculty are currently required to complete a report of affirmative actions for themselves and for staff they supervise annually and this is reviewed by their Regional Director during their annual performance review. This practice will be continued.

(3) 4-H Faculty who supervise Youth Program Assistants, Associates or Educators annually review efforts to expand the participation in 4-H of underrepresented audiences. An orientation manual was developed for 4-H faculty to train Educators, Youth Program Associates and Assistants. Within the contents of this manual, there is direction on assessing the demographics of the current participants and planning to expand participation by underrepresented audiences. <S:\MUCampus\4-H\4-H Organization\Affirmative action\2006\Copy of Youth manual 05.doc>

(4) Extension faculty members will explore partnership and opportunities for expanding connections within the City of St. Louis and St. Louis County so as to reach more diverse audiences.

(2) To increase minority participation in 4-H camps

Strategies including the following will be shared with the 4-H faculty and staff during the fall 4-H Program Update being scheduled during the week of September 17th in 2007.

a. Market to all 4-H participants

(1) club members

(2) special interest clubs

(3) school enrichment

(4) club members bring a friend

b. Day Camping – residential camps do not appeal to everyone for a variety of reasons. Day camps provide a highly youth development experience for no or little cost and can be targeted to audience based on interests and needs.

(3) To increase diverse representation for district and state 4-H events

a. State 4-H Events are marketed to youth and adults in MU and LU Extension Programs. Working together we are increasing the participation of underrepresented youth and adults at state events.

b. We have changed all registration forms for state 4-H events to request demographic information on youth and adult participants. This information will be reviewed past the event by the campus faculty responsible for the event.

c. The State 4-H Program Director will review affirmative action efforts with each campus faculty during performance review.

d. Annually, at the late June or early July 4-H campus faculty meeting, the demographics of youth and adult participation at state events will be reviewed and strategies to increase minority participation will be identified.

(4) To improve minority representation in 4-H volunteers.

a. The Program Director for MU 4-H Center for Youth Development will review the Affirmative Action Report of all campus and regional faculty.

b. The State 4-H Program Director will review affirmative action efforts with each campus faculty during performance review.

c. Annually, at the late June or early July 4-H campus faculty meeting, the demographics of youth and adult participation at state events will be reviewed and strategies to increase minority participation will be identified. Efforts are also currently underway to recruit and hire employees who have Hispanic/Latino background in St. Louis so that we might more effectively reach this underserved audience

Appendix O

Diversity Discussions Executive Summary

PURPOSE & PROCESS

The purpose of the Diversity Discussions was to gather input from diverse audiences across the state to expand information gathered in the stakeholder input plan of work process. The 12 Diversity Discussions, totaling 130 residents from varying racial and ethnic groups, were held across the eight regions.

QUESTIONS ASKED

The following questions were asked:

1. With **which** underserved audiences/populations should Extension work?
2. What **needs** do each of these audiences have? (personal/community betterment)
3. For each need, what **results** should be achieved?
4. How can Extension best **connect** with these audiences?
5. Can you tell us which needs are **most important**?

RESULTS

Participants indicated that extension should work with the following:

Racial/Ethnic Groups

- Hispanic/Latino Families
- African American Urban Youth
- Hmong Communities

Age Groups

- Urban Youth
- Elderly
- Teens

Status

- Parents
- Single Parents
- Under Employed/Displaced Workers

Income Level

- Persons with Low Incomes

Others

- Business Owners
- Service Providers
- Government Leaders
- Offenders (incarcerated/transitioning as well as state/local)

Priority Needs Identified for Extension

Adult Audiences

- Nutrition education
- Personal finance education
- Business start-up assistance
- English as a second language programs
- Programs in Spanish for providers
- Accessible, affordable education
- Employment training

Youth Audiences

- Character building
- Life skills
- Career preparation
- Teen parenting
- Youth and teen pregnancy prevention

How can Extension best connect with these ADULT audiences?

Participants indicated that they are not best reached by brochures. They identified a number of places that are better for reaching them. The best way of reaching them was through **radio and television**. Other effective ways of reaching them are through:

- Churches & Libraries
- Word of mouth
- Key diversity leaders
- Phone calls
- Service providers
- Effective advertising through internet
- Spanish newspapers
- Unemployment agencies

How can Extension best connect with these YOUTH audiences?

Participants indicated that in order to reach youth, we must go where they spend their time. They are best reached by advertising in the following places:

- Schools
- Teen clubs & youth organizations
- Malls
- Media – TV and radio
- Community centers
- Parks
- Churches, libraries
- After school programs

SUMMARY

The most important finding was that diverse populations indicated that they had not been aware of extension and what it offered. Surprisingly, the programs that they named were much the same as those that were named by those participating in the phone survey and the plan of work discussions across the state; however, the participants did not realize that we offered such programs. With this in mind, the key to meeting the needs of these populations is to REACH them. Another idea that was widely expressed was the hope that faculty offering programs to diverse audiences learn more about their culture and their needs.



VICE PROVOST'S OFFICE

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**ASSURANCE OF COMPLIANCE
(Form CR-1)**

University of Missouri Extension has a Civil Rights Affirmative Action Plan for assuring nondiscrimination in the conduct of all Extension education programs. This plan is designed to meet the requirement for civil rights compliance.

As stated in the Affirmative Action Plan and required by standards established by the United States Department of Justice, University of Missouri Extension cannot provide assistance to any organization that excludes any person from membership on the basis of their race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, or marital or family status in employment or in any program or activity.

To assure compliance with the plan, the following statement has been developed. This statement of compliance is to be signed by the president or designated representative of any organization which receives educational assistance from University of Missouri Extension.

Three copies of the form are to be signed. One copy should be kept by the organization/association. One copy should be retained for county Affirmative Action files, and one submitted to the respective regional director.

Thank you for your help and cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael D. Ouart".

Michael D. Ouart
Vice Provost & Director

ASSURANCE OF COMPLIANCE

ORGANIZATION NAME _____

Street _____

City _____

State _____ Zip _____

does not exclude any person from membership or participation on the basis of their race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, or marital or family status in employment.

Signed _____
Organization President OR Authorized Representative

Date _____

**Internal Compliance Review
Cape Girardeau County
May 24, 2006**

Introduction

The AA/EEO officer conducted an internal compliance review of the Cape Girardeau County Office on May 24, 2006. The review was conducted from 8:00 a.m. to 1:00 p.m.

The purpose of the review was to determine if the county office and its employees were in compliance of civil rights laws and university policies. Specifically, the review was focused on all USDA rules and regulations, Title VI and Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1967, Title IX of the Education Amendments of 1972; the Equal Pay Act of 1963, the Rehabilitation Act of 1973; the Civil Rights Act of 1991, The American with Disabilities Act and all other pertinent federal laws and regulations. The County Program Director served as the on-site contact member for the internal review. He provided all files and developed a schedule for office personnel and the county council chair to visit with the AA/EEO officer. Once the review was completed, a meeting with the regional director was held to inform her of initial impressions and findings.

Employment practices and programs were the primary foci of the review. The civil rights file, containing specific documentation, served as a means to review much of the pertinent information.

The following occurred as a part of the review:

- Faculty and staff were interviewed to ensure that they were committed to carrying out the requirements of nondiscrimination in programs, their delivery and employment practices.
- The office structure and personnel were reviewed to determine whether discrimination in hiring practices had occurred.
- Position descriptions were evaluated to ensure that they included the obligation for all to follow civil rights laws.
- Knowledge of EEO counselors and the formal and informal civil rights complaint procedure was assessed.
- Committees were reviewed to determine if discrimination occurred in establishing them.
- Programs and delivery methods were reviewed.

- Affirmative action plans were reviewed.
- The ADA self-assessment was analyzed.
- County demographic data was analyzed to determine the potential audience of minorities in the county.
- Contact and program participation data was analyzed to determine if minority audiences were being served.

County Demographics

Total	68,693
White	63,290 =91.9%
African Am/Black	3,624 =5.8%
Am. Indian/Alaska Native	248 =.4%
Asian	515=.9
Native Hawaiian/Pac. Islander	18=.9%

County Personnel

The following personnel were housed in the office:

- 5 faculty and staff (3 male, 2 female, all white)
- 3 secretaries (all female, all white)

Findings of the Compliance Review

Upon review of the physical structure of the office, it was accessible to all and the “Justice for All” posters were posted in clear view. Eight brochures were reviewed, representing the five program areas. The non-discrimination statement appeared on each.

Discussions with personnel revealed that they were committed to the Civil Rights Laws and the Strategic plan for diversity.

The county did an excellent job of keeping documentation and of carrying out civil rights laws. Their commitment is obvious. There are some challenges in this county due to the small numbers of minorities in the county. I am convinced that all reasonable efforts are being pursued to expand audiences. Women in Agriculture programs were started to attract female audiences. These programs reach close to half of the female farmers in the community. All specialists are doing an excellent job of reaching female and minorities in the county. Efforts are strategic and documented.

The 4-H clubs do not reflect diversity, but attempts are being made to reach minority students in the schools and through computer lab programs. The plan is to move some of the minority students into the formal clubs. The Youth Specialist partners with the United Way to provide services to youth. She also works with the Family Resource Center that serves minority youth. There are plans to continue this practice. The VISTA worker will work with the Boys and Girls Club.

In visiting with the County Council Chair, it was determined that he too was committed to carrying out civil rights laws and university policies. He had been a council member for six years. The chair was familiar with these laws and council minutes reflected that program contacts were often discussed. New programs that would expand audiences were encouraged by the council chair. He expressed particular interest in enhancing economic development in the county and blending it with farming. He is aware of the demographics of the county and is very interested in reaching all youth. He is a great promoter of extension. He has personally tried to bring minorities onto the extension council. He has asked friends to serve. The council spent some of the meetings brainstorming ways to diversify the council. He is particularly interested in increasing women and minorities. He has particular interest in serving audiences in poverty.

Other details of the review appear in the following checklist below that has been designed for this purpose.

Cape Girardeau County

UNIVERSITY OF MISSOURI EXTENSION CHECK LIST FOR COUNTY CIVIL RIGHTS FILES

The following documents must be on file in each county office. The items that are checked have been included in the file. Each County Program Director should check the county office files and add any missing documents. Organizational documents can be found by visiting <http://extension.missouri.edu/staff/EEO/civilrightscompliance.html>. Items in the Civil Rights file should be available at all times. All employees in a county office should be aware of where these files are kept, and they should have a general understanding of the content of the files and how Extension is impacted.

Public notification requirements must be observed and civil rights efforts must be documented as outlined in this document.

FILES - LAWS, REGULATIONS, RULES, PRONOUNCEMENTS

Checks indicate that items are included.

- ✓ 1. Summary of EEO Policies & Laws – <http://extension.missouri.edu/staff/EEO/laws.html>
- ✓ 2. The Civil Rights Act of 1964 - <http://usinfo.state.gov/usa/infousa/laws/majorlaw/civilr19.htm>
- ✓ 3. Title VI of the Civil Rights Act of 1964 - <http://usinfo.state.gov/usa/infousa/laws/majorlaw/civilr19.htm>
- ✓ 4. Title IX, Education Amendments of 1972 - <http://www.dol.gov/oasam/regs/statutes/titleix.htm>
- ✓ 5. Civil Rights Restoration Act of 1987, P.L. 100-259, as amended by Civil Rights – <http://thomas.loc.gov/cgi-bin/bdquery/z?d100:SN00557:@@L&summ2=m&TOM:/bss/d100query.html>
- ✓ 6. Restoration Act of 1991, P.L. 102-166 - <http://thomas.loc.gov/cgi-bin/bdquery/z?d102:SN01745:@@L&summ2=m&TOM:/bss/d102query.html>
- ✓ 7. Nondiscrimination in Federally Assisted Programs, 7CFR-15, April 11, 1979 including the Nondiscrimination – Direct USDA Programs and Activities, 7CFR15, June 11, 1982 - <http://www.washingtonwatchdog.org/documents/cfr/title7/part15.html>
- ✓ 8. USDA DR 4330-2, Nondiscrimination in Programs and Activities Receiving Federal Financial Assistance from USDA, dated 3/3/99 - <http://www.usda.gov/da/4330-2.pdf#search='usda%20dr%2043302'>
- ✓ 9. The ADA: (a) Americans with Disabilities Act of 1990, <http://www.dol.gov/esa/regs/statutes/ofccp/ada.htm>
(b) The Americans with Disabilities Act: Questions and Answers, <http://www.usdoj.gov/crt/ada/q%26aeng02.htm>
- ✓ 10. Section 504 of the Rehabilitation Act of 1973 as amended, 19 USC 794 - <http://www.dol.gov/oasam/regs/statutes/sec504.htm>
- ✓ 11. Age Discrimination Act of 1975, 42 USC 601 et.seq. - http://www.dol.gov/oasam/regs/statutes/age_act.htm
- ✓ 12. University of Missouri Cooperative Extension Affirmative Action Plan - <http://extension.missouri.edu/staff/EEO/affirmemploy.html>
- ✓ 13. University of Missouri Extension and Lincoln University Cooperative Extension Strategic Plan for Diversity - <http://outreach.missouri.edu/staff/diversity/DCT%20StrategicPlanRevised.pdf>

All personnel had a general understanding of each of the above laws and policies.

X 14. Previous Compliance Reviews, Self Evaluations (at least two previous review periods).

Caper Girardeau County had not had any previous compliance reviews so none were on file.

— 15. Current and 3 past year's individual Affirmative Action Plan, including demographics which indicate affirmative action efforts, targeting audiences, at-risk populations, etc. See template at <http://extension.missouri.edu/staff/EEO/civilrightscompliance.html>

Affirmative Action plans were on file for 2003, 2004 and 2005. Faculty had begun planning for the 2006-2007 year. The plans were well done and complete. The county serves the minority audiences in their communities. They expressed interest in expanding this service. Each faculty member shared ideas as to how they would achieve this goal.

— 16. Compliance Forms: Extension Family and Community Education (FCE) Club, 4-H Clubs, and organizations receiving substantial technical assistance from Extension - <http://extension.missouri.edu/staff/EEO/civilrightscompliance.html>

Compliance forms were on file. Each member of the office added theirs to the Civil Rights File.

- ✓ 17. Current census statistics for the county (ethnicity, age, gender.) - <http://www.oseda.missouri.edu/countypage/>
- ✓ 18. List of EEO Counselors & Statewide AA/EEO Officer Contact Information - <http://extension.missouri.edu/staff/EEO/eecounselors.html>

- ✓ 19. ADA Check list for Self Evaluation of Accessibility - <http://extension.missouri.edu/staff/EEO/civilrightscompliance.html>

The office was totally accessible, including bathrooms, passageways, etc.

PUBLIC NOTIFICATION REQUIREMENTS

- Yes. 20. Poster (“And Justice for All” non-discrimination poster) must be prominently displayed.
- Yes. 21. Review newsletters. News releases, program brochures, and regular correspondence for non-discrimination clause. Be sure to check for stereotyping/discrimination in illustrations (i.e. woman in apron illustrating a lecture on “Feeding the Family,” church or manger on holiday newsletters, etc). The following statement is to be used:
“University of Missouri Extension does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, or marital or family status in employment or in any program or activity.”
- Yes. 22. Mailing lists must be kept in the Civil Rights file. All lists should be coded by gender and ethnicity.

Some mailing lists were not available.

EFFORTS

For each county office, the CPD must ensure appropriate Civil Rights efforts. Every 3 years there will be an internal review which will include the following:

- 23. Review the current POW including an Affirmative Action Plan for each employee when delivering programs. The POW should include current demographic of the county: minority distribution by ethnicity and geographic location, as well as the current distribution of minorities and other protected classes in county program efforts. Do the specialists know the approximate % and locations of minorities in their county? The Affirmative Action Plan should also include plans to increase the enrollment of minority individuals in all Extension programs, but especially 4-H clubs and activities (camps, etc.) Copies of the plan should be sent to the regional director. Is this plan in place and is there evidence of efforts to reach minorities with Extension programming? Has there been progress in the past three years?

Current demographics were included. An analysis was conducted to determine if minority audiences were being served. Plans for narrowing the gap were included.

- 24. Review Compliance Forms. Is there one on file for each Extension club and 4-H Club? **Yes.**
- 25. Are clubs integrated? **This occurs as possible with the few minorities in the county.** Is there evidence of efforts to reach minorities and females to encourage involvement in Extension programming? **Yes.**
- 26. Ensure Data Collection. Each specialist should be reporting minority participation in programs in the county. **Yes. MPPERs files are up to date.**
- 27. Mailing Lists. Are staff aware that all mailing lists must be coded for gender and ethnicity? **Yes.** Are all mailing lists (4-H, family and consumer science, agriculture, others) coded for gender and

ethnicity? **Those that are available are coded.** Place mailing lists in Civil Rights file in the county office. **Some are in the files.**

- 28. Committees. How are committees selected? **No discrimination in selection is apparent.** Is there representation which reflects the ethnic/gender breakdown of the county? **Some reflect this.** Does the Affirmative Action Plan include plans to increase the number of minority group members and white males on Extension boards and committees? Counties must provide names and ethnic and sex breakdown for: - Extension Council, - 4-H Foundation, - 4-H Council, - Others? **Yes.**
- 29. Does staff have an understanding of “all reasonable efforts”? **Yes . Some examples of this is that camp has been available for a child who could not walk, large font is used for the elderly, and signers are used for programs as necessary.**
- 30. Are there records of minority contacts? **Yes.** Is there evidence of efforts to reach parity (audience participation by minorities/gender at the same level as exists in the county population)? **This evidence was verbal and in the AA plans.** Are there specific plans to reach men with consumer and family education, women with the agriculture program? **Yes.**
- 31. Participation in 4-H Events. County must provide list by ethnicity and gender. Are there any restrictions on attendance, selection? (i.e. outstanding boy/girl) See attached reports/forms. **Yes. The Blue Ribbon System was being used to collect 4-H participation data.**
- 32. Is there a 4-H Expansion and Review Committee? **Yes.** Does it function? **Yes. Minutes were available.** Each county must include plans in their Affirmative Action Plan to create/maintain this committee. This committee is charged with actively seeking to broaden the participation of minorities/underrepresented youth in the 4-H program. While in some instances the 4-H or Extension Advisory Committee may function as the E& R Committee, it may be more beneficial and productive to have a separately identified committee perform this function. Counties need to be aware of this requirement and actively meet it. Documentation is expected that the committee meets on a regular basis to strategize and that their plans to increase representations are actually carried out. **This documentation was available in the form of minutes and verbal verification.**
- 33. Are statements of non-discrimination on file for organizations which receive substantial technical assistance (on-going, repeated contact throughout the year) from Extension? (list organizations) **Yes.**
- 34. Is the staff knowledgeable about the discrimination complaint procedure? The current complaint procedure may be found at <http://outreach.missouri.edu/staff/EEO/complaint.html>. The current list of EEO Counselors may be found at <http://outreach.missouri.edu/staff/EEO/eeocounselors.html>. Extension employees should know where to go to find the procedure, what to do about an employee or constituent complaint, and who the EEO Counselors are. **Yes, when asked, faculty were able to identify the appropriate contacts and describe the appropriate procedures.**
- 35. Do staff have current position descriptions? **Yes.** Do the position descriptions reference the responsibility of staff for Civil Rights Compliance? **Yes.**

- 36. Is the office accessible to persons with disabilities? How does staff handle accessibility to programs? Do they understand the requirement of the ADA?
Yes, funds were raised to build the office. Accessibility was kept in mind as the building was designed and constructed.

Recommendations for Improvement:

Cape Girardeau County is doing an excellent job in complying with civil rights laws. I recommend that faculty, staff and council members continue the commitment to diversity. Processes for gathering mailing lists need to be improved so that better records are kept.

Internal Compliance Review
St. Charles County
May 22, 2006

Introduction

The AA/EEO officer conducted an internal compliance review of the St. Charles County Office on May 22, 2006. The review was conducted from 8:00 a.m. to 12:30 p.m.

The purpose of the review was to determine if the county office and its employees were in compliance of civil rights laws and university policies. Specifically, the review was focused on all USDA rules and regulations, Title VI and Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1967, Title IX of the Education Amendments of 1972; the Equal Pay Act of 1963, the Rehabilitation Act of 1973; the Civil Rights Act of 1991, The American with Disabilities Act and all other pertinent federal laws and regulations. The county program director served as the on-site contact member for the internal review.

Employment practices and programs were the primary foci of the review. The civil rights file, containing specific documentation, served as a means to review much of the pertinent information.

Focus of the Review:

- Faculty and staff were to be interviewed to ensure that they were committed to carrying out the requirements of nondiscrimination in programs, their delivery and employment practices.
- The office structure and personnel were to be reviewed to determine whether discrimination in hiring practices had occurred.
- Position descriptions were to be evaluated to ensure that they included the obligation for all to follow civil rights laws.
- Knowledge of EEO counselors and the formal and informal civil rights complaint procedure was to be assessed.
- Committees were to be reviewed to determine if discrimination occurred in establishing them.
- Programs and delivery methods were to be reviewed.
- Affirmative action plans were to be reviewed.
- The ADA self-assessment was to be analyzed.
- County demographic data were to be analyzed to determine the potential audience of minorities in the county.

- Contact and program participation data were to be analyzed to determine if minority audiences were being served.

County Demographics

Age 18 + = 236,370

White 223,493 = 95%

African American 7,131 = .03%

Am. Indian 581 = .003%

Asian 3,203 = .01%

2 or more Races 1871 = .008%

Hispanic 3924 = .02%

Female 121,059 = 51%

Male 115,311 = 49%

County Personnel

The following personnel were housed in the office:

Female = 6

Male = 2

All White

Findings of the Compliance Review

Upon review of the physical structure of the office, it was accessible to all. The “Justice for All” poster was posted in clear view. Six brochures were reviewed, representing the five program areas. The non-discrimination statement appeared on each.

Discussions with personnel revealed that they were committed to the civil rights laws and the strategic plan for diversity.

Many of those housed in the office were not available. One specialist was on maternity leave, and two were on annual leave, and one was working outside the office. I met with the secretaries in the office, the 4-H youth development program assistant, and the county program director.

The civil rights file was not yet updated, but the county program director was in the middle of gathering information for the file. The previous file was in place and it was complete. Because

the specialists were not in the office and files were not available, it is my recommendation that the AA/EEO officer review this office again in the near future. The current review was used as an opportunity to educate those who were available about civil rights responsibilities. I reviewed the checklist that determines the contents of the civil rights file with the county program director. The requirements for mailing lists, committee lists, compliance statements, etc. were discussed. The self-assessment form was explained. Affirmative action plans were discussed and the templates reviewed. The importance of maintaining documentation was reviewed. All of the above will be reviewed during the next internal compliance review. The review will be scheduled at a time when all who are housed in the office are available and when the council chair is available. The county program director will be responsible for developing the schedule that includes all personnel.

The 4-H program assistant and the county program director both seemed to have a commitment to diversity.

It was not possible to meet with a council member.

Internal Compliance Review Mississippi County

Since the primary minority population is African American, I will focus my comments on that population as the minority population. In some program areas where females are a minority, I will focus on this.

Mississippi County is doing an excellent job of serving all audiences in their community. They are serving African American audiences at a rate higher than they are represented in the community.

All faculty should keep at least 2 years of AA Plans on file in the Civil Rights file. These should also be on file in the Regional Director's office. AA Plans should be completed each year at the time the plan of work is developed. Only the 2006 plan was submitted to the AA Office. 2004 and 2005 plans should be completed and placed in the civil rights file and with the Regional Director.

4-H

This program did not provide data on actual recipients contacted so the reviewer was unable to determine if the potential audiences were being reached. Step one in the Affirmative Action plan indicates potential recipients but the second step of determining actual contacts was not completed. Blue Ribbon data should be attached to the plan to provide information on actual contacts. Committee data is complete. Activity and event participation data is complete. This reflects service to broad audiences.

Agriculture and Natural Resources

The specialist is serving minority and female farmers at a rate above their representation in the community.

HES

This program area is doing an excellent job reaching out to all audiences. This is reflected in the AA plans for 2006. Plans were not available for 2004 and 2005 audiences. These should be completed and submitted to the RD and placed in the Civil Rights file. Although there is 78% white in the county and 21% African American, this program area is reaching 46% white and 54% African American. This reflects strong efforts to reach minority audiences. This program area does not appear to have any committees, as this is not reported in the plan. The outside group report is not complete and may reflect that there is no activity with these groups.

Reviewed by Julie Middleton

Internal Compliance Review St. Louis County

Since the primary minority population is African American, I will focus my comments on that population as the minority population. In some program areas where females are a minority, I will focus on this.

St. Louis County is doing an excellent job of serving all audiences in their community. They are serving African American audiences at a rate much higher than they are represented in the community.

Community Development

Served 34% white and 62% AA in 2004 and 57% white and 41% AA in 2005. Although there was a decrease in the minority audiences served, the county is still doing an excellent job in this program area.

4-H

This program seems to serve a broad audience. Did not see summary data for all youth being served for comparison with demographics, although I did see an activity list by race and gender. The Blue Ribbon data should be added and compared with youth demographics and provide an AA Plan. The faculty AA plan should be completed by youth specialists as well as the special form for projects. This template may be found at I don't see the 4H AA form for special projects for 2004 and 2003. Also, I don't see the AA plan for 2004, 2005 or 2006 year.

Business Development

2004 data look good. The position is vacant at this point so no data for 2005.

In 2004 51% of those served were male and 47% were female compared with the population of 48% male 52% female. This is fine. 55% served were white and 34% were AA compared with the population of 79% white and 17% AA.

Agriculture and Natural Resources

Specialists are serving minority and female farmers commensurate with the population demographics. 2004 and 2005 reports reflect this. There was an increase in service to minority audiences in 2005.

HES

This area is doing a good job reaching out to all audiences. This is reflected in the AA plans for 2004 and in 2005. There may be a reporting issue with one section of HES in that in the 2005 plan 66% of the contacts were reported as "other" with only 20 of the population being reported as white and 14.55% of the population reported as African American. An attempt must be made to report actual audiences. The voluntary demographic form on the Extension Diversity web site might be an excellent tool for capturing actual demographics of program participants so that they may be more accurately reported.

Reviewed by Julie Middleton

MU Extension Policy for Internal Civil Rights Compliance Reviews

Federal law requires periodic reviews of offices to ensure that they are in compliance with civil rights laws and regulations. During these reviews, the civil rights file, public notifications, plans of work for meeting affirmative action goals, personnel descriptions, etc. are reviewed. Accessibility of the office and programs is also determined. Interviews are held with faculty, staff and council members. Detailed information about what an internal compliance review entails may be found on the Civil Rights Checklist at <http://outreach.missouri.edu/staff/EEO/CountyAAFilesChecklist.doc>. This checklist may also be found in the Civil Rights File of each state and county office. All offices must be prepared for a review at any time.

In the recent past, two regions were selected for review each year. Within each region, at least one county was selected to be reviewed. All regions were to be ready at any time for a review, as there would be little notice prior to the review. This process made it difficult to conduct reviews with a large number of counties.

Beginning fall of 2007 we propose a new process for internal compliance reviews. Regional directors and the AA/EEO officer will assume leadership for internal compliance reviews in each region. They will review one-third of the counties each year. This way, every county is reviewed every three years. Regional directors and the AA/EEO officer will supply their schedule for review by September 1 of each year. Upon completion of the review, a written report is developed. One copy of the report goes to the county, one is kept in the regional director's office and one copy will be sent to the AA/EEO office. The report will follow the checklist for the civil rights file. The AA/EEO officer will spot check four offices per year. In addition, state program offices will be reviewed every three. The AA/EEO officer will review these.

Roles and Responsibilities for Internal Compliance Reviews

Role of the AA/EEO officer and regional director as a team

1. Provide leadership for reviewing each county every three years
2. Schedule one-day county reviews that include the regional director, AA/EEO officer and county program directors in each region at a central location. County program directors will bring their Civil Rights Files for review.
 - a) Verify that the county civil rights file is in each office, and that everyone in the office is aware of its contents and application. The team will verify that the annual notification of review form has been completed.
 - b) Ensure that the county civil rights file is complete with copies of all pertinent federal and university laws, regulations and policies.
 - c) Ensure that affirmative action plans are on file for each county. County demographics should be reviewed and compared to actual contacts for each program area. If a gap between demographic and actual contact is evident, faculty must share specific ideas for reaching the underserved audiences. All reasonable efforts must be documented.
 - d) Assurance of compliance forms must be on file for each outside group receiving significant technical assistance from extension. The forms can be found at <http://outreach.missouri.edu/staff/EEO/CRForms.html>

- e) Review the list of all county personnel by race and gender
- f) Review all county mailing and committee lists. See the grids to be used to record this in the civil rights file <http://outreach.missouri.edu/staff/EEO/files/CodingList.doc>
- g) Pay special attention to participation data of 4H events, ensuring that there are no restrictions on attendance, selection, etc.
- h) Ensure that the annual certification of compliance for 4H clubs is completed by the regional director <http://outreach.missouri.edu/staff/EEO/CRForms.html>
- i) Check the minutes of the expansion and review committee to verify that it meets regularly and strategies to increase representation of audiences

Role of the Regional Director in the On-Site Visit

1. Work with each specialist to ensure that they are accurately collecting and reporting minority program participation using the planning and reporting system, considering the use of the demographic cards.
2. Note that all public notification requirements are being met. The “Justice for All” poster must be displayed, and all brochures and news releases must be reviewed for the non-discrimination statement. Attention should also be focused upon sample stereotyping, or discrimination in newsletters
3. Check with each faculty and staff member to ensure that they are knowledgeable about the discrimination complaint procedure and the existence of EEO counselors
4. Ensure that the client program complaint process is visible during programming
5. Verify the ADA self-assessment has been completed, and where there is limited accessibility, there is a plan for ensuring program accessibility

Role of the County Program Director

1. Ensure that the civil rights file is complete and that all personnel in the office have contributed to and reviewed the file, signing the notification of review form
2. Provide leadership in the county for gathering the affirmative action plans once they are completed for each program area and place them in the civil rights file
3. Work with regional director and AA/EEO officer to schedule internal compliance reviews
4. Attend one day regional review with regional director and AA/EEO officer

Role of the Statewide Program Director

1. Ensure that the civil rights file is complete and that all state personnel in the program area are familiar with the file and its contents
2. Work with AA/EEO officer to schedule internal compliance review every three years

Role of the AA/EEO Officer

1. Partner with regional directors to conduct day-long compliance reviews with county program directors
2. Partner with program directors as they prepare for compliance reviews
3. Provide training on conducting compliance reviews to regional directors and county program directors
4. Conduct “spot check” compliance reviews in four counties and 2 state offices each year
5. Review compliance review reports and make recommendations as necessary

6. Provide comments, assistance and resources to all faculty and staff as identified in the compliance review
7. Review compliance review process and change as necessary

Role of County faculty and staff

1. Update affirmative action plan each year. Focus on methods of conducting “all reasonable efforts” to reach underserved audiences.
2. Ensure accessibility of all programs
3. Ensure familiarity with the office civil rights file and its implications
4. Provide pertinent information to the civil rights file
5. Participate in the internal compliance review as requested
6. Contact EEO counselor or director of organizational development with any civil rights issues

Schedule for Compliance Reviews

The schedule for Internal Compliance Reviews appears below. It is designed so that each county is reviewed by the regional director and the AA/EEO team every three years. The detailed schedule should be completed and submitted to the AA/EEO Office by September 1, 2007.

One-Day Visit by RD and AA/EEO Coordinator		
2007-2008	2008-2009	2009-2010
Northwest Region	Southeast Region	West Central Region
Northeast Region	Southwest Region	South Central Region
Central MO Region	East Central Region	

Region	Counties to be Visited by RDs (<i>RDs to add names of counties</i>)		
	2007-2008	2008-2009	2009-2010
Northwest	X	X	X
	X	X	X
	X	X	X
	X	X	X
	X	X	X
Northeast	X	X	X
	X	X	X
	X	X	X
	X	X	X
	X	X	X
Central MO	X	X	X
	X	X	X
	X	X	X
	X	X	X
	X	X	
East Central	X	X	X
	X	X	X
	X	X	X
	X		
Southeast	X	X	X
	X	X	X
	X	X	X
	X	X	X
	X	X	X
South Central	X	X	X
	X	X	X
	X	X	X
	X	X	X
	X	X	X
Southwest	X	X	X
	X	X	X
	X	X	X
	X	X	X

	Counties to be Visited by RDs (RDs to add names of counties)		
	X	X	X
			X
West Central	X	X	X
	X	X	X
	X	X	X
	X	X	

Sample Regional Internal Review Schedule for Regional Directors

Region	Number of Counties to Visit		
	2007-2008	2008-2009	2009-2010
Northwest	5	5	5
Northeast	5	5	6
Central MO	5	5	4
East Central	4	3	3
Southeast	5	5	6
South Central	5	5	6
Southwest	5	5	6
West Central	4	4	3

AA/EEO Officer Schedule for Visiting Regional Offices

2007-2008- South Central (2 Offices), Northeast (2 Offices)

2008-2009- Central (2 Offices), West Central (2 Offices)

2009-2010- Northwest (2 Offices), Southwest (2 Offices)

2010-2011- Southeast (2 Offices), St. Louis (2 Offices)

Statewide Program Area Internal Review: Schedule of Office Visits

Statewide Program Areas	Date Program Area will be Reviewed		
	2007-2008	2008-2009	2009-2010
Agriculture & Natural Resources	X		
Business Development			X
Community Development		X	
Human Environmental Sciences		X	
Youth	X		

Questions about this policy should be sent to Julie Middleton, AA/EEO Officer and Director of Organizational Development at 573-882-3407 or middletonj@missouri.edu.