

Purdue Extension - Diversity, Equity, and Inclusion (DEI) Strategic Plan

Introduction: This document is the Purdue Extension Diversity, Equity, and Inclusion strategic plan, which outlines the intended outcomes and processes to achieve those outcomes within Extension. This is NOT an implementation plan and the implementation process will require additional structure and conversations. As the DEI leadership team cultivates additional local/regional volunteer leaders, updated implementation plans will be published for access, transparency, and feedback. Please check the Extension Hub for updates.

Goal 1: By 2026, Purdue Extension will have completed a full analysis of its policies, practices, and climate for efficacy of equity and inclusion in recruitment and retention for the entire workforce (staff and volunteers) in regards to race and ethnicity, national origin, religion, sex, gender, sexual identity, socioeconomic status, language, age, disability, legal status, and other key aspects of human difference and implement promising practices for increased equity and inclusion in policy, practices, and climate.

Objective 1.1: By 2026, increase the recruitment and hiring of marginalized and underrepresented staff by 20% across all Purdue Extension program areas altogether.

- **Activity 1.1.1:** Assess current staff demographics represented in Purdue Extension program areas.
- **Activity 1.1.2:** Assess current job outreach and marketing strategies, gaps and opportunities in job outreach and marketing strategies for each under-represented community, and develop a new job outreach and marketing plan.
- **Activity 1.1.3:** Allocate funding to ensure advertisements and recruiting practices are consistent with the goal of recruiting a diverse workforce. Work with the College of Agriculture Communications to develop advertising that increases job applications and hiring of marginalized and underrepresented communities.
- **Activity 1.1.4:** Assess current hiring policies and practices, gaps and opportunities in hiring strategies for each underrepresented community, and develop hiring standards that optimize equitable hiring practices for all people.
- **Activity 1.1.5:** Identify and/or develop and implement webinars, toolkits, standard operating procedures, and/or other educational materials to build capacity for equitable hiring practices across Purdue Extension.
- **Activity 1.1.6:** Develop a recruitment and hiring assessment tool to be sent to all job applicants (regardless of a job offer) to collect feedback and continually assess practices for equity and then make adjustments in recruitment and hiring based on feedback in alignment with increasing equity and inclusion.

Objective 1.2: By 2026, increase retention, advancement, and job satisfaction among marginalized and underrepresented Purdue Extension staff.

- **Activity 1.2.1:** Develop, implement, and analyze a climate survey for Purdue Extension to establish a baseline for job satisfaction, identify barriers and opportunities for retention, and identify barriers and opportunities for advancement among marginalized and underrepresented Extension staff. Identify systemic policies, practices, and cultural norms that impact the inclusion of marginalized and underserved staff.

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- **Activity 1.2.2:** Utilize findings from the climate survey in conjunction with promising practices to develop or enhance initiatives that will minimize barriers to retention, advancement, and job satisfaction among marginalized and underrepresented staff.
- **Activity 1.2.3:** Engage leadership, faculty, and staff in professional development activities that address unconscious bias, intercultural competence, and other promising practices that advance equitable retention and advancement of a diverse workforce.
- **Activity 1.2.4:** Incorporate a feedback and assessment opportunity in the 360/performance review process to ensure leaders/supervisors can incorporate staff needs in their professional development goals.
- **Activity 1.2.5:** Develop an optional transformative accountability process to respond in a trauma-informed way to inequity, conflict, and harm within Extension.
- **Activity 1.2.6:** Review and update exit interviews to include collecting feedback about equity and inclusion in retention, advancement, and job satisfaction and demographic information about interviewees.

Objective 1.3: By 2026, increase the recruitment of marginalized and underrepresented volunteers by 20% across all Purdue Extension program areas, the Extension Board, and the Purdue Council for Agricultural Research Extension and Teaching (PCARET), and improve onboarding for all volunteers.

- **Activity 1.3.1:** Assess current volunteer demographics represented in Purdue Extension service areas.
- **Activity 1.3.2:** Assess current volunteer outreach and marketing strategies, gaps and opportunities in volunteer outreach and marketing strategies for each under-represented community, and develop a new volunteer outreach and marketing plan.
- **Activity 1.3.3:** Review and update all volunteer recruitment, orientation, and leadership development curricula, materials, and toolkits in all program areas in alignment with promising practices for equity and inclusion.
- **Activity 1.3.4:** Identify and/or develop webinars, toolkits, standard operating procedures, and/or other educational materials to build capacity of staff and volunteers to recruit diverse volunteers and develop and sustain relationships with marginalized and underrepresented communities.
- **Activity 1.3.5:** Develop an “exit” assessment tool to be sent to all volunteers upon leaving Extension programs to collect feedback and continually assess practices for equity.

Objective 1.4: By 2026, increase retention and role satisfaction among marginalized and underrepresented volunteers of Purdue Extension.

- **Activity 1.4.1:** Develop, implement, and analyze a climate survey for Purdue Extension to establish a baseline for role satisfaction and identify barriers and opportunities for retention, among marginalized and underrepresented Extension volunteers. Identify systemic policies, practices, and cultural norms that impact the participation of marginalized and underserved volunteers.
- **Activity 1.4.2:** Utilize findings from the climate survey in conjunction with promising practices to develop or enhance initiatives that will minimize barriers to retention and role satisfaction among marginalized and underrepresented volunteers.

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Goal 2: By 2026, Purdue Extension staff and volunteers are more culturally competent to serve the state of Indiana and beyond.

Objective 2.1: Purdue Extension staff establish annual DEI professional development goals and engage in activities to build knowledge, attitudes, and skills related to cultural competency and working more effectively with marginalized people in their own community.

- **Activity 2.1.1:** All Extension staff complete a “baseline” IDI assessment within the first two years of the DEI Plan or their employment and additional IDI assessments over time.
- **Activity 2.1.2:** All Extension staff are educated about the Inclusive Excellence Continuum and understand their role in IEC implementation in their respective area of work.
- **Activity 2.1.3:** All Extension staff include at least 1 SMART inclusive excellence professional development goal in their annual performance goals/assessment to increase their understanding of and connection to marginalized people in their community.
- **Activity 2.1.4:** Trainings, seminars, and other professional development opportunities will be held each year for staff to enhance the knowledge, attitudes, and skills related to integrating equity and inclusion throughout their Extension work.
- **Activity 2.1.5:** Identify and/or develop infrastructure for feedback by volunteers and community partners for leaders/educators managing volunteers and building collaborative partnerships.
- **Activity 2.1.6:** Gather feedback from Extension leaders about needs and opportunities for integrating DEI into Extension efforts.

Objective 2.2: Purdue Extension will expand organizational infrastructure and national leadership and outreach in the areas of equity and inclusion.

- **Activity 2.2.1:** Purdue Extension will create at least one fulltime DEI specialist position, who is a full member of ELT, who will be responsible for coordinating the implementation and evaluation of the DEI plan.
- **Activity 2.2.2:** Each program area designates at least 2 specialists or fellows with specific subject matter expertise and programming in diversity, equity, and inclusion.
- **Activity 2.2.3:** Increase participation and presentation in national and regional Extension program area conferences and other capacity building initiatives to enhance the national impact of Purdue Extension in diversity, equity, and inclusion efforts.
- **Activity 2.2.4:** Enhance connections with national Extension DEI initiatives and leadership and offer compensation for leadership roles.

Objective 2.3 Purdue Extension will provide diversity, equity, and inclusion training to volunteers annually and while onboarding.

- **Activity 2.3.1:** The DEI Task Force will support all program areas in reviewing and updating the Volunteer Orientation to incorporate promising practices related to equity and inclusion on an ongoing basis.
- **Activity 2.3.2:** The DEI Specialist, Task Force leaders, and subject matter experts will develop trainings and workshops specifically for volunteers to participate in annually.

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Goal 3: Purdue Extension programming serves diverse communities of Indiana and beyond, including marginalized and underserved communities, through culturally affirming and inclusive curriculum and materials, program planning, and directed outreach.

Objective 3.1: Increase intentional planning and implementation of Purdue Extension programming that serves/includes marginalized and underserved communities.

- **Activity 3.1.1:** Assess how Extension currently collects demographic data for clients/collaborators and how this data is presented.
- **Activity 3.1.2:** Design and implement systems to effectively collect demographic data for different 4-H delivery modes as well as other Extension programming.
- **Activity 3.1.3:** Collect and analyze data from organizational partners to identify barriers and opportunities for marginalized and underserved community participation in programming.
- **Activity 3.1.4:** Extension staff, faculty, and advisory boards are educated on gaps in service to marginalized and underserved communities as well as provided with options and resources for capacity building.
- **Activity 3.1.5:** Educators across all program areas will set 2-3 objectives under any of their annual programmatic goals to increase equitable participation in their programming based on local demographic data.
- **Activity 3.1.6:** Program Leaders will set strategic programmatic goals include equitable community change outcomes for populations affected by the critical issues outlined by the Extension strategic plan.
- **Activity 3.1.7:** Specialists will lead annual review of all signature programs to assess culturally affirming curriculum and current services to marginalized and underserved communities.
- **Activity 3.1.8:** Expand funding for and develop guidance on language translation and cultural adaptation of program materials based on promising practices to support staff in developing linguistically and culturally specific materials in their region.
- **Activity 3.1.9:** Identify and/or develop support materials, guidance, and standard operating procedures to ensure that involvement of Extension staff and/or communities affected by research are included in the planning, implementation, and evaluation processes of that research.

Objective 3.2: Purdue Extension will expand DEI topical training to community partners.

- **Activity 3.2.1:** Determine capacity and cost structure for providing diversity, equity, and inclusion-related support and technical assistance.
- **Activity 3.2.2:** Identify and/or develop DEI support materials and capacity building opportunities for community partners rooted in promising practices.
- **Activity 3.2.3:** Assess impact of educating community partners to incorporate equity and inclusion into their own efforts.