

**Action Plan – Enhancing the Participation of all Nebraskans in University of Nebraska-Lincoln Institute of Agriculture and Natural Resources Research and Extension Activities**

June 1, 2013

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## **Action Plan – Enhancing the Participation of all Nebraskans in University of Nebraska-Lincoln Institute of Agriculture and Natural Resources Research and Extension Activities**

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### **Introduction**

The University of Nebraska-Lincoln Institute of Agriculture and Natural Resources (IANR) has a strong history of serving all Nebraskans through our research and extension programs. This commitment is a reflection of our state of Nebraska Constitution. We are committed to sustaining that history. We are also committed to being responsive and responsible to new and/or underserved people so they can also enjoy the benefits of our research and extension programs. Our commitment to engage and include all persons is core to our organizational culture and also reflects our commitment to federal civil rights law. As we work to engage all people, we will adapt and adopt best practices and examine barriers, both obvious and less obvious, to participation in IANR research and extension programs by all residents of Nebraska.

To implement this action plan, we will adopt best practices to engage and invite all residents of Nebraska to participate in our research and extension programs and activities. In addition, we endeavor to strengthen the inclusiveness of our advisory groups and our job applicant pools so residents of Nebraska might see that we genuinely represent the diversity of our state. Strategies to implement this intent are the basis of this Action Plan.

This action plan will be implemented based on Article I, Section 30 of the Nebraska Constitution that states:

**I-30. Discrimination or grant of preferential treatment prohibited; public employment, public education, or public contracting; section, how construed; remedies.**

(1) The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting. (2) This section shall apply only to action taken after the section's effective date. (3) Nothing in this section prohibits bona fide qualifications based on sex that are reasonably necessary to the normal operation of public employment, public education, or public contracting. (4) Nothing in this section shall invalidate any court order or consent decree that is in force as of the effective date of this section. (5) Nothing in this section prohibits action that must be taken to establish or maintain eligibility for any federal program, if ineligibility would result in a loss of federal funds to the state. (6) For purposes of this section, state shall include, but not be limited to: (a) the State of Nebraska; (b) any agency, department, office, board, commission, committee, division, unit, branch, bureau, council, or sub-unit of the state; (c) any public institution of higher education; (d) any political subdivision of or within the state; and (e) any government institution or instrumentally of or within the state. (7) The remedies available for violations of this section shall be the same, regardless of the injured party's race, sex, color, ethnicity, or national origin, as are otherwise available for violations of Nebraska's antidiscrimination law. (8) This section shall be self executing. If any part or parts of this section are found to be in conflict with federal law or the Constitution of the United States, this section shall be implemented to the maximum extent that federal law and the Constitution of the United States permit. Any provision held invalid shall be severable from the remaining portions of this section.

**Source:** Neb. Const. art. I, sec. 30 (2008); Adopted 2008, Initiative Measure No. 424.

Because IANR is a federal contractor based on Hatch, Smith-Lever and competitive grant funds (Agriculture and Food Research Initiative), we are also required to comply with federal Civil Rights laws.

- Americans with Disabilities Amendments Act of 2008
- Civil 02/11/20134 Title VI
- Civil Rights Act of 1964 Title VI
- Civil Rights Act of 1991
- Title XI, Education Amendments of 1972
- The Americans with Disabilities Act of 1990, Titles I and V
- Rehabilitation Act of 1973
- Age Discrimination Act of 1967

This Action Plan is designed to satisfy the expectations of federal Civil Rights laws.

At the University of Nebraska-Lincoln, compliance with state and federal legislation is led by the office of Equity, Access and Diversity Programs. The following statement codifies our intent:

#### Developing an Inclusive and Supportive Campus Climate

The Office of Equity, Access and Diversity Programs (EADP) provides key leadership to the campus community in the development of an inclusive and supportive campus climate. EADP serves as the civil rights office of the campus. EADP reports directly to the Chancellor and the head of the office is a member of the Chancellor's Senior Administrative Team, actively participating in the governance of the institution.

The jurisdiction of the office includes oversight and support in meeting many of the federal and state regulatory mandates of the campus. However, our resources are also directed to working with the campus community to go beyond the minimum legal requirement to make the University of Nebraska-Lincoln a better place where individuals have the opportunity to reach their potential.

Equity, Access and Diversity Programs provides many services to the campus. We provide educational seminars on the search process, the Americans with Disabilities Act, non-discrimination and a variety of diversity topics. The office has developed a set of documents to support the search process that demonstrates our efforts and procedures to conduct fair and equitable searches.

Individuals with disabilities that are employed by the institution are assisted with reasonable accommodations that enable them to perform their job responsibilities. The Accommodation Resource Center is part of EADP and provides assistance with adaptive technology to enhance the productivity of individuals on campus.

Pursuant to regulations from the U.S. Department of Labor, EADP generates the campus affirmative action plans for women, minorities, veterans and individuals with disabilities. The office is also responsible for providing institutional responses to external complaints and audits by governmental agencies.

The office investigates allegations of illegal discrimination and harassment. The process involves a neutral assessment of the underlying actions followed by a fair assessment of the situation with suggestions and recommendations for a resolution of the conflict. The focus of

these internal investigations is to help facilitate an outcome that will enable individuals to experience an environment where they have an opportunity for success.

The University of Nebraska-Lincoln Non-Discrimination Statement:

The University of Nebraska-Lincoln is a public university committed to providing a quality education to a diverse student body. One aspect of this commitment is to foster a climate of inclusion and mutual support that will enhance our ability to achieve our overall goals of recruiting and retaining good faculty and staff while allowing all of us to focus our energies and talents on our important missions of education, research and service. To this end, **it is the policy of the University of Nebraska-Lincoln not to discriminate based upon age, race, ethnicity, color, national origin, gender-identity, sex, pregnancy, disability, sexual orientation, genetic information, veteran's status, marital status, religion or political affiliation.** This policy is applicable to all University administered programs including educational programs, financial aid, admission policies and employment policies.

The Institute of Agriculture and Natural Resources conducts research, teaching and extension activities consistent with our Vision/Mission.

IANR Vision

The Institute of Agriculture and Natural Resources serves Nebraska by providing internationally-recognized science and education to assure the state's competitiveness in a changing world.

IANR Mission

To fulfill this vision with its firm focus on Nebraska, we must achieve world-class excellence in: the life sciences, ranging from molecular to global systems; sustainable food, fiber and natural resource systems that support a bio-based economy; economics and environments for a sustainable future; and human capital development of children, youth, and families.

The Institute of Agriculture and Natural Resources is responsible for allocating federal funds for Research and Extension work at UNL. The College of Education and Human Sciences receives a portion of these funds. These entities support 1,537 employees paid all or in part from federal funds.

The UNL Institute of Agriculture and Natural Resources has established an aggressive plan entitled "IANR to 2025" designed to further our mission in the context of current and emerging opportunities (<http://ianrhome.unl.edu/web/ianr/ianr-2025>). Two of the IANR to 2025 themes are consistent with our Action Plan:

**2. Acquiring, Retaining, and Developing Human Talent**

Evaluate how IANR can enhance its development of faculty and staff through appointment flexibility, identification of faculty talent needs through cluster hiring processes, faculty and staff professional development and new skills training, and workplace environment.

**11. Creating and Fostering a Dynamic IANR Community**

Identifying opportunities to further enhance the dynamic environment and community spirit of IANR.

Innovation Teams have been formed to develop action plans around these themes.

The Agricultural Research Division (ARD) is the only public entity in Nebraska charged with conducting agricultural research. Also known as the Nebraska Agriculture Experiment Station, it is part of a national network of state agricultural experiment stations at Land Grant Universities

across the United States. ARD's mission is to conduct problem-solving and fundamental research that:

- Addresses priority issues facing Nebraska's agriculture and food industries.
- Provides the knowledge base essential for managing our natural resources.
- Promotes family well-being and community development.
- Educates future scientists through hands-on experience.

ARD's goal is to enhance the effectiveness of the Institute of Agriculture and Natural Resources' scientific community in conducting and disseminating the results from relevant, innovative and focused research that is widely recognized for excellence in addressing the needs of today's clientele and contributions to the scientific knowledge necessary to meet tomorrow's challenges.

ARD helps support and administer 244 faculty (142.8 FTE) across a broad research portfolio in two colleges, fifteen academic units, four Research & Extension Centers, and several other multidisciplinary Centers. In addition, ARD manages or helps manage over 40,000 acres of research land, used to conduct basic and applied research important to agricultural systems and natural resources. Our faculty have robust research programs, ranging from the molecular to the applied, that address critical issues in animal, plant, and natural resources systems; molecular life sciences, microbiology, nutrition and food systems; and family sciences. ARD manages approximately 150 Hatch, 45 Multistate-Hatch, 5 Macintire-Stennis, 5 Animal Health, 15 AFRI, and 15 other USDA grants annually, and our faculty have over \$100 million of research expenditures yearly. Our funding portfolio is diverse, with approximately 40% of research expenditures from state appropriations, 36% from grants, contracts, and gifts, and 24% from product sales. USDA research funding accounts for approximately 11% of our total research expenditures, while combined federal research expenditures from all other federal sources accounts for 12%.

UNL's Cooperative Extension Division (CED) is a part of the Institute of Agriculture and Natural Resources and delivers educational resources throughout Nebraska. Over 78 campus-based Extension Specialists and Educators translate research-based information into forms and formats that Nebraska residents can use. In addition, 26 Extension Specialists located at IANR's four Research and Extension Centers conduct applied research and develop extension educational resources relevant to the ecosystem and clientele needs of their region. Each of Nebraska's 93 counties provides funds to support a local UNL Extension office from which the Extension educational mission is delivered by 147 UNL Extension Educators as well as 26 EFNEP/SNAP-Ed Extension Assistants/Associates.

UNL CED has identified six action plans that drive much of our work. Action plans are led by UNL Extension professionals who guide a team focused signature outcomes, program development and evaluation ([www.extension.unl.edu/web/Extension/progfocus](http://www.extension.unl.edu/web/Extension/progfocus)). UNL CED's action teams include:

- Beef systems
- Child and youth development
- Crops for the future
- Food, nutrition and health
- Water, climate and environment
- Entrepreneurship

Nebraska demographics:

According to the U.S. Census Bureau, the population in Nebraska in 2010 was 1,826,341. Population estimates in 2011 describe Nebraska as 90.1 percent white alone, 4.7 percent black alone, and 9.5 percent Hispanic. The median age in 2010 was 36.2 years with 25.1 percent age 17 and under, 35.5 percent between 18 and 44, 25.8 percent between 45 and 64, and 13.5 percent 65 and older. The poverty rate in Nebraska was 12 percent from 2007-2011.

The U.S. Census Bureau reports a 77.3 percent change in the Hispanic population in Nebraska between 2000 and 2010. According to the 2010 census, approximately 63 percent of the Hispanic population is of Mexican background. Twenty six percent of the total U.S. Hispanic population is under the age of five. These demographics have challenged local communities to respond with appropriate programs and services. UNL CED is committed to providing programs and services that address the needs of the growing Hispanic sector.

IANR Research and Extension collaborate with public and private agencies and organizations to support our mission of meeting changing community needs. Staff working in local communities can help bridge gaps between diverse groups in a community by bringing people together and partnering with other agencies to identify and meet needs of both the community and its residents. Demographics in our state highlight opportunities for tailoring programs to meet the needs of underrepresented and underserved audiences.

### **Section 1: Commitment of IANR to Diversity and Inclusiveness**

***Goal: Strengthen a community and a climate where diverse and unique contributions, talents, and skills of faculty, staff, and students are acknowledged, valued, respected, and rewarded, and where service for the good of the Institute is valued and excellence in teaching, research, extension and their integration is pursued.***

IANR is committed to creating and maintaining an environment that understands, promotes and values diversity and the inherent value of all individuals. IANR adheres to the University of Nebraska-Lincoln's nondiscrimination statement:

It is the policy of the University of Nebraska-Lincoln not to discriminate based upon age, race, ethnicity, color, national origin, gender-identity, sex, pregnancy, disability, sexual orientation, genetic information, veteran's status, marital status, religion or political affiliation.

IANR embraces diversity among faculty, support staff, advisory groups, county partners, clientele, and cooperating agencies and is committed to the principles of affirmative action and equal opportunity in education and employment and inclusive programming.

We live in a global society experiencing major demographic, technologic, and economic change. IANR personnel and programs strive to provide the leadership to equip Nebraska residents to effectively deal with differing ideas and views to enable them to interact with diverse people and cultures in meaningful and constructive ways.

As a land-grant university and a direct recipient of federal funds, IANR is required to comply with all civil rights laws and regulations related to programming and employment.

Civil rights program and employment compliance reviews by the Office of Equal Opportunity Cooperative State Research, Education and Extension Service, USDA were conducted in 1995

(full research and extension program review) and 2004 (extension only). Following these reviews, we revised our Action Plan. In June 2013, an integrated research and extension plan was developed to reflect our Integrated NIFA Plan of Work as well as our routine operational model of integrating research and extension whenever possible and appropriate.

This revised plan is now called the “Action Plan – Enhancing the Participation of all Nebraskans in University of Nebraska-Lincoln Institute of Agriculture and Natural Resources Research and Extension Activities”. It supplements UNL’s commitment to equity, access and diversity by outlining initiatives and directives for assuring that we are carrying out both the letter and spirit of the laws related to nondiscrimination in program access for Nebraska residents and equal employment opportunity. Our Action Plan became effective June 1, 2013 ([www.ianrhome.unl.edu/diversity](http://www.ianrhome.unl.edu/diversity)).

IANR has established a number of programs and resources to help us inform and advance our commitment to diversity and inclusion.

1. Hiring faculty and staff that reflect the diversity of the residents of Nebraska.
  - a. Responsible parties:
    - i. Training for personnel searches - UNL Office of Equity, Access and Diversity Programs.
    - ii. Tenure-track faculty positions – IANR Associate Vice Chancellor facilitated by the Deans of the Agricultural Research Division, Cooperative Extension Division, the College of Agricultural Sciences and Natural Resources and the College of Education and Human Sciences.
    - iii. Extension Educator (special appointment faculty) positions – Dean and Director of the Cooperative Extension Division.
    - iv. Staff positions – Assistant Vice Chancellor for Finance and Personnel (in collaboration with UNL Human Resources).
  - b. Processes
    - i. Develop strategies to increase the diversity of our applicant pools.
    - ii. Increase the number of domestic minority graduate students.
    - iii. Continue extension internships, recruit diverse students to this opportunity.
2. IANR is in the process of redesigning the orientation program to provide new faculty a venue for discussion of these important issues.
3. An Extension Diversity Team to advance our conversation around diversity and inclusion and provide training opportunities.
4. Implement recommendations from UNL’s NSF ADVANCE grant to recruit and retain women and racially diverse people.
5. Strengthen mentoring programs for faculty, post-doctoral and graduate students
6. UNL Extension has established a network of 12 EEO Counselors across Nebraska (2/District plus campus). Their responsibilities are to:
  - Help increase awareness of Extension professionals about our commitment to EEO, ADA and Civil Rights Laws.
  - Conduct Civil Rights/Affirmative Action training for new educators within their first six months of employment.
  - Establish an open channel for employees to raise questions, discuss grievances.
  - Answer or refer questions and help resolve problems or concerns.
  - Serve as a bridge between job applicants, employees and administration in helping to guide the employee or applicant to the correct resource.

- Keep complete records of interactions (EEO Counselors do not attempt to resolve formal complaints).
  - Conduct exit interviews with employees who voluntarily leave UNL Extension.
7. ARD, via the support of our HR colleagues, ensures our faculty and staff are aware of our commitment to EEO, ADA, And Civil Rights Laws. We are committed to ensuring exit interviews are performed consistently.

### **Action objective 1: Strengthen accountability**

In order to effectively monitor research and extension program planning, implementation, and documentation, the Deans of Ag Research and Cooperative Extension will monitor the following:

- Hiring practices and applicant pools to ensure diversity and inclusion (in consultation with UNL Office of Equity, Access and Diversity).
- The demography of selection committees (hiring, grant or award committees and promotion and tenure committees).
- Salary practices, internal grant and award recipients, promotion policies, and administrative and chaired or distinguished professorship appointments.
- The demographics of research and extension program participants.

If issues, concerns or problems are identified, resolution will be delegated to the appropriate administrative head or unit.

### **Section 2: Research and extension program development and participation**

*Goal: Ensure that all people are invited to participate in IANR research and extension programs.*

#### **Action objective #1: Increase participation in planning and advisory groups**

IANR administrators, faculty and staff must make every effort to ensure that committees and boards are representative of the diverse population and culture of the relevant jurisdiction (state, county, and municipality). Research and extension programs that truly meet the needs of the audience we intend to serve involve representatives of that audience in the planning, implementation, and evaluation of programs. Institute and departmental advisory committees, County Extension Boards and local advisory committees are expected to represent the demographics of the county or the state and to advise on research and extension program opportunities that address audience diversity. We continue to implement the following action steps to increase participation in planning and advisory groups:

- Ensure that advisory groups represent the diversity of clientele the department is intended to serve.
- Ensure that all extension and research advisory committees and board members are aware of and understand UNL's commitment to diversity and inclusiveness.

#### **Action objective #2: Assist partners and collaborators in understanding our commitment to diversity and inclusiveness**

- Individuals, partners, or entities that collaborate with IANR research and/or extension will be provided a summary of our commitment to diversity and inclusiveness and will be expected to comply with UNL's statement of nondiscrimination or provide assurance that they do not discriminate.

**Action objective #3: Ensure that all employees understand public notification requirements and that all reasonable efforts are implemented to provide an effective and inclusive environment.**

- Enhance the use of accessible on-line technologies such as social media to engage new and diverse audiences.
- Make sure that facilities are accessible and that reasonable accommodations are made for persons with disabilities.
- Ensure an open and accessible public complaint procedure.

**Action objective #4: Modify outreach activities**

- Make reasonable accommodations for research and extension activities for persons with disabilities
  - IANR will evaluate and as needed, enhance the accessibility of offices, educational and program facilities and inform the public of their right to request reasonable accommodation.
- Serve audiences with limited English proficiency (LEP)
  - UNL Extension will provide resources for translation, interpreters, etc ([www.ianrhome.unl.edu/diversity](http://www.ianrhome.unl.edu/diversity)).
- Increase participation of underrepresented groups in 4-H.
- Recognize people and/or programs that discover and/or implement best practices in reaching new audiences.

**Action objective #5: Demonstrate evidence of progress toward parity in research and extension activities**

A research and/or extension program reaches parity when the participation rate of new and diverse populations reflects the demographics of the geographic area being served.

- Strengthen accountability relative to actions as described in this plan

**Section 3: Training for research and extension employees**

***Goal: All IANR administrators, faculty and staff will be knowledgeable of laws, policies, and procedures designed to ensure equal access and opportunity.***

IANR is committed to ensuring that all employees fully understand the laws and policies regarding civil rights, affirmative action, and equal access/equal opportunity.

**Action objective #1: Develop and enhance in-service education.**

Professional development opportunities to enhance awareness, understanding and commitment to diversity and inclusiveness are a priority and expectation for IANR research and extension faculty and staff. All IANR employees are expected to be familiar with federal laws relating to civil rights. In addition, employees are expected to have a working knowledge of their roles and responsibilities to ensure that they fulfill both the letter and the spirit of the law as they identify needs, develop, implement and evaluate programs for adults and youth; and, as they recruit and work with a diverse audience of volunteers. Examples of IANR research and extension training programs that include elements on diversity and inclusiveness:

1. New faculty orientation
2. Training for new County Unit Leaders followed by annual updates.
3. IANR Leadership Council Retreats
4. UNL Search Committee Training

## 5. Equal Access/Equal Opportunity Training

To accomplish this objective, we will:

- Provide and enhance awareness of training opportunities.
- Pursue a variety of staff development programs and expect employees to participate.
  - All new employees will be provided educational resources to learn how to meet these expectations.
- Renew efforts to ensure that all unit administrators (Department Heads/Chairs, Center Directors, District Directors and County Unit Leaders) understand laws, policies and compliance requirements.
  - Develop methods to enhance knowledge of the demographics of local constituencies so administrators can actively lead their staff and advisory boards in identifying potential audiences that reflect parity.
- A Diversity and Inclusion website, located on the IANR website, provides resources for employees and program participants (need weblink here).

### **Section 4: Compliance reviews**

***Goal: Regularly review units planning and accomplishment relative to this Action Plan.***

**Objective: Regularly review our administrative units.**

- For county-based Extension programs, the District EEO Counselor conducts compliance reviews. These reviews include the following:
  - Demographics of advisory groups and county residents, knowledge and professional development by employees and partners, program accessibility, office facilities, planning and advisory group composition and process, public notification efforts, documentation and reporting.
- Annually, discuss Action Plan compliance with departmental, and research and extension center and county unit leaders.

### **Section 5: Equal Employment Opportunity**

***Goal: Increase the diversity of IANR's workforce relative to the demographics of Nebraska***

**Action Objective #1: Ensure nondiscrimination in employment practices.**

The UNL Office of Equity, Access and Diversity Programs outlines policies and procedures for ensuring that all people have equal opportunities for employment (<http://www.unl.edu/equity/>). IANR will support implementation of these practices.

- Provide IANR employees the tools to develop core competency in working with individuals and groups representing diverse cultural perspectives and values.
  - IANR will continue to enhance our employee's ability to successfully engage all people. This engagement should inform members of all audiences of what we do and the opportunity that employment in IANR presents. IANR will continue to focus on recruitment and retention of underrepresented groups to increase the diversity of our workforce.
- Continue to recruit and train minorities and females.
  - Continue the summer internship program to assist in recruiting and retaining a diverse, talented staff that reflect our society, while fostering a climate that values inclusiveness and equity, and assures respect for human dignity.

- Continue to support undergraduate research programs to increase the numbers of diverse students interested in graduate school.
- Support grant activities that develop the pool of talent available for future programs.
- Support activities to retain diverse hires
  - Develop stronger mentoring programs for faculty
  - Increase professional development opportunities to help ensure the success of faculty and aspiring faculty
  - Provide leadership opportunities for faculty and staff through FSLI, LEAD-21, and CIC
- Ensure consideration of all qualified employees for placement, promotions, special assignments and access to internal resources.
- Provide oversight for the annual faculty and salary process
- Ensure search committee training for all persons in supervisory roles
- Continue to instruct all search committees to make all reasonable efforts to recruit a diverse pool of applicants and to conduct the search process in an equitable and inclusive manner.

### **Section 6: Action Plan Contacts**

#### Administrative Sign-Off Authority for Civil Rights:

##### Extension:

Chuck Hibberd, Dean and Director, Cooperative Extension Division  
 211 Agricultural Hall  
 Lincoln, NE 68583-0703  
 402/472-2966  
 hibberd@unl.edu

##### Research:

Archie Clutter, Dean and Director, Agricultural Research Division  
 207 Agricultural Hall  
 Lincoln, NE 68583  
 402/472-7084  
 aclutter2@unl.edu

#### UNL Office of Equity, Access and Diversity Programs

Linda Crump, Assistant to the Chancellor  
 128 Canfield Administration Building  
 Lincoln, NE 68588-0437  
 402/472-3417  
 linda.crump@unl.edu

## **Appendix A: Responsibility for Action Plan Implementation**

**In the UNL Institute of Agriculture and Natural Resources, the following individuals are responsible for compliance with the applicable nondiscrimination and affirmative action laws and policies.**

### **Vice Chancellor, IANR**

The Vice Chancellor is the designated administrative official of the University of Nebraska-Lincoln to initiate and carry out this plan. The Vice Chancellor:

- Directs overall system wide policy and makes decisions relative to Civil Rights compliance and implementation in program and employment.
- Informs faculty and staff about civil rights and affirmative action requirements.
- Delegates the implementation and monitoring of the specifics of the plan.

### **Dean and Director, Agricultural Research Division**

The Dean and Director of the Agricultural Research Division ensures that the details and the spirit of the IANR Research and Extension Civil Rights Performance Plan are implemented throughout our state-wide research network.

### **Dean and Director, Cooperative Extension Division**

The Dean and Director of the Cooperative Extension Division ensures that the details and the spirit of the IANR Agriculture Research and Extension Civil Rights Performance Plan are implemented throughout our state-wide extension system.

### **Dean, College of Education and Human Sciences**

The Dean of the College of Education and Human Sciences ensures that the details and the spirit of the IANR Agriculture Research and Extension Civil Rights Performance Plan are implemented in departmental research and extension programs and activities.

### **UNL Human Resources**

- Assist in processing of complaints of discrimination filed by individuals.
- Provide support to district and academic units on civil rights matters relative to Equal Employment Opportunities, Affirmative Action, staff development, counseling, complaint processing and resolution.

### **Associate Deans/Program Leaders (ARD and CED)**

- Ensure that Equal Employment Opportunities and Affirmative Action in employment policies and procedures are followed.
- Assure that state level program planning, development, evaluation and reporting provide equal access for participation in research and extension's programs by diverse audiences.
- Assist the research and extension administrative teams in outreach to underserved and underrepresented audiences and in compliance requirements.

### **District Directors**

- Ensure that Equal Employment Opportunities and Affirmative Action in employment policies and procedures are followed. This includes working with local Extension Boards during the hiring process to assure equal opportunity for all applicants.
- Responsible for administrative and programmatic endeavors relative to Civil Rights compliance within an assigned geographic region of the state.

- Assist the UNL Extension Administrative staff in developing guidelines and procedures for assuring that minorities and underrepresented groups have access to and can participate in Extension's educational programs.
- Provide oversight and assist Extension staff within their district to meet the Civil Rights goals and action steps put forth in the State Civil Rights Performance Plan and in the County Civil Rights Action Plan.
- Oversees the EEO Counselor role in exit interviews in their respective district.

#### **Department Heads/Chairs**

- Responsible for providing oversight to ensure that academic programs support program generation and delivery that addresses clientele diversity and serves the needs of underrepresented and underserved audiences.
- Ensure Equal Employment Opportunity and Affirmative Action in the hiring and management of faculty, graduate students and staff who have research and/or extension program assignments.

#### **County Unit Leaders**

- Accountable for administrative and programmatic responsibilities relative to Civil Rights compliance in a particular county or multi-county area within a district.
- Ensure the Civil Rights goals and action steps put forth in the State Civil Rights Performance Plan and County Action Plan are actively pursued.
- Responsible for providing leadership to the local staff in completing and submitting the Annual County Civil Rights Compliance Report and County Civil Rights Action Steps.
- Pursue an appreciation and understanding of diversity, Affirmative Action, Equal Employment Opportunities, civil rights laws, policies and compliance requirements. Be knowledgeable of the demographics of their community and the demographics of their local Extension program.
- Actively lead staff, boards, councils and committees in identifying potential audiences and to strive for parity in efforts to reach underserved and underrepresented audiences.
- Provide leadership and ensure public notification efforts, proper documentation, and all reasonable efforts are carried out in local county Extension programs.
- Follow Affirmative Action and Equal Employment Opportunity requirements in hiring and supervising staff.
- Assure accessibility of office, program and educational facilities.

#### **Faculty, Specialists, Extension Educators, Graduate Students and staff**

- Are responsible for being familiar with and having a full understanding of the federal laws relating to civil rights issues as well as a working knowledge of their roles and responsibilities as employees to ensure that they fulfill both the letter and the spirit of the law as they identify needs, develop, implement and evaluate extension's educational programs for adults and youth, recruit and work with a diverse audience of volunteers.
- Follow Affirmative Action and Equal Employment Opportunity requirements in hiring and supervising staff.
- Follow accessibility, public notification, documentation and use of all reasonable efforts requirements.

## Appendix B: Definitions

**Discrimination:** *Discrimination* within the context used in Affirmative Action, refers to the process of illegally differentiating between people on the basis of group membership rather than individual merit. *Systemic discrimination* may occur when unequal treatment results from “neutral” institutional practices that continue the effect of past discrimination. *Individual discrimination* may result when a person is subjected to unequal treatment on the basis of race, color, sex, religion, national origin, age, marital status, parental status, sexual orientation, or disability.

**Equal Employment Opportunity:** The concept of *equal employment opportunity* proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, color, sex, religion, national origin, age, marital status, parental status, sexual orientation, or disability. It guarantees everyone the right to be considered solely on the basis of his/her ability to perform the duties of the job in question, with or without reasonable accommodations.

**Affirmative Action:** The principle of *affirmative action* requires that aggressive efforts be utilized to employ and advance women and minorities in areas where they are employed in fewer numbers than is consistent with their availability in the relevant labor market. IANR’s objective is to employ and promote the best person for the job. Consistent with this practice, *affirmative action* requires that where the candidates for a position appear to be equally well qualified, the person selected should be the one who will contribute to the achievement of affirmative action goals.

**Parity:** An Extension program is in *parity* when the participation rate of new, diverse, and historically underserved audiences reflects proportionately their incidence in the general population of the geographic area being served.

**Compliance:** A program is in compliance with participation requirements of the Civil Rights Laws and Regulations when the participation rate of new, diverse, and historically underserved audiences has reached 100% of parity.

**Potential Audience/Recipients:** Potential audience and recipients are persons or groups within a defined geographic area (county/region) who might be interested in or benefit from an Extension educational program. Potential audience and recipients should be estimated for each Extension program by using a combination of census demographic data as well as the Educator’s knowledge and information about the population of the geographic area being served. When a target audience is defined during program planning, it should be inclusive of the entire potential recipients, as defined by the demographic data.

**“All Reasonable Effort:”** Extension must be able to demonstrate that its federally funded programs, services, and activities have been made available to the maximum possible potential audience of a given geographic area. This process entails at least the following activities:

1. The use of all available mass media, including radio, television, and newspapers to inform potential recipients of the program and of the opportunity to participate.
2. Sending personal letters, e-mail, social media, flyers, and publications, targeted at potential recipients and inviting them to participate, including dates and places of meetings or other planned activities.
3. Personal visits to a representative number of potential recipients in the geographically defined area to encourage them to participate.

**“Adequate Public Notification:”** Extension programs should utilize the most diversified means of communication available in order to attract persons of all races, colors, religions, sexes, national origins, and abilities to participate in its programs. Examples include posters, flyers, stuffers, public mailings, bulletin boards, etc. Additionally, all publications should contain the University’s Equal Opportunity Statement and the Extension office environment should visibly display Equal Opportunity posters such as the “And Justice for All.” Notices of meetings should include the ADA statement.