

**UVM Extension**  
**Workforce Diversity Recruiting and Retention Plan: 2012**

**Summary**

- All Search Committee Chairs and members are provided a copy of this document and the University Diversity Workforce Recruitment and Diversity document.
- The Dean of Extension charges each committee and references these two documents during his engagement with the search committee.
- Specific requests for networking about the open positions is encouraged, publications are targeted for advertising, information provided at conferences, as well as using some social media, including the use of a short YouTube video encouraging people to apply for a recent Livestock position.
- UVM Extension Dean reviews the process and outcome of each search to determine confluence with our institutional values and diversity and recruitment plan.
- UVM Extension is reconstituting its Diversity Committee to be more active in helping maintain the dialogue in regards to recruitment and retention of a diverse workforce. This will include additional trainings and opportunities for discussions across the organization.
- Based on the Federal Civil Rights Review of 2011, we have reduced the number of opportunity hires to focus on enhancing diversity. We had one successful diversity hire for a position in the Center for Sustainable Agriculture this spring.
- Since the Civil Rights Review UVM Extension regularly discusses civil rights issues at regularly scheduled meetings to encourage engagement and understanding of the benefits of diversity in the workforce.
- Three faculty searches were started this year. One is nearly complete with diversity included in the finalist pool, one will be advertised again due to small number of applications, one was recently initiated and is currently accepting applications.
- Permission for two additional replacement Extension faculty positions are within the Provost's office for consideration.

**UVM Extension Mission**

The mission of University of Vermont Extension is to improve the quality of life of Vermonters by providing research-based educational programs and practical information concerning Vermont communities, families and homes, farms, businesses, and the natural environment.

**Values**

Extension's guiding values comprise the following:

- Deep respect for people and their diversity--those served and those within the organization.
- Dedication to the stewardship of Vermont's natural resources and the working landscape.
- Commitment to high quality research and outreach education.
- Regard for the essential role of good communication--personal and technical--within Extension and with every audience served.

- Commitment to the most efficient use of Extension’s resources to meet the educational needs of Vermont residents and their communities.

These values underlie Extension’s goals, and provide focus and inspiration for carrying out our mission.

### **Background and Purpose**

UVM Extension strives to work with a diversity of audiences across the state and is committed to having a deep respect for people and their diversity, within the organization and those served by the organization. We continue to support and implement as many best practices as possible to both serve our audiences and highlight our respect for diversity within and across the communities that we serve.

The following two quotes from the University of Vermont Workforce Diversity Recruitment and Retention Best Practices document (Heading-Grant et al. 2010) illustrate the importance and relevance of diversity in the Extension workforce: “Striving for a diverse workforce is a prominent issue in higher education because diversity and excellence are inseparable.” “The success of a diversity recruitment and retention plan, however, is best measured in the ability to translate the written document to actual implementation strategies and actions.

It is important to combine both the UVM Extension implementation efforts to recruit and retain a diverse workforce with the understanding of the University’s and Extension’s commitment to this effort.

### **Institutional leadership in implementation**

As the head of the organization, the Dean of Extension is ultimately responsible for the implementation of policies and actions that insures everyone in the organization is aware of and supportive of the development and maintenance of a diverse workforce. This will be accomplished in the following ways:

- Include information and ideas regarding our diversity commitment in regular communications with the faculty and staff from the Dean’s office.
- Maintain clarity in our strategic goals towards fostering and maintaining diversity within the Extension workforce and in serving our clientele.
- The Dean will discuss diversity and enforce the commitment of search committee chairs to pursue the most diverse hiring pools that are feasible to develop.
- The Dean will insure that all members of the leadership team are aware of and are responsible for helping all search committees understand and follow our recruiting and retention guidelines.
- All leadership positions (to include Search Committee Chairs) will be familiar with both this document and the UVM Best Practices Document.

- Both documents will be provided by the Dean's office and discussed by the leadership team as well as Search Committee members at the time of each search and on a regular basis when no hiring is in process to ensure actions that also support retention of our workforce.
- The Dean's office will continue to support the annual Diversity Award given to an individual or team of individuals that have exemplified positive educational efforts to serve our employees and/or our audiences.
- The Dean's office will continue to participate in new employee orientation to highlight our commitment to our values and the importance that diversity can have in our ability to work with a range of audiences across the state.

### **Recruitment Process to be followed:**

The UVM Extension workforce can be divided into four groups. They are: non-tenure off-campus based faculty, non-tenure campus based faculty, outreach educational staff and administrative support staff. This plan will outline the approach that has been used within each of these groups. In all cases the attempt is made to advertise open positions widely within the area which seems most appropriate for the anticipated salary range. For example, all faculty positions are nationally advertised and recruited, outreach educational staff positions are locally and regionally advertised, and administrative support positions are locally advertised.

UVM Extension does not have many opportunities to hire off-campus based faculty members due to budgets in recent years. This makes it all the more necessary to be proactive in recruiting a diverse pool of candidates for each position. We are more regularly hiring outreach staff educators with grant funds received by faculty and other professional staff. All of these positions are short-term and not long-term based funded positions, but should also be considered prime opportunities to diversify our workforce.

UVM Extension has little ethnic diversity and substantial gender diversity. Of those individuals that have reported an ethnic association within PeopleSoft, all but one identifies themselves as white. The only other ethnic association listed is Native American. Overall, the organization has 156 full and part-time employees: 70% female and 30% male across all job descriptions. Of the 97 full-time positions, 17 off-campus faculty positions are held by 7 women and 7 men and three current openings. Several of the women are in historically male dominated agricultural fields. The reverse is not true. The number of men in historically female dominated family development fields has not increased. The total number of faculty positions in Extension had been decreasing for several years, but has stabilized at 17 for the past 5 years.

#### Non-tenure campus based faculty positions:

Campus based faculty are hired according to the hiring guidelines that have been developed for the unit in which the position will be located. Hiring officials reside within the hiring unit and not directly within Extension. Extension provides the financial resources, committee members

and position description expectations. The charge to the committee from the Dean of Extension is to advertise and recruit nationally a diverse pool of candidates that best fit the position and the needs of the hiring unit. The Dean of Extension does not manage the hiring process. No hires have occurred for several years.

Non-tenure off-campus based faculty positions:

Off-campus faculty are hired according to the expectations and hiring guidelines of UVM Extension. The Hiring official resides within UVM Extension. Extension provides the financial resources, committee leadership, and position description as well as the home unit. The charge to the committee from the Dean of Extension is to advertise and recruit nationally a diverse pool of candidates that best fit the position and the needs of the hiring unit. The Associate Dean of Faculty Support directly manages the hiring process in concert with search committee chairpersons. The Dean of Extension meets with each candidate and works with the Associate Dean for Faculty Support on selecting the final candidate who is offered the position.

We have hired five faculty over the past three years and are hiring three positions currently and have two more under request from the Provost's office. The five previous searches over three years resulted in two male and three female faculty members being hired. UVM Extension was unsuccessful in recruiting one female finalist with a diverse background.

The process for recruitment is as follows after approval for the search has been granted:

- Search Committee chair is identified within the existing faculty ranks (campus or off-campus)
- Search committee membership is created
  - Disciplinary considerations related to the position (on- and off-campus faculty)
  - External member (outside organization or collaborating agency)
  - Diversity balance (often times this is gender considerations)
  - Geographic considerations (where will the position be located)
- Search committee is charged by the Dean of Extension
  - National Search
  - Need to follow appropriate interviewing protocols (questions and process may be different for non-academic organizations than it is for the University)
  - Personal recruiting of potential candidates
  - Using meetings and personal networks to identify non-traditional candidates
  - Expectation that the committee work very hard to create a diverse pool of candidates from which to select interview candidates
  - University and Extension goal to diversify our workforces
  - Available at any time for answering questions, calling potential candidates, supporting the work of the committee.
- Search committee meets with AAEO to discuss appropriate recruiting protocols and expectations
- Search committee creates a final position description that is approved by the Dean
- Search committee begins national search

- Develops advertisement for placement in a range of national journals (including publications that are focused on supporting members of underrepresented groups within academic institutions)
  - Advertisement highlights commitment to diversity
  - Advertisement highlights job duties
- Advertisement is circulated personally at national meetings attended by UVM Extension faculty members
- Advertisement should include the request that Cover Letters describe how the candidate would contribute to diversity goals of the organization and the institution.
- Individual committee members identify potential candidates by calling colleagues across the campus and across the country
- Chair of the committee calls or has committee members call the nominated individuals to recruit their applications
- Committee speaks with colleagues within Extension and solicits their input about potential candidates to nominate for the position
- Committee uses all available list serves and job announcement mechanisms within the appropriate disciplinary fields to advertise the position
- All contacts with potential candidates are collected and a list maintained by the Committee chairperson.
- This process continues for four to six weeks before initial screening of candidates is conducted
- Committee chairperson monitors the incoming applications and talks with committee members to discuss progress in developing a diverse pool on a weekly basis
- If a diverse pool is not developing, Committee chairperson must inform the Dean's and schedule a meeting to discuss activities to date, progress and thoughts on how to increase diversity in the developing pool.
- Search committee develops a scoring process to identify top candidates for the position with the understanding that non-traditional career paths should be considered as a strength and not as a disqualifying factor.
- Search committee pursue phone interviews with a range of selected candidates.
- Search committee identifies 3 to 5 candidates to bring to Vermont for face to face interviews
  - Seminar presentation is mandatory
  - Visits with faculty, staff within Extension and within other units are arranged
  - Visit to the geographic location of the position within the state
  - Visits with constituencies in the disciplinary area in which the person will work
- Search committee provides the Dean and the Associate Dean an unranked list of three equally qualified candidates
- Dean of Extension makes an offer and negotiates salary following approval by HR.

### Outreach Education Staff positions:

Nearly all of these positions are off-campus positions. The only exception is the occasional hire by the State Extension office. The Hiring official resides within UVM Extension. Extension provides the financial resources, committee leadership, and position description as well as the home unit (state office or field office). The charge to the committee from the Dean of Extension is to advertise and recruit locally and regionally a diverse pool of candidates that best fit the position and the needs of the hiring unit. The supervisor for the area of the hire manages the hiring process in concert with search committee chairperson. The Dean of Extension reviews the selection of each final candidate with the hiring supervisor to discuss strengths and weaknesses of the candidate compared to other candidates in the final pool, as well as, expected salary range.

The process for recruitment is as follows after approval for the search has been granted:

- Search Committee chair is identified within the existing faculty/outreach professional ranks (off-campus)
- Search committee membership is created
  - Disciplinary considerations related to the position (on- and off-campus faculty/staff)
  - External member (outside organization or collaborating agency)
  - Diversity balance (often times this is gender considerations)
  - Geographic considerations (where will the position be located)
- Search committee is charged by the Dean of Extension
  - Local/Regional Search
  - Need to follow appropriate interviewing protocols (questions and process may be different for non-academic organizations than it is for the University)
  - Personal recruiting of potential candidates
  - Using meetings and personal networks to identify non-traditional candidates
  - Expectation that the committee work very hard to create a diverse pool of candidates from which to select interview candidates
  - University and Extension goal is to diversify our workforces
  - Available at any time for answering questions, calling potential candidates, supporting the work of the committee.
- Search committee meets with AAEO to discuss appropriate recruiting protocols and expectations
- Search committee creates a final position description that is approved by the Dean
- Search committee begins search
  - Develops advertisement for placement in local and/or regional print publication
    - Advertisement highlights commitment to diversity
    - Advertisement highlights job duties
  - Advertisement is circulated personally at national meetings attended by UVM Extension faculty/professional staff members
  - Individual committee members identify potential candidates by calling colleagues across the campus and across the region/nation.
  - Chair of the committee calls or has committee members call the nominated individuals to recruit their applications

- Committee speaks with colleagues within Extension and solicits their input about potential candidates to nominate for the position
- Committee uses all available list serves and job announcement mechanisms within the local or regional area appropriate disciplinary fields to advertise the position
- All contacts with potential candidates are collected and a list maintained by the Committee chairperson.
- This process continues for four to six weeks before initial screening of candidates is conducted
- Committee chairperson monitors the incoming applications and talks with committee members to discuss progress in developing a diverse pool on a weekly basis
- If a diverse pool is not developing, Committee chairperson must inform the Dean's and schedule a meeting to discuss activities to date, progress and thoughts on how to increase diversity in the developing pool.
- Search committee develops a scoring process to identify top candidates for the position with the understanding that non-traditional career paths should be considered as strength and not as a disqualifying factor.
- Search committee pursues phone interviews with a range of selected candidates.
- Search committee identifies 3 to 5 candidates to bring to a central location for face to face interviews
- Search committee provides the Dean and the Supervisor unranked list of three equally qualified candidates
- Supervisor makes an offer and negotiates salary following approval by HR.

### Administrative Staff positions:

Nearly all of these positions are also off-campus positions. The only exception is the occasional hire by the State Extension office, typically replacing an individual leaving Extension. The Hiring official resides within UVM Extension. Extension provides the financial resources, committee leadership, and position description as well as the home unit (state office or field office). The charge to the committee from the Dean of Extension is to advertise and recruit locally as diverse a pool of candidates that is possible for the position (economic, gender, ethnic background) and makes the best fit for the position and the needs of the hiring unit. The Associate Dean for Operations manages the hiring process in concert with search committee chairperson. The Dean of Extension reviews the selection of each final candidate with the Associate Dean of Operations to discuss strengths and weaknesses of the candidate compared to other candidates in the final pool, as well as, expected salary range.

The process for recruitment is as follows after approval for the search has been granted:

- Search Committee chair is identified within the existing administrative and outreach staff ranks (off-campus)
- Search committee membership is created
  - Disciplinary considerations related to the position (on- and off-campus staff)
  - Diversity balance (often times this is gender considerations)
  - Geographic considerations (where will the position be located)
- Search committee is charged by the Associate Dean of Extension Operations
  - Local Search
  - Need to follow appropriate interviewing protocols (questions and process may be different for non-academic organizations than it is for the University)
  - Personal recruiting of potential candidates
  - Using meetings and personal networks to identify non-traditional candidates
  - Expectation that the committee work very hard to create a diverse pool of candidates from which to select interview candidates
  - University and Extension goal is to diversify our workforces
  - Available at any time for answering questions, calling potential candidates, supporting the work of the committee.
- Search committee meets with AAEO to discuss appropriate recruiting protocols and expectations
- Search committee begins search
  - Develops advertisement for placement in local print publication
    - Advertisement highlights commitment to diversity
    - Advertisement highlights job duties
  - Advertisement is circulated personally at meetings attended by UVM Extension staff members
  - Committee uses all available list serves and job announcement mechanisms within the local area appropriate to advertise the position
  - All contacts with potential candidates are collected and a list maintained by the Committee chairperson.
  - This process continues for four to six weeks before initial screening of candidates is conducted

- Committee chairperson monitors the incoming applications and talks with committee members to discuss progress in developing a diverse pool on a weekly basis
  - If a diverse pool is not developing, Committee chairperson must inform the Associate Dean and schedule a meeting to discuss activities to date, progress and thoughts on how to increase diversity in the developing pool.
- Search committee develops a scoring process to identify top candidates for the position with the understanding that non-traditional career paths should be considered as strength and not as a disqualifying factor.
- Search committee identifies 3 to 5 candidates to bring to a central location for face to face interviews
- Search committee provides the Associate Dean and the Supervisor unranked list of three equally qualified candidates
- Associate Dean makes an offer and negotiates salary following approval by HR.

### **Maintain climate that supports retention of a diverse workforce**

UVM Extension has an organizational history of supporting all efforts required to ensure a respectful workforce and to show deep respect for the diversity of our audiences across the state. This is accomplished with regular discussions regarding diversity, funding of programs that expand or support efforts at diversity, and support for professional development opportunities individually or at our annual conference. The goal is to maintain our attitude across the organization that emphasizes a deep respect of people. This is further emphasized by the selection of an employee whose actions to serve under represented and diverse audiences for the Annual Diversity Award. This includes activities conducted as part of their educational programming, or in their personal lives to serve and support others. UVM Extension also has a two day orientation workshop for all new employees that highlight our mission, our values and our commitment to serving each other and our full range of audiences with deep respect.

### **Accountability and measuring progress**

UVM Extension has a commitment to supporting a diverse and effective workforce to serve the residents of the state. Our efforts have been and will continue to be focused on growing and maintaining a deep respect for the people in the organization and those that we serve across the state. UVM Extension is also required to undergo a Federal Civil Rights review approximately every five years. This USDA team reviews our hiring practices and our service to diverse clientele in the state. These periodic reviews help the organization maintain our focus and remind us to review our intentions and our practices on a regular basis.

### **Conclusion**

UVM Extension has a history of sensitivity and efforts to respect people, both internal to the organization and external. USDA has a history of working with Extension systems across the country to ensure that as part of a national system we adhere to USDA efforts to support a diverse workforce and to support the diverse range of audiences looking to Land Grant Universities for non-formal educational support. UVM Extension has as its first organizational value:

- Deep respect for people and their diversity--those served and those within the organization.

And the organization makes the effort to ensure that we live up to that value.

Respectfully submitted by:

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Dean

UVM Extension