



Diversity, Equity, and Inclusion  
Strategic Plan Annual Report  
2019/20



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IPF Community,

MSU is committed to building an inclusive environment that recognizes and respects people of all backgrounds and experiences. President Stanley made this clear by announcing the creation of a university Diversity, Equity and Inclusion Plan and a Diversity, Equity and Inclusion Steering Committee in December 2019, just four months after he became president.

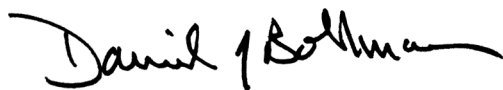
MSU Infrastructure Planning and Facilities (IPF) has been a leader in committing to creating a diverse and inclusive environment for our employees. In 2016, we implemented an annual employee engagement survey that gives every IPF employee an opportunity to provide input on how IPF can improve in areas such as diversity and inclusion. In 2017, we voluntarily underwent an internal and external review of IPF DEI practices. The reports of these reviews concluded that IPF needed to make improvement in our diversity, equity and inclusion (DEI) efforts.

In 2018, work on IPF's Equity, Inclusion and Diversity Strategic Plan began, managed by an internal and diverse steering committee. Their work concluded with the finalization of a five-year plan in 2019. The plan includes a framework of strategies, objectives and goals to address our commitment as a vital partner in building an inclusive campus community. In 2019, we welcomed a diversity, equity and inclusion administrator on our HR (Human Resources) team to lead the implementation of this plan.

Over the past year, our unit has made great strides towards accomplishing the plan's goals. The IPF Executive Leadership Team utilized the Intercultural Development Inventory assessment tool to assess the current state of the team and measure and support learning outcomes for each team member. DEI related goals to increase DEI competency will be added to staff's annual Performance Excellence goal-setting requirement. Customized cultural competency training is being developed to meet the unique needs of our unit and all staff will be required to complete this training. These actions and many more are shared in detail in this DEI Strategic Plan Annual Report.

All of this work shows we are dedicated to ensuring diversity, equity and inclusion are foundational aspects of this unit. We all have a responsibility to commit to engage in the work necessary to create an inclusive and equitable work environment where all employees have a sense of belonging and are supportive of differences.

Sincerely,



Daniel Bollman  
Vice President  
Strategic Infrastructure Planning and Facilities

By way of an internal steering committee and following a planning process that included collecting and analyzing data from 2016-2018, Infrastructure Planning and Facilities launched its first five-year Strategic Plan for Diversity, Equity, and Inclusion (DEI) in 2019.

Our strategic plan signifies our ongoing commitment to diversity, equity, and inclusion where all employees and campus community members are welcomed, supported and valued.

My top priority is to support the overall climate of IPF, be a resource in all matters of DEI, and ensure all employees have a successful employee experience with relationships built on understanding, appreciation, respect and acceptance of the differences and commonalities that we all bring to keep MSU running 24/7/365. During our first year of plan implementation, we made significant progress for continuing our DEI journey -- gaining a better understanding of our needs and desires, departmental gaps, areas of focus, and essential collaborative efforts.

We have and are continuing to make strides toward a lasting positive cultural change at IPF as evidenced in this DEI Strategic Plan Annual Report, providing a review and summary of our progress within the past fiscal year. For example, the Executive Leadership Team (ELT) completed the Intercultural Development Inventory (IDI) assessment, which provided a baseline understanding of leadership's intercultural competence. We also executed our most successful year yet of the annual Employee Engagement Survey process - to gain insight into our workforce's experiences, perspectives and desires - that serves as a vital instrument in our DEI efforts, plans, and progress.

Although I am pleased with what we have achieved in such a short period of time; we have much more to accomplish. To 'be the difference' means that all IPF employees (full time, part time, and students) support and demonstrate behaviors that don't just drive diversity, equity and inclusion, but in many ways, become models ourselves so that anyone who engages with an IPF employee feels a difference.

There will be challenging times ahead, and even now as shown by the implications of COVID-19 and the ongoing social injustices and racism in our country; but we have a responsibility to commitment beyond words and will engage in the work necessary. I remain excited for our DEI journey and am confident that we will realize our goals of a diverse, equitable and inclusive culture together. I look forward to your contribution and participation toward our goals.

Sincerely,



Tina Alonzo, CM, CHRS

Diversity, Equity, and Inclusion Administrator

## Executive Summary

At Michigan State University, we believe our differences are our strength. As a pioneer land-grant university, we have a duty to provide an inclusive environment for the spectrum of experiences and viewpoints that exist on our campus. It is not enough to employ a workforce of individuals with varying backgrounds and views. We must leverage each other's differences to remain competitive in an ever-changing world, and we at MSU Infrastructure Planning and Facilities (IPF) should reflect the best of those differences.

In 2017, IPF voluntarily underwent an internal and external review of IPF inclusion and equity practices. From that review, we received vital feedback that allowed our DEI Steering Committee to create a DEI framework to broaden diversity and strengthen inclusion and equity. In 2018, IPF's Executive Leadership Team (ELT) sponsored a unit-wide action plan to create IPF's first DEI Strategic Plan. It serves as an umbrella for seven core service and support operations within the unit, working to meet IPF's established commitments to diversity, equity, and inclusion.

In 2019, IPF began its journey of plan implementation. The role of DEI Administrator was established to provide strategic vision and leadership to drive a diverse, equitable and inclusive community culture and climate while overseeing the implementation of the unit five-year (2019-2023) DEI strategic framework, and supporting the human resource function. During year one, IPF has made significant progress -- gaining a better understanding of our needs and desires, departmental gaps, areas of focus, and essential collaborative efforts.

Focused on strategic implementation, time and effort has been spent on creating structure and setting new initiatives in motion to achieve targeted goals. 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 highlights listed below:

- An IPF Employee Engagement Survey record setting participation rate of 69%
- Application of the Intercultural Development Inventory to increase awareness and development of intercultural competence among the ELT team
- Promoting and incorporating best practices in employee recruitment and selection
- Developing a central DEI resource hub
- Collaborating on the university's Multicultural Feasibility Study Planning and Steering Committees.

Over time, IPF will begin tracking metrics that represent important factors in assessing progress, as we are committed to being accountable to ourselves and others for achieving progress under our DEI strategic plan. 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. Longer-term measures include trends in the demographic composition of our unit over time and consider shifts in climate and KPIs of equity across populations.

Together, Spartans Will *Be the Difference* by supporting and demonstrating behaviors that advance diversity, equity, and inclusion.

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

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### Our Commitment

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 do not all start from the same place because disadvantages 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. New unit-wide actions include:

- Training to build cultural awareness and inclusiveness skills among staff
- Enhanced programming for employee support and engagement through ongoing implementation of the DEI initiative
- Increased support for employees and others experiencing bias
- Ongoing internal review/assessments to ensure the culture, policies, and procedures are improving compared to established goals 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 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. New unit-wide actions include:

- Initiatives to build a diverse pipeline of qualified skilled labor and support staff
- Provision of support programs to ensure that employees have the resources needed to excel at their job
- Development of tools to improve hiring and search processes for all staff positions and unit levels

### 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. New unit-wide actions include:

- Initiatives to build ongoing partnerships and supplier diversity in the supply chain
- Development of a community engagement program to improve social responsibility and volunteerism

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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:

### putting strategies into action to achieve desired goals

#### - infrastructure development and action plans.

#### Key Strategy 1:

Create an inclusive and equitable work environment

#### Action Item:

##### *Employee Engagement Survey*

The annual IPF Employee Engagement Survey data is a critical metric to track DEI efforts unit wide and measure progress towards the goals of our DEI strategic plan. It is used to help us understand staff perspectives and experiences with the work environment and other factors that impact success each day. Administered for the first time in 2016-2017, it helps us recognize what is working well and areas of opportunity to keep improving. This fiscal year, IPF reached a record setting participation rate of 69%. More participation means more meaningful feedback as we work to consistently increase positive responses about the work environment and overall employee experience. The survey is supported by the IPF Workforce Engagement Committee.

#### Action Item:

##### *Intercultural Development Inventory*

The executive leadership team (ELT) has taken first steps to better understand their intercultural competence, the capability to shift perspective and appropriately adapt behavior to cultural difference and commonality. The Intercultural Development Inventory (IDI) tool was leveraged to assess the current state of the team, measure learning outcomes and support development plan efforts. The team is currently working on completing customized development plans that have been included as part of Performance Excellence to better recognize and appreciate patterns of cultural difference and commonality in one's own and other cultures. Ongoing supplemental training opportunities will be provided for continued professional and leadership development. The IDI tool will be applied as an additional assessment of development progress.

#### Action Item:

##### *Performance Excellence*

"The worst behavior that you accept becomes the best behavior that you can expect." To be accountable to ourselves and others within and external to the unit, DEI is embedded into our performance goals and performance excellence process. All staff will have annual DEI related performance excellence goals to increase DEI competency and reinforce learning and professional development, beginning next fiscal year.

#### Action Item:

##### *Unit Cultural Competency Training*

Customized cultural competency training is being developed to meet the unique needs of the unit, guided by our current state and the cultural transformation we plan to achieve. Individually, everyone is at different points along this journey. However, as a unit, we must develop an aligned baseline foundation of understanding. All regular staff are required to attend training next fiscal year.

#### Action Item:

##### *DEI Council*

An IPF DEI Council is being developed as a leadership and professional development opportunity for staff to provide cross-organizational strategic management and direction in the area of diversity and inclusion as an adviser and resource, ensuring alignment with the overall DEI Strategic Plan. Members of this council include a diverse group of employees from various departments who champion DEI and will serve as a channel of communication to support implementation plans, discuss and troubleshoot challenges, share feedback, and embed DEI language and skills.

#### Action Item:

##### *DEI Communications*

In collaboration with IPF's Communications department, ongoing messaging related to DEI implementation, programs, and activities are featured in the unit's Infrastructure Insider newsletter. These communication efforts are designed to connect and engage staff internally and with campus community partners while promoting DEI learning and development.

#### Action Item:

##### *DEI Hub Page*

A DEI page has been developed and added to IPF's Hub, an intranet SharePoint site for sharing information. The DEI Hub page is a user-friendly resource providing a central location for DEI unit and campus related content. Staff are able to access one page to locate information on IPF's DEI commitment, strategic plan, cultural observances, upcoming events, and learning opportunities, engagement survey results, resources, toolkits, and the DEI council; and participate in the 'Hate Has No Home Here Pledge' lead by our RHS partners.

## Strategic Implementation:

### putting strategies into action to achieve desired goals

#### - infrastructure development and action plans.

#### Key Strategy 2:

Recruit, retain, and develop a diverse workforce

##### Action Item:

###### *IPF DEI Website*

We recognize and acknowledge that employer brand and reputation play a key role in our ability to recruit and retain employees. Part of this requires a website that clearly communicates our DEI commitment and programs. In partnership with the IPF Communications department, the IPF website is being updated to reflect all that we are doing to advance diversity, equity, and inclusion in our workplace.

##### Action Item:

###### *Recruitment Selection Committee Process*

An audit was conducted of recruitment and selection processes, policies, and practices to identify gaps, training needs, and opportunities to prioritize diversity in recruitment and promote DEI strategies and reduce bias. DEI strategies are embedded into renewed processes to support recruitment, retention and development of a diverse workforce. All leaders will be trained for alignment, increased awareness, and leadership development.

##### Action Item:

###### *Hiring Manager Toolkit*

The Hiring Manager DEI Toolkit is a resource for mitigating bias in the recruitment and selection process, providing practical tools for equitable and inclusive practices that maintain effectiveness of leading results and achieving planned outcomes.

##### Action Item:

###### *Skilled Trades Apprenticeship Program*

In 2018, the Joint Apprenticeship Committee was established and is currently working to develop an MSU (Michigan State University) Registered Apprenticeship Program, governed by standards approved by the Michigan Department of Labor Office of Apprenticeship assuring accountability in the program training, assessment, and progression process. To provide mentorship from journey level craftworkers to entry level trainees, this program will create an “earn while you learn” environment, pathways into the industry, increased partnerships with pre-apprenticeship programs like Women in Skilled Trades (WIST), and support outreach efforts.

#### Key Strategy 3:

Support and contribute to an inclusive campus community

##### Action Item:

###### *Multicultural Feasibility Study Planning Committee*

Over the years, students have urged MSU to consider the development of a freestanding multicultural center. IPF is pleased to support this effort by serving on the Multicultural Feasibility Study Planning and Steering Committees to support and contribute to an inclusive campus community. The study is guided by student voice and engagement, individual and community needs, DEI, and transparency. Visit the new website to learn more and track the progress of the study.

##### Action Item:

###### *Community Engagement Program*

A community engagement program is being developed to provide employees with ongoing opportunities to engage in meaningful activities outside of daily job assignments. Designed for continued learning, the program will offer employees opportunities to provide services and opportunities to underserved audiences in the larger external community while increasing staff exposure to differences and commonalities across a variety of DEI sub-focus areas.

##### Action Item:

###### *Campus Partnerships*

Ongoing partnerships across campus have been established and strengthened to advance DEI and support a more inclusive campus community. IPF has connected with many campus partners on learning, community engagement, supplier diversity, equity gaps, and recruitment, including (but not limited to) union presidents, the Office of Inclusion and Intercultural Initiatives, Residential and Hospitality Services, University Services, University Outreach and Engagement, WorkLife Office, Health4U, Women’s Advisory Committee for Support Staff (WACSS), and the LBGT Resource Center.



**As IPF enters year two of its five-year DEI strategic plan, we will continue to build for the future and partner with our campus community to be the difference.**

DEI is an integral part of IPF and will continue to be embedded into everything we do. We have made great progress in phase one of the strategic plan implementation. We began with assessing and analyzing the current state of the unit and ensuring IPF clearly understands the strategic plan to build for the future. Time and effort have been spent on building essential infrastructure and setting new initiatives in motion to achieve targeted goals.

In year two and beyond, we will continue to design, implement, stabilize, and maintain programs and initiatives. It's a journey with challenging times ahead, but we will be mindful of incremental success while celebrating the small wins. With each individual contribution, meaningful transformation will take place. Together, Spartans Will *Be the Difference* by supporting and demonstrating behaviors that advance diversity, equity, and inclusion. Remember, "It's not just what we do, but why and how we do it, that distinguishes us as Spartans."

#### **Key Performance Indicators:**

- Progress on objectives, project implementation plan and ongoing initiatives
- Demographic diversity: workforce at all levels (applicant and interview pools, promotion rates, retention, exit interview)
- Assessments and Net Promoter Scores: onboarding, training, learning sessions, exit interviews, etc.
- OIE Incidents: bias, discrimination, RVSM
- Employee Engagement Survey: results specific to DEI
- Baldrige Performance Excellence Framework: Societal Impact
- AASHE STARS sustainability ranking

As IPF enters year two of its five-year DEI strategic plan, we will continue to build for the future and partner with our campus community to be the difference.

**Unit DEI Strategic Objectives and Action Items**

Action items have been identified to support achievement of each key strategy. This 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.	Not Started
	Audit promotion practices and policies across all workforce segments to remove bias and subjectivity.	Not Started
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.	In Progress
	Intercultural Development Inventory (IDI): administer the IDI, support individual development plans with touchpoint meetings, and facilitate ongoing intercultural learning.	In Progress
	Develop and launch DEI Hub page.	In Progress
	Employee Engagement Survey.	Ongoing
	Embed DEI across various engagement points: onboarding, supervisor training, and communications.	In Progress
	DEI communication plan.	In Progress
Increase diversity on management teams. Balance diversity to be reflective of our community: short-term (MSU faculty and staff), long-term (greater Lansing community).	Learning and professional development programs.	In Progress
	Establish a robust leadership development program and track.	Delayed
	Recruitment and Selection Practices: audit current practices and policies to identify gaps, training needs, and opportunities to promote DEI best practices.	In Progress
	Prioritize diversity in recruitment efforts: embed DEI strategies into recruitment and hiring processes designed to support the recruitment of a diverse staff.	In Progress
	Develop a toolkit to improve hiring and talent sourcing for all staff positions and unit levels.	Completed
	Establish dedicated succession planning process.	No Started
	Establish and launch Skilled Trades Apprenticeship Program.	In Progress
	Update DEI Website.	In Progress
Create a system of accountability for meeting imperatives.	Develop and implement a mentoring program.	Not Started
	Integrate and expand DEI metrics into IPF ELT scorecards to be supported at departmental levels.	In Progress
	Embed DEI in Performance Excellence goals.	In Progress
Lead and formalize ongoing partnership(s) with MSU OI3, RHS, University Services. Ensure diversity and social responsibility in the products and services we provide to our customers and community.	Develop and launch unit DEI Council.	In Progress
	Multicultural feasibility Study Planning Committee.	In Progress
	Develop and launch Community Engagement Program.	Delayed
	Establish Supplier Diversity Program and associated processes.	In Progress

**IPF at a glance**

Regular Employees	Percentage	Count FY 2019-21
Asian		6
Black		62
Hispanic		44
Native American		4
Pacific Islander		1
Two or More Races		2
<b>Total Employees of Color</b>	<b>16.3%</b>	<b>119</b>
White		613
<b>Regular Employee Total</b>		<b>732</b>
Women		179
Men		553

For more information about Diversity,  
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