



COLLEGE OF
AGRICULTURE &
NATURAL RESOURCES

Diversity, Equity, Inclusion & Respect: A Strategic Approach

Northeastern Regional Association of State Agricultural
Experiment Station Directors
March 16, 2023

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College of Agriculture & Natural Resources, University of Maryland

Agenda

- Strategic Planning Process
- Goals and Strategies
- Activity and Outcomes: Year One
- Activity and Outcomes: Year Two
- Discussion

Process Goals & Strategies

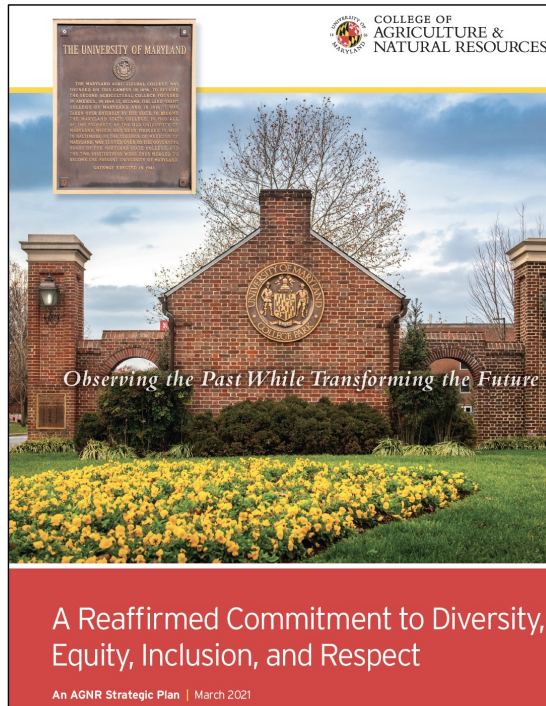


AGNR Process To DEIR Strategic Plan

June 10, 2020	Message of solidarity/commitment to DEIR
June/Aug. 2020	Seek DEIR consultant
August 2020	Leadership DEI workshop 1: Engage leadership
September 2020	Leadership DEI workshop 2: DEIR plan
October 2020	College-side Chat: DEIR conversation
November 2020	Leadership DEI workshop 3: Develop action plan
December 2020	Leadership DEI workshop 4: Action plan and structure
January 2021	Leadership DEI workshop 5: Unit plan development
February 19, 2021	Leadership DEI workshop 6: Finalize unit plans
March 2021	College-side chat: Rollout of AGNR DEIR Strategic Plan Launch search for Diversity Officer
October 27, 2021	Amanda Shaffer hired as Diversity Officer College-side chat: DEIR Update fall 2021



Diversity, Equity, Inclusion, and Respect (DEIR) at AGNR



<https://go.umd.edu/agnr-deir>

DEIR Framework: Consistency Reduces Challenges



DEIR Strategic Plan

Goal 1: CULTURE

- Climate survey
- DEIR Award
- Cultural learning experiences
- DEIR education program and certificate
- Transparency

Goal 2: PEOPLE

- Recruit, retain, and develop a diverse community of faculty, staff, and students
- Hiring plans & Bias Reduction education
- “Grow Your Own”: Staff, Undergrad to Grad, Professional track to Tenure track faculty

Goal 3: PROGRAMS

- Provide programs to underserved, underrepresented, socially/economically disadvantaged populations
- Build and strengthen partnerships with 1890, 1994, HBCU and HSI
- Civil Rights Compliance Review

Goal 4: SUPPORTS

- College level Outreach/training
- Women & minority leadership development
- Language translation
- “Grow your own”

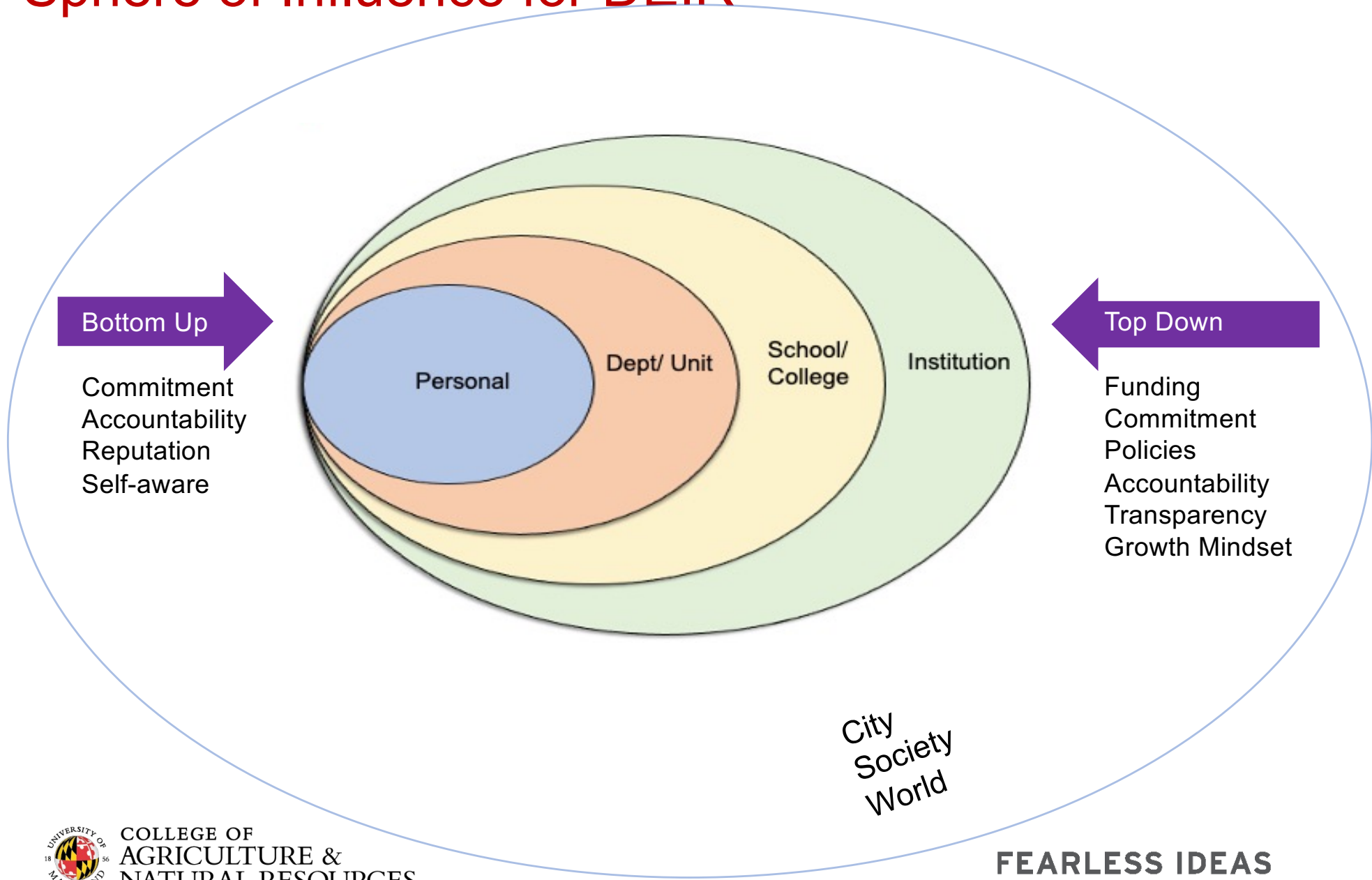


Strategies

- Start where you are
- Create a structure
- Find the easy wins



Start Where You Are: Sphere of Influence for DEIR



Unit Plans: Targeted and Adaptable

- Writable google document is a repository for activity, challenges and progress
- Goals include suggested strategies and tactics to help units develop a plan.
- Units adapt & develop activities to fit unique, targeted needs and skip strategies that do not apply.
- All activities must be actionable, measurable, time bound and have an owner.
- Progress and/or completion of activities is added annually for dates corresponding to the college plan (Academic Years 2021 - 2026).

Unit Plans: DEIR Template



AGNR Goal 1: Foster an AGNR that respects diversity and encourages equity and inclusion.			
UNIT GOAL 1:			
<p>STRATEGY 1A: Develop a college environment and climate that fosters diversity, equity, and inclusion with respect for all. (Total Group Effort).</p> <p>1.A.1. Professional development and/or Leadership Development, for women & minority faculty & exempt staff 1.A.2. DEIR learning experiences on and off campus 1.A.3. Increase DEIR representation (committees, councils, conferences) 1.A.4. DEIR awards applied for AGNR and discipline-wide</p>			
Activities	Measure	Owner	Timeline
PROGRESS:			
<p>STRATEGY 1B: Assess the college climate for supporting a culture of DEIR (COLLEGE LEVEL – administer an annual, confidential College-wide climate survey using an external vendor. Disseminate results.)</p> <p>1.B.1 Encourage participation in college-wide survey and discuss relevant results at unit level 1.B.2. Request DEIR education and form affinity groups as needed</p>			
Activities	Measure	Owner	Timeline
PROGRESS:			
<p>STRATEGY 1 C: DEIR Education (COLLEGE LEVEL ACTIVITY - DEIR education core curriculum developed)</p> <p>1.C.1. Establish a yearly goal for DEIR education participation and track attendance</p>			
Activities	Measure	Owner	Timeline
PROGRESS:			
<p>STRATEGY 1D: Review of transparency of DEIR Plans. Progress and Impacts</p> <p>1.D.1. Unit level inventory of existing DEI programs, resources, activities, and impacts reported to council April 1st of each year 1.D.2. Visible and accessible documents (example from ENST website https://enst.umd.edu/about/plan-governance)</p> <ul style="list-style-type: none"> • DEIR Plan • Plan of Governance https://enst.umd.edu/about/plan-governance • Merit pay distribution plan • Advancement, Promotion, and Tenure (ATP plan) • Advancement, Evaluation, and Promotion (AEP Plan) • Additional suggestions: Mentoring Policy, Awards and Honors, Strategic plan, 			
Activities	Measure	Owner	Timeline
PROGRESS:			

Unit Plan: Activities Linked in Template

Examples of activity and measurement suggestions

GOAL 1: FOSTER AN AGNR THAT RESPECTS DIVERSITY AND ENCOURAGES INCLUSION

STRATEGY 1A: Develop a college environment and climate that fosters diversity, equity, and inclusion with respect for all. (Total Group Effort).

1A1

Work closely with college leadership to integrate DEIR related professional development and expectations into leadership positions and programs.

Activities:

- Provide and determine opportunities for DEIR leadership development;
- establish a mentoring program for leadership;
- establish a women and minority leadership development program

Measurement:

- Mechanism for outlining expectations and reporting activity
- Number of annual leadership opportunities developed or identified
- Number of leaders involved in a leadership development program.

1A2

Provide DEIR opportunities and experiences at college level and in AGNR units. Require faculty, staff, and students' participation where appropriate for diversity activities across campus such as workshops, seminars, and individual discussions that promote understanding of DEIR.

Activities:

- Identify available DEIR learning opportunities
- Create listing of DEIR opportunities and experiences
- Create mechanism for reporting participation

Measurement:

- Opportunities posted and disseminated
- Number of DEIR opportunities or experiences developed or identified
- Number of DEIR opportunities experiences attended

1A3

Ensure that the college continues to be represented on diversity panels, committees, and groups.

Activities:

- Create mechanism for reporting participation
- ADVANCE grant participation; and committee participation—
- Terrapin STRONG onboarding committee,
- Senate DEI committee,
- Campus Equity Committee,
- Campus Diversity committee, and other varying committees.
- Conferences, poster sessions etc.

Measurement:

- Representation on the councils and attendance at meetings related to DEIR
- Attendance at conferences, poster sessions etc., related to DEI



Unit Plan Activities Linked in Template

GOAL 2: RECRUIT, RETAIN, AND DEVELOP A DIVERSE COMMUNITY WITHIN AGNR (FACULTY, STAFF, AND STUDENT)

STRATEGY 2A: Faculty and Staff

2A1 – COLLEGE LEVEL

Use employment data available from HRMPC (e.g., workforce demographics, climate survey, applicant flow data, retention reports, and so forth) to develop hiring plans

Activities:

- Dean to work with college leadership to review current workforce data.
- AGNR continue to develop employment and program demographic dashboards;
- AGNR utilize University Affirmative Action Plan data;
- AGNR HRMCP annually review UMD and college generated workforce data with AGNR leadership;
 - demographic composition of recruitment efforts reviewed with college leadership (e.g., applicant pool; short list; on-campus interview; offers extended);
 - unit heads identify the demographics of visiting scholars/experts invited to campus;
 - unit heads identify strategies to engage scholars/experts from diverse backgrounds;
 - assess job announcement for biases such as gender bias; and
 - determine barriers to hiring of underrepresented populations.

Measurement:

- Dean reviews workforce data with administrative leaders
- Demographic data by job categories such as faculty, professional, clerical scheduled and reviewed annually for changes;
- Demographic data from applicant flow shows increase in diversity finalist and offers made to underrepresented groups
- Number of units with hiring plan

2A2- COLLEGE LEVEL

Institutionalize DEIR recruitment best practices in all searches (e.g., active and ongoing recruitment, diverse hiring committees, search committee training, clear hiring criteria, and proactive communication of work/life commitment, outreach and advertising to diverse communities).

Activities:

- Clearly identify outreach and advertising efforts for publications, media outlets and organizations that focus on diverse communities and audiences.
- Provide DEIR and search committee unconscious bias reduction workshop;
- Provide best practices for including DEIR content in search process including position descriptions, advertising etc.

Measurement:

- Search best practices implemented and documented in each search
- Search committee bias reduction training developed and implemented
- Units collect and provide data on contacts with scholars from underrepresented groups for invited talks, at conferences and other outreach
- demographic composition of search applicant flow shows increase in diverse applicants.

2A3 – STAFF

Expand, develop, or begin discussions on creation of a Staff Advancement or "Grow Your Own" practice to potentially include succession planning (pipeline), job-shadowing, enrichment opportunities etc., to deepen the skill-bank and a qualified internal applicant pool.

Activities:

- Unit leadership discuss career development needs with staff
- Unit develops a method or practice for staff career development
- Encourage use of resources such as:
 - Administrative Professionals Conference
 - USM Professional Development (PD) Week is a virtual conference
 - HR Professional Growth Series: Strengthen your business skills and improve your professional mindset to grow your career. Sample topics include, Leading Major Organizational Change and Improvisation for Business.
- Nominate for appropriate Staff Awards: <https://www.senate.umd.edu/bor-staff-awards>

Measurement:

- Staff career advancement practice formalized
- Percentage of staff engaged in career development practice and professional development resources
- Satisfaction with career development options per annual climate survey

2A4 – PTK to TTK

Develop pipeline or "grow your own" path for faculty from professional track faculty (PTK) to tenure track faculty (TTK).

Activities:

- Units to develop pipeline programs.
- If included in the unit Plan of Organization, use the faculty mentoring policy as a blueprint for a PTK mentoring policy.
- If no faculty or PTK mentoring policy, form a committee or task force to develop
 - academic affairs webinars
<https://umd.hosted.panopto.com/Panopto/Pages/Sessions/List.aspx#folderID=%22637776c2-58db-4f05-9928-ab7a013f9d5e%22>
 - ADVANCING Faculty Diversity (AFD) workshops <https://advance.umd.edu/node/118> or <https://advance.umd.edu/index.php/node/117>
 - Pre-tenure faculty women mentoring seminar
<https://advance.umd.edu/index.php/node/284>
- Review recommendation letters: Text analysis of letters of recommendation and learn what proportion of the words are considered more feminine or masculine. Raises awareness of subtle gender bias. <http://slows.github.io/genderbias/>



Unit Plan Example: MAES

Maryland Agricultural Experiment Station

AGNR Goal 1: Foster an AGNR that respects diversity and encourages equity and inclusion.

UNIT GOAL 1:

Promote acceptance and respect for cultural diversity across MAES through targeted education, communication, and interaction. Foster a transparent climate where employees are empowered to champion DEIR, encouraged to learn, and embraced for who they are.

PROGRESS:

Year Two: September 2022 - April 2023

- MAES DEIR Committee (campus and RECs' staff, Center Directors and MAES Assoc. Dean/Director) reviewed, updated and submitted the MAES DEIR Plan for review by the DEIR Council
- MAES staff member Rubie Mize (DEIR Council member) served on Council's Education subcommittee and the Data and Survey subcommittee.
- Rubie Mize volunteers to be a member of AGNR's TALK (Transforming Access and Language through Knowledge) Task Force for translation.

Year One: September 2021 - August 2022

- MAES and REC staff attended the DEIR workshop TerrapinSTRONG at the REC's
- MAES DEIR Committee consisting of campus and RECs' staff, the Center Directors and the MAES Assoc. Dean/Director. Key members of the committee collaboratively wrote the DEIR Plan.
- MAES and REC staff attended workshops and webinars in HR, finance, general administration, research administration, and in particular the university's Elevate Program transitioning all HR, finance, procurement and travel systems to Workday.
- MAES staff Rubie Mize was selected to represent the Unit in the DEIR Council.



Easy Wins: TerrapinSTRONG & Education

- Develop TerrapinSTRONG workshop for existing faculty and staff.
 - 28 workshops offered Jan – Jun 2022 across the state
- Include DEIR component in incoming student class UNIV100: The Student & The University
- Customized education workshop piloted for bias reduction and increasing underrepresented populations
- Diversity Officer met with all units, visited all REC's and most Extension offices.

Year One

Activity & Outcomes

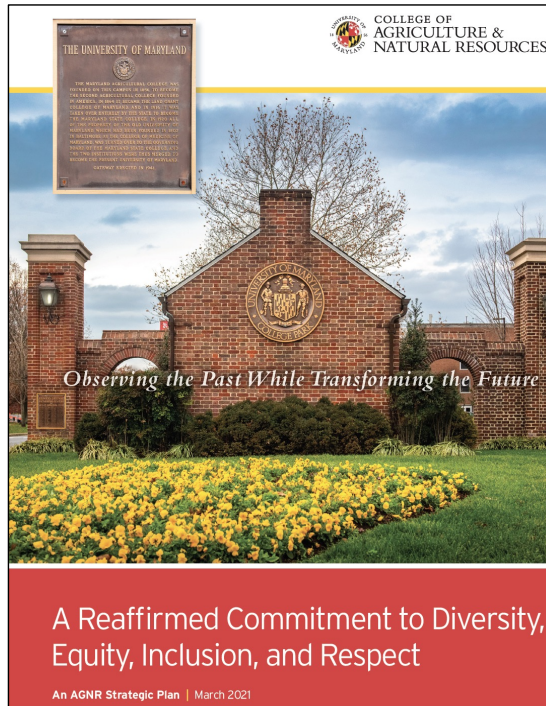


Activity and Outcomes: Year One

Year One: September 2021 - August 2022

- Finalize and announce DEIR Strategic Plan
- Initiate college award for DEIR
- Hire a Diversity Officer
- Develop DEIR website
- Create welcome video message from Dean Beyrouthy
- Implement TerrapinSTRONG (campus-wide DEI orientation) for existing faculty and staff.
- Establish DEIR Council in College Plan of Organization, hold elections, and charge council
- Create inventory tool for strategic plan activity

Diversity, Equity, Inclusion, and Respect (DEIR) at AGNR



<https://go.umd.edu/agnr-deir>

Transparency & Communication: Website

Diversity, Equity, Inclusion & Respect

[Home](#) > [About AGNR](#) > Diversity, Equity, Inclusion & Respect

[< About](#)

[History](#)

[Careers](#)

[Strategic Initiatives](#)

[Diversity, Equity, Inclusion & Respect](#)

[Climate Survey](#)

[DEIR Council](#)

[Plans & Progress](#)

[DEIR Spotlight](#)

[TerrapinSTRONG at AGNR](#)

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The College of Agriculture and Natural Resources (AGNR) reaffirms our commitment to diversity, equity, inclusion and respect (DEIR) for all with our inaugural [DEIR strategic plan](#) (2021-2026).



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FEARLESS IDEAS

Transparency & Communication: Dean's DEIR Message



AGNR TerrapinSTRONG Resources

[AGNR's Diversity, Equity, Inclusion & Respect Page](#)

[UMD TerrapinSTRONG Website](#)

[TerrapinSTRONG letter from President Pines](#)

[TerrapinSTRONG Faculty Onboarding](#)

https://youtu.be/TKwZoby_GPo



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FEARLESS IDEAS

DEIR Excellence Award started 2021



DEIR Standard of Excellence Award

An assistant professor in ENST, **Dr. Candice Duncan** started in ENST as a lecturer under a unique mentorship program to improve her skills in teaching and research in 2017. She excelled in this program, and her work and productivity resulted in a 29-0 faculty vote to recommend her for the university's FAMILIE program, an initiative to add 100 underrepresented faculty members to tenure track ranks over 10 years. Her integration into and support from the department shows both her excellence as well as the embrace of DEIR by the entire department.

Dr. Duncan brings a passion to DEIR. She is a Co-PI on two NSF funded projects that focus on increasing the diversity of graduate students in STEM fields. She has been highly successful and two graduate students are currently funded under her Geosciences project. As a new assistant professor, she is committed to increasing the pipeline of diverse students to the PhD, and is recruiting students from HBCUs.



Translation Services

(now a college-wide Task Force including MAES staff member)



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Do you speak more than one language?

Join AGNR's TALK!

(Transforming Access & Language through Knowledge)

As a commitment to the College of Agriculture and Natural Resources' Diversity, Equity, Inclusion, and Respect Plan we are reaching out to potential interpreters and translators.

Faculty and Staff who have the skill and ability to serve as interpreters and translators are invited to join **TALK!** We are currently seeking people proficient in: **English, Spanish, French, Tagalog, Chinese, Korean, Vietnamese, Russian, and American Sign Language.** If selected to participate in the program certifications will be funded!

As recipients of federal funding, AGNR is required to ensure technical guides are translated for equitable access to federal resources, and to perform assessments and processes to promote meaningful access. As part of our Federal Civil Rights language requirements, we must also provide language access. AGNR has allotted annual resources to perform these tasks and to promote equal opportunity and inclusion.

If you would like apply to be a **TALK! translator or interpreter**, please email the Human Resources Management and Compliance Programs Office by **September 15, 2022** at agnrhrmcp@umd.edu.

University programs, activities, and facilities are available to all without regard to race, color, sex, gender identity or expression, sexual orientation, marital status, age, national origin, political affiliation, physical or mental disability, religion, protected veteran status, genetic information, personal appearance, or any other legally protected class.

Year Two

Activity & Outcomes



Activity and Outcomes: Year Two

Year Two: September 2022 - April 2023

- 1st annual DEIR Council retreat
- Administer college-wide climate survey
- Launch monthly DEIR@AGNR Newsletter
- Launch DEIR Education program
- Use climate data to understand next steps
- Compose 1st annual DEIR Council Report to the Dean (activities/progress years 1 & 2)

Diversity, Equity, Inclusion and Respect Council

Council Charge

- Fully effectuate and support the College DEIR plan
- Review unit plans and provide feedback
- Present DEIR recommendations and report to the Dean

Subcommittees

- Data and Survey
- DEIR Education
- Policy
- Unit DEIR Plan Review

Council Representation

- Assistant Dean Academic programs
- Assoc. Chair: Academic Chair, Assoc. Dean or Director
- Director Human Resources, Ex Officio
- Diversity Officer, Ex Officio
- Exempt staff (2)
- Faculty from academic units (6)
- Graduate student (2)
- Institute of Applied Agriculture Student (1)
- Maryland Extension Faculty (2)
- Maryland Agricultural Experiment Station(1)
- Non-exempt staff (2)
- Professional Track Faculty (3 acad., 3 UME)
- Undergraduate student (2)



DEIR Council Retreat Goals

Maximize the success of the council by developing clear, actionable goals and building cohesion within the group.

Goal 1: Understand the scope of the council work through activity reports that include documents for comment

- Education/TerrapinSTRONG
- Data and Survey, with benchmarking
- Policy
- DEIR Plans

Goal 2: Establish expectations for the council and committees for 2022-2023 with timelines, meeting schedules and reporting expectations.

<https://agnr.umd.edu/about/diversity-equity-inclusion-respect/deir-council>



Transparency and Communication: DEIR Newsletter



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Welcome!

We are excited to launch a new DEIR newsletter for AGNR. It will land in your inbox the 2nd Tuesday of each month with a variety of updates on DEIR activities, learning opportunities, workshops, tips, and other resources.



DEIR News

One of our ongoing projects is to add information and resources on the [DEIR website](#). You can now find information on the AGNR [DEIR Council](#), review activities and [progress](#), and read [news items](#) that highlight our DEIR efforts.

At the recent DEIR Council retreat, the Council finalized the format for all unit DEIR Plan formatting and reporting so that we can clearly track our progress and challenges. The Google document will be distributed to the department chairs and the Council representatives are available to discuss. We look forward to having a more comprehensive inventory of DEIR across AGNR by May 2023.

And finally, the AGNR Climate Survey will be administered November 1- 8, 2022. After careful consideration, the Council has selected an external vendor and has begun to customize and refine the survey to reflect the culture of AGNR. The results will help shape the DEIR agenda for the next two years so we hope that everyone will participate in this important measure of our culture.

<https://go.umd.edu/agnr-deir-spotlight>



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2022 Climate Survey for Administrators, Faculty, Staff and Graduate Assistants

- November 1 – 22, 2022 all employees on payroll (no hourly)
- 43% response rate is very good (30% or higher is goal)
- Categories of questions
 - Employee demographics, workplace History
 - Perceptions of bias, discrimination, harassment, microaggression
 - Workplace Satisfaction (past, present, future)
 - Climate Perceptions (DEIR, belonging, leadership commitment)
 - DEIR action priorities and education

November 23, 2022	Possible Response	# of Responses	% of Responses
Executive/Administrator	48	33	8%
Faculty	383	154	39%
Staff	297	161	41%
Graduate Assistant	175	42	10%
Total	903	390	43%



2022 Climate Survey Timeline

To Benchmark DEIR attitudes and perception |

- Three surveys over 4 - 5 years: November 2022, October 2024, October 2025
- Edited to reflect unique characteristics of AGNR

SURVEY ONE	May 2022	June 2022	July 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023
Vendor comparison													
Vendor selection													
Edit Survey, FAQ page, Survey testing													
Pre-launch activity (emails & announcements)													
Survey period: Nov 1 - Nov 18, 2022													
Report and Data received													
Discuss Results with Dean													
Discuss Results with Chairs and Unit heads													
Discuss Results with Council													
Discuss Results college-wide (townhall(s) and/or college chat)													
Develop strategies and timelines													
Post results & next steps													



Accountability: Council Review

RATING RUBRIC

- Evaluates the scope of the plans impact.
- Tracks activities distributed across strategies & goals
- Identifies gaps & impacts
- Encourages adoption, collaboration or innovation of effective actions.

	YES	NO	Comments	Rating
Plan: 3 or more Activities each in 2 Goals				Good
Measure: All Activities are actionable, measurable, and time bound				
Progress/Completion: Of 3 Activities total, across 2 Goals (Year 1 and/or Year 2)				Good with Impact
Plan: 3 or more Activities in 2 or more Strategies , across 2 Goals				Excellent
Measure: All Activities are actionable, measurable, and time bound				
Progress/Completion: 3 Activities in each of 2 Strategies, across 2 Goals (Year 1 and/or Year 2)				Excellent with Impact
Plan: 3+ Activities in 2 or more Strategies, across 3 Goals				Outstanding
Measure: All Activities are actionable, measurable, and time bound				
Progress/Completion: 3 Activities in each of 2 Strategies, across 3 Goals (Year 1 and/or Year 2)				Outstanding with Impact



Accountability: DEIR Plan Reporting

UNIT DEIR PLAN REVIEW TABLE

AGNR Goal 1: Foster an AGNR that respects diversity and encourages equity and inclusion.				
STRATEGY 1A: Develop a college environment and climate that fosters diversity, equity, and inclusion with respect for all. (Total Group Effort).				
# of Activities	Actionable	Measurable	Time bound	
PROGRESS: During Year 1: Sept 2021 – Aug 2022 and/or Year 2: Sept 2022 - April 2023				
STRATEGY 1B: Assess the college climate for supporting a culture of DEIR (COLLEGE LEVEL – administer an annual, confidential College-wide climate survey using an external vendor. Disseminate results.)				
# of Activities	Actionable	Measurable	Time bound	
PROGRESS: During Year 1: Sept 2021 – Aug 2022 and/or Year 2: Sept 2022 - April 2023				
STRATEGY 1 C: DEIR Education				
#Activities	Actionable	Measurable	Time bound	
PROGRESS: During Year 1: Sept 2021 – Aug 2022 and/or Year 2: Sept 2022 - April 2023				
STRATEGY 1D: Review of transparency of DEIR Plans, Progress, and Impacts				
# of Activities	Actionable	Measurable	Time bound	
PROGRESS: During Year 1: Sept 2021 – Aug 2022 and/or Year 2: Sept 2022 - April 2023				

- # of Activities
- Measurement
- Timeline
- Progress
- # of Strategies in # of Goals



DEIR Education Curriculum

Goal: Provide tools and resources using research-based, skills-driven, engaging content. Three units, two workshops, total of 8 hours of DEIR education with completion earning a DEIR Certificate

THE SELF: Self-Awareness & Cultural Awareness

- a. Implicit Bias, Cultural Identity & Cultural Humility (90-minutes)
- b. Emotional Intelligence, Listening & Dialogue (60-minutes)

THE CONTEXT: Knowledge or DEIR Foundations

- a. Social identities, history, movements, and systems (90-minutes)
- b. LGBTQ Awareness, Empathy (60-minutes)

THE APPLICATION: Communication & Collaboration

- a. Inclusive Communication, interpersonal skills, including terminology & DEIR glossary (90-minutes)
- b. Inclusive Actions, Microaggression Intervention, Reflection (90-minutes)



Years 3 - 5

Proposed Activity



Proposed Activity: Years Three - Five

- Year Three: May 2023 - April 2024
 - Focus groups
 - DEIR Education for Leadership
 - Climate survey #2 Spring 2024
 - Implement uniform AGNR new employee orientation & DEIR education
 - Dashboard for DEIR
- Year Four: May 2024 - April 2025
 - Climate survey #3
- Year Five: May 2025 - April 2026
 - Comprehensive report on progress, challenges and next steps
 - New 5-year plan developed (with potentially new dean)



Discussion

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