

STRATEGIC PLAN FOR DIVERSITY

University of Missouri Extension and Lincoln University Cooperative Extension

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I. INTRODUCTION AND OVERVIEW

University of Missouri Extension and Lincoln University Cooperative Extension are engaged in a cooperative effort to ensure that people in Missouri have access to and participate in an education system where all can achieve their full potential. As land-grant institutions, we are committed to serving all of the people of Missouri. In particular, we want to ensure that diverse audiences are served by extension. (To view diversity by county, see http://osedamissouri.edu/county_facts/index.html.)

A Diversity Catalyst team was named to develop and implement a strategic plan for diversity. Guided by a set of core values and a mission that embodies a commitment to diversity, the joint catalyst team designed a strategic plan that will lead to a positive workplace climate; increased workforce diversity; accessible programs and services; expanded audiences; cultural competency of the workforce; recognition and awards for those who exemplify the diversity ideals of both universities; and compliance with all university and USDA policies and with local, state and federal laws and regulations.

This comprehensive plan outlines goals to be reached within each area of diversity, expected outcomes to be achieved, action steps, performance indicators and a set of measures. It also identifies those who are responsible for each area of focus and timelines for meeting expected outcomes. Strategies for ensuring internal and external communication are also included.

The plan focuses on statewide goals and a systemic approach. It is the responsibility of all within extension to carry out this plan if we are to be successful in achieving our land-grant mission. The 1862 Director of Extension and the 1890 Administrator for Land-Grant Programs assume overall responsibility for implementation of the plan.

It is imperative that faculty and staff are aware of the strategic plan for diversity, the work of the catalyst team, and information that will result in an organization that values diversity and ensures equity for all. To this end, we will ensure continuous, open communication within extension. Communication methods will include the Weekly News, diversity Web site, e-mail contact and face-to-face meetings. In addition, the Office of Organizational Development and the LU Cooperative Extension Office of Human Resource Development will:

- Ensure that new employees are informed of extension AA/EEO policies;
- Communicate with internal extension audiences about professional development opportunities in the area of diversity. This may be conferences, web sites, or resources;
- Maintain an informative Web site to communicate AA/EEO policies and resources; and
- Communicate with the office of marketing and communications, the office of community relations and other campus offices as appropriate to highlight extension's work in the area of diversity.

II. DIVERSITY VISION

It is our vision that everyone has access to, and participates in, an educational system where all people can achieve their full potential.

III. DIVERSITY MISSION

It is the mission of the University of Missouri Extension and Lincoln University Cooperative Extension, working in partnership with the people of Missouri, to create opportunities so that extension becomes an organization fully committed to diversity, meeting the needs of all individuals and communities through research-based education and information.

IV. CORE VALUES

Our practices will reflect the following values:

- **Diversity:** Value all and reflect the broad diversity of Missouri.
- **Equity:** Maintain fair access and treatment for all.
- **Respect:** Honor one's self and others -- demonstrating our commitment to the full range of diversity in the world.
- **Integrity:** Behave ethically in our interactions and work practices.
- **Appreciation:** Recognize and cherish the unique and intrinsic value of each person.
- **Inclusivity:** Create a climate where everyone is welcome in our organization and can become engaged in our work.
- **Social Responsibility:** Give voice to the voiceless and power to the powerless.
- **Broad-based Research:** Provide cutting edge research and programming that is reflective of diversity issues.
- **Pro-activity:** Lead state efforts in diversity through our words and deeds through understanding the demographics of a changing society.

V. DEFINITION OF TERMS (*For the purposes of this plan, working definitions are adapted from the National Change Agent States for Diversity {CASD} Project.*)

- **Diversity:** The full range of differences that occurs in individuals. This may include differences in racial or ethnic background, religion, gender, ability to speak English, sexual orientation or socio-economic level. Others may relate to one's disability, geographic location, veteran status or other differences.

In this plan, diversity includes, but is not limited to, the terms listed below:

- **Racial Background:** A group of people sharing a common origin, which distinguishes the group from other groups
- **Ethnic Background:** A group of people who share a unique social and cultural heritage
- **Religion:** Individuals who identify themselves as Christian, Jewish, Islamic, Buddhist, Hindu, Atheist, Not Religious or in another way
- **Gender Identity:** The inner sense of being male or female, which includes one's sense of self and the image that one presents to the world
- **Non-Native English Speaker:** People for whom English is not their first language
- **Sexual Orientation:** Inclusive of lesbians, gay men and bisexual people
- **Transgender:** Individuals who blend gender identity, including cross-dressers, transvestites, transsexuals, intersexuals and androgynous persons
- **Socio-economic status:** People living with varying amounts of economic resources
- **Disability:** A physical or mental impairment that substantially limits one or more major life activities. Examples of disabling conditions include, but are not limited to, blindness, diabetes, learning disabilities, deafness and psychological disabilities
- **Physical Characteristics:** People who do not fit the socially constructed "perfect" physique (e.g. too thin, too heavy, too tall, too short, etc.)
- **Non-traditional audiences:** Audiences that have historically been underrepresented in extension programming
- **Underserved audiences:** Audiences that are not served to the extent in which they are represented in the population (e.g. If 18 percent of the

population is low socioeconomic level and the extension program audience is 2 percent of that population.)

- **Geographic location:** Locations within the state – urban and rural
- **Workforce:** The paid and unpaid workers at every level within extension.
- **Discrimination:** The individual or systematic, intended or unintended denial of recognition, power, privilege and opportunity to certain people based on their personal characteristics or the groups to which they belong.
- **AA/EEO:** “Affirmative Action and Equal Employment Opportunity.” It includes specified legal requirements for “nondiscrimination,” informal and formal processes to resolve complaints involving discrimination in employment, program practices or behavior in the workplace.

VI. FOCUS AREAS FOR IMPLEMENTING THE STRATEGIC PLAN FOR DIVERSITY

Focus will be placed on the following seven areas of diversity:

- a. Workforce Diversity
- b. Climate
- c. Programs and Services
- d. Audience
- e. Professional Development
- f. Recognition and Awards
- g. Compliance

PROGRAMS AND SERVICES

Expected Outcome - Extension programs meet the needs of the people who live in Missouri.

Objective 1 – Program planners will utilize advisory input from partners, stakeholders and audiences that are to be served.

Action Step 1:

- Program planners respectfully seek formal and informal input from community residents.
- Program planners consider, respect and incorporate program partners' views as appropriate.
- Program planners will use current demographic and census data as part of the objective data.
- Program planners will utilize social networking and media as appropriate. (Facebook, Twitter, MySpace, Blogs, etc.)

Performance Indicator:

- Programs include input from partners and community members
- Programs meet needs of the community

Measures:

- Program evaluation (surveys, interviews, focus groups)
- WebApps & Special Reports

Who will be responsible?

- Program Directors
- Regional and Campus Specialists and Lincoln University Educators
- Council Members
- Regional Directors and Regional Coordinators
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Begin 2010-ongoing.

Action Step 2:

- Each year, some program reviews will be facilitated per USDA guidelines. (Add web address here.)

Performance Indicator: Plans of work, which include programs and approaches appropriate for diverse audiences.

Measures:

- Yearly program reviews
- Plans of work
- WebApps

- County Civil Rights Files

Who will be responsible?

- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Program Directors
- Regional Directors/Regional Coordinators
- County Program Directors
- Regional Specialists, Lincoln University Educators?

Timeline:

- Begin 2010-ongoing, (every 3 years as indicated at website here)

Action Step 3:

- At the time of performance appraisal, Regional Directors will assess and review program participant data for non-traditional/diverse audiences and discuss recommendations for improvement.

Performance Indicator: Increased participation of non-traditional/diverse audiences

Measures:

- WebApps
- Statewide Program & County Annual Reports & Special Reports as Requested

Who will be responsible?

- All program faculty and staff
- Regional Directors and Coordinators
- Supervisors

Timeline:

- 2010-ongoing

Action Step 4:

- Establish new and maintain partnerships will be formed with non-traditional/diverse agencies and organizations.

Performance Indicator: Each year, increase new collaborations will be with new organizations serving non-traditional audiences and organizations.

Measures:

- Number of non-traditional partnerships

Who will be responsible?

- County Program Directors
- Program faculty and staff

- Program Directors
- Regional Directors

Timeline:

- 2010-ongoing.

Objective 2 – A broad range of community members will be aware of program offerings.

Action Step:

- Program faculty & staff will utilize regular and documented multi-venue marketing
- Program faculty & staff will utilize social marketing as appropriate
- Program faculty & staff will conduct awareness campaigns (booths, exhibits, etc.)

Performance Indicator: Awareness and involvement of community members in Extension program offerings.

Measures:

- Level of participation of community in Extension events.
- Number of contacts made and reported by WebApps
- Fliers, brochures, social media websites

Who will be responsible?

- Regional Faculty, Staff and Lincoln University Educators
- State Faculty
- Program Directors
- County Program Director
- Regional Directors

Timeline:

- 2010-ongoing.

AUDIENCE

Expected Outcome 1 - Underserved populations will participate in, and benefit from, extension services and programs.

Objective 1 – Faculty and staff will identify underserved populations.

Action Step:

- Faculty and staff will identify underserved populations through the use of OSEDA data and other objective data resources (i.e. 2010 census and American Community Services, etc.)

Performance Indicator: Underserved audiences are identified.

Measures:

- Annual reports by all county and state faculty and staff involved in programming

Who will be responsible?

- Program faculty and staff
- County Program Directors
- Extension council members

Timeline:

- 2010-ongoing

Objective 2 – Faculty and staff will identify resources to facilitate inclusivity.

Action Step 1:

- Administrators, extension faculty and staff will identify additional resources (interpreters, translators, accessible meeting locations, etc.) to help counties, regions and the state be more inclusive and meet the needs of diverse audiences. Additional resources would include but are not limited to the following: Sign language interpreter, bilingual translator, Braille writer and meeting room locations that are accessible and are without physical barriers and are consistent with ADA requirements.

Performance Indicator: Resources to promote inclusivity (interpreters, translators, accessible meeting locations, etc.) identified.

Measures:

- A list of state, regional and county resources
- Periodic videography of events that comply with aforementioned standards

Who will be responsible?

- Extension faculty and staff
- County Program Directors

- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Extension administrators

Timeline:

- 2010 - Ongoing

Action Step 2:

- Program faculty and staff will attempt to locate or publish bilingual and culturally appropriate materials, including program flyers, and make them available for the population being served.

Performance Indicator: New, culturally appropriate extension materials available in a variety of languages when possible, accessible to audiences.

Measures:

- Use of bilingual and culturally appropriate materials by extension program faculty and staff
- Use social networking, marketing and listservs as inclusionary tools.

Who will be responsible?

- Extension faculty, staff and volunteers involved in programming.
- County councils
- County Program Directors

Timeline:

- 2010-ongoing.

Objective 3 – Faculty and staff will plan programs to reach underserved populations.

Action Step:

- Faculty and staff members will develop plans of work that include strategies for reaching out to underserved populations.

Performance Indicator 1 - Extension faculty and staff's work with underserved audiences and document with voluntary self reporting for acceptable use of video documentation.

Performance Indicator 2 – Increased educational programming for underserved audiences annually.

Measures

- Plans of work
- Number of programs delivered for underserved audiences
- WebApps

Who is responsible?

- Campus specialists

- County Program Directors
- Regional specialists
- Regional Directors and supervisors

Timeline:

- 2010-ongoing.

Objective 4 – Underserved audiences will participate in Lincoln University Cooperative Extension and University of Missouri Extension programs.

Action Step 1:

- Lincoln University Cooperative Extension and University of Missouri Extension faculty, staff and volunteers will market educational opportunities and programs to underserved populations using innovative yet audience appropriate techniques.

Performance Indicator: Internal reports reflective of increased participation of underserved audiences in extension programs.

Measures:

- Signup sheets and attendance forms from programs
- Voluntary Self Documentation Reporting
- Web Apps

Who will be responsible?

- Extension faculty and staff involved in programming
- County Program Directors
- County councils

Timeline:

- 2010-ongoing.

Objective 5 – Extension faculty and staff will increase communication with non-traditional/diverse audiences.

Action Steps

- Faculty and staff will receive training on communication with non-traditional audiences including communication techniques including social networking.
- Faculty and staff will visit non-governmental organizations, including faith based and grass root organizations, to increase awareness of services available to them.
- Faculty and staff will subscribe to listservs focused on inclusion and diversity

Performance Indicators:

- Faculty, staff and volunteers’ reports of extension education and communication to non-traditional audiences/WebApps.
- Extension faculty, staff and volunteers’ reports of visits and communications with non-traditional audiences/WebApps.

Measures:

- Number of extension educators who have increased communication with non-traditional audiences.
- Percentage increase in communication and service provided by extension educators to non-traditional audiences

Who will be responsible?

- Extension faculty and staff involved in programming
- Extension educators
- County Program Directors
- Regional Directors and campus leaders

Timeline:

- 2010-ongoing

Objective 6 - Extension media will include diversity issues. (Subcommittee unsure of these responsibilities)

Action Steps:

- Communication specialists and campus extension publication team members will contact and interview those working with diverse audiences.
- Extension & Agricultural Information (EAI) News office will continue to seek private media outlets aimed at diverse audiences and those media to database for targeted as well as general news/information articles.
- EAI News office will begin collecting data on articles written and articles published, relating to issues impacting minorities. At present, news data is recorded only by general subject matter (small business, family issues, nutrition, etc.).
- Faculty and staff will inform local and state legislators of issues impacting minorities and extension programs that may address these needs.
- Extension faculty and staff will submit articles, stories and press releases for local, regional and statewide publication.

Performance Indicator: More stories incorporating diversity appearing in press releases every fiscal year.

Measures:

- increase and maintaining news releases/stories incorporating diversity issues
- Commensurate increase in interviews conducted by communication specialists and campus extension publication team members on issues of diversity

Who will be responsible?

- Communication specialists
- County Program Directors
- Extension faculty and staff
- Campus extension publication members.

Timeline:

- As 2010-ongoing

Expected Outcome 2 – Funding sources for programming that serves underserved audiences are identified and equitably available and used when appropriate.

Objective 1 – Programs for underserved/diverse audiences will have equitable funding.

Action Step 1:

- Administrators will identify funding resources.
- Faculty, staff and administration will maintain a funding stream to implement programs that serve diverse audiences.

Performance Indicator: A funding stream permitting long-range planning for programs that serve diverse audiences.

Measures:

- Amount of rate dollars allocated to plan and implement programs designed for underserved/diverse audiences

Who will be responsible?

- Lincoln University Cooperative Extension and University of Missouri Extension Administrators
- Regional Directors/Regional Coordinators

Timeline:

2010-ongoing

Objective 2 - Extension administrators, faculty and staff will search for and find new resources.

Action Step 1:

- Extension employees will generate lists of potential donors and sponsors.
- Council members will initiate contacts and meetings with potential donors and sponsors.
- The MU Director of Development will secure funds.
- Extension employees will engage in a variety of funding activities.

Performance Indicators:

- At least 10 percent to 15 percent of the resources from new funding available for programming to diverse audiences.
- Commitment of funds from at least two new donors and/or sponsors.

Measures:

- Amount of increased funding
- Number of new donors and/or sponsors

Who will be responsible?

- Extension leaders and administrators
- State extension council
- State and regional faculty and staff
- Volunteers
- Grant writers

Timeline:

- Starting immediately and ongoing.

Action Step 2:

- Those who administer program funds will set aside funds for implementing programs for audiences new to extension.

Performance Indicator: Funds available for programming for new audiences

Measures:

- Amount of rate dollars allocated to programs designed for diverse audiences

Who will be responsible?

- Program Directors
- Extension Administrators
- Regional Specialists
- Regional Directors/Regional Coordinators
- Faculty and Staff

Timeline:

- FY06.

CLIMATE

Expected Outcome – The extension workplace is welcoming to all.

Objective 1 – Extension employees will identify and implement strategies to create an environment that welcomes diversity in the workplace and in programs.

Action Step 1:

- The Catalyst Team will work with Regional Directors to assemble a Regional Climate Team in each region that represents faculty, staff, county councils and volunteers.

Performance Indicator: Creation of Regional Climate Teams that represent faculty, staff, county councils and volunteers.

Measures:

- Establishment of 8, University of Missouri Extension and Lincoln University Cooperative Extension Regional Climate Teams and one team to represent the five campuses.

Who will be responsible?

- Regional Directors and Regional Coordinators
- Diversity Catalyst Team
- AA/EEO officer

Timeline:

- Establish Regional Climate Teams – immediately.

Action Step 2:

- Director of Organizational Development and LU Cooperative Regional Extension Human Resource Development Specialist will develop and implement a “train the trainer” model to prepare the Diversity Catalyst Team and the Regional Climate Teams to train faculty, staff, county council members and volunteers in their regions.

Performance Indicator: Training package available to faculty, staff, council members and volunteers to help the extension family understand the core competencies that focus on diversity.

Measures:

- At least one diversity training available each year for faculty, staff, county council members and volunteers

Who will be responsible?

- Regional Climate Teams
- Regional Director
- Director of Organizational Development
- Lincoln University Cooperative Extension Regional Human Climate Development Specialist

- Diversity Catalyst Team
- HR Director
- AA/EEO Officer

Timeline:

- Training for regions – within one year of implementation of Regional Climate Teams.

Action Step 3:

- The Regional Climate team will provide support and technical assistance to faculty, staff, county councils and volunteers in their ongoing efforts to create a diversity-friendly climate.

Performance Indicator: Faculty, staff, councils and volunteers create a diversity friendly environment.

Measures:

- Feedback from new faculty and staff regarding regional climate
- Exit interviews
- Climate study

Who will be responsible?

- Regional Climate Teams
- Human Resource Manager
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Exit interviews - immediately and ongoing
- Extension Climate Study – 2011 and every two years thereafter

Action Step 4:

- Extension administration will encourage activities and services that support a quality of work life, such as child/elder care and alternative work schedules as appropriate.

Performance Indicator:

- Extension faculty and staff engage in planned activities to support quality of life.
- Flexible scheduling of work assignments by supervisors, whenever possible and necessary.

Measures:

- Number of activities per year designated to support quality of life
- Number of faculty and staff reporting improved quality of life

Who will be responsible?

- Unit supervisors
- Regional Directors

- MU Extension Manager of Human Resources
- Unit Leaders (campus, regional leaders in coordination with the Director of Organizational Development)
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Regional Climate Teams

Timeline:

- October 2010 and ongoing.

Action Step 5:

- The AA/EEO Officer will work to ensure that the diversity competencies are attained (see Appendix A). Faculty, staff and volunteers will be encouraged to create a diversity-friendly climate.

Performance Indicator: Inclusion of diversity competencies in annual performance evaluations.

Measures:

- Annual performance appraisals including diversity competencies

Who will be responsible?

- Regional Directors and/or supervisor
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- May 2010 and ongoing.

Action Step 6:

- Faculty and staff performance expectations will include diversity core competencies.
- Faculty, staff, and volunteers will experience positive feedback for meeting and exceeding diversity performance standards as indicated in the core competencies.

Performance Indicator:

- Increased number of faculty, staff and volunteers experiencing positive feedback for meeting diversity performance standards
- Positive comments on performance reviews

Measures:

- Number of positive comments on performance review

Who will be responsible?

- Everyone in the organization
- Regional Directors/Regional Coordinators
- Program Directors
- MU Extension HR Manager
- Director of Organizational Development

- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Clear performance standards – March 2010 and ongoing.
- Rewards or consequences – July 2010 and ongoing.

Action Step 7:

- In addition to support from their assigned support team, employees with a need related to diversity may request a mentor from the Diversity Catalyst Team.

Performance Indicator: Each employee who desires a Diversity Catalyst Team mentor has one.

Measures:

- List of mentors and mentees has been compiled and operationalized

Who will be responsible?

- Diversity Catalyst Team
- Unit Leaders (campus, regional leaders in coordination with the Director of Organizational Development)
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Mentoring Assignments – February 2010 and ongoing.

Objective 2 - Each unit will enhance the quality of work life.

Action Step 1:

- MU Extension Human Resources (HR) will provide a report summarizing employees' opinions on quality of work life.

Performance Indicator: Faculty surveys indicate improved quality of life.

Measures:

- Quality of life instrument (administered every three years. CYFAR results may be used.)

Who will be responsible?

- MU Extension HR Manager
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Baseline June 2010 and ongoing.

PROFESSIONAL DEVELOPMENT

Expected Outcome 1 - Extension employees will easily access useful information to learn more about working with non-traditional audiences.

Objective – The Director of Organizational Development and Lincoln University Cooperative Extension Human Resource Development Specialist will develop a resource library that includes topics on diversity.

Action Step 1:

- The Director of Organizational Development and Lincoln University Cooperative Extension Human Resource Development Specialist will gather materials for the library and make them available in several formats.

Performance Indicator 1: Resource library completed

Measures:

- Materials available through a Web site, on CD, hard copies, etc.

Who will be responsible?

- Diversity Catalyst Team
- Extension Technology and Computer Services and Lincoln University Agriculture and Extension Information Center providing support in developing Web sites, CDs, etc.

Timeline:

- October 2005.

Action Step 2:

- The Director of Organizational Development and Lincoln University Cooperative Extension Human Resource Development Specialist will notify all extension personnel of library availability.

Performance Indicator 1: Extension professionals expressing ease in finding information needed.

Measures:

- 10 percent of extension personnel accessing the library within one year of availability
- 75 percent of those who use the materials expressing satisfaction

Who will be responsible?

- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Regional Directors/Regional Coordinators—for getting the information out to faculty and staff

Timeline:

- Ongoing

Expected Outcome 2 – A comprehensive professional development program in the area of diversity will be designed to enable extension employees, council members and volunteers to be skilled and culturally competent.

Objective 1 – New employees will receive diversity training.

Action Step 1:

- On the first day of employment, new employees will receive overview of diversity goals and initiatives.
- The Orientation Leader and Coordinator will incorporate diversity training in the orientation cohort training.

Performance Indicator 1:

- Instruction and materials provided during diversity overview.
- Cohort training including diversity.

Measures:

- Reports from all new hires that they have received diversity training

Who will be responsible? (underline denotes primary responsibility)

- Orientation team
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Supervisors

Timeline:

- Ongoing

Action Step 2:

- New employees will use skills gleaned during training.

Performance Indicator 1: New employees work with diverse audiences.

Measures:

- Number of employees receiving diversity overview
- Number of employees receiving diversity training in cohort

Who will be responsible?

- MU Extension Human Resource Manager
- Orientation Coordinators
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Ongoing

Objective 2 – Employees will continue to receive diversity training throughout their extension career.

Action Step 1:

- Program Directors along with OSEDA will provide training on changing demographics of Missouri and strategies for working with new audiences.

Performance Indicator 1:

- Increased professional development offerings in the area of diversity.
- Diversity strategies integrated into program in-service.

Measures:

- Number of professional development offerings via web instruction for increased accessibility
- Increased expressions of competency among faculty as reflected in evaluation of professional development offerings
- Performance evaluations indicating faculty are effective in working with diverse audiences

Who will be responsible?

- Program Directors
- State Specialists
- Regional Directors/Regional Coordinators
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Orientation Coordinators

Timeline:

- January 2005 and ongoing.

Action Step 2:

- Director of Organizational Development, Lincoln University Cooperative Extension Human Resource Development Specialist and Regional Climate Teams will work with Regional Directors to recommend, coordinate or develop comprehensive diversity training programs for regional faculty. These may include internal workshops conducted face-to-face by the Diversity Catalyst Team, or by the Regional Resource Teams.

Performance Indicator: Diversity training existing and occurring throughout the state.

Measures:

- At least one regional training on the topic of diversity held each year in each region
- Increased professional development in diversity

Who will be responsible?

- Regional Directors/Regional Coordinators
- Regional Climate Team
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- December 2006 and ongoing.

Action Step 3:

- Administrators and program faculty will make targeted funds available to enable regional and campus faculty and staff to participate in local, state and international diversity conferences and exchange programs per travel policies.

Performance Indicator: Funding available to regional and campus faculty and staff for diversity conferences and exchange programs.

Measures:

- Amount of money available for training
- Number of faculty who participate in diversity conferences

Who will be responsible?

- Program Directors
- The Regional Directors/Regional Coordinators
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Development Officer
- Grant Writers

Timeline:

- Funds made available by December 2005.

Objective 3 - Volunteers will receive diversity training.

Action Step 1:

- Program Directors, Regional Directors/Regional Coordinators, County Program Directors, Program Specialists, Youth Program Assistants/Associates/Educators, Nutrition Program Assistants/Associates, etc. will develop training modules for volunteers.

Performance Indicator:

- Volunteer modules developed and used.

Measures:

- Number of diversity training modules are used with volunteers

Who will be responsible?

- Specialists
- Program Directors
- County program directors
- Regional Directors/Regional Coordinators

Timeline:

- Modules developed by fall 2005.

Action Step 2:

- The County Council Coordinator will work with Council Leadership Development Committee to develop a training module on diversity for council members.

Performance Indicator: Council modules developed and used.

Measures:

- Number of council members trained in diversity

Who will be responsible?

- County Council Coordinator
- Extension Council leadership
- Council Leadership Development Committee
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- County Program Directors

Timeline:

- Module(s) available by summer 2005.

WORKFORCE DIVERSITY

Expected Outcome - The University of Missouri Extension and Lincoln University Cooperative Extension workforce reflects the diversity of the state.

Objective 1 – University of Missouri Extension and Lincoln University Cooperative Extension will recruit a diverse, high-quality workforce.

Action Step 1:

- The Director of Organizational Development and the Lincoln University Cooperative Extension Human Resource Development Specialist will work with the MU Extension Human Resources Manager in developing sound recruitment and hiring practices to ensure a diverse workforce.

Performance Indicator 1: Increase in workforce diversity by 1 percent each year.

Measures:

- Percentage increase in overall diversity as indicated by extension personnel data.
- Percentage of white to non-white employees

Who will be responsible? (underlining denotes primary responsibility)

- MU Extension Manager of Human Resources and Assistant Vice Provost for Administrative Management
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Director of Organizational Development
- Regional Directors/Regional Coordinators
- Program Directors
- Regional Specialists

Timeline:

- April of each year
- Collect comparison data in April each year.

Performance Indicator 2: Increase in minority applications of 1 % each year.

Measure:

- Percentage increase of applications by minorities

Who is responsible?

- MU Extension Manager of Human Resources and Assistant Vice Provost for Administrative Management
- Regional Directors/Regional Coordinators
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Collect data in April of each year.

Action Step 2:

- The Director of Organizational Development and the Lincoln University Cooperative Extension Human Resource Development Specialist will share annual reports of recruitment and hiring with the catalyst team.

Performance Indicator: Reports submitted in a timely manner.

Measure:

- Submission of annual reports beginning in April 2010

Who is responsible?

- MU Extension Human Resources Manager

Timeline:

- Beginning in April 2010

Action Step 3: Program Directors and Regional Directors will work to increase the diversity of volunteers in the county.

Performance Indicator: Increase in volunteer diversity by 1 percent each year.

Measures:

- Percentage of non-white volunteers

Who will be responsible?

- Regional Directors and Regional Coordinators
- Regional Specialists and Lincoln University Educators
- Program Directors
- County Council Coordinator
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist
- Manager of Human Resources and Associate Vice Provost for Administrative Management

Timeline:

- Collect baseline data by April 2010 .
- Collect comparison data by April 2011, and thereafter in April each year.

Action Step 4: Director of Organizational Development will work with the County Council Coordinator to partner with county councils in identifying techniques to diversify the councils.

Performance Indicator: Increase in diversity of councils by 1 percent per year.

Measures

- Percentage of non-white council members
- Councils that are reflective of the diversity of their county as indicated by council records.

Who will be responsible?

- County Council Coordinator
- Regional Directors/Regional Coordinators
- Director of Organizational Development
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline

- Collect baseline data by April 2010.
- Collect comparison data by April 2006, and thereafter in April each year.

Objective 2 – Non-white and other diverse employees with adequate performance will be retained in the workplace.

Action Step 1:

- Regional Resource Teams will develop regional plans to retain non-white and other diverse employees.

Performance Indicator: Increase in retention rate of minorities *Measures:*

- Comparison of retention rate of non-white and other diverse employees each year

Who will be responsible?

- Human Resources Manager
- Unit Leaders (campus, regional leaders in coordination with the Director of Organizational Development)
- Lincoln University Cooperative Extension Human Resource Development Specialist

Timeline:

- Retention Rate Analysis and Report – April 2010