



UNIVERSITY *of* NEW HAMPSHIRE
COOPERATIVE EXTENSION

Civil Rights Accomplishments Since 2000

A report to the USDA CSREES
Civil Rights Review Team
August, 2008

Accomplishments relating to the plan for correcting Affirmative Action deficiencies associated with the April, 2000 Civil Rights Compliance Review

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University of New Hampshire Cooperative Extension

Accomplishments relating to the plan for correcting Affirmative Action deficiencies associated with the April, 2000 Civil Rights Compliance Review

Purpose of this document

The document prepared in April, 2000 outlined the plan to address the recommendations presented in the *CSREES Civil Rights Compliance Review Report of the University of New Hampshire Cooperative Extension (UNHCE)*. This report, prepared in anticipation of the CSREES Civil Rights review in August, 2008, documents the implementation of the plan since the time the plan was written through 2008.

The review in 2000 was conducted by Vivian Salters at the UNH Cooperative Extension state office on the university campus. It involved the Leadership Team of UNH Cooperative Extension and others. It consisted of group and individual interviews, and data review.

Scope of the UNH Cooperative Extension Plan prepared in April, 2000

This plan addresses the equal opportunity employment findings and recommendations provided by CSREES in the Civil Rights Compliance Review Report. The focus of the 2000 review was on employment and personnel-related practices. UNH Cooperative Extension's Civil Rights effort encompasses the breadth of policies, practices and processes that affect programs, hiring, supervision, employee recognition, volunteer management, marketing and much more. While these areas are important, they were not a component of this employment-related plan.

UNH Cooperative Extension is a component of the University System of New Hampshire (USNH). As such, Extension is obligated to abide by the policies and procedures established by USNH. This plan will include Extension-specific practices and actions, all of which are in keeping with USNH policies.

Every component has been addressed and referenced to the 2000 CSREES Review. The plan was organized to group similar recommendations and related actions together so the plan can be implemented in a coordinated manner. The following categories were used:

- Immediate Actions: Notifications/Directives/Awareness
- Recommended Reviews
- Process Components
- Evaluation Plan

What's in this report?

Every recommendation in the 2000 CSREES Review has been addressed.

- The plan, written by UNH Cooperative Extension following the CSREES Review, shows each component with an action to be taken, responsible parties and specific time commitment, following each CSREES recommendation.
- Following this are the accomplishments since the CSREES Review called for in the plan.
- Each CSREES Review recommendation below is referenced to the page and number in the CSREES 2000 compliance report.

Immediate Actions: Notifications/Directives/Awareness

Recommendation from the Compliance Report: Issue to all employees a written EEO policy statement under the signature of the Director, which sets forth the director's commitment to non-discrimination in program and employment practices. (Page 6, #3)

The 2000 Plan

Action to be taken: Dean and Director of UNH Cooperative Extension will send to all UNH Cooperative Extension employees a letter describing the priority of civil rights in Extension. He will refer to Secretary Glickman's commitment to Civil Rights as his priority. He will indicate his own commitment to civil rights and tolerance in programming, targeting audiences and in hiring and employment practices. Included will be a reference to the process for filing an employment complaint.

This letter will be a component of the UNH Cooperative Extension web site, as will the process for filing grievances.

A follow-up statement will be made by the Dean and Director in conjunction with the Martin Luther King Holiday. This statement will appear in a January, 2001 Extension Biweekly Update on Extension's web site, and in subsequent January issues.

The web site will be reviewed to make the grievance policy and procedures as accessible and user friendly as is practical.

Responsible party or parties: Dean and Director John Pike and ITDE Manager David Foote.

Timeline: November, 2000. Follow-up message will be provided to staff January, 2001. The web site will be reviewed and amended as appropriate in November, 2000.

Plan Implementation

Annual commitment to all staff annually

Every year since the 2000 plan was written, Dean and Director John Pike has sent to all UNH Cooperative Extension staff a letter confirming his commitment to civil rights and the organizational commitment to diversity, civil rights and affirmative action. He has recognized the good work staff has done and challenged them to step up the effort. Some messages have had specific directives. Most have included embracing the spirit of inclusiveness, going beyond just meeting the standards in the law. For example, in 2004, Dean John Pike wrote, *"Every January, I emphasize UNH Cooperative Extension's commitment to civil rights practices. Extension staff conduct exemplary efforts to meet federal and state mandates. We also work above and beyond those mandates by exhibiting outstanding civil rights spirit and leadership. We set high standards in our civil rights work with communities and partnerships to advance this spirit and leadership outside our organization."*

UNH Cooperative Extension has chosen January of each year to renew an emphasis on Civil Rights. In keeping with the Martin Luther King holiday and Civil Rights month, and combining with the media focus and civil rights events, UNH Cooperative Extension effectively brings attention of the importance of the issues and encourages actions that will result in a successful civil rights effort in programming and employment.

Initially, the civil rights letters to staff were provided to every employee in hard copy, bringing an emphasis to the importance of the effort. In more recent years, the Dean and Director's biweekly update has served as the vehicle for dissemination of his civil rights messages. The messages are located on the UNH Cooperative web site (<http://extension.unh.edu/Intranet/UNHCECR.htm>).

The grievance policy is readily accessible on the UNH Cooperative Extension web site (<http://extension.unh.edu/Intranet/UNHCECR.htm>). Quick access to components of the University of New Hampshire personnel policies relating to civil rights is available on this site, including:

- Affirmative Action: Harassment and Sexual Harassment Policy, Interpretation Guidelines, and Implementation Procedures <http://www.unh.edu/affirmativeaction>
- Employee Relations: Fast and Impartial Resolution (FAIR) Complaint and Grievance Process <http://usnh.unh.edu/OLPM/UNH/V.Pers/D.htm#1>
- Employment Policies <http://usnh.unh.edu/OLPM/BOT/V.Pers/C.htm>
- Recruitment and Selection for Hiring <http://usnh.unh.edu/OLPM/USY/V.Pers/C.3.htm>

The Civil Rights Guide for University of New Hampshire Cooperative Extension Staff, April 2003, includes additional complaint and grievance avenues, making accessibility and options easy to determine and as a result, the situation less onerous or intimidating. (This is addressed under the recommendation response in the next section of this report.)

Recommendation from the Compliance Report: Ensure that all employees are familiar with the University process for filing an employment complaint. (Page 7, #2)

The 2000 Plan

Action to be taken: See action item above relating to the statement by John Pike, which will include access to the process for filing a grievance. The UNH Cooperative Extension web site will provide ready access to a description of the process.

Responsible party or parties: John Pike (communication) and David Foote (web site)

Timeline: November, 2000

Plan Implementation

It has been important within UNH Cooperative Extension that complaint and grievance procedures are not only readily available to its employees, volunteers, program participants and potential clientele, but visible for those who may not realize there is a policy, and avenues to follow, in cases where there are concerns with Extension compliance with civil rights rules. The 2000 CSREES Civil Rights Review focused on employment and personnel management. The plan therefore focused on the same topics. The following are ways in which employees may gain awareness of complaint and grievance procedures:

Poster

The USDA “and Justice for All” poster is prominently displayed in all UNH Cooperative Extension offices, workplaces and conference rooms. It is also available on the UNH Cooperative Extension web site at <http://extension.unh.edu/Intranet/UNHCECR/475A.pdf>. Should an employee find that the avenues described below are not satisfactory, the poster provides an avenue directly to USDA.

UNH Web Site

The UNH civil rights complaint and grievance process located on its web site includes the following links.

- [Affirmative Action](#)
- Fast and Impartial Resolution (FAIR) Complaint and Grievance Process
 - [What are the options under FAIR?](#)
 - [Are there advantages to first filing a Complaint instead of a Grievance?](#)
 - [How does the Complaint Resolution Process work?](#)
 - [Under what circumstances would I file a grievance?](#)
 - [What is the process for filing a Grievance, and what is the time line?](#)
 - [Steps to the Grievance Process: Step 1 and Step II](#)
 - [Where can I find UNH and USNH policies relative to the Complaint and Grievance Process?](#)

FAIR- a UNH process for employees

Among the links above, an employee can readily learn about the Fast and Impartial Resolution (FAIR) Complaint and Grievance Process. The university offers a Complaint and Grievance policy and a process for pursuing either or both via the FAIR process. FAIR provides a method for the fair and equitable resolution of complaints, misunderstandings, and grievances for university employees.

Employees may have concerns about work situations which they consider unfair or they may feel university policies and procedures are being inequitably applied to them. Ideally employees are able to discuss and resolve these concerns with their supervisors. However, if concerns remain unresolved, employees are encouraged to use FAIR as a formal approach to problem resolution. By working cooperatively to resolve issues as they arise, employees and other involved parties can improve and enhance the work environment within the University community.

Recommended Reviews

Recommendation from the Compliance Report

- Renew and strengthen the affirmative action program to make it more responsible in its employment practices. To that end, it will engage more constructively and aggressively in the elimination of those areas of underutilization and under-representation of minorities in the State Extension System. (Page 6, #4)
- Carefully and systematically examine all employment policies currently used by UNHCE to recruit Extension employees to ensure they do not operate to the detriment of any person or group because of their race or sex. Where such an examination reveals barriers to full participation of minorities in the workforce, immediate and specific actions to modify or supplement recruiting policies and procedures should be taken. (Page 9, first #2)

The 2000 Plan

Action to be taken: A review of the UNH Cooperative Extension affirmative action hiring and personnel practices will be made by a representative of the Extension Leadership Team in conjunction with the University of New Hampshire Personnel Office. While UNH Cooperative Extension must be in compliance with University policies, Extension-specific practices will be the target for strengthening.

Responsible party or parties: Robert Edmonds, Program Leader

Timeline: January, 2001

Plan Implementation

The Associate Director of UNH Cooperative Extension has had the responsibility for ensuring that UNH Cooperative Extension hiring practices are in keeping with UNH and USDA policy. UNH Cooperative Extension strictly adheres to non-discriminatory practices. Oversight is provided by UNH Human Resources. The process that is followed ensures proper public notification, reviewing candidate pools, Affirmative Action practices, search processes and other components of hiring and personnel management.

All hiring of status employees is subject to the rigorous standards of the University of New Hampshire. The University's human resources professionals are involved in every step. Minorities and women candidates are tracked through the process. The decision making process is reviewed with respect to these protected groups. The university ensures that no hiring of status employees is done without this intensive scrutiny and that all is in compliance with standards.

Under UNH policy, it is the hiring supervisor's responsibility to determine which applicants are interviewed. During the interview process, supervisors will determine whether an applicant is technically qualified for the position and can work compatibly within the department. Supervisors will change applicants' statuses on the web-based employment site to maintain records on who was interviewed and who the finalists are for the position. Human Resources must be contacted prior to

an offer being made for the position. Human Resources will review the qualifications of finalists, females, minorities and internal applicants along with salary issues and will ensure that the interview process is in compliance with university policy before the process continues.

The University of New Hampshire hiring system can be readily accessed during the 2008 review. The thoroughness of this system is worth reviewing. The Human Resources internal web page for supervisors and the Affirmative Action office can be an excellent resource for looking at the detailed step-by-step process and safeguards related to hiring at UNH.

Recommendation from the Compliance Report: Develop an affirmative employment plan (AEP) for UNHCE. The AEP should identify utilization, non-utilization, under representation, and barriers to the Extension workforce. It should address such program elements as recruitment, hiring, promotions, organizations, as well as other relevant employment matters requiring monitoring and evaluation. A copy of the AEP should be submitted within 60 days of this report's release date. (Page 6, #2)

The 2000 Plan

Action to be taken: The Affirmative Employment Plan has been written and is attached to this document as Appendix II.

Responsible party or parties: UNH Cooperative Extension Leadership Team

Timeline: Completed

Plan Implementation

The Affirmative Employment Plan, the plan this report refers to, has been written. In addition, the *Civil Rights Guide for University of New Hampshire Staff*, April, 2003, serves as a plan for every employee of UNH Cooperative Extension, as it provides specific practices for each employment position in Extension. Each Extension Educator has a plan of work. Included in that plan of work is a civil rights component. The state plan of work includes a civil rights component. The University of New Hampshire employment policy serves as the most comprehensive plan relating to employment for UNH Cooperative Extension. It is step-by-step process which includes reviews and safeguards. A UNH Cooperative Extension Civil Rights plan developed in 2008 is current and includes a wider scope than the employment-related plan written in response to the 2000 CSREES Civil Rights review.

Recommendation from the Compliance Report: Integrate an Affirmative Action Goal Enrichment Program for minorities into the Extension employment process. These employment goals should be established for all occupational levels and have minority group member focus. The goals should be reviewed by all line supervisors and especially discussed with members of all search/screening committees. This should be done on a routine basis with particular emphasis on correcting the impact that employment decisions are having on Blacks and other minority group members, which is preventing them from entering the UNHCE workforce. (Page 8, #1)

The 2000 Plan

Action to be taken: UNH Cooperative Extension will require more information and education regarding the development of an Affirmative Action Goal Enrichment Program. A member of Extension's Leadership Team will lead the effort to become informed and to develop a AAGE plan. UNH Personnel and CSREES will be primary resources. Curt Deville at (202) 720-2700 is the current CSREES contact.

Responsible party or parties: Robert Edmonds

Timeline: January 2001 for information gathering. June 2001 for plan completion.

Plan Implementation

UNH Cooperative Extension was unable to secure information from USDA CSREES regarding the components of an AAGE plan, a sample plan or template. A recent Google search for "Affirmative Action Goal Enrichment Program" site: USDA did not match any documents. However, components of an AAGE plan are believed to be included in UNH Cooperative Extension plans (as described above,) programs and practices. UNHCE's programs have emphasized Civil Rights issues, including:

Hiring

- Affirmative Action in hiring,
- Job opening notices not only are Extension wide, but sent throughout the U.S., including institutions traditionally serving minorities,
- Advertising in New Hampshire's statewide newspaper, which serves inner city neighborhoods and rural areas as well, and
- Active interactions with potential employees, including women who may be qualified for traditionally male dominated positions.

Personnel management after hire

- New employee orientation
- Mentoring program
- Performance evaluations with employee feedback
- On-going in-service training
- Extension-wide conferences required of all program employees and open to all employees.

Successes in recruitment as a result of UNH Cooperative Extension Civil Rights planning are a matter of record. During the 2008 CSREES Civil Rights review, hires since the 2000 Civil Rights review are a matter of record.

Recommendation from the Compliance Report: Consider ways and means of providing motivational incentives through appropriate recognition and awards to those staff members who make notable contributions to the equal employment and Affirmative Action program. (Page 9, #1)

The 2000 Plan

Action to be taken: It will be necessary for UNH Cooperative Extension to review practices in other Extension units around the country with regard to awards relating to hiring practices. Since civil rights compliance and attitudes extend far beyond hiring within the Extension system, UNH Cooperative Extension will develop appropriate recognition for those who integrate exemplary civil rights practices into their work, no matter if it is hiring, recruiting volunteers, work with underserved audiences, breaking language barriers other positive accomplishments. There should be long term effects of engaging and rewarding staff with regards to civil rights practices and successes.

It should be noted that recognition of positive civil rights actions should be included in CSREES Compliance Reviews. Positive reinforcement is critical to the success of on-going efforts such as civil rights. Extension staff and supervisors must know that good practices and accomplishments are recognized, along with needs for improvements. Without this, Compliance Reviews will be viewed only as a negative experience, making it more of a challenge to raise staff to a greater level of awareness and action.

Responsible party or parties: Extension Leadership Team

Timeline: Martin Luther King Holiday, 2001

Plan Implementation

Individual annual performance reviews include civil rights.

Individual and team accomplishments are recognized in the state report presented to CSREES annually.

UNH Cooperative Extension staff reviewed recognition practices at other Land Grant institutions. As a result, UNH Cooperative has added employee recognition components to its employee relationship effort, including the [Maynard and Audrey Heckel Extension Educator Fellowship](#), [Northeast Extension Directors Award of Excellence](#), [UNH Presidential Award of Excellence](#), [Performance Beyond Expectations](#), [Diversity and Pluralism Award](#), [Program of Distinction](#), and [Cheers for Peers](#).

The UNHCE Staff Recognition Diversity and Pluralism Award is a result of an effort to enhance employee awareness and action regarding Civil Rights. Its purpose is to recognize the outstanding efforts and accomplishments of staff to achieve and sustain diversity and pluralism within our organization, and/or programs that addresses the needs and concerns of underrepresented audiences.

Diversity is defined as differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and other human differences. Pluralism is defined as an organizational culture that incorporates mutual respect, acceptance, teamwork, and productivity among people who are diverse in the dimensions of human differences listed above as diversity, as well as other dimensions related to culture, views, and positions held within the organization.

Recipients of the Diversity and Pluralism Award include:

- 2008 - Chris Conlon, Paula Gregory and Jody Jackson
- 2008 – Rick Alleva
- 2008 - Sarah Smith
- 2007 - Sharon Cowen
- 2007 - Thom Linehan
- 2007 - Awilda Muniz
- 2006 - LEAP Program (Suzann Knight and Deb Luppold)
- 2006 - Julia Steed Mawson
- 2006 - Margaret Hagen
- 2006 - Val Long

The programs of excellence for which they received recognition are available for review.

Eligibility: All UNH Cooperative Extension staff, including Cooperative Extension support staff employed by a New Hampshire county.

Nomination/Selection Process: Any UNH Cooperative Extension staff member, including Cooperative Extension support staff employed by a New Hampshire county, can submit nominations for this award. Up to four award recipients may be selected by the UNHCE Recognition Committee. Presentation of awards occur at the annual Extension conference, and will include a framed certificate, monetary award and/or other recognition as available.

Recommendation from the Compliance Report: Consider implementing an intern program to increase the number of racial ethnic minority potential applicants for UNHCE positions.
(Page 10, # 1)

The 2000 Plan

Action to be taken: Program Leaders, specialists and others will work with UNH Student Affairs, UNH personnel and faculty to recruit minority interns to fill needs they have. One target will be to hire an intern to assist with components of this plan.

Responsible party or parties: Extension Leadership Team, Specialists

Timeline: Ongoing from November 2001

Plan Implementation

As a result of the CSREES review in the year 2000, an intern was hired in 2001 for UNH Cooperative Extension Civil Rights work through the UNH Affirmative Action office. The person is an African American woman who organized Affirmative Action materials, researching available materials, Civil Rights resources (including at the federal level) and programs in which other intuitions participated.

An intern program was initiated to engage students in UNH Cooperative Extension Programs in cooperation with the UNH College of Life Science and Agriculture. The program has not been continued as a formal intern program and had limited value to the Civil Right effort in Extension.

A successful program involved hiring temporary employees, such as women in traditionally male dominated professions. Such programs have opened career opportunities which would have otherwise been more difficult. Examples can be provided upon request.

Recommendation from the Compliance Report: Take specific steps that will ensure all Extension supervisors and new employees are made aware of their responsibilities in civil rights and equal employment opportunity. These steps should include features that will ensure that Extension staff members are fully versed in the proper procedures for processing EEO complaints.
(Page 11, # 1)

Action to be taken: Civil rights compliance and processes will be included in every new employee orientation meeting, as it has been in the past. New employees will be given an orientation in civil rights compliance within a month of their hire by their supervisor. This will include all status employees in the Extension Educator Ranking System, Professional and Technical employees and Operating Staff employed by UNH Cooperative Extension or working in Extension offices employed by a county. Civil rights policies and practices will be posted on Extension's web site. Training for civil rights will include the Extension Management Team and at program area staff meetings, and on a rotating basis for selected county staff.

Responsible party or parties: Extension Leadership Team and ITDE office.

Timeline: Training of new employees by their supervisor will begin immediately. The web site will be reviewed in November 2000. The next new employee orientation is not scheduled and the timing will depend on the number and timing of new hires.

Plan Implementation

Training all UNH Cooperative Extension staff became a high priority in its civil rights effort. As a result, every UNH Cooperative Extension employee, without exception received training. This included all status full and part time employees. Also included in training were county-employed support staff who represent UNH Cooperative Extension in county offices. Those who were unable to be present at the training programs in person were required to view the video made of the full training session. Robert Edmonds, who led the Civil Rights training program, verified that each person received the training in person or by video.

Additional training was provided to each UNH Cooperative Extension program area. This provided practical information and discussion relative to individual program situations. UNH Cooperative Extension supervisors, including County Office coordinators and administrators, have actively participated in Supervising@UNH, which includes in-depth Civil Rights content.

Every new UNH Cooperative Extension employee received Civil Rights training through:

- A new employee orientation meeting,
- Written materials, including the April, 2003 *Civil Rights Guide for University of New Hampshire Staff*,
- Through supervisors on-to-one orientation, and
- Through the employee's mentor, once the mentoring program was established.

UNH Cooperative Extension consistently provides professional development and opportunities for staff to meet with others around the country to enhance diversity programs and practices. Recent programs have dealt with programming with immigrant populations.

The UNH Institute on Disability has provided Cooperative Extension staff with education relating to accessibility. Extension's Family and Consumer Resources and 4-H Youth Development Programs in particular provide in-service programs to staff, often at joint meetings, relating to engaging diverse audiences.

In addition, county staff received training if they attended their County Extension Advisory Board Civil Rights training session. The Dean and Director's annual Civil Rights message provided the organization's commitment, individual responsibilities, specific actions and resources.

Recommendation from the Compliance Report: Develop training to update staff's knowledge relating to CR/AA requirements. Emphasis should be placed on nondiscrimination on the basis of sex, disability, and race, as well as management of Extension employment decisions towards achieving a more equitable balance in program participation and the workforce.
(Page 11, # 2)

The 2000 Plan

Action to be taken: Since most Extension staff do not hire or supervise, a training program will be developed targeting current and potential supervisors and those likely to hire status or temporary employees. The UNH Personnel Office will be asked to participate in the training, which will specific to hiring and supervisory practices.

Responsible party or parties: Leadership Team. Robert Edmonds will be assigned to develop a training program.

Timeline: Implementation of a training in-service by June, 2001.

Plan Implementation

The training program described above was comprehensive and included all UNH Cooperative Extension employees. The training program was enhanced beyond what has been described to ensure the hiring process and practices were implemented according to standards. Actions included:

- Professionals from the UNH Affirmative Action Office in the training of UNH Cooperative Extension staff, including review of materials, as well as providing materials and presentations.
- Providing one-to-one guidance, support and review from the UNH Human Resources for supervisors engaged in hiring.
- Training and specific instructions for search committees and Extension Advisory Councils involved in hiring.
- Providing written materials to staff and volunteers involved in hiring, such as appropriate and inappropriate questions that may be asked in interviewing candidates.
- Participation of the Associate Director of UNH Cooperative Extension in the process from beginning to end, working with the hiring supervisor to ensure that standards are met and consistently applied in the hiring process of each and every employee.

Recommendation from the Compliance Report: Considering that EEO/CR rules and regulations and the Equal Pay Act require that Extension carefully adheres to the concept of equal pay for equal work, UNHCE should continue to address equity of salary administration for Extension employees who hold the same or equivalent qualifications and time-in-service.

2000 Plan

Action to be taken: At least once every three years, UNH Cooperative Extension will have an independent researcher do a comprehensive analysis of equity, including gender equity, among Extension's employees. Salary adjustments will be made as appropriate based on the study, giving adequate consideration for performance as a factor in current salaries. UNH Cooperative Extension has an excellent track record in this area and has addressed gender equity through salary adjustments.

Responsible party or parties: The Dean and Director will hire a researcher to conduct an equity study.

Timeline: Study to be completed by July 1, 2001.

Plan Implementation

Prior to the 2000 CSREES Compliance Review, an external consultant was engaged to do gender equity studies for UNH Cooperative Extension staff. Equity salary adjustments were made as a result. As a result of the adjustments, significant gender-related salary disparities disappeared, with women earning about \$90 more per year than males.

Since then, the UNH Cooperative Extension Associate Director, Finances and Human Resources, conducted annual rank and equity studies. An external consultant, Gaynelle Pratt, Associate Director of the University System of New Hampshire Human Resources, provided services to UNH Cooperative Extension, in developing the rank and equity system.

Every status employee was included in each study. Time in rank was compared with salary for each employee. The Leadership Team reviewed the data. Every discrepancy was looked at in-depth, taking into consideration performance and other circumstances. Equity adjustments were made.

Recommendation from the Compliance Report: Ensure that all staff have taken advantage of sexual harassment training by or through the university. (Page 12, # 2)

The 2000 Plan

Action to be taken: All status staff will be required to have demonstrated that they have participated in sexual harassment training. This training may be provided by UNH Cooperative Extension at staff meetings, by the University of New Hampshire or some other approved organization.

Responsible party or parties: The policy will begin November, 2001.

Timeline: December 31, 2001, is the deadline for all employee training.

Plan Implementation

Please see the description of training above. UNH Cooperative Extension has placed an emphasis on training all its employees. Documentation of Civil Rights training included sign-offs, as well as other verification that all current and new employees have received thorough training with regards to their responsibilities and rights.

Process Components

Recommendation from the Compliance Report: Although the University's complaint system appears sufficient to protect the rights of employees, the UNHCE needs to reassess internal grievance procedures and ensure that they provide for prompt and equitable resolution of employee complaints alleging any action which would be prohibited by EEO/CR rules and regulations.
(Page 6, # 1)

The 2000 Plan

Action to be taken: A Leadership Team member will be assigned to work with the University Personnel Office to develop an Extension specific grievance process that will dovetail effectively with the University system. This may be limited to increasing awareness of how to use the University process by employees.

Responsible party or parties: Robert L. Edmonds

Timeline: January 2001

Plan Implementation

Paul M. Bonaparte-Krogh, Assistant Director, served on the UNH Diversity Committee, enhancing the already strong ties between Extension and the University's Affirmative Action Office.

UNH Cooperative Extension's Compliance and Grievance avenues were thoroughly described above, including how readily accessible the process is and the various options available to people who may feel uncomfortable about one avenue or another.

Employees may use the following path, as described in the UNH Cooperative Extension Civil Rights manual:

"A member of the county staff with a complaint may first work with the County Office Administrator. If the issue involves the COA and/or a county employee feels uncomfortable with taking an issue to the COA, the next in line to contact is the Assistant Director for County Operations. If that presents problems, the next contact person in line for the UNH Cooperative Extension civil rights issues is the Assistant Director for Finance and Human Resources. Nothing shall preclude an employee from contacting UNH Affirmative Action, UNH Human Resources or the U.S. Department of Agriculture directly."

The employee may choose to seek help through the University's Fast and Impartial Resolution (FAIR) Complaint and Grievance Process or to contact USDA directly. Training programs have assured that all practical means of informing employees about their rights have been used.

Recommendation from the Compliance Report: Carefully and systematically examine all employment policies currently used by UNHCE to recruit Extension employees to ensure they do not operate to the detriment of any person or group because of their race or sex. Where such an examination reveals barriers to full participation of minorities in the workforce, immediate and specific actions to modify or supplement recruiting policies and procedures should be taken.

The 2000 Plan

Action to be taken: The UNH Personnel Office will be engaged to advise UNH Cooperative Extension regarding recruitment practices for status and non-status positions. The review will look at advertisement placement, which may or may not capture targeted audiences, geographical barriers, targeted one-to-one recruitment, recruitment of interns and other practices.

Responsible party or parties: Robert L. Edmonds

Timeline: July 1, 2001

Plan Implementation

The University of New Hampshire's Human Resources office ensures that all hires in UNH Cooperative Extension meet high standards. The University has direct influence and control of advertisements, ensuring placement of job opening notices avoid barriers to full participation of minorities in the workforce.

The Union Leader, the statewide newspaper located in Manchester, NH, is the standard vehicle of choice for soliciting applications in New Hampshire. Other local papers may be used as well to reach appropriate geographic locations.

The nationwide Cooperative Extension network ensures that potential candidates in a particular field have an opportunity to apply. The system generally results in multiple notices reaching across the country. The network includes Land Grant institutions that traditionally serve minorities.

Targeted marketing of positions is made to ensure that people in a professional field are aware of job openings. An example is sending hard copy letters to all licensed foresters in New Hampshire for a forestry opening. This captures all men, women, minorities and others without discrimination. Marketing may be as targeted as ensuring that certain individuals are aware of position openings.

UNH Cooperative Extension's success ensuring a diverse pool of candidates is determined by reviewing the hires Extension has made since the CSREES review in 2000. Of particular note is the number of women hired for traditionally male dominated professions and males hired in traditionally female dominated professions.

Recommendation from the Compliance Report: Establish a system of records to document equal opportunity efforts. Race and sex data should be consistently collected in all job applications including resumes/applications for specialist and agent positions. This system should encompass specific documentation related to decisions surrounding the applicants for an Extension vacancy, as well as information and data relative to pools of applicants identified for interviews, and technical reasons for rejection of minority applicants. (Page 10, # 2)

The 2000 Plan

Action to be taken: The University System of New Hampshire has in place a system for collecting information and documenting the progress of minority applicants. Using a survey similar to the one used by the University for selected positions, an assessment will be made of the applicant pools.

Responsible party or parties: Extension Leadership Team

Timeline: Some components are currently in place. Research on the feasibility of a survey of racial composition of employment pools will begin July 1, 2001 with an anticipated implementation date of January 2, 2001.

Plan Implementation

The UNH Human Resources office has thorough tracking information for all hiring of UNH Cooperative Extension status employees. Demographics for candidates, whether successful or not, are tracked. Reasons for not hiring women or minorities are documented in this system. The system and specific hiring situations may be reviewed on request.

Recommendation from the Compliance Report: Before a hiring decision is signed, managers should be made aware of the extent to which minority and female candidates have been generated in the search process. This awareness could greatly assist managers in deciding if an adequate search was conducted. (Page 10, # 3)

The 2000 Plan

Action to be taken: This system is in place and is reviewed by the University Personnel Office as well as by Leadership Team members related to the position hiring process.

Responsible party or parties: Extension Leadership Team

Timeline: January 2001

Plan Implementation

The UNH Human Resources office has thorough tracking information for hiring all UNH Cooperative Extension status employees. Demographics for candidates, whether successful or not, are tracked. Reasons for not hiring women or minorities are documented in this system. The system and specific hiring situations may be reviewed upon request.

Recommendation from the Compliance Report: Once a Diversity Plan is in place for each position, utilize applicant flow data as a monitoring device to insure that diversity goals are being followed. (Page10, # 4)

The 2000 Plan

Action to be taken: Create a diversity plan for each hiring search.

Responsible party or parties: Extension Leadership Team

Timeline: January, 2001

Plan Implementation

Through the Internet and meetings with others in Extension throughout the country, UNH Cooperative Extension has gained insights into working for diversity. Such ideas are incorporated into plans and hiring practices.

Census, surveys and new technology have brought new and current information about demographics and helped UNH Cooperative Extension better target audiences. Extension Specialist Charlie French and others have brought to the organization information and training with regard to demographic information using GIS technology. The result has been some new perspectives regarding the location of minorities (such as refugees from other countries,) people in need (such as those with food security concerns,) and other groups.

Civil Rights training brought about an internal awareness and the development of practices to reach otherwise underserved audience within Affirmative Action targeted groups.(Such as teaching with ethnic foods and working with local leaders within a difficult-to-reach community of foreign born people.).

Encouraging females through programming, including women in professional organization leadership, and hiring women for temporary positions in traditionally male dominated professions, has resulted in increased diversity in staffing for some UNH Cooperative Extension programs. The University of New Hampshire employment policies provides a substantial diversity plan in which UNH Cooperative Extension is an active participant.

Evaluation Plan

Recommendation from the Compliance Report: Ensure performance evaluation procedures for evaluating Extension Staff members are used in a non-discriminatory manner. The procedures should encompass an indicator that provides for fair and impartial allocation of merit pay and salary increases. (Page 9, #2)

The 2000 Plan

Action to be taken: UNH Cooperative Extension has in place one of the most comprehensive performance evaluation procedures within the University System of New Hampshire. The process has rules set to ensure all in the Extension Educator ranking system are treated equally. The process includes a self-evaluation and a mechanism for peer input. For county staff, advisory council input is part of the evaluation process. Standardized forms are used for all Extension Educator performance evaluations. A standardized performance evaluation summary is used for documenting performance evaluation in each individual's personnel file. This summary is signed by the supervisor and by the employee.

Operating staff have a standardized form provided by the University System of New Hampshire. Professional and Technical staff also have a standardized system provided by the University. Within employment types, the evaluation is handled similarly for every employee.

The University of New Hampshire Personnel Office will be requested to review the process for each status employee category and recommend actions appropriate to correct any deficiencies found.

Responsible party or parties: Extension Leadership Team

Timeline: January 2001

Plan Implementation

Extension Educator Evaluations

UNH Cooperative Extension's performance evaluation of Extension Educators is one of the most thorough performance evaluations found in public or private organizations. It includes objective documentation of accomplishments and impacts, peer reviews, employee self-evaluation, a thorough documentation, standardized rating system and a collective review by all Extension Program Leaders to ensure consistency. Evaluations of Extension Educators are done consistently throughout the organization, using a standard method in which Extension staff had a part in developing.

UNH Cooperative Extension has included "*Reaching under-represented groups*" in its "Core Competencies." Core competencies are a component of the Extension Educator performance management and evaluation system.

During the period since the 2000 CSREES review, the Logic Model process was implemented. This

provided an objective method for planning and evaluating accomplishments and impacts within Extension programs.

Each supervisor of Extension Educators (in this system, Extension Specialists are included) provides an indicator of the employee's performance. This indicator is viewed by the employee and the document is signed off by the employee that he or she is aware of all that is in the evaluation document, including the indicator. This indicator is used as a guide in allocating merit pay and salary increases. There may be some variation at the time of allocation based on the Program Leaders' collective discussions to ensure consistency between programs. The employee is then aware of changes, if any.

Employee evaluation documentation is available for the CSREES 2008 review. Looking at evaluations across program area lines at randomly selected individuals will confirm the standardization and consistent integrity of UNH Cooperative Extension's performance evaluation system.

Professional and Technical Staff Evaluations

UNH Cooperative Extension has a standardized system of evaluating professional and technical staff. This category includes supervisors, such as program leaders, as well as technical staff such as computer technology staff. The evaluation includes an employee self-evaluation, peer review, and a listing of accomplishments. The evaluation also includes anonymous reviews from the staff the person supervises. The employee receives the information about what category he or she is in, used for merit pay and salary increase decisions.

Operating Staff Evaluations

The University of New Hampshire provides a standardized process for evaluating the performance of operating staff. The process includes an employee self-evaluation, goals for the next evaluation period, thorough documentation, employee feedback, numerical indicators of success and employee sign-off indicating that he or she is aware of the contents of the evaluation document. This document is submitted to the University and is used by UNH Cooperative Extension in setting merit pay and salary increases.

Recommendation from the Compliance Report: UNHCE should consider the feasibility of developing and implementing an evaluation system to gauge the effectiveness of the overall EEO/AA Program activities.

Problem solving strategies to identify EEO problems, barriers and employment patterns, forming or existing within the UNHCE System are:

- a. A vehicle to provide periodic reports to the management officials on EEO/AA progress and for evaluating and implementing employee recommendations for realizing EEO objectives, and
- b. A follow-up mechanism to ensure implementation of EEO/AA goals and objectives as identified by management and employees outlined in the UNH Affirmative Employment Plan. (Page 7, # 1).

The 2000 Plan

Action to be taken:

1. Program leaders will work with their staff, individually and collectively, within each program area to identify audiences underserved because of EEO problems, barriers or employment patterns within the UNHCE system. The barriers and other factors will be identified and strategies to overcome the obstacles developed and implemented as appropriate.
2. Progress on EEO/AA compliance will be tracked. Employee input will be accumulated, evaluated and implemented as appropriate. An evaluation of the progress and implementation of employee suggestions will be summarized in a report by the Leadership Team annually. This will be used as a guidepost for future EEO/AA strategies.

Responsible party or parties: Extension Leadership Team

Timeline: Annually in January in conjunction with the Martin Luther King Holiday

Plan Implementation

UNH Cooperative Extension has increased emphasis on evaluation of programs since the time of the CSREES review. Rather than an annual effort in January as proposed in the plan, evaluation was integrated into all programs.

The organization adopted the Logic Model System for setting measurable objectives in plans of work. UNH Cooperative Extension developed a Logic Model for Diversity, through Robert Edmonds, working with then Assistant Director, Nancy Franz.

The NH State Extension Report, submitted annually to CSREES, includes diversity-related accomplishments. These are reviewed annually by the Leadership Team before they are submitted to CSREES. Program Leaders and their staff are involved with contributing components to this report. The document serves as a measure of the accomplishments in Civil Rights in each program area and for UNH Cooperative Extension as a whole.

Each Extension Educator prepares a plan of work on which he or she is evaluated. Each plan contains a Civil Rights component. Extension Specialists develop programs with diversity generating practices in mind. Program area and individual Logic Models have a part in the program planning, implementation and evaluation.

Performance evaluations serve in part as a program evaluation tool, as accomplishments and impacts for the year just ended are reviewed. As noted in sections above, Census, surveys and new technology have brought new and current information about demographics and helped UNH Cooperative Extension better target audiences.

The UNH Cooperative Extension awards program, which includes the Diversity and Pluralism Award, serves as another component of the evaluation program. First, it serves as an incentive and an awareness tool. The number, kind and quality of programs nominated is an indicator of Extension diversity efforts. The review of programs in the awards process provides meaningful information on

the breath and depth of Extension's diversity efforts.

The hiring process includes its own set of evaluations, including candidate pools and demographics and hiring statistics. Each of these evaluation tools help shape future programming goals and practices, matching accomplishments and impacts against targeted needs Civil Rights standards,

A Sampling of Civil Rights Accomplishments since the USDA CSREES 2000 Compliance Review

The document above details UNH Cooperative Extension's response to the CSREES Civil Rights Compliance Review done in the year 2000. That review deals with employment and personnel issues. UNH Cooperative Extension has done much more in the Civil Rights/Affirmative Action/Diversity effort. Extension is proud of its policies, practices, actions, leadership among partner organizations, training of volunteers, impacts and spirit of its staff.

Below is a partial list of UNH Cooperative Extension's accomplishments since the year 2000.

Statewide Accomplishments

- Every UNH Cooperative Extension employee, without exception, has had Civil Rights training and understands his or her individual responsibilities and rights in this area. Generally, this has been through multiple training sessions.
- Hiring practices have been held to a high standard, even where and when volunteer lay people have been involved in the hiring process.
- Extension volunteers, including Extension Advisory Council members, have been trained in Civil Rights.
- Civil rights are a part of program development, implementation and evaluation throughout UNH Cooperative Extension.
- Every UNH Cooperative Extension Educator person is required to readily provide Civil Rights activities in which he or she led or actively participated in.
- County offices are required to retain documentation regarding Civil Rights actions, practices, situations and activities for internal and external review.
- A Civil Rights manual was developed and distributed to every UNH staff person, including each new status employee.
- A Diversity and Pluralism Award was established and is now being successfully implemented.
- Civil Rights were incorporated into statewide plans of work.
- Performance evaluations include Civil Rights.
- A Diversity Logic Model was developed for UNH Cooperative Extension, placing it in a program development and evaluation priority.
- Extension staff collaborated with the UNH Affirmative Action Office for assistance in meeting clientele's special needs.
- Extension collaborated with the UNH Human Resources staff to ensure compliance with standards when securing new staff.
- The UNH Cooperative Extension web site is continually upgraded with respect to Civil Rights, bringing the site to its current level, which enables staff to readily access their rights and responsibilities.
- Extension partners have improved their Civil Rights practices and policies to meet UNH Cooperative Extension standards. Extension has shown itself to be a leader in Civil Rights in New Hampshire.

- Diversity inservice education for Extension staff has been exemplary. UNH Cooperative Extension consistently provides professional development and opportunities for staff to meet with others around the country to enhance diversity programs and practices. Extension Specialist Deb Luppold offered a six-hour session on *Working with Limited Resource Families* for Nutrition Connections Staff in October, 2004. Extension Specialists Catherine Violet and Paula Gregory provided two sessions on Civil Rights for the Family and Consumer Resources and the 4-H Youth Development staff in 2002. Recent programs have dealt with programming with immigrant populations. The UNH Institute on Disability provided Extension staff with education relating to accessibility. A June, 2008 program provides Extension staff with social justice expertise as people plan future programs. The Family and Consumer Resources and 4-H Youth Development Programs in particular provide inservice programs to staff, often at joint meetings, relating to engaging diverse audiences. 4-H Camp staff receive in-depth civil rights training each year before camp begins.
- Supervisors in UNH Cooperative Extension, including County Office Coordinators and Administrators, have actively participated in *Supervising@UNH*, which includes in-depth Civil Rights content.
- UNH Cooperative Extension has included “Reaching under-represented groups” in its “Core Competencies.”. Core competencies are a component of the Extension Educator performance management and evaluation system.
- An example for other organizations, Extension partners with many organizations. Extension programs and practices often set the standard for how work is accomplished in the state. Except for large organizations or those with direction from the national level, diversity issues are generally brought to the forefront through Extension involvement.
- UNH Cooperative Extension leads the way for gender diversity in forestry organizations locally and across the country, evidenced by staffing and programs that actively seek and involve female participants.
- UNH Cooperative Extension has begun to implement a program for internal Civil Rights audits of county operations.

Specific Program Accomplishments

4-H Youth Development reaching out to underserved audiences

UNH Cooperative Extension 4-H Camps invested resources to provide substantial programming to autistic children and their parents beyond a one-time event. UNHCE had an increase in requests for experiences for children with autism to explore new opportunities. Through continued inclusion in an integrated program, these children share experiences. Multiple year experience encourages confidence on the part of the children and parents in a residential camp experience. Long-term confidence building is experienced by parents and their children.

4-H Youth Development programs strive to reach youth with age and developmentally appropriate educational programs. Many youth who participate in local, state and regional events have documented learning disabilities. 4-H staff and volunteers make every effort to ensure they have a very positive experience. Staff learned to modify written, oral and physical tests for youth individually based on their needs. Some youth are provided with a reader or a scribe, but other youth require a modified test or the allowance for physical help in the show ring or at the quiz bowl table.

With a history of 20 percent of the youth attending UNH 4-H Camps having a diagnosis of a physical, emotional, or behavioral disability as well as social, emotional and economic challenges, UNH Cooperative Extension provided intensive staff training, and reviewed the 2004 and 2005 camp seasons to address future disability needs at the camps. Increased requests for program delivery modifications were made as described above. Modifications are made each year as parents reveal to staff particular needs of youth.

Trained and experienced personnel at 4-H Camps provide behavioral supports to accommodate diverse camper needs. Previous efforts yielded positive results that support the value of intensive training. No campers are sent home due to unmanageable behaviors. One-on-one aides were hired to accommodate individual situations.

Parents and volunteers expressed great appreciation for the fact their children feel very welcome in 4-H. Quotes from parents support UNH Cooperative Extension's success with targeted youth through the Camps program:

- "We never knew 4-H was willing to make these kinds of modifications for my child."
- "We have never experienced a more welcoming and nurturing community, of children, counselors and administrative staff as we have at Bear Hill."
- "For many children like Sarah, intolerance, rejection and isolation are experienced on a daily basis. I feel hopeful and encouraged when I encounter places and people like Bear Hill Camp and their staff who embrace the differences in all children and provide the opportunity to be accepted and respected for who they are."

Working with refugee families

Extension Educator Sharon Cowen is working with refugee families in Manchester in cooperation with the local school district to develop a parenting education program. She serves on Multicultural Competency Committee at West High School in Manchester to educate and sensitize faculty, staff

and students to the needs of a diverse student body. She is also on a Manchester committee exploring and helping to resolve the relatively high drop-out rate in Manchester schools, even higher for kids of color, particularly Latino kids. The group is planning a “summit” in January to bring together members of the community, parents, students, and businesses to learn about the problem and how to address it.

A proactive initiative to ensure that underserved audiences are not missed in a USDA Forest Service financial assistance program was led by Extension Specialist Karen Bennett. For the Forestland Enhancement Program (FLEP), an outreach letter was sent to non-traditional organizations using information relating to these groups provided by the USDA Farm Service Agency.

Barbara Wright was concerned that students from the Middle East (many of whom were freshman) were adjusting to the NH culture, and suddenly felt disenfranchised when 911 occurred. At the time, many Americans responded with distrust of foreigners. She contacted the head of the UNH Muslim Students Association, and asked him to invite students to her home for a dinner.

Opening outdoor experiences to people with disabilities

UNH Cooperative Extension’s 4-H Camps actively encourage accessibility to the natural world for disabled persons.

A trail for disabled persons was constructed along the Connecticut River on the Cheshire County Farm through a grant secured by the Extension Educator in Forest Resources. Extension, working with partners, secured a \$100,000 grant to construct a trail and tree house for the disabled on the Strafford County Farm. Extension staff helped municipalities and others plan construction of educational and nature trails on community forests.

A school tour of the Grafton County farm included a tractor drawn wagon to accommodate a child in a wheelchair, providing the opportunity for him to enjoy the same experiences as his classmates. A trail-designed wheelchair from Northeast Passage, the UNH organization that provides active outdoor experiences for persons with disabilities allowed a woman on crutches to participate fully in UNH Cooperative Extension’s Coverts training, a program for volunteers in wildlife. Even temporary disabilities are accommodated.

UNH Cooperative Extension collaborated with Northeast Passage, They provide equipment, staff and expertise and 4-H provides targeted individuals who benefit from challenging outdoor activities. 4-H partners with the UNH Institute on Disabilities to provide expertise and include 4-H staff in training.

An example for other organizations

As Extension leads by example, partner organizations use Extension’s formal civil rights statement for co-sponsored programs. Extension’s partnership with the NH Division of Forests and Lands dates back to 1925. As a result, Extension participates in USDA Forest Service civil rights reviews and offers compliance information and practices.

At the USDA Forest Service review of the NH Forest Stewardship Program UNH Cooperative Extension implements on behalf of the NH Division of Forests and Lands, Extension was cited as having the most complete Civil Rights documentation of all the states reviewed in the Northeast. The external review committee was impressed not only with the documentation, but the breadth and depth of the accomplishments in the area of diversity and civil rights. *This is now the standard Civil Rights example other states will follow in their USDA Forest Service Forest Stewardship Programs.*

The NH Tree Farm Program officially adopted UNH Cooperative Extension's ADA accommodation statement and civil rights statement as a part of its program notification. Extension made the commitment to handle accommodation issues on the Tree Farm Program's behalf.

The Granite State Woodland Institute adopted civil rights and ADA accommodation wording in their offerings as a direct result of Extension's work.

Extension's Forest Industry Specialist attended the national Extension Diversity Conference sponsored by CSREES in Greensboro, NC and shared components with others at UNH Cooperative Extension.

Overcoming language barriers

With the increased number of immigrant labor milking cows, Extension Dairy Specialist John Porter and others supplied farmers with information about how to communicate in Spanish, including Spanish milking procedures posters and other materials. Information also was given to farmers to help immigrants socialize and meet their personal and family needs.

Extension Specialist Shane Bradt will undertake a leadership role of translating outreach efforts into Spanish as a part of the content creation for the National Geospatial Technology Extension Network (NGTEN) to reach a broader audience across the country. NGTEN was awarded an eXtension grant to develop a Community of Practice centered on geospatial technologies.

Helen Costello is a part-time food security consultant for Extension's Nutrition Connections Program and helped enhance Extension's efforts relating to diversity. In 2004, Costello was awarded a SARE grant to trial a project that allows food stamp participants to use their food stamp electronic benefit cards at three farmers markets in New Hampshire. One of the project markets was in Nashua in a primarily Latino neighborhood. Spanish and Portuguese are the primary languages. For the two years the program ran at the market, native speakers were hired to translate when necessary. The customers at the market clearly felt more comfortable approaching people they could easily talk to. The people hired knew many of the people from the neighborhood.

The program targeted the Somalian refugee population. Extension engaged a community leader who is Somalian and voluntarily works with the city to help integrate the refugees into the community. He brought a group of refugees to the Extension booth and translated while Extension staff explained how to use the system. At all three test markets, there was signage in Spanish and most Extension materials were translated into Spanish. Costello's daughter, who was in high school at the time and taking advanced Spanish, did translations for her as a volunteer project for school. Native speaking staff then reviewed it for accuracy. In addition to being native speakers, Costello's staff in

Manchester and Nashua were all women. In Manchester, she sought assistance of the Families in Transition group, which serves women and young families as a way to complete the staffing for Manchester. In Nashua, she placed flyers in the Latino neighborhood. All her staff in those two cities had used or were using food stamps themselves.

UNH Cooperative Extension Forestry and Wildlife Program and its partners offer bilingual training programs for professional loggers. Bilingual training conducted in northern New Hampshire used people from the community to provide translation in French. The availability of the bilingual opportunity is announced in advance and at the workshops. The offer for translation in French to the audience was announced at the beginning of each workshop.

Extension Educator Mary Tebo was instrumental in the development of the Valley Street Cemetery tree identification brochure that is in English and Spanish.

Workers with language limitations: An Extension program targeting a need experienced by Southeast Asian workers and their employers enabled people of a foreign national origin and of a minority race to function effectively in their employment in New Hampshire. An employer reported to the Extension forest industry specialist a positive effect on employment security, safety and morale. The employer used the translated materials in employee training.

Professionals in the field working with immigrant workers were engaged to ensure the targeted community participated in the assessment of needs. For example, not all workers could read their own language and video presentations and other methods were needed to supplement signage and written materials. Extension's Forest Industry Specialist, Sarah Smith, worked with the University of Massachusetts Translation Center and the Cambodian Community in Lowell, MA (the largest Cambodian community in the U.S.) to use certified translators to develop a video and materials to enhance Cambodian workers' abilities to work in New Hampshire's forest industry. Cambodians work in New Hampshire's sawmills, hired by agencies that provide temporary employees. Many developed relationships with the forest industries to which they are assigned. Extension provided materials in Cambodian, including signage and oral information for those who may not be able to read their own language.

Accessibility model

Extension Educator Kathleen Jablonski is working with Littleton's Model Communities Project to increase access to youth to recreational activities and is working with Model Communities to do a community sidewalk review for Littleton on accessibility for folks with limited mobility.

Distance learning to enhance diversity education

ITDE Manager David Foote, through UNH's Institute on Disability and by using the Granite State Distance Learning Network, worked with Therese Willkomm, Assistant Professor to coordinate and facilitate workshops on "Assistive Technologies" for therapists, educators and managers who work with people with disabilities.

Foote worked with Phil Girard, project director, Crotched Mountain Foundation, to download and broadcast a series of satellite programs to Granite State Distance Learning Network sites containing information and content on a wide range of issues including: “English Language Development and Deafness,” and “Autism - Working with the Autistic Child.”

Volunteer Advocates for Special Education

Foote worked with Mollie White, project director, for the Parent Information Center, to coordinate and facilitate a 12-week series of workshops for parents and volunteers titled “Volunteer Advocates For Special Education,” a nationally recognized program that provides specialized training for volunteers to assist parents in obtaining appropriate special educational services for their handicapped children, using the Granite State Distance Learning Network.

Inner-city multicultural work in New Hampshire neighborhoods

The Community Forestry Coordinator secured two grants to increase outreach to multicultural audiences. Working in Manchester, outreach activities were designed after reviewing the makeup of neighborhoods in the targeted area of the inner city. To understand the makeup of the neighborhood, Extension staff spoke with residents directly and involved them in the planning process. Extension also engaged neighborhood organizations, including the Salvation Army, the International Center and the Manchester Neighborhood Housing Services. The information collected led Extension to develop a number of program components, including:

- Brochures and signage in three different languages.
- Translators for workshops.
- Worked with children, with fewer language barriers or who are bilingual, to reach adult populations. This helped bridge the language challenges and also brought families together.
- Held workshops specifically for adults at an accessible site and at appropriate times to fit their needs.
- Considered cultural perceptions when working with sensitive issues.
- Established neighborhood contacts from other cultures to help introduce people to the activities in the neighborhood.
- Connected participants through areas that interested them and connected them with Extension activities by building on their interests and knowledge. Youth assisted Extension with the translation of written materials.
- Provided information for organizations’ newsletters translated into multiple languages.
- Attended meetings to discuss how Extension can best work with new audiences.
- Worked with other Extension colleagues in an interdisciplinary effort to involve underserved audiences.

The Community and Economic Development Specialist collaborated with the Lutheran Service Refugee Resettlement Program and other organizations to conduct a workshop titled *Building Partnerships to Serve Multi-cultural Audiences*.

UNH Cooperative Extension directs efforts that have lasting positive effects. As a result of Extension urban forestry programs in recent years, inner-city residents “recaptured” their

neighborhoods. Residents volunteered and took a new level of ownership, developed and improved inner-city parks and green spaces, and added green space and plantings to improve the character of where they live. As a result, Manchester police reported a reduction in calls to one neighborhood from 700 per year to 60. The program started several years ago, with positive effects that endure today.

Charlie French conducted applied research on Boston's urban community gardens to determine how demographic change results in neighborhood change and therefore can impact the participation of minorities in community gardening (including several youth community gardens). Although French will not publish the research findings until next year, he is currently working with the Livable Walkable Communities Initiative in Nashua to plan a community garden in a Hispanic part of town, in coordination with the city.

Extension staff helped underserved communities at several farmers markets in New Hampshire during the market season. Staff provided information and technical assistance to individuals qualifying for the WIC Farmers Market coupons that allow participants in the WIC program to purchase locally grown fresh fruits and vegetables.

The 4-H after school program in New Hampshire's biggest city, Manchester, works with youth representing 20 different cultures (including languages, ethnic origins). This is one of the centers for immigrants coming to the United States. 4-H programs welcomed and integrated these diverse youth into the community. They worked towards developing a sense of belonging and acceptance of others.

The Master Gardener Program helped youth grow a plant native to their culture, honoring and sharing their experience with others. This helped each individual become part of the whole. Youth learned to value diversity.

Encouraging women in traditionally male dominated roles

Increasing inclusion of women in non-traditional farm and forest decision making

Extension's Agricultural Resources, Forestry and Wildlife, and Family and Consumer Resources staff worked together to include farm and forest families as a target audience. Traditionally, the male head of the household was in charge of the farm or family woodlot. With the importance of estate planning and inter-generational transfers of land, the appropriateness of including family members in discussions is increasing. This brings more than just the male component of a family into education and discussions.

Impacts

Women and other family members are increasingly more involved in farm and forest land decisions, especially when it relates to estate planning, inter-generational transfers, and conservation easements. Extension staff observed women taking leadership roles in community land conservation efforts and having an influence well beyond property in which they have a financial interest.

Women and the Woods is a program developed by our Extension Specialist, Forest Industry, and a woman from the Maine Forest Service. It targets women forestland owners. Traditionally, the male

head of the household deals with business related to woodlands. Women now own woods in their own name, share in the business decisions in a family wood lot, or are the principle manager in a privately held woodlot. This program targets a previously underserved female audience and welcomes women into an educational program about the business management aspect of woodland ownership. People from the target audience were engaged in the development of this program, as were Extension colleagues from other disciplines.

Extension Specialists serve on graduate committees of women in forestry programs at UNH. Our forest industry specialist hired a female natural resources student to implement a survey of New Hampshire loggers. The specialist also took UNH Natural Resources students to one of the state's largest sawmills managed by a woman to encourage female students and to break down stereotypes.

Extension hired female students to conduct a biotimber inventory of forest lands and to develop and apply new cutting-edge technology on site. The Forestry and Wildlife Program provided a scholarship to one of the female biotimber inventory project leaders, to assist her with graduate studies. The Forestry and Wildlife Program offered employment to women of diverse ages and ethnic backgrounds. Female volunteers attended training that lead to entry into public policy involvement in their communities and in some cases, career changes. Extension remains a leader in gender diversity in the country in forestry organizations evidenced by its staffing and programs which actively seek female participation.

Sawing Up a Storm – Women in the Forest Industry

Extension's Forest Industry Specialist conducted in-depth research and gave presentations around New Hampshire on women who ran the sawmill at Turkey Pond in Concord following the 1938 Hurricane and during World War II. Presentations included diverse audiences in the inner-city of Manchester through "Girls Incorporated," a program for Junior High girls oriented towards the building trades. Her presentations and industry trade magazine articles are breaking down barriers for women in the traditionally male-oriented forest industry.

Examples of the Diversity & Pluralism Award winners

This award recognizes the outstanding efforts and accomplishments of staff to achieve and sustain diversity and pluralism within our organization, and/or programs that address the needs and concerns of underrepresented audiences.

Among those receiving this award were **Extension Specialists Suzann Knight and Debbie Luppold** for their work in the LEAP program. LEAP focused on helping people make a successful transition from welfare to work. Woven into the 90-hour curriculum was a teaching model that focused on workplace expectations of attendance and punctuality and a continual reinforcement of the participant's ability to be successful. The curriculum also was conducted in Spanish. The program educated over 2,500 individuals.

The Recognition Committee recognized **Julia Steed Mawson** for her work as a Hillsborough County **4-H Youth Development Educator**, working with a very diverse population of youth each week in summer and after-school programs, in city neighborhoods, through a youth development and gardening project called the 4-H Green Thumb Team, now in its eighth year. The selection committee felt she believes and lives the highest ideals of respecting and understanding different cultures in all she does.

The Recognition Committee recognized **Margaret Hagen, Extension Educator, Agricultural Resources**, for her efforts in developing a community gardening program for newly arrived Somalian refugees. They felt establishing a community vegetable garden would not only provide fresh produce and help lower the cost of weekly grocery bills, but that working on their own plot of land would help the new arrivals connect with each other and their new homeland.

Working with the International Institute of New Hampshire, a local resettlement agency, and Brookside Congregational Church, which provided garden space, and using an anonymous cash grant from another master gardener, the 2,400 square foot Brookside International Community Garden welcomed 12 refugee families from Somalia and the Sudan last summer. As Hagen noted, "This is a wonderful learning experience for everyone involved."

The Recognition Committee also recognized **Val Long, FSNEP Nutrition Coordinator**. Long's programming efforts in diversity and pluralism began long before it was considered important by many other Extension Educators. A big focus of her efforts have been on social marketing to provide nutrition information to all food stamp participants in New Hampshire, thus providing the ability to reach more audiences. As well, social marketing focuses on behavior change. Changing a participant's eating behavior often comes from effective nutrition education. Social marketing incorporates programs aimed at changing the behaviors of a well-understood target audience that may include those tools. Unlike other forms of intervention, social marketing allows Nutrition Connections to provide important information to a larger number of clients than ever before.

Rick Alleva, Extension Educator, 4-H Youth Development has been reaching out to some of the most vulnerable, under-served audiences of Rockingham County. He tries to help find the voice of youth and families that don't know how to be advocates for themselves. He has taken the time to mentor through the CYFAR project a youth leadership group made up of young people who would

never be identified as potential leaders by their schools or communities. Some of the first participants are now being mentors to the new class of leaders. He models the importance of youth and adult partnerships to achieve viable solutions to address critical issues facing youth and families within the community setting.

Alleva has worked with several small not for profit groups which had a vision about what would make their community a better place for vulnerable youth and families, but did not have the skills to get funding to move toward the vision. He helped establish youth coalitions in Raymond, the lower Seacoast area in Rockingham County to help build an ecological approach to reaching and serving youth and families and in turn helped them write grants to secure funding.

He is a champion for educating co-workers and other youth development professionals around the state on the "Circle of Courage," a model based in the Native American culture. He brings not only ways to implement the philosophy of inclusiveness, but also the research that supports the model.

He has successfully integrated the Nutrition Connections program into his programs wherever possible. His efforts are helping young people, young staff and community agencies understand the importance of addressing hunger first, than learning second.

Chris Conlon, Paula Gregory and Jody Jackson - 4-H Camps: When one visits UNH 4-H Camp at Bear Hill, they instantly have a sense of belonging. You may see a group of children playing games in a field, or singing silly songs in the dining hall or working together to complete a project. Then you take a closer look and you sense the diversity among the children and ask a few questions of the camp staff. You learn there is an autistic child, someone confined to a wheel chair, another who is in the middle of a custody battle - but they all appear engaged, happy and part of a group.

The magic and sense of belonging are created through intentional staff training working closely with the Institute on Disabilities and tapping the resources of North East Passage. 4-H Camps provide the support to the staff to use the teachable moment so they understand how their actions are appropriate and intentional while helping each camper master a new skill while at camp. There are very few opportunities in New Hampshire for youth to have a fully integrated camp experience.

One 4-H member went to the mentor program and observed all the unique children at camp. At the end of her experience she volunteered as a one-on-one aide with a specially challenged youth. She has continued to be a camp staff member every year since and is now majoring in special education in college. Her experience at camp changed her life.

For the past three years, 4-H Camps has opened its doors to provide a positive experience for children of members of the National Guard and other branches of the military. Through Operation Camp Purple or Operation Military Kids camp, campers were able to identify with other children who felt the same and faced the same challenges of having a parent or family member deployed. As one little girl stated, "I didn't think I would laugh again until daddy came home, but look at me, I'm laughing."

The team of Conlon, Jackson and Gregory help ensure every effort possible is being made for a positive experience for children and staff. This team complements each other to help create the magic of the 4-H camp experience.

Sarah Smith, Extension Specialist, Forest Industry, ensures that UNH Cooperative Extension reaches beyond the traditional forestry clientele. When a major sawmill hired Cambodian immigrants, Smith ensured they received safety training through booklets and a video in their native language. She also worked with the sawmill owner to redo safety signs in both English and the native language of the Cambodians, Khmer.

She also made sure translators were available at professional logger program trainings when French-speaking loggers were present. She also developed a heavily sought after program, “They Sawed Up a Storm,” which tells the story of the women who ran the sawmill at Turkey Pond in Bow during World War II who sawed up thousands of trees blown over by the 1938 hurricane. She continues to make dozens of presentations annually and it’s shown on local cable TV stations throughout the state.

Finally, she served on the advisory team that developed the Women in the Woods curriculum and program. This program supports women’s involvement in all aspects of woodland ownership by providing them with the tools, resources and experiences they need to be effective stewards of our forests.