

**Response to the
United States Department of Agriculture (USDA),
National Institute of Food and Agriculture (NIFA)
Civil Rights Review
from the
University of Wisconsin-Madison's
College of Agricultural and Life Sciences'
Wisconsin Agricultural Experiment Station**

January 9, 2018

Introduction

In April of 2016, the Wisconsin Agricultural Experiment Station (WAES) underwent an extensive civil rights compliance review by Equal Opportunity (EO) staff from the United States Department of Agriculture (USDA), National Institute of Food and Agriculture (NIFA). The University of Wisconsin–Madison’s College of Agricultural and Life Sciences (CALs) houses and administers the WAES, and this report follows the USDA NIFA convention referring to this duality as CALs/WAES where appropriate. Following review of a comprehensive report submitted by CALs and WAES personnel, USDA NIFA EO staff conducted an extensive site visit to determine our level of compliance with all applicable USDA nondiscrimination rules and regulations, including but not limited to 7 C.F. R. 15 Subpart A, “Nondiscrimination in Federally Assisted Programs of the Department of Agriculture” which effectuates provisions of Title VI of the Civil Rights Act of 1964, and other pertinent Federal laws and regulations including those of USDA and NIFA over the period of April 10-14, 2017. CALs/WAES received a Compliance Review Report from USDA NIFA OE staff on August 24, 2017 and this document comprises our response to the recommendations contained therein.

As recipients of Federal funding, the UW-Madison and CALs/WAES complies with all applicable USDA nondiscrimination rules and regulations, including but not limited to 7 C.F. R. 15 Subpart A, “Nondiscrimination in Federally Assisted Programs of the Department of Agriculture” which effectuates provisions of Title VI of the Civil Rights Act of 1964, and other pertinent Federal laws and regulations including those of USDA and NIFA. Beyond compliance with federal law, state statutes, and institutional policies, the University of Wisconsin-Madison (and thus the CALs/WAES) publicly declares its commitment to building a diverse and inclusive community of scholars through its Institutional Statement on Diversity and Respect:

“Diversity is a source of strength, creativity, and innovation for UW-Madison. We value the contributions of each person and respect the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. We commit ourselves to the pursuit of excellence in teaching, research, outreach, and diversity as inextricably linked goals.”

The University of Wisconsin-Madison strives to fulfill its public mission by creating a welcoming and inclusive community for people from every background — people from all over the world who as students, faculty and staff serve Wisconsin and the world. We thank the USDA NIFA OE staff for their assistance in helping us create a diverse and inclusive community of scholars devoted to advancing agriculture.

USDA NIFA OE staff provided specific recommendations to CALS WAES in the following areas:

1. Research Programs
2. Resource Allocation
3. Graduate Students
4. Employment, Faculty Mentoring and Professional Development
5. Advisory Boards and Committees
6. Limited English Proficiency and Accessibility to Research Information and Facilities

Our responses to each specific recommendation follows.

1. Research Programs

- a. **CALS/WAES must identify an individual or point of contact specific to meet its obligations under Title VI as a recipient of Federal financial assistance. CALS/WAES are strongly encouraged to collaborate and utilize existing campus units for Title VI support.**

The Dean and Director designates the Associate Dean for Research and WAES Associate Director as the point of contact for Title VI obligations of WAES. The Associate Director will also liaise with the UW-Madison Office of Equity and Diversity (OED), the Office of Compliance within the Office of Legal Affairs (OC/OLA), and CALS HR. As of this date, Bill Barker holds this position.

- b. **CALS/WAES are strongly encouraged to continue working with OED to assure civil rights training and, in particular sexual harassment training, is provided to faculty, staff and graduate students on an ongoing basis.**

The Chancellor of the University of Wisconsin-Madison recently required all employees to complete mandatory on-line or in-person training entitled "Preventing Sexual Harassment and Sexual Violence at UW-Madison". Failure to complete training makes employees ineligible for a number of considerations, including salary increases. As of this writing, CALS compliance with the new requirement that began in 2017 stands at 88%.

Additional in-person trainings are in development for administrators, supervisors and department leaders and will repeat on three-year intervals.

- c. **CALS/WAES should review existing policies and procedures to assure the academic progress and funding of a graduate student continues in the event the student files a complaint.**

Existing UW-Madison policy addresses assurance of progress towards degree and continued support in the event a graduate student reports an occurrence of research misconduct. The policy states an overarching *“goal to support and protect our students and research associates from circumstances arising because of their good faith disclosure of wrongdoing and misconduct that is not their fault and to encourage them to step forward and report misconduct that they may witness.”*

The policy recognizes the potential difficulties inherent in assuring continued progress towards degree, for example the availability of a suitable principal investigator, as well as that of providing continued funding; *“Graduate and postdoctoral study represents unique endeavors that cannot always be supervised by interchangeable advisors. There may be circumstances where considerable research time is lost and/or when it becomes necessary for students to find a new advisor or research associates to find a new supervisor and in some cases, it may not be possible for the Dean’s Office to provide an advisor or supervisor at UW-Madison or to secure funds to support the affected students and research associates.”*

CALS/WAES will work with the relevant UW-Madison governance and policymaking structure to revise and broaden this policy and related procedures to strengthen protections for graduate students reporting compliance violations, including research misconduct, violations of the animal welfare act, and Title VI and Title IX complaints. As is the current practice, CALS/WAES will continue to work with the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE), and the relevant graduate program to guarantee continued funding.

2. Resource Allocation

- a. Given the national geographic scope of recruitment by Research Institutions such as UW for faculty, executives and selected professionals and the state’s demographics, the CALS/WAES Dean and Director must provide assurances that barriers do not exist to hiring racial and ethnic minorities in occupational categories where data shows underrepresentation. Particular attention should be given to the hiring of racial and ethnic minority faculty and executives such as African American/Blacks.**

As recipients of Federal funding, CALS/WAES complies with all applicable USDA nondiscrimination rules and regulations, including but not limited to 7 C.F. R. 15 Subpart A, “Nondiscrimination in Federally Assisted Programs of the Department of Agriculture” which effectuates provisions of Title VI of the Civil Rights Act of 1964, and other pertinent Federal laws and regulations including those of USDA and NIFA.

The University of Wisconsin-Madison supports efforts to recruit and hire a more diverse faculty. The Talent Recruitment and Engagement unit in the UW-Madison Office of Human Resources serves as a central resource to help attract, recruit, engage, and retain employees. Additionally, CALS/WAES continues to work closely with the Women in Science & Engineering Leadership Institute (WISELI) to provide opportunities for training and knowledge expansion for faculty and staff. CALS requires all faculty search committees complete WISELI training on Searching for Excellence & Diversity, and encourages enrollment in other targeted opportunities such as WISELI's Breaking the Bias Habit.

- b. As a NIFA recipient of Federal financial assistance, the Dean and WAES Director must work with academic units receiving WAES support to provide assurance of nondiscrimination in the hiring process for faculty. WAES must work with academic units to develop a hiring and recruitment plan for racial minority faculty in addition to and including any goals that may or may not be established by the UW Affirmative Action Plan (Executive Order 11246 and CFR 60.2) for minorities and women.**

CALS Human Resources (HR) works with academic units to assure units are recruiting well qualified and diverse applicant pools in a fair and transparent fashion. UW-Madison is an equal opportunity employer that hires without regard to, but not limited to, the following: gender, race, color, national origin, sexual orientation, creed, religion, age, marital status, disability, genetic information, political affiliation, ancestry, status as a veteran or disabled veteran, or other classifications protected by state or federal laws.

Hiring units must justify search committee membership, an advertisement and recruitment plan, as well as the list of finalists to ensure and support a diverse pool and nondiscrimination in their selection.

CALS HR will work with units to utilize a UW-Madison Human Resources initiative that is aimed at supporting the recruitment of top diverse talent and ensures affirmative action compliance in all open positions at UW-Madison. The "Diversity Connect" initiative in the UW-Madison Office of Talent Recruitment and Engagement ensures all open positions are advertised in key national publications, as well as regional and local networks that serve audiences including minorities, women, people with disabilities, veterans and the LGBTQ community. A job bulletin that includes all UW-Madison positions each week is shared with seven local networks and community organizations:

- Madison Network of Black Professionals
- Kajiab House
- Communities United
- Latino Support Network
- Aging and Disability Resource Center
- Wisconsin Office of Veterans Services (OVS)

- Wisconsin Women's Network

Also “open recruitment” is used most often as opposed to “internal recruitment” and is required by UW-Madison for positions that are underutilized for women or underrepresented minorities.

- c. The Dean and WAES Director as a NIFA recipient of Federal financial assistance must work to assure barriers do not exist to hiring of female faculty where data shows underrepresentation in academic units. A plan for gender diversity must be developed in addition to and including any goals that may or may not be established by the UW Affirmative Action Plan (Executive Order 11246 and CFR 60.2) for minorities and women.**

CALS recently completed a yearlong study to recommend a new structure for the College of Agricultural and Life Sciences and is currently formulating an implementation plan. The Dean will direct the implementation plan comply with the UW-Madison Affirmative Action Plan and incorporate the recommendations contained in this report. As an integral component of the implementation process, all academic departments must formulate a five-year strategic plan, including a data-driven diversity assessment and relevant inclusivity and diversity goals. All departments will monitor progress and include yearly assessments to the Dean as part of their annual reports to the Dean and Director.

- d. CALS and WAES executives and unit heads are encouraged to conduct a barrier analysis working with UW Human Resources relative to African American /Black and female faculty. The issue of a decline in female faculty hiring at the Assistant Professor level is of particular concern.**

The CALS Equity and Diversity Committee (EDC) will lead a barrier analysis relative to African American/Black and female faculty based on best-in-class trainings successfully used elsewhere. Training materials developed by the United States Agency for International Development (USAID) entitled “A Practical Guide to Conducting a Barrier Analysis” http://pdf.usaid.gov/pdf_docs/PA00JMZW.pdf are an example of the type of materials the EDC will use to implement this recommendation.

- e. CALS/WAES must assure equity salary administration. The Dean/Director should consider working with UW to conduct an in-depth salary analysis given the reliance on selective salary administration over the past years. The analysis should focus on race, ethnicity and gender. Assure equity salary administration and conduct an in-depth salary analysis focused on race, ethnicity, and gender.**

The University of Wisconsin-Madison's College of Agricultural and Life Sciences/Wisconsin Agricultural Experiment Station has begun a comprehensive salary equity and compression evaluation. This exercise will continue through the 2018 fiscal year. Race, ethnicity and gender will figure heavily in the analysis.

3. Graduate Students

- a. The CALS Dean and WAES Director must work with CALS academic units to assure all reasonable efforts are extended to recruit and retain racial and ethnic minorities in units where data shows underrepresentation of any minority group.**

As part of ongoing efforts to recruit and admit a diverse graduate student population, CALS/WAES requires academic departments to work with partners including the Graduate School and SciMed Graduate Research Scholars program (SciMed GRS).

To promote an inclusive climate, as well as appropriate support and professional development opportunities for a diverse community of graduate students, CALS will continue its participation in SciMed GRS. This unique cohort program offers professional development, community resources and funding opportunities for underrepresented graduate students in the College of Agricultural and Life Sciences, the School of Medicine and Public Health, School of Pharmacy and School of Veterinary Medicine. Through SciMed GRS, students are members of a supportive community of UW-Madison graduate students, faculty and staff from biological science disciplines. The program has maintained a remarkable 96% retention rate through degree completion of underrepresented graduate students.

SciMed GRS, through graduate student recruiting (described below) and efforts of its Outreach Committee <http://scimedgrsoutreach.weebly.com/>, aid the college in addressing the pipeline issues inherent in its ongoing efforts to diversify its student population.

In addition, CALS will continue its participation in the Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) program, for its support and professional development for undergraduate and graduate students contribute to a culture of inclusivity.

As part of its continuing efforts to diversify the undergraduate, and thereby the graduate student population, CALS/WAES, through its Dairy Science Department, recently applied for a Multicultural Scholars Program grant sponsored by USDA-NIFA. The proposed project aims are to increase the number of underrepresented students engaged in dairy science, food science and other agricultural majors. CALS/WAES will actively recruit talented students from our current partners, the Chicago High School for Agricultural Sciences (CHSAS) and Vincent High School in Milwaukee, as well as diverse high schools

in the Midwest. Campus mentors will aggressively support the academic and professional development of each scholar through a baccalaureate degree program. Mentors will incorporate “real-world,” culturally practical experiences throughout the tenure of the program to ensure scholars feel their education is directly related to their community. CALS hopes to successfully transition the selected scholars to a graduate program in a food and agricultural related industry.

- b. The CALS Dean and WAES Director must assure barriers do not exist to diversifying the graduate student workforce race, color, ethnicity, and gender and therefore the CALS graduate student workforce receiving WAES support. WAES is strongly encouraged to support CALS development of a recruitment plan to assure barriers do not exist in the enrollment and ultimately support of graduate students without regards to their race, color, ethnicity, and gender. Recruitment efforts should also review the benefits of centralized recruiting and programs for racial and ethnic minority graduate students.**

SciMed GRS participates in many underrepresented recruiting conferences, recruiting trips to targeted universities/colleges, and numerous events on campus representing CALS graduate programs.

National and local recruiting conferences/opportunities:

- Biological Sciences Opportunities Preview (BOPS) Program
- Society for Advancement of Chicano(a)s and Native Americans in Sciences (SACNAS)
- Annual Biomedical Research Conference for Minority Students (ABRCMS)
- Latinos in Agriculture Leaders Conference
- Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS)
- Emerging Researchers National (ERN) Conference in STEM
- National Institutes of Health (NIH) Graduate School Fair
- Ronald E. McNair local and regional conferences
- West Coast Biological Sciences Undergraduate Research Conference (WCBSURC)
- American Society Cell Biology Annual Meeting (ASCB)
- UW-Madison Summer Research Opportunities Program (SROP)
 - Applying to Graduate School workshops
 - SROP Summer Graduate Fair
 - Host Networking Event for SciMed Graduate Students & SIGNALS SROP students

Colleges and universities recently visited for recruiting (typically accompanied by seminar presentations and individual meetings with underrepresented students)

- Albany State College
- Clark Atlanta University
- Eastern Washington University
- Fort Lewis College
- Hartnell College
- Howard University
- Massachusetts Institute of Technology (MIT)
- New Mexico State University
- Oregon State University
- Southern Oregon University
- University of California - Riverside
- University of California- Santa Cruz
- University of Mississippi
- University of New Mexico
- University of Nevada – Las Vegas
- University of Oklahoma
- University of Puerto Rico - Humacao
- University of Puerto Rico - Mayaguez
- University of Tennessee
- University of Washington
- University of Vermont

Campus Recruiting Events

SciMed GRS works collaboratively with several biological sciences graduate programs to organize the annual Biosciences Opportunity Preview Weekend (BOPS) where prospective underrepresented students are invited to spend a weekend at UW-Madison showcasing opportunities in bioscience and agricultural graduate programs. Additional campus recruiting initiatives include Summer Research Opportunities Program (SROP) Graduate School Fair and meeting prospective visiting students including, McNair Scholars.

National Conferences

SciMed GRS facilitates reservations of booths and coordination for UW-Madison graduate programs attending SACNAS, ABRCMS, and MANRRS conferences.

Spring Semester Recruiting Events

Many of the bioscience programs coordinate their recruiting weekends allowing prospective students to visit more than one program. Programs also coordinate with SciMed GRS, and the Director and/or Coordinator meet as many visiting underrepresented prospective students as possible. This often involves meeting 50-60 prospective students each spring. SciMed GRS also coordinates with NIH Training Grant programs to recruit competitive graduate students and with faculty that are visiting partnership institutions or other HBCUs and minority serving institutions.

In addition, the UW-Madison Graduate School actively works with academic partners such as University of Illinois, Xavier University and Tennessee State. With these willing partners, CALS/WAES will provide direction to our departments toward building a recruitment program at minority-serving institutions. For departments showing data where ethnic minorities are underrepresented, they will be required to join the UW-Madison Graduate School's representative at academic partner's recruitment/poster sessions to actively seek out candidates that align with program offerings within CALS/WAES.

Departments can also participate in the Summer Research Opportunities Program (SROP) for Minority Students at UW-Madison. SROP is a perfect opportunity for CALS/ WAES to develop a summer program for undergraduates to work closely with faculty mentors and graduate students in their major discipline. Upon completing their summer research, students have the opportunity to present and receive reviews of their individual work. The SROP goal is to create a diverse academic environment targeted to increasing the number of traditionally underrepresented students in the graduate programs. CALS/WAES will encourage departments to look into this program as a way to increase interest from underrepresented populations in CALS/WAES graduate programs.

c. CALS/WAES supported units must assure nondiscrimination based on National Origin in units with substantial enrollment of International graduate students.

CALS/WAES will work with the UW-Madison Graduate School to utilize current programs and partnerships serving prospective international students through established academic and consortium partners, in order to assure nondiscrimination based on national origin in units with substantial enrollment of international graduate students. As part of the aforementioned CALS reorganization implementation plans, all departments will now report annually to the Dean on progress made towards realizing their diversity plans as articulated in their departmental five year strategic plans.

d. The reviewers noted an earlier section of this report on Title IX and sexual harassment complaints, the CALS/WAES should review existing policies and procedures to assure academic progress and funding of a graduate student in the event a student files a complaint filing a Title IX complaint.

Graduate students and research associates are among the most vulnerable groups when reporting instances of noncompliance by a faculty mentor. While ad hoc campus procedures seek to ensure a graduate student's progress towards degree and funding are not disrupted in the event of a report of noncompliance by a faculty mentor, existing UW-Madison policy currently applies only reports of scientific misconduct. CALS/WAES is working with the policymaking committee

advising the Vice Chancellor for Research and Graduate Education (the Associate Deans of Research Committee) to broaden this policy to include protection for all reports of noncompliance and ensure continued funding. The Associate Deans for Research will review this policy to incorporate Title IX complaints. In addition, UW-Madison's Office of Compliance recently appointed a campus Title IX Coordinator and seven Deputy Title IX Coordinators, as well as implemented a central reporting system for Title IX complaints. CALS/WAES will cooperate fully with this initiative.

4. Faculty Mentoring and Professional Development

- a. The CALS Dean/WAES Director must work with units to determine if barriers including but not limited to stereotyping may exist to hiring racial and ethnic minority and female faculty. Given applicant tracking data CALS must conduct a barrier analysis or similar process to assure non-discrimination in the hiring a recruitment process.**

We recently completed a yearlong study to recommend a new structural design and resource allocation plan for the College of Agricultural and Life Sciences and its units. As an important part of the implementation plan, academic departments will be required to formulate a five-year strategic plan that will include a data-driven assessment of current diversity. College leadership is evaluating methodologies for assessment that, once implemented, will guide setting inclusivity and diversity goals. Beginning next year, all departments will monitor progress towards these goals as part of their annual reports to the Dean and Director.

As part of a comprehensive plan to assure elimination of barriers to hiring racial and ethnic minority and female faculty, CALS requires all members of faculty search and screen committees to attend the Searching for Excellence and Diversity[®] workshops for faculty search committees sponsored by WISELI. WISELI's workshop provides faculty with information, advice, and techniques for:

- Running effective and efficient search committees
 - Recruiting a highly qualified pool of diverse candidates
 - Understanding the potential influence of unconscious bias on evaluation of candidates
 - Ensuring a fair and thorough review of candidates
 - Developing and implementing an effective interview process
 - Successfully hiring selected candidates
- b. The WAES Director as a NIFA recipient of Federal financial assistance must work with academic units receiving WAES support to provide assurance of non-discrimination in the hiring process for faculty. WAES is strongly encouraged to develop a hiring and**

recruitment plan with UW academic units for racial and ethnic minority faculty in addition to and including any goals that may or may not be established by the UW Affirmative Action Plan (Executive Order 11246 and 41 FCR 60.2) for minorities and women.

As mentioned in 4a, CALS will encourage department chairs to strengthen faculty diversity including race and ethnicity, gender and gender expression by requiring our units, as part of their strategic planning process, to assess current diversity in relation to peer departments, set future hiring goals and develop a diversity plan with target dates and include progress as an integral part of their departmental annual report to the Dean and Director. CALS will provide guidance to the chairs and encourage them to utilize funds made available from the UW-Madison Provost's Office for the recruitment and retention of faculty from traditionally underrepresented groups.

Currently the Office of the Provost has set aside funds to implement a Faculty Diversity Initiative to encourage department chairs to strengthen faculty diversity. This initiative offers grants to units to expand the pool of individuals who could be likely candidates for academic positions by reaching out to minority-serving institutions or by inviting promising candidates to campus prior to posted searches. This can help units find talented individuals who might not be visible to search committees.

Types of development grants that can be used to increase the diversity of a candidate pool are:

- **Search Finalist Grants**
Up to \$1,200 per visitor to bring additional finalists to campus in an ongoing faculty search. The aim is to prevent undue restriction, as a result of funding constraints, on the number or diversity of promising finalists a search committee wishes to interview.
- **Pipeline Research Grants**
Up to \$1,200 per visit by UW-Madison faculty to another doctoral institution to research the pipeline and enhance capacity to recruit diverse candidates for a field in which a search is likely within the next two years. Or, up to \$10,000 for a replacement course, if a dean and chair reassign a major portion of a faculty member's teaching duties in order to pursue multi-site pipeline research visits.
- **Visiting Speaker Grants**
Up to \$2,500 to support a visiting speaker who increases awareness of promising scholars in the faculty pipeline. Visitors may include emerging scholars such as ABD candidates or assistant professors, and established scholars, especially associate professors or recently promoted full professors.
- **Faculty Development Academies Grants**

Up to \$15,000 to bring together emerging scholars for a symposium experience, attended by UW-Madison mentors and participants, that enhances faculty development and diversity. (Grants are for academies organized as grass roots initiatives, or by college-wide or campus-wide offices such as the Office of the Provost or WISELI.)

CALS will encourage department chairs to consider utilizing a campus funded program known as “Target of Opportunity” to take advantage of a candidate who has not emerged from a regular search, but has come to the attention of a department by other means. The “Target of Opportunity” could also be used during a regular search when a candidate doesn’t meet the criteria in the PVL, but offers a unique set of research and teaching skills. This funding allows departments to take advantage of a candidate who brings something innovative, as well as adds diversity to the CALS/WAES and is an important way to make the most of an opportunity that might not be available otherwise. CALS recently participated in the Target of Opportunity program to further diversify its faculty by hiring Drs. Jennifer Van Os in Dairy Science and Sarah Rios in Community and Environmental Sociology.

- d. The WAES Director as a NIFA recipient of Federal financial assistance must work to assure barriers do not exist to hiring female faculty where data shows underrepresentation in academic units. A plan for gender diversity must be developed in addition to, and including, any goals that may or may not be established by the UW Affirmative Action Plan (Executive Order 11246 and 41 FCR 60.2) for minorities and women.**

Leveraging existing best-in-class practices, such as the training materials developed by the United States Agency for International Development (USAID) entitled “A Practical Guide to Conducting a Barrier Analysis” http://pdf.usaid.gov/pdf_docs/PA00JMZW.pdf, the CALS/WAES Equity and Diversity Committee (EDC) will develop the expertise and conduct a barrier analysis relative to female faculty and other underrepresented groups.

- d. The CALS Dean/WAES Director must develop a process to assure mentoring takes place at minimum for Assistant Professors on tenure track.**

Departments will continue to be required to review their “Guidance and Annual Evaluation of Probationary Faculty Members” document, in order to assure a robust mentoring process takes place for Assistant Professors on tenure track. CALS Dean/WAES Director will encourage the Departmental Chairs to reach out to the UW-Madison Office of the Secretary of the Faculty to update their documents.

Departments are to remind new faculty members to take advantage of the tenure workshops, as well as the Assistant Professor “Chats” offered by the Office of the Secretary of the Faculty. The “Chat” events present a different topic on navigating the tenure process; presenters are mentors or pre-tenured faculty that can offer helpful guidance to new faculty members.

CALS also tasked an ad hoc faculty subcommittee with formulating guidelines for mandatory junior faculty mentoring committees. Following completion of the document’s passage through appropriate shared governance processes, CALS will implement the recommendations and processes in all departments.

- e. The CALS Dean/WAES Director must assure racial and ethnic minority female faculties receive mentoring or provide assurances that the lack of mentoring is not a barrier.**

The UW-Madison Office of the Secretary of the Faculty hosts the Women Faculty Mentoring Program that works specifically to support and retain women faculty at UW-Madison. Each participating assistant professor is paired with a tenured colleague who shares similar interest but remains at arm’s-length from the promotion and tenure process. This match does not obviate the department’s responsibility to assign a guidance committee or mentor for each assistant professor, but builds upon the work of departmental mentoring relationships for women in tenure-track faculty positions. The academic departments will be encouraged to participate in this mentoring program for women in tenure-track faculty positions to assure that adequate and appropriate mentoring encourages their successful transition to tenured faculty. CALS supports and encourages use of and participation in the STEM Diversity network <https://stemdiversity.wisc.edu/>, a scholar’s community resource recently developed by Professor Ahna Skop in CALS’ Department of Genetics.

5. Advisory Boards and Committees

- a. WAES must put in place an advisory group that is representative of the potential/eligible population that may benefit from WAES Research programs. In particular WAES must assure all efforts are made to provide opportunities for female operators and ethnic minority operators to participate on the advisory group where applicable.**

CALS will establish an advisory group representative of the potential/eligible population that may benefit from WAES research programs and assure all efforts are made to include female and ethnic minority participants.

- b. WAES must develop a plan to provide opportunities (including public notification) for racial and ethnic minorities and females to become members of an advisory group.**

CALS/WAES will work with representatives from its Research Advisory Committee (RAC), Agricultural Research Stations Committee (ARSC) and Equity and Diversity Committee (EDC) to develop a plan to provide opportunities for racial and ethnic minorities and females to become members of CALS/WAES advisory groups.

6. Limited English Proficiency and Accessibility to Research Information and Facilities

- a. WAES is expected as NIFA recipients of Federal financial assistance to devise a comprehensive Limited English Proficiency (LEP) Plan to include but not be limited to a LEP public notification process, and budget plan for LEP materials, a method to provide program accommodation, and a method to evaluate the effectiveness of a LEP program.**

In collaboration with staff from the UW-Madison Office of Talent Management, Office of Human Resources Cultural and Linguistic Services and UW Cooperative Extension Language Access and Support personnel <https://blogs.ces.uwex.edu/languageaccess>, CALS will develop a LEP plan to provide translation and interpretation services to ensure research is readily available to many different types of audiences. CALS will broadly promote these services and will work to fund, evaluate and expand them as necessary.

- b. WAES must provide training to faculty and staff in academic units off campus who work directly with the public on LEP provisions and processes.**

CALS/WAES will engage UW Cooperative Extension staff who have the professional knowledge and support team to build inclusive field day opportunities for individuals who do not speak English as their primary language and/or have limited ability to read, write or understand English. CALS will work closely with UW Cooperative Extension to develop a working plan for simultaneous interpretation, translation of written materials and multilingual notification to build inclusivity for all members of our community. The ARS Director will lead a discussion with the ARS Superintendents during the upcoming winter meeting at our West Madison ARS on January 24th and 25th, 2018 to ascertain past and current practices. CALS and the UW Cooperative Extension support team will then develop our plan and deliver training later in the year to faculty and staff in on and off campus academic units. Prior to the 2019 growing season, CALS/WAES will require and provide LEP training for all faculty holding field day events at any of our ARS sites.

- c. WAES must train staff, AARCs, and DDRs on accommodating clientele with physical and sensory disabilities, esp. at WAES events such as field days.**

CALS/WAES will work with staff in the University of Wisconsin-Madison's McBurney Disability Resource Center and the Office of Equity and Diversity to develop training on accommodating clientele with physical and sensory disabilities. This training will be provided to all ARS Superintendents at upcoming winter meeting on January 24th and 25th, 2018 at our West Madison ARS. Prior to the 2018 growing season, CALS/WAES will require and provide training on accommodating clientele with physical and sensory disabilities for all faculty holding field day events at any of our ARS sites.

d. WAES/CALS must put in place a process that includes public notification to assure individuals with disabilities that they can request services at all WAES facilities.

Working with the UW-Madison Office of Compliance and the McBurney Disability Resource Center, CALS/WAES will develop and require ADA notification statements on all written and electronic field day notifications and communications. In addition, all CALS/WAES ARS websites will follow UW-Madison standard practices and guidelines for maintaining web accessibility. Further, all CALS/WAES ARS websites will carry public notification to assure individuals with disabilities that they can request services at all WAES facilities, as well as relevant contact information. We will include the following statement in all notifications of field events, as well as any general information related to all ARS sites:

“The College of Agricultural and Life Sciences will make a reasonable effort to provide accommodations for participants with disabilities when notified in advance. To request a disability accommodation, please contact [INSERT NAME OF PERSON TO CONTACT] at [PHONE NUMBER] or [INSERT EMAIL ADDRESS] at least 10 days in advance of event.”