Introduction:

One of the strategic goals of the College is “Promoting diversity and ensure a global perspective in our programs”. CALS uses each recruitment activity as an opportunity to enhance our progress in reaching this goal.

Diversity efforts are included in efforts across our college from recruitment practices for students, administration, faculty and staff to our research programs serving local communities and throughout the globe to our academic programs which provide classroom, experiential learning and study abroad programs. As the above noted strategic goal suggests, we are committed to diversity in all that we do.

Institutional Leadership:

Institutional leadership provides a great deal of guidance in the implementation of diversity efforts. Through the creation of resources such as Recruitment and Retention Best Practices document, creating and supporting various initiatives, boards, commissions and various other efforts surrounding diversity recruitment efforts. Additionally, leadership provides strong oversight of the recruitment practices for Administrative Leadership and Tenure Track faculty hires.

Diversity is modeled within the composition of the College of Agriculture and Life Sciences leadership team. The team includes 50% female, 37.5% white male and 12.5% minority male members. CALS communicates the importance of diversity within the College through strategic goals and priorities as well as through our recruitment and retention efforts.

CALS has an Administrative Professional position dedicated to Human Resource issues. This position will serve as the college point person for workforce diversity efforts. As annual diversity training opportunities are offered we are prepared to send this representative to attend. Once appropriate training has been obtained, training programs will be developed and provided within our college.

Recruitment Practices:

CALS follows the recruitment best practices as outlined in the University of Vermont Workforce Diversity Recruitment and Retention Best Practices document dated May 18, 2010. Here is an outline of our current practices:
Leadership (Chair, Dean, Associate Dean), Tenure Track Faculty and Extension Faculty

CALS has a long term plan for the recruitment of faculty positions. This long term plan allows for advance planning for recruitment efforts. The following are examples of some of the ways diversity is promoted in our process.

The College follows “Guidelines for Recruiting Candidates for all Tenured and Tenure-Track Faculty Positions” posted at http://www.uvm.edu/~facrsrcs/?Page=Recruitment/TT_faculty_recruitment.html&SM=submenu3.html In addition CALS does the following when recruiting for leadership, tenure track and extension faculty positions:

- Networking/Outreach:
  - Nurture ongoing relationships with the 1890 college/universities that have PhD programs similar to those offered within CALS
  - Mentoring relationships between senior faculty and junior colleagues
  - Encourage and support of faculty exchanges with the 1890 similar PhD programs and Native American land grant institutions
  - Contact conference organizers to request advertisement of vacant positions on announcement boards or make job announcements during presentation closing
  - Maintain list of posting resources including list serves for specific for department chairs, journals targeted to minority populations, etc.
  - Use Diversity resources located at http://www.uvm.edu/hrs/?Page=managers/diversity.html

- Search Committee Training/Resources/Effort:
  - Department Chairs consider workforce diversity efforts as search committee members are assembled
  - Search committee members must participate in formal diversity training as provided by the Office of Affirmative Action
  - Provide informational and financial resources to assist the committee in reaching a complete pool of qualified candidates
  - Provide committee with AA/EO data for consideration and review
  - Provide a complete position description which includes diversity language and allows for consideration of transferable knowledge, skills and abilities
  - Relocation expenses are included in all tenure track start up packages
  - Committee members will make personal contact with peers within their field

Full Time Lecturers

The College has 8 base funded full time Lecturer positions. The need for recruitment of these positions has been limited due to lack of turnover. When the opportunity for recruitment arises, these recruitments are approached in a regional manner due to lower salary than tenure track positions and lack of relocation costs. Full time lecturers have more student contact hours than tenure track faculty so recruitment of the best
candidates is a priority. The College has defined a modified recruitment process in order to allow for a fruitful search given the funding constraints.

- Networking/Outreach:
  - Mentoring relationships between senior faculty and junior colleagues
  - Contact conference organizers to request advertisement of vacant positions on announcement boards or make job announcements during presentation closing
  - Maintain list of posting resources including list serves for specific for department chairs, journals targeted to minority populations, etc.
  - Use Diversity resources located at http://www.uvm.edu/hrs/?Page=managers/diversity.html

- Search Committee Training/Resources/Effort:
  - Department Chairs consider workforce diversity efforts during appointment of search committee members
  - Search committee members must participate in formal diversity training as provided by the Office of Affirmative Action
  - Provide informational and financial resources to assist the committee in reaching a complete pool of qualified candidates
  - Provide committee with AA/EO data for consideration and review
  - Provide a complete position description which includes diversity language and allows for consideration of transferable knowledge, skills and abilities
  - Committee members will make personal contact with peers within their field

- Part Time Lecturers
  Recruitment for part time lecturers is a local process due to the often late notice of need. In many cases these appointments are Target of Opportunity hires generated by Department Chair/Faculty through professional contacts. These professional contacts are reached through ongoing networking and outreach as well as internal mentoring relationships.

- Research Faculty
  Research faculty recruitment that are generated by the College to fill a College strategic need follow the same guidelines as Tenure Track faculty. Research Faculty hires generated by a Department Chair or individual faculty member are to fulfill a need for a specific project and are most often Research Associate faculty level. These positions are funded by soft money and are limited term appointments. Most often these vacancies are hired through the Target of Opportunity Process. Research faculty appointed in this manner have been reached through individual contacts of faculty members, much in the same way Post Docs are hired.
- **Classified Staff**
  
  Most staff positions within the college are at the Professional, Technical or Clerical level. Relocation costs are not typically available which results in local recruitment efforts. During local recruitment efforts, networking and outreach efforts are focused on UVM and in the community at large. The list of “Diversity Resources” located at [http://www.uvm.edu/hrs/?Page=managers/diversity.html](http://www.uvm.edu/hrs/?Page=managers/diversity.html) is used to identify appropriate groups. In addition, there are many professional organizations that may cover a specific type of employee. For example, when recruiting for a staff position to handle the HR duties in CALS, there is a local Human Resource organization from which numerous candidates were reached.

**Climate:**

CALS workforce diversity efforts go beyond the recruitment process. CALS has embarked upon retention efforts to ensure the progress made during the recruitment process is not lost by the early departure of a new hire.

The University reports diversity statistics for the categories of race and gender. CALS recognizes diversity as including all of the protected classes as defined in the UVM’s policy of Equal Employment Opportunity/Affirmative Action Policy Statement. Additionally CALS recognizes cultural diversity as an important category when considering the diversity attributes of our workforce.

Cultural diversity cannot be measured through the various defined classes. Cultural diversity is measured by life experience such as where and how a person was raised to educational and professional experiences. For example, a white, heterosexual, male would not be considered a minority by race and gender statistics, if he was raised in Africa, attended college in Asia and has professional experience in Europe, would bring a great deal of cultural diversity to our College.

CALS has an International Committee which is charged with increasing awareness and participation in international opportunities as well as to highlight the international educational and scholarly works of CALS faculty and students. Our international programs and course offerings include experiences in Belize, Honduras, Dominica, St. Lucia, and more.

The above programs/courses are a few examples of how our workforce diversity is creating more experiential learning opportunities for our students. As CALS continues to broaden our workforce diversity, we will expand upon our educational and scholarly works and experiences for faculty, staff and students.

A future goal is to complete a review of existing mentoring programs such as the ones that exist between junior and senior faculty members, Post Doctoral Associates and Graduate Assistants.
This review will provide us with the information needed to expand these programs in order to include more of our workforce and to address a wider array of related issues. The long term goal of this project would be to create a formal mentoring process for all CALS employees.

**Accountability:**

Our goal for diversity is that at a minimum, the race and gender of our employees should mirror the community at large. The community at large is defined as the population representing the field of study that is being looked at. This will look different in Community Development than it will in Animal Science. In addition, our goal is to not only strive for a diverse workforce, but also to create and expand programs and opportunities that produce greater interaction and understanding between people and culture. All of our programs of study can and should include a multi-cultural perspective. On-going professional development is necessary to ensure this multi-cultural perspective is included in all of our courses. This is especially true for new faculty hires.

**Hiring activity by category of employee**

**Prior year hires**

- **Tenure Track**
  - FY07 – 2 White males, 1 Hispanic male, 1 White female
  - FY08 – 2 White males
  - FY09 – 1 White male, 2 Asian males, 1 Asian female
  - FY10 – 1 Black male
  - FY11 – 3 White males (1 with disability)
  - FY12 – 2 White females
- **Extension**
  - No recruitments since FY05
- **FT Lecturer**
  - FY07 – 1 White female
  - FY08 – 1 White male
  - FY10 – 1 White female
  - FY11 – 1 White female
  - FY12 – 1 White female
- **Staff**
  - FY07 – 1 White female
  - FY08 – 3 White females, 2 white males
  - FY09 – 3 White females, 2 white males
  - FY10 – 6 White females, 1 white male
  - FY11 – 2 White Males, 6 white females, 1 hispanic female, 1 american Indian/pacific islander female
  - FY12 – 2 White females, 1 asian female
Retention of tenure track diversity hires
Since FY05 we have lost one Hispanic male who was hired in 2000 and left the University in 2006.

Future hires
Tenure Track
FY13 – 2 recruitment in Animal Science, 1 recruitment in CDAE

Extension
No planned recruitments

Full Time Lecturers
No planned recruitments

Staff
There are no planned recruitments for Staff but past turnover would imply that we will have between 5 and 7 hires a year.