

JULY 2022



INFRASTRUCTURE PLANNING
AND FACILITIES

DIVERSITY, EQUITY AND INCLUSION ANNUAL REPORT

Strategic Plan 2021/22





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Over the past year, IPF has continued to build on the strength of our commitment to advancing diversity, equity, and inclusion during times of change, pandemic, and advocacy for social justice.

We are encouraged to heighten our self-awareness and build empathy as we think about our daily contributions toward creating an inclusive workplace culture and climate. In doing so, we focus on the opportunities that exist for us to improve our unit structures in ways that ensure equity and access to opportunity for all.

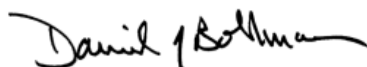
I am pleased to highlight IPF's continued progress forward in several areas of our strategic plan. Beginning with our hiring practices, I commend the tremendous intentional and consistent effort of the unit to prioritize equity and diversity in a manner that has contributed to exceeding our unit-wide goals and past fiscal years' performance. This positions us to achieve sustained progress toward increasing the diverse representation of our unit at all levels. We've also made noteworthy progress on our supplier diversity action plan. We are taking a phased approach to developing a formal program and have researched more than 230 of our capital project vendors and uncovered 21 newly identified Minority Business Enterprises.

We're not only committed to the progress in our unit, but of the campus and external community. The demonstrated commitment of our staff to strengthen trusted partnerships providing solution-based services is significant in supporting and contributing to an inclusive community. IPF skilled tradespeople partnered with the College of Agriculture and Natural Resources and provided hands-on instruction for the Construction Management Program, and skilled trades supervisors participated in the Eaton RESA Spring Advisory Board meeting sharing insights on the welding industry. Transportation Services continues to partner with Student Life and Engagement by delivering safe shuttle service to students at risk for coronavirus exposure.

Moving forward, I'm honored to serve on the MSU DEI Strategic Theme Subcommittee to support the implementation and success of key institutional diversity, equity, and inclusion priorities. In support of this work, I thank IPF members of the Action Planning Team that are helping to review, prioritize, evaluate, and explore recommendations, metrics, and accountability measures as it pertains to the physical environment and supplier diversity efforts. One example of physical changes made within our unit is the sheet metal and plumbing crews that have removed individual work benches and created shared inclusive spaces to further resource sharing and teamwork. Through all these efforts and more, like using inclusive language, ongoing participation in DEI professional development opportunities, and implementing redacted screening, it highlights another way in which IPF CARES about this shared responsibility to create an inclusive employee experience where everyone feels safe, welcomed, valued, and supported.

As we continue our journey and enter year four of our five-year strategic plan implementation, IPF must continue to collectively advance our diversity, equity, and inclusion efforts to better provide outstanding service, an excellent experience, and effectively deliver facilities to campus. Every employee contribution matters, and I encourage you to continue driving us forward.

Sincerely,



Vice President
Strategic Infrastructure Planning and Facilities

Last year, IPF continued the journey to engage in intentional and sustained effort toward advancing diversity, equity, and inclusion in everything we do.

MSU released a university strategic plan, DEI report and plan, and RVSM plan to cultivate a safe, inclusive, and respectful campus as top priority. These strategic plans focus on efforts to empower excellence, advance equity, and expand impact putting people first and prioritizing the success of students, staff, and faculty by 2030. IPF is pleased our efforts over the last three years directly align and advance these strategic priorities.

IPF continues to recognize the value of furthering intercultural competence to collectively advance our goals. The Executive Leadership Team (ELT) began its journey with the Intercultural Development Inventory (IDI) in Fall 2019 and five ELT leaders engaged in its first reassessment cycle where 60% of participants improved along the continuum and one progressing to adaptation. IPF rolled out the IDI to business leaders and DEI council members, resulting in 53 percent of participants opting into their individual results and customized plans.

I am pleased to highlight the progress of our DEI action plans. We conducted a soft launch of the community engagement volunteer program. Formerly paused due to implications of the coronavirus, we have now reconvened planning efforts to launch a pilot program. We also entered phase two of the supplier diversity action plan focused on process and policy development and acquiring the necessary infrastructure to support a solid foundation. To enhance outreach and engagement, IPF sponsored the National Organization of Minority Architects (NOMA) Gala and several employees participated in the MMSDC Matchmaker event connecting buyers with suppliers based upon business categories and scope of services for current or future opportunities.

Additional partnerships and sponsorships included the Office of Institutional Diversity and Inclusion for the National Native American Summit, MSU Women Initiative for Leadership Development (WILD) Conference, Women in Skilled Trades (WIST), and Project Search.

IPF has not only committed significant resources over the years to support programs and initiatives outlined in the unit strategic plan, but also has committed significant resources to create a leadership development program, putting investment in our most valued asset, as one way to prioritize the success of formal, informal, and emerging unit leaders.

We celebrate the many efforts, contribution, and dedication of our leaders and staff who prioritize and demonstrate their commitment to DEI by collectively advancing progress through the performance excellence goal process, participation in available learning sessions, inclusive language initiatives, departmental standardization of DEI best practices, and restructuring of the onboarding program.

Looking ahead, we're planning to expand resources and focus on DEI programming and education, succession planning, and equity analysis that are integral to our professional and organizational development. IPF CARES about your employee experience and we're looking forward to the continued work and your sustained support of our ongoing commitment to collectively advance a diverse, equitable, and inclusive culture.

Sincerely,



Tina Alonzo
DEI Administrator
Office of the Executive Vice President for Administration

This report provides progress on action items that serve as components of the connected series of tactics that align with and reflect strategic implementation of the three key strategies and focus on areas where centrally coordinated and supported programs and initiatives will be most effective.

Our progress in all three key strategies — to create an inclusive and equitable work environment; recruit, retain and develop a diverse workforce; and support and contribute to an inclusive campus community — include the following FY22 highlights:



IPF remained committed to its values, keeping DEI at the forefront of all that we do, and being accountable to ourselves and others for achieving progress under our DEI Strategic Plan. It is the diversity, strength and passion of our people that are the driving force behind MSU Infrastructure Planning and Facilities' mission to deliver facilities and services that help Spartans change the world.

As IPF enters year four of its five-year DEI Strategic Plan, we will continue to build for the future and partner with our campus community to build a community that cares to increase diversity, ensure equity, promote inclusion, and enhance outreach and engagement. Areas of focus include community engagement program, supplier diversity program, DEI programming, education, inventory and assessment, and data collection and analysis.



The IPF DEI Strategic Plan is guided by our commitment, three key strategies, and associated unit-wide action plans.

IPF's three key strategies are reinforced by the unit's commitment to DEI, serving as our foundation throughout the initial year of plan implementation. We are committed to:

Diversity - We commit to a workforce that is reflective of our campus community inclusive of race, ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origins, religious commitments, age, disability status and political perspective.

Equity - We commit to creating and embedding practices that ensure everyone has access to the same opportunities, recognizing that we don't all start from the same place because advantages and barriers exist. Our practices acknowledge uneven starting places and seek to correct the imbalance to ensure that people with marginalized identities have the opportunity to grow, contribute and develop.

Inclusion - We commit to welcome all differences and ensure all perspectives and opinions are heard in an environment that develops a sense of belonging and support of differences. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Key Strategy 1: CREATE AN INCLUSIVE AND EQUITABLE WORK ENVIRONMENT

We will work to create an environment in which all campus community members are welcomed and supported, and differing perspectives and contributions are sought out and valued.

Key Strategy 2: RECRUIT, RETAIN AND DEVELOP A DIVERSE WORKFORCE

Through focused efforts, we will work to build a more diverse workforce and equip individuals with the support and opportunities necessary for their success.

Key Strategy 3: SUPPORT AND CONTRIBUTE TO AN INCLUSIVE CAMPUS COMMUNITY

We will ensure that diversity, equity, and inclusion are foundational aspects of all our provided and developing services. We will establish policies, procedures and supporting structures to ensure our customers and vendors align with our values.

KEY STRATEGIES

The **unit has committed significant resources** to support the programs and initiatives outlined in the unit plan. To ensure accountability, each of the actions initiated to achieve these three key strategies has been integrated into the unit-wide scorecard and performance excellence goals.



STRATEGIC IMPLEMENTATION

Taking a phased approach over five years (2019-2023), IPF's business goals are comprised of unit-wide action items. These items align with IPF's strategic plan and the three key strategies IPF organizational work is centered on. They're focused in areas where they will provide the most impactful and holistic results. Below are summaries and progress of action items that were implemented in 2020.

Key Strategy 1: CREATE AN INCLUSIVE AND EQUITABLE WORK ENVIRONMENT

Action Item: Employee Engagement Survey - IPF conducted its sixth annual engagement survey in partnership with the MSU Office of Survey Research. This year's treatment of employees' category for diversity and inclusion questions continue to remain above a 3.0 mean score, coming in second and third within the category respectively. Employees feeling valued and respected also fell out of the bottom ten list.

IPF's Workforce Engagement committee continues to be a valued resource for identifying themes from the survey and developing actionable recommendations to the IPF Executive Leadership Team (ELT). We are now transitioning to the Office of the Executive Vice President for Administration biennial survey effective Fall 2022. As we continue to live our unit values, we also continue our commitment to providing an engaging and inclusive work environment where employees feel valued and respected.

Action Item: Intercultural Development Inventory (IDI) - The Executive Leadership Team engaged in their first cycle of reassessment with the Intercultural Development Inventory, welcoming three new ELT members to the team and IDI process. The leadership team continues to participate in activities that further understanding of culture, the unit's culture and targeted goals, and identify a team goal to help further intercultural competence at the executive level.

The IDI was rolled out first as a voluntary effort to business leaders and IPF DEI council members as a professional development opportunity to measure learning outcomes and support development plan efforts. Several employees participated in the group debrief opportunities with 53 percent opting into receiving their individual results and customized plan debrief opportunity.



“I thought that the Intercultural Development Inventory assessment was a valuable and worthwhile tool and would recommend it for everyone. It provided me with insight into my personal beliefs and biases that in some instances were surprising. We all have biases of course, but I thought because of the different trainings and discussions I have participated in over the last several years I had a pretty good handle on what many of mine were. That turned out to not necessarily be the case.” - Lisa Desprez-Orr

Action Item: Learning and Development - Each ELT member to develop departmental DEI action plans supportive of business function and diversity/inclusion related employee engagement areas to advance outcomes of creating an inclusive work environment.

IPF employees are exceeding our DEI professional development learning goals to improve DEI competency, skills and tools to create an inclusive environment. We will continue efforts to expand the percentage of employees participating in these opportunities and have committed resources for a position that will support the expansion of DEI programming and education.

► **240+ IPF EMPLOYEE AND CAMPUS PARTNERS** have attended Mitigating Bias in Hiring

► **170 + IPF EMPLOYEES** attended the National Employment Disability Awareness Month learning session

“Very helpful to learn ways of working with other people and learning different ways to be respectful to my work peers.”

“The presentation made very good points. One that stuck out to me directly was offering to help by just doing instead of asking first. It feels like it’s the right thing to do but could offend the person or possibly injure them if not done correctly”

“Training was great and gave me some things to think about and tools for how to best show respect while navigating possible disabilities.”

► **70+ IPF EMPLOYEES** attended the Native American Heritage Month learning session

Several staff members also participated in globally inclusive language and images, Take Action: Bystander Intervention, Implicit Bias and Mitigating Bias, and All-Gender Restroom Design Study Town Hall learning sessions. IPF Human Resources is also partnering with Building Services to pilot a training session entitled, “IPF Service Excellence: Overcoming Language Barriers.”

Additional activities to further an inclusive and equitable culture led by some supervisors include collecting and sharing DEI professional development opportunities with staff, reviewing policies and websites for the use of inclusive language, and initiating departmental new employee announcement emails for student, temporary, and on call hires.

Action Item: HR Hot Topics - The HR Hot Topics develops the skills and competencies necessary to lead a diverse workforce for our unit leaders. Led by IPF Human Resources, this program offers learning session on specific HR and DEI topics of interest and need.





Key Strategy 2: RECRUIT, RETAIN AND DEVELOP A DIVERSE WORKFORCE

Action Item: Performance Excellence - IPF supervisors continue to leverage performance excellence goal setting to help drive diversity, equity, and inclusion goals. Examples include:

- Created Surplus Store & Recycling Center Discussion Group to increase inclusion, engagement, and professional development opportunities.
- Developed and implemented expectation outline process for students and TOC employees in line with those for FTE, in part to apply tools for success to all job types.
- Maintenance Services, Surplus and Recycling, and Support Services voluntarily standardized the use of redacted screenings.



Assigning all IPF employees the task to complete one DEI goal at the Performance Evaluation has encouraged conversation within the group. Having resources available and easily accessible to assist employees with learning has been helpful. I would like to see some community volunteer experiences in the future for IPF staff. - Mary Clark

Action Item: Recruitment Selection Committee Process - The journey to engage in a sustained intentional and consistent effort to prioritize equity and diversity in the hiring process continues. For FY21, IPF exceeded unit-wide applicant pool goals with outcomes of diverse representation being 10% above applicant pools during FY20. Executive Leadership Team (ELT) members shared significant contribution toward this progress with 67% of ELT areas exceeding unit-wide applicant pool goals in at least one category of race/ethnic or sex diversity and Real Estate and Capital Planning and Utilities exceeding in both categories.

Additionally, as it relates to ELT applicant pool goals, 67% exceeded in underrepresented race/ethnicity applicant pool goals and 33% exceeded underrepresented sex diversity applicant pool goals, with 100% of all ELT areas exceeding the past fiscal year's performance. For FY22, scorecard metrics prove sustained progress in these areas with IPF exceeding or meeting unit-wide applicant pool goals. IPF Human Resources has provided support to staffing coordinators, hiring managers, and interview panelists by creating an unconscious bias training resource to advance inclusive hiring practices with a focus on redacted screening process. Numerous departments have opted into and now require redacted screening, like Surplus Store and Recycling, Maintenance Services, and Power and Water, to mitigate bias and prioritize equity and diversity in hiring. IPF has also committed resources for a recruiter position to support a more targeted and proactive approach to hiring.

Action Item: Onboarding - IPF Human Resources streamlined the onboarding program to create a more focused and welcoming experience for new employees. Scorecard metrics continue to underscore the importance of DEI being foundational aspects that positively influencing employee perception of feeling welcomed (90%) and included (88%) during the first two weeks of employment. All regular full-time staff are required to complete cultural competency training within 1-year of hire and 82 attended the training, with the top three provided benefits identified by staff being cultural competency, professional development and collaboration.



CULTURAL COMPETENCY TRAINING TESTIMONIALS:

"I thought the information was presented in a very accessible and easy to understand way, especially for folks who haven't had a lot of DEI training. Also, I really liked how [the facilitator] encouraged discussion and facilitated disagreements, turning them into moments of connection and learning. Really great session!"

"Thank you for the training."

"Thank you for the different outlooks."

"This was great and I really felt like I took away a lot of helpful information I can apply to work and home life."

"I absolutely loved this class, it was very helpful and I can apply what I've learned not only at work but to daily life."

"Great training, perfectly tailored to IPF trainees."

Action Item: Leadership Development Program - Progress was made towards the creation of a unit leadership development program. This program commits IPF to invest in the development of our leaders at all levels, including emerging leaders, with learning tracks that aim to expand skills and knowledge to better manage the work and lead teams. A budget for the project was approved and a project team was identified to develop the curriculum for the program and to manage it moving forward. Included in the budget are funds to support leadership development for 100 "emerging leaders" over the first 3 years of the program. IPF has 5 levels of leadership including Emerging Leaders, Team Leads/Group Leaders (54), Supervisors (63), Business Leaders (26), and Executive Leaders (9). The project team identified goals for the year including the creation of learning tracks for the program and the launch of open registration for the baseline program for each level of leadership.

Key Strategy 3: SUPPORT AND CONTRIBUTE TO AN INCLUSIVE CAMPUS COMMUNITY

Action Item: Supplier Diversity Action Plan - IPF is excited about our intentional and focused effort on our supplier diversity program initiative. Our purpose is to ensure diversity and social responsibility in the products and services we provide to our customers and community by incorporating IPF's commitment to DEI into supply chain decisions, enabling qualified diverse supplier inclusion with equitable consideration and access to opportunities. We have developed an action plan charter to support our efforts, taking a phased approach with key milestones. We are currently now in phase two and focused on integrating DEI into standardized evaluation criteria, creating policy, and finalizing unit-wide scorecard goals. More recently, the action planning team has been working to integrate DEI into standardized evaluation criteria and selection processes, create a unit supplier diversity policy, and determine unit-wide scorecard goals. We're also excited about the invested resources to acquire and develop program infrastructure.

In support of proactive outreach and engagement, we also participated in the Michigan Minority Supplier Development Council (MMSDC) Matchmaker event to match buyers with suppliers based upon business categories and scope of services for current or future opportunities, that resulted in more than fifteen (15) vendor contacts. Next steps include finalizing program components and infrastructure followed by implementation.

- ▶ **4% (2.5M+) DIVERSE SPEND, 87% MI-BASED**, PO spend highest with Small Businesses and Women Business Enterprises (WBE)
- ▶ **13M+ TIER II SPEND**, top diverse classifications being Minority Business Enterprise (MBE), Small Business, and WBE
- ▶ Researched Diverse classification of **239 CAPITAL PROJECT VENDORS**
- ▶ **21 newly identified vendors with MBE classification**
 - 14 newly identified vendors with MBE classification: 4 African American/Black, 3 Hispanic American, 2 Native American, 2 Asian American, 3 didn't disclose specify race/ethnicity.
 - 7 newly identified with WBE classification

Action Item: Multicultural Center Planning Committee - The Multicultural Center was approved by the Board of Trustees to move forward with design in September 2021. Shortly after, SmithGroup was hired as the successful design firm to help carry the project through the planning and design phase. In March 2022, Clark-White (joint venture) construction was hired as the construction manager to help prepare the project for construction. Using the student-driven pillars — Education, Community, Healing, and Advocacy and Activism — the project intent was established. The project intent of Michigan State University's Multicultural Center is to create a free-standing space, inspired through architecture and campus design, to encourage the interaction of students, staff, faculty, and other community members across intersectional identity groups, especially those of historically marginalized backgrounds, to be able to succeed and thrive at a predominately white institution. The project team is currently working with student, faculty, and staff stakeholders to uphold the project intent while working through design details of the project. Consistent stakeholder engagement has been the focus of the project's success thus far. **Visit** the website to track the progress and learn more.

Action Item: Community Engagement Program - Although our effort to develop a formal community engagement program was paused due to implications of COVID-19, we are pleased to share our continued efforts to move forward. In support of our commitment to provide employees with ongoing opportunities to engage in meaningful activities outside daily job assignments, staff members are approved to utilize release time for continued learning through service to underserved audiences in the larger external community. A soft launch of program efforts was conducted by offering employee participation in the Volunteer Income Tax Assistance Program in partnership with Capital Area United Way, successfully engaging five employees. We have also drafted a program policy and reconvened planning efforts for launching a pilot program.

Action Item: Campus Partnerships - Ongoing partnerships with campus stakeholders have been established and strengthened to advance DEI and support a more inclusive campus community.

MSU Community Partnerships:

- In support of the strong demand for skilled trades, **IPF skilled tradespeople provide hands-on instruction and training** for construction management students through the College of Agriculture and Natural Resources Construction Management Program to better manage teams and assess the work.
- Skilled trades supervisors participated in the Eaton RESA Spring Advisory Board meeting, sharing insight on the future of employees in the welding industry and student career development.
- PowerMIFleet is a program designed to help fleet owners and operators reduce operating costs, eliminate emissions, and simplify vehicle maintenance by transitioning to electrical vehicles. Transportation Services partnered with Consumers Energy to analyze performance data, resulting in a grant that will help contribute to on-campus charging stations for current and future electric vehicles.
- Transportation Services continued partnership with Student Life and Engagement to support the safe shuttle service of transporting students at risk for COVID-19 exposure.
- IPF's design team is participating in project management of MSU's **All-Gender Restroom Design Study** initiative to support equitable and inclusive restroom access.
- Project SEARCH participation continues to expand across IPF including Campus Services, Landscape Services, Building Services, and IPF Human Resources.
- Sponsored the MSU Women Initiative for Leadership Development (WILD) Conference and National Organization of Minority Architects (NOMA) Gala.
- Partnered with the MSU Office of Institutional Diversity and Inclusion to sponsor the Michigan Diversity Council's National Native American Summit.
- Partnered with Women in Skilled Trades (WIST) and facilitated DEI training for their 5th cohort.
- Partnered with the Michigan Rehabilitation Services and hosted the Disability Awareness learning session.
- Shared IPF DEI strategic plan, initiatives, and best practices with construction (The Christman Company and Clark Construction) businesses to advance progress within the community.

We remain committed to being accountable to ourselves and others for achieving progress under our DEI strategic plan. As part of the five-year plan implementation, IPF longitudinally tracks metrics that represent important factors in assessing progress toward our goals.

At regular intervals, we update the IPF workforce and MSU community on our progress. Tracking and reporting occur at the university as well as the school, college and unit levels.

In the near-term, we track our progress on plan-related action steps such as implementation and participation in programs, utilization of services, increased awareness and other leading measures of progress. Longer-term measures include trends in the demographic composition of our unit over time and consider shifts in climate and Key Performance Indicators of equity across populations.

As IPF enters year four of its five-year DEI strategic plan, we will continue to build for the future and partner with our campus community to build a community that cares to increase diversity, ensure equity, promotes inclusion, and enhances outreach and engagement. Areas of focus include:

- Community Engagement Pilot Program
- Supplier Diversity Program
- DEI programming and education
- Data collection and analysis
- Succession planning

Together, we will realize our goals by supporting and demonstrating behaviors that advance diversity, equity and inclusion.



UNIT DEI STRATEGIC OBJECTIVES AND ACTION ITEMS

Action items have been identified to support achievement of each key strategy. The below chart lists each action item with current progress.

Strategic Objective	Action Item	Progress
Reduce equity gaps across all workforce segments.	Conduct equity gap analysis across all workforce segments to identify and address salary disparities.	Ongoing
	Audit promotion practices and policies across all workforce segments to remove bias and subjectivity.	Ongoing
Develop a leadership assessment, toolkit, and a learning academy for executive leadership, business leaders, and supervisors.	Unit Cultural Competency Training: develop and launch tailored unit cultural competency training and facilitate refresher trainings, as appropriate.	Complete
	Intercultural Development Inventory (IDI) – Executive Leadership Team (ELT) administer the IDI, support individual development plans with touchpoint meetings, and facilitate ongoing intercultural learning.	Complete/ Ongoing
	Intercultural Development Inventory (IDI) – IPF Business Leaders: administer the IDI, support individual development plans with touchpoint meetings, and facilitate ongoing intercultural learning.	Complete
	Develop and launch DEI Hub page .	Complete
	Employee Engagement Survey.	Complete
	Embed DEI across various engagement points: onboarding, supervisor training, and communications.	Completed
	DEI communication plan.	Complete/ Ongoing
	Develop learning and professional development programs.	In Process
Increase diversity on management teams. Balance diversity to be reflective of our community: short-term (MSU faculty and staff), long-term (greater Lansing community).	Establish a robust leadership development program and track.	In Process
	Recruitment and Selection Practices: audit current practices and policies to identify gaps, training needs, and opportunities to promote DEI best practices.	Complete
	Prioritize diversity in recruitment efforts: embed DEI strategies into recruitment and hiring processes designed to support the recruitment of a diverse staff.	Complete/ Ongoing
	Develop a toolkit to improve hiring and talent sourcing for all staff positions and unit levels.	Complete
	Establish dedicated succession planning process.	Not Started
	Establish and launch Skilled Trades Apprenticeship Program.	Paused
	Update DEI Website.	Complete/ Ongoing
	Develop and implement a mentoring program.	Not Started
Create a system of accountability for meeting imperatives.	Integrate and expand DEI metrics into IPF ELT scorecards to be supported at departmental levels.	In Process/ Ongoing
	Embed DEI in Performance Excellence goals.	Complete
	Develop and launch unit DEI Council.	Complete
Lead and formalize ongoing partnership(s) with MSU Office of Institutional Diversity and Inclusion (IDI), SLE, University Services. Ensure diversity and social responsibility in the products and services we provide to our customers and community.	Multicultural Feasibility Study Planning Committee.	In Process
	Develop and launch Community Engagement Program.	In Process
	Establish Supplier Diversity Program and associated processes.	In Process

IPF AT A GLANCE

All Employees (Regular, Temporary, On-call)	All Employee Percentage	Regular	Temp	On-call	Total Count FY 2019-21	
Asian	<div><div></div></div>	1.0%	1.1%	3.0%	0.0%	10
Black or African American	<div><div></div></div>	10.0%	7.9%	10.6%	20.1%	97
Hispanic	<div><div></div></div>	7.5%	7.6%	6.1%	7.4%	73
Native American or Alaska Native	<div><div></div></div>	0.4%	0.5%	0.0%	0.0%	4
Pacific Islander	<div><div></div></div>	0.0%	0.0%	0.0%	0.0%	0
Two or More Races	<div><div></div></div>	1.2%	1.1%	3.0%	1.3%	12
Total Employees of Color	<div><div></div></div>	20.1%	18.2%	22.7%	28.9%	196
White	<div><div></div></div>	79.9%	81.8%	77.3%	71.1%	778
Employee Total		974	759	66	149	974
Female	<div><div></div></div>	25.2%	24.0%	21.2%	32.9%	245
Male	<div><div></div></div>	74.8%	76.0%	78.8%	67.1%	729

- **90%** felt welcomed during first two weeks of employment
- **88%** felt included during first two weeks of employment
- **78%** recommend IPF as a place to work during exit interviews
- **87%** retention rate
- At least a **3.0** on all survey items
- **26%** race/ethnic diversity in applicant pools
- **25%** sex diversity in applicant pools
- **82** new hires attended cultural competency training
- Over **726** employee DEI professional development hours as of June 15, 2021
- **90%** feel new HR Hot Topic program is effective



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