

Leading with Purpose, Courage and Vision: A *Conversation on the Future of Diversity, Equity, and Inclusion at MSU*

April 18, 2019

Kellogg Center

Room Big Ten BC



Today's Objectives

- Engage in conversations on diversity, equity, & inclusion (DEI) in higher education & MSU
- Revisit the proposed DEI focus areas for MSU as highlighted in the June 2018 “Framework”
- Talks by administrative leaders on DEI efforts in their units
- Table discussions on Framework & next steps



The Evolution of Diversity & Inclusion in U.S. Higher Education & MSU



Educational access not enough

- Administrators, faculty, and staff demographics need to change
- Purpose and practices need to change
- Students expectations about curriculum and academic and social supports are changing



DEI in Higher Education & MSU

Diversity, Equity & Inclusion

- Is it important to define each term?
 - Diversity – All the ways in which we differ...
 - Equity – The quality of being fair, impartial, balanced
 - Inclusion – Empowered, or feel a sense of belonging & are full, valued members of campus community



MSU: IDEA I (1988-89) & IDEA II (1991-92)

- MSU Institutional Diversity: Excellence in Action (MSU IDEA) - "a plan for advancing excellence through diversity within the Michigan State University community."
- MSU IDEA II - "50 initiatives in the areas of leadership and administration; recruitment and retention of faculty, students, and staff; instruction, research, and outreach; and climate."

Source: MSU IDEA II book



DEI in Higher Education & the National Context

- What does diversity, equity, and inclusion mean in the national context?
- Why is it important to consider the national context?



National DEI Landscape – Many Players

- Funding Agencies
- Disciplinary Societies
- Grass-Roots Networks
- Government Agencies
- Not-for-Profit Sector
- Colleges and Universities
- Corporate Entities and Networks



National conversations around
DEI are focused on systems
change




Importance of National Conversations for MSU

- Resources
- Models / Practices / Research
- Dissemination Channels
- Conversations to Influence



A Few Examples (with MSU connections)

- **NSF includes** - scaling innovations related to diversity in STEM (students, faculty)
 - **Andrew Mellon Foundation Humane Metrics Initiative** – rethinking scholarly performance indicators in the humanities
 - **University Innovation Alliance** – seeding innovations, bringing them to scale & disseminating them (student success)
- 

Overarching Framework for Diversity, Equity and Inclusion (DEI) at MSU

- Work of MSU Deans with input from I3
- June 2018 DDC communication from Provost June Youatt
- Proposed DEI “focus areas” and definitions (see documents on tables)



Proposed MSU Diversity, Equity and Inclusion (DEI) focus areas:

1. Leadership
2. Access, Retention and Achievement
3. Research
4. Curriculum
5. Campus Climate
6. External Engagement



What's Happening Today at MSU?

Administrative Support

- RHS – Vennie Gore
- IPF – Dan Bollman

Academic Units

- APUE – Mark Largent
- The Graduate School- Thomas Jeitschko
- CANR – Ron Hendrick



Preparing for RHS 2026

Vennie Gore

Vice President of Auxiliary Enterprises

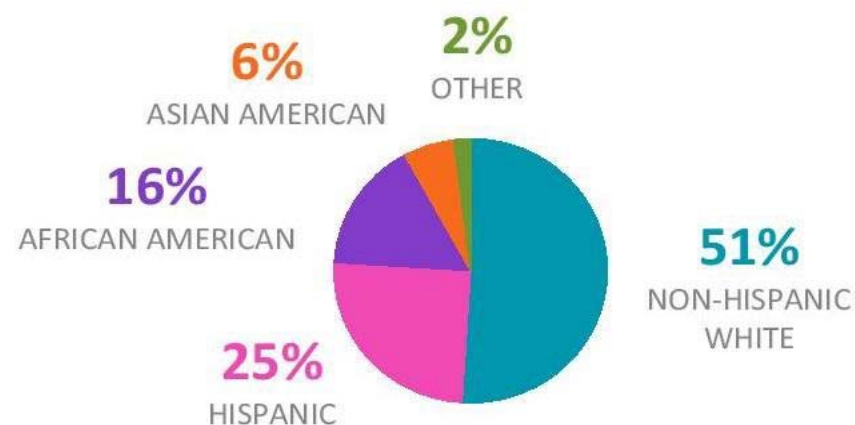
Thursday, April 18, 2019



CENTENNIALS 101

Centennials are the youngest, largest, and most diverse generation in the U.S.

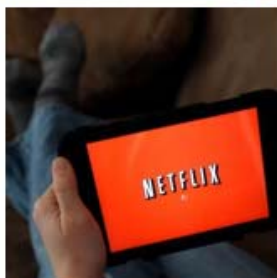
BORN
1997-PRESENT
AGES 0-21 IN 2018



Source: U.S. Census

CENTENNIAL STARTING POINTS

(2007 - PRESENT)



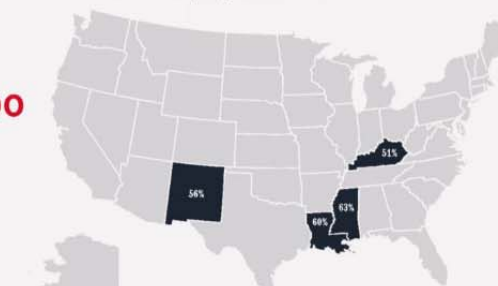
KANTAR CONSULTING

Shifting Demographics: Current and Future Generation of Students



States where low-income students (family income \$20,000-\$40,000) exceed **50%** of the total student population.

2000



2013



Source: Southern Education Foundation

The Journey - Inclusive Excellence Review

- Internal Review Team Project Managers
 - Kelly High McCord – Strategic Innovation Manager
 - Eduardo Olivo – Assistant Director for Residence Education
 - Paul Goldblatt – Director of RHS Assessment Office
- External Review Team
 - Dr. Rusty Barcelo – Former President, New Mexico College
 - Dr. Jesse M. Bernal – Vice President for Inclusion and Equity, Grand Valley State
 - Dr. Elizabeth Oritiz – Vice President, Office of Institutional Diversity and Equity, DePaul University
 - Dr. Jewell Winn, Executive Director for International Affairs and Chief Diversity Officer – Tennessee State University
- Process Consultant
 - Paulette Grandberry Russell – Senior Advisor to President and Director of Intercultural and Inclusion Initiatives



Overview of the Process

- Use the standards from the Council for the Advancement of Standards (CAS) to evaluate the extent to which we meet standards related to diversity and inclusion
- Residential and Hospitality Services (RHS) and Infrastructure Planning and Facilities (IPF) collaborated to evaluate our separate divisions
- Internal Review Fall 2016 - identified standards, choose metrics and collected data
- Spring 2017 – wrote the report, presented to members of the division and prepared for external reviewers
- External reviewers came to campus May 1-4, 2017
 - There were a total of four external reviewers
 - Reviewers met with RHS leadership and members from each unit



The Council for the Advancement of Standards in Higher Education (CAS)

- Advocate for sensitivity to multicultural and social justice concerns by the division and its personnel
- Ensure physical, program and resource access for all constituents
- Modify or remove policies, practices, systems, technologies, facilities, and structures that create barriers or produce inequities
- Ensure that when facilities and structures cannot be modified, they do not impede access to programs, service and resources
- Establish goals for diversity, equity, and access
- Foster communication and practices that enhance understanding of identity, culture, self-expression, and heritage
- Promote respect for commonalities and differences among people within their historical and cultural contexts
- Address the characteristics and needs of diverse constituents when establishing and implementing culturally relevant and inclusive programs, services, policies, procedures and practices
- Provide personnel with diversity, equity, and access training and hold personnel accountable for applying the training to their work
- Respond to the needs of all constituents served when establishing hours of operation and developing methods of delivering programs, services and resources
- Recognize the needs of distance and online learning students by directly providing or assisting them to gain access to comparable services and resources



Principles of Diversity, Equity and Inclusion (DEI)

- Scholars benefit from exploring the questions and opportunities that arise from our diversity
- Students benefit from a dynamic, supportive, learning environment that enhances their success and prepares them to function as effective citizens in an equitable global society
- Employees benefit from a safe, equitable work environment that promotes inclusive opportunities
- Key focus areas: Leadership, Access and Retention, Campus Climate and External Engagement



RHS DEI Value Statement

As individuals and collectively we are committed to a mindset of inclusive and equitable practices. We will work toward creating an environment free of harm based on a person's identity.



RHS Strategic Goals

- **Success** – Promote diverse experiential learning that supports retention, persistence and academic success
- **Team Culture**– Create a culture that fosters team member engagement and student and guest satisfaction
- **Globally-minded** – Provide diverse environments that celebrate and enhance MSU’S global community
- **Diversity, Equity and Inclusion** – Collectively, and as individuals, we are committed to a mindset of inclusive and equitable practices. We will work toward creating an environment that is safe, supportive and welcoming to all
- **Vibrant Facilities** – Establish a transformative, world class model of residential and hospitality services that provides safe physical and emotional environments that are inclusive, accessible and sustainable
- **Fiscal Responsibility** – Maintain fiscal responsibility through long-term, value driven financial planning, viability and stewardship



Summary of Recommendations

- **Leadership** – Sets the tone for communicating divisional commitment to inclusiveness, building organizational capacity, attracting or committing resources to create change and holding the community accountable for adoption of initiatives that allow IPF and RHS to anticipate and address the challenges of inclusiveness in the 21st century
- **Access and Retention** – Involves initiatives to enhance success among the on-campus community (students, administrators, faculty and staff). Increased connections with those beyond the campus community will impact the compositional number and success levels of students, faculty, staff, and institutional efforts that further access to postsecondary education
- **Campus Climate** – Focuses on how student, staff and administrators perceive and experience RHS' environment and the development a climate that is supportive of all who live and work on campus
- **External Engagement** – Focuses on community outreach and engagement, alumni relations, donor development, marketing RHS, and outreach to vendors and suppliers of goods, and services to RHS



Leadership

- Include DEI in Values and Goals
- Develop a clear statement about where the division stands with DEI
- Build capacity for DEI throughout the division
- Commit resources to DEI
- Establish accountability for the expression of DEI Values
- Develop a strategy to diversify team (hiring, promotion, etc.)
- Assess the commitment to and knowledge of DEI when interviewing candidates
- Include feedback regarding expressions of DEI
- Develop an assessment strategy to track our work and commitment to DEI
- Leaders of units strategically commit resources to DEI and create benchmarks



Access and Retention

- Collect data about the work environment and retention
- Hire strategically
- Assess team member engagement and satisfaction
- Align training, evaluation and promotions with DEI values



Campus Climate

- Train and develop team members
- Communicate
- Recognize DEI work
- Develop and maintain external partnerships



External Engagement

- Collaborate with University Services
- Communicate with external stakeholders about values and efforts



Leading with Purpose, Courage and Vision

IPF DIVERSITY AND INCLUSION STRATEGIC FRAMEWORK



VISION

Vennie Gore (RHS) and Dan Bollman (IPF) partnership

- Largest support units on campus
- Committed to an internal & external review of policies and practices related to diversity & inclusion
- Develop a model that aligned with MSU overarching scope



COURAGE

- Physical Plant, now IPF, had been under the same Leadership for 30 Years
- Traditionally male dominated professions/trades
- When the project began - 40% of our workforce eligible to retire
- New Leadership focus on High Performance, Service Excellence, Stewardship and Innovation
- New Service Protocol focusing on people, partnerships and Stewardship



PURPOSE

- Succession Planning Opportunity - large amount of turnover forecasted in coming years
- Skilled Trades workforce pipeline drying up
- Opportunities to diversify the workforce of the future
- Diverse perspectives needed at the table
- Invest in leadership development for the future



Focus Areas IPF/MSU

MSU

- Leadership
- Campus Climate
- External Engagement
- Access, Retention, Advancement
- Research
- Curriculum

IPF

- Leadership
- Engagement
- Supplier and Partner Diversity
- Recruitment, Hiring, Retaining, promoting staff



Evidence Based Approach - Data Collection

- Workforce Engagement Survey through Studer Education 2016, 2017, 2018
- Business Leader Brainstorming Strategy Retreat
- Internal and External Review with RHS
- IPF Environmental Scan of Best Practices
- Benchmarking Metrics - over 40+ graphs depicting current state of IPF
- Comparison Data - Big Ten, APPA, State of MI, MSU



Low Hanging Fruit - Quick Wins

- K-12 Outreach Efforts
- Career Path Mapping for all Classification Series
 - Employee Awareness in Succession Planning Efforts
- Skilled Trades Apprenticeship Program Development
- Partnership with Women in Skilled Trades Program



Low Hanging Fruit - Quick Wins

- Buddy Program
- Implicit Bias Training for Supervisory Team
- Business Leader Series focusing on diversity
- Standard Process for Diverse Interview Committees



VISION- Development of Strategic Framework

- Developed and approved by Executive Leadership
 - Each action plan will have an Executive Leader sponsor
- Five Year Action Plan proposed February of 2019
- Implementation Plan with phased approach



Key Strategies

- Key Strategy #1- Create an Inclusive and Equitable Work Environment
 - Implicit Bias Training Plan



Key Strategies

- Key Strategy #2- Recruit, Retain and Develop a Diverse Workforce
 - Build a diverse pipeline of qualified skilled labor
 - Tools to improve hiring and search processes
 - Succession Planning
 - Career Path Mapping
 - Leadership Assessment Initiative



Key Strategies

- Key Strategy #3 - Support and Contribute to an Inclusive Campus Community
 - Vendor alignments with values
 - Societal awareness and engagement in community programs
 - Partner with campus colleges on DEI efforts



Next Steps

- Unit participation in the development of *Goals* and *Tactics* aligned with each key strategy
- Assign a *skill specific project manager* to drive efforts with a *five year phased approach*



The Goal

*INTEGRATE DEI INTO
OUR CULTURE &
EVERYDAY BUSINESS
PRACTICES*



Diversity, Equity, and Inclusion in Student Learning and Success

Mark Largent



Associate Provost for
Undergraduate Education
MICHIGAN STATE UNIVERSITY



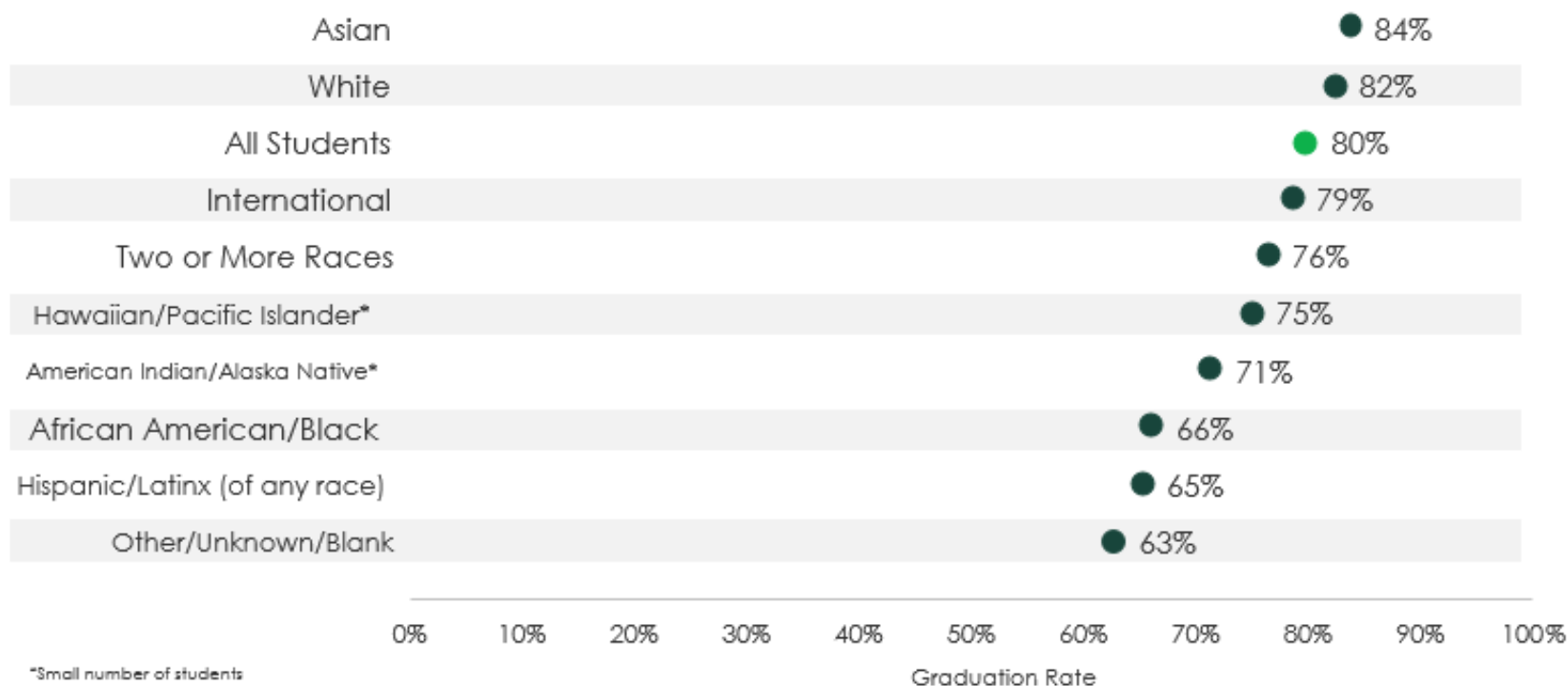
Every student MSU
admits has the
capacity to learn,
thrive, and graduate



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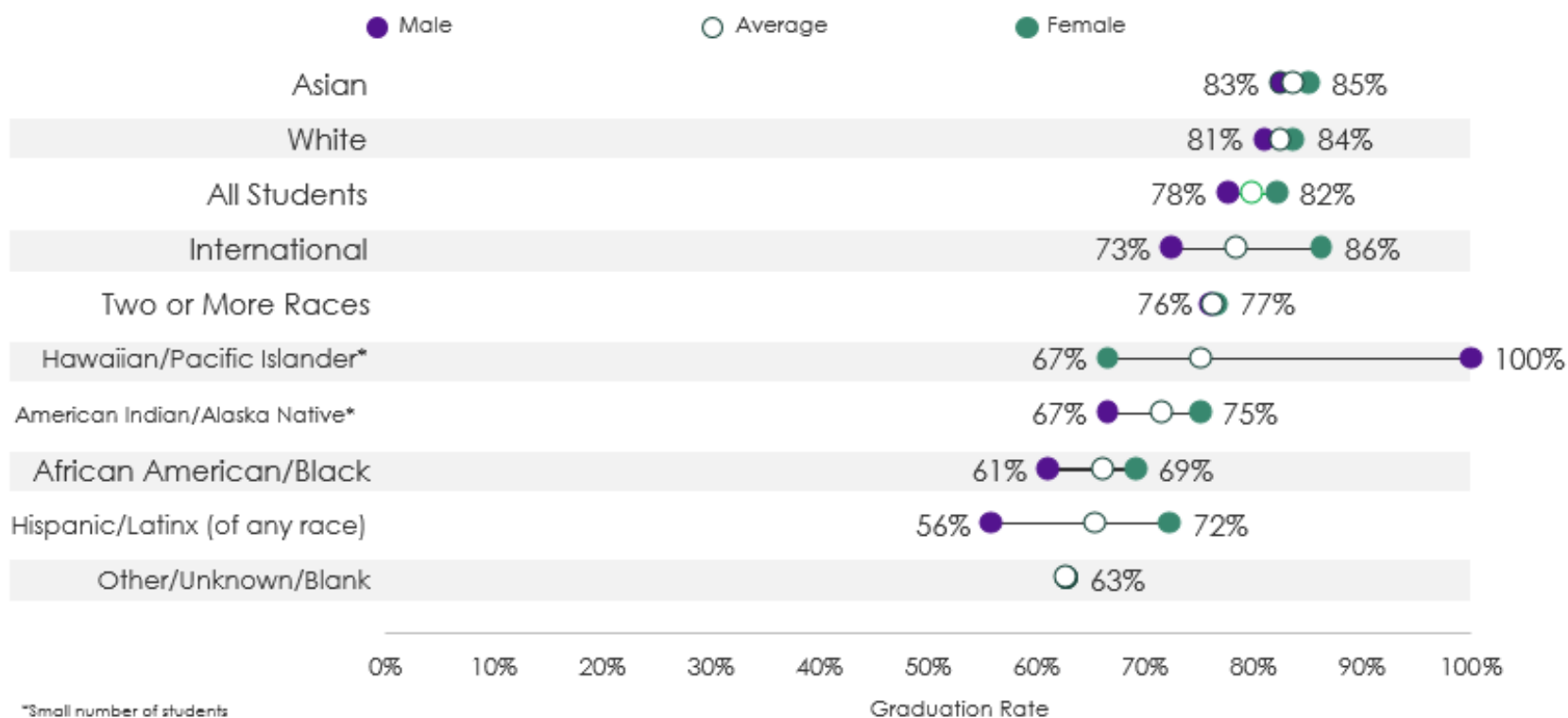
Six Year Graduation Rate

2012 Entering Cohort (2018 Graduates)



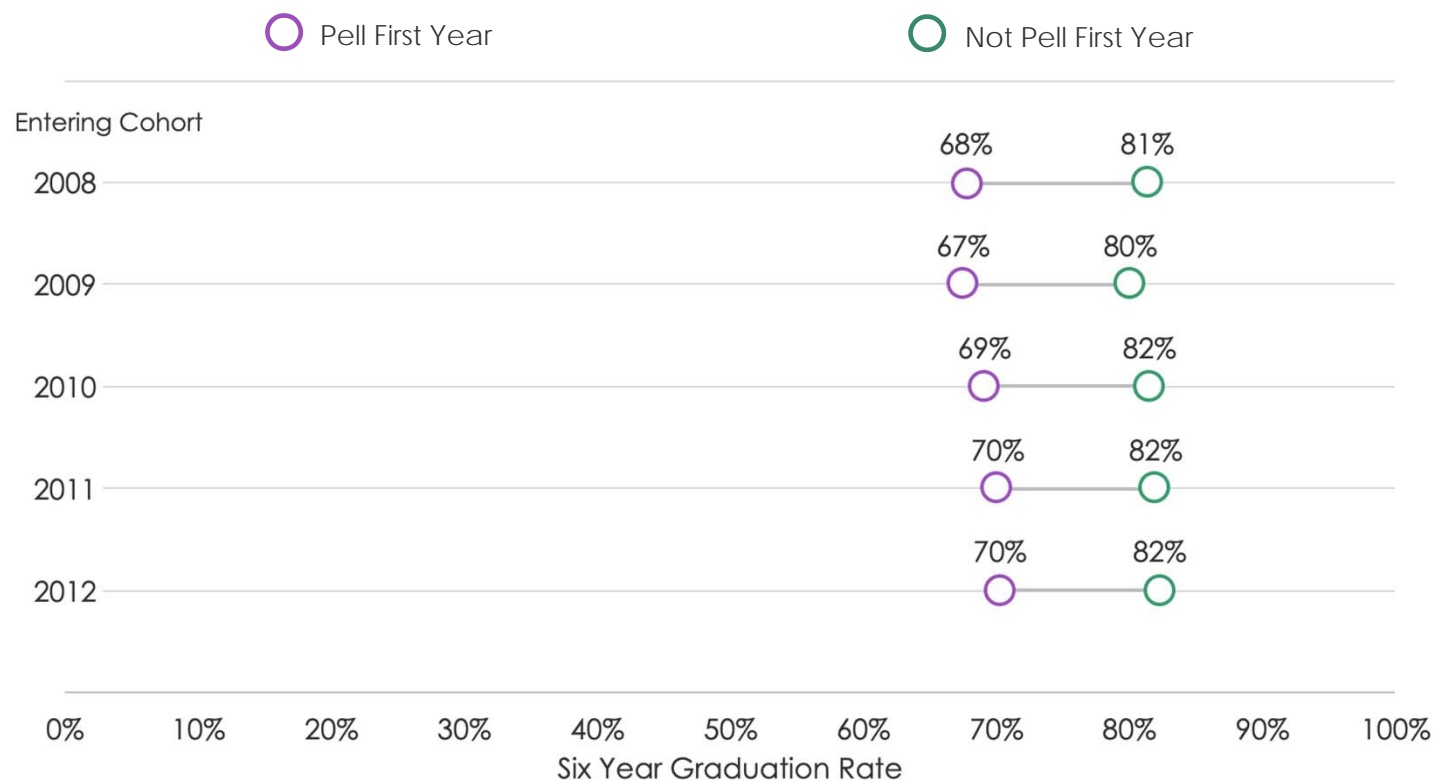
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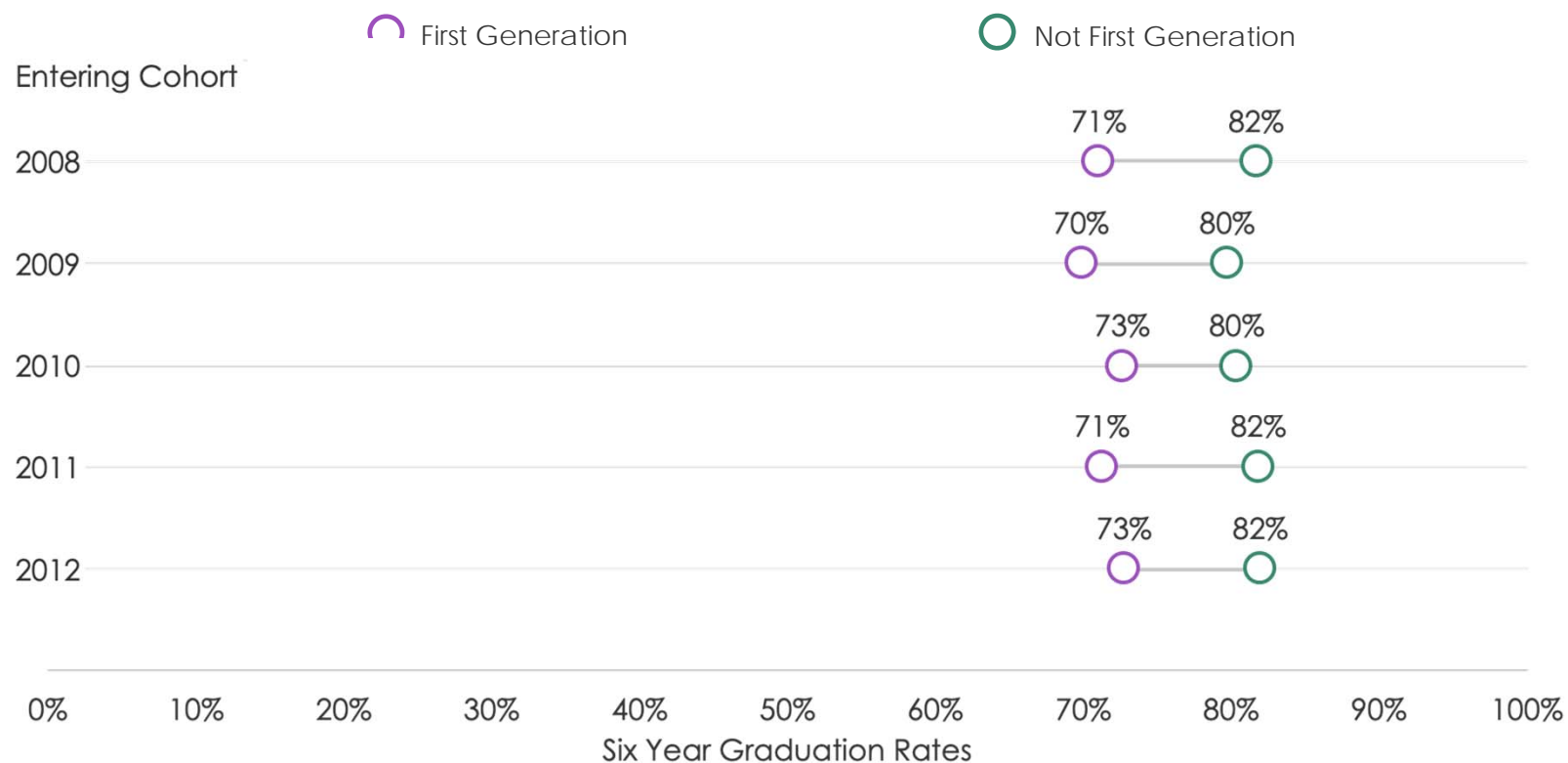
Six-Year Graduation Rate by Pell First Year

2012 Entering Cohort (2018 Graduates)



Six-Year Graduation Rate by First Generation

2012 Entering Cohort (2018 Graduates)



MSU's Student Learning and Success Initiatives:

Mission: Collaboratively re-shape the institution
to better support undergraduate student
learning and success.



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MSU's Student Learning and Success Initiatives:

Values: Diverse and inclusive environment, equity, support, well-being, lifelong learning, collaboration, constant improvement and assessment.



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MSU's Student Learning and Success Initiatives:

Vision: Michigan State University will create an accessible and equitable undergraduate student experience, both inside and outside the classroom, that empowers all students to learn, develop purpose and passion, and grow as individuals to achieve their goals.



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DEI and Student Learning and Success Initiatives Inside the Classroom

Gateway Mathematics Reform

MTH1825 → MTH103A and MTH103B

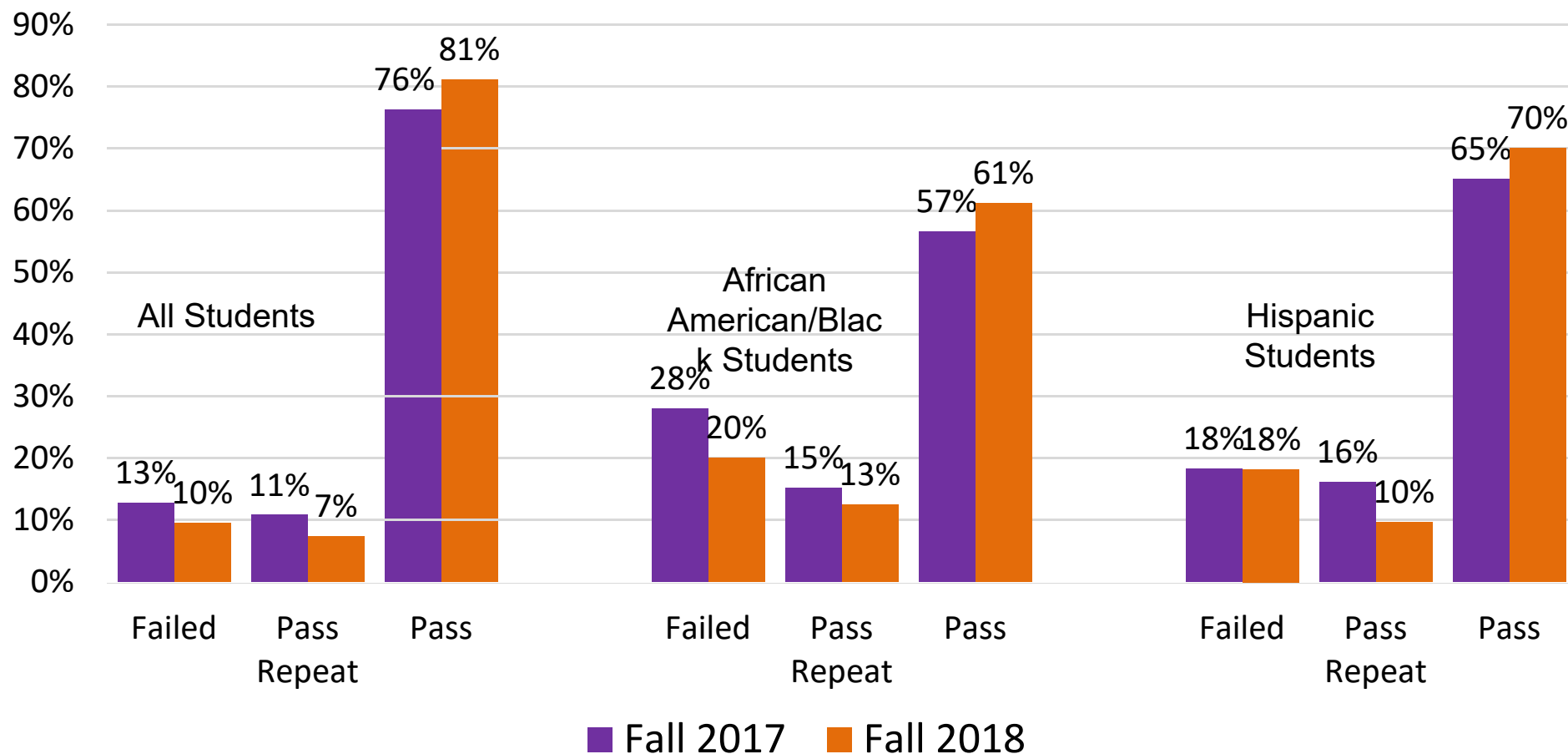
Improving MTH103



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Rising Tides and Closing Gaps: MTH103



DEI and Student Learning and Success Initiatives Outside the Classroom

Strengths-Based Approaches



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DEI and Student Learning and Success Initiatives Outside the Classroom

Identity-Conscious Framework



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Identity-Conscious Framework

- "...an *intersectional approach* [using] academic retention efforts and identity development programs..."
- A focus on students who have challenges making adequate academic progress because [their] *identities shape the way they experience campus*
- "...an identity-conscious student success program is *designed from the ground up with the students identities in mind*, but the intended outcomes are tied to student success..."
- "The success metrics for an identity-conscious retention or student success programs *must be tied to the institutional success metrics*..."



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Other Identity Communities

SES

First Generation

Veteran Students

Students from Rural Communities

International Students

LGBTQA Students

Ability Status



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MSU will be known by the
students it graduates



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Illuminating the Path Forward

DEI in Graduate Education at a World-Grant R1 Institution

Thomas D. Jeitschko

Dean and Associate Provost for Graduate Education



Importance of Graduate Education to MSU

Gifted, curious, determined people who come to MSU to transform themselves in order to transform the world

They shape our core missions of:

- Outreach and Service
- Teaching
- Research



DEI in Graduate Education

Diversity—people from all backgrounds, viewpoints and lived experiences

Equity—our inquiries, our artistic endeavors, our scholarship, and our research agendas are shaped through equal participation by all

Inclusion—our academic, scholastic, artistic accomplishments are based on collaboration and exchange among all



Importance of DEI to Graduate Education

Central to our Land-Grant / World-Grant Mission
Social Justice concerns

Changing Demographics

Critical in Attaining Excellence across our Mission

- making sure we attract those with the greatest potential
- recognizing the changing nature of discovery and knowledge creation



Graduate School Strategic Plan

MISSION: We lead in the creation of inclusive cultures and innovative practices so that emerging scholars and professionals will thrive.

Values (DEI): We nurture and promote individuals' varied experiences and ideas, assuring that structures and processes allow full participation by all members of our communities. These core values underpin all our other values.



Graduate School initiatives around DEI

- SROP
- 3+2s
- Holistic Admissions
 - interpretation of standardized scores and other metrics
 - greatest potential, not backward-looking best fit
- Bridge support
- AAGA
- Grad Program Enhancements
- Climate: GradSERU
- Mentoring training
- AGEP learning communities
- Bouchet Honor Society
- MSI partnerships
- ...



DEI as a Healthy Ecosystem

Justus Liebig's slats on a barrel:

DEI cannot succeed unit by unit, nor segment by segment in isolation
Especially salient for the next generation of faculty & scholars

Many partners across campus:

I3

ISP/OISS

Colleges

Setting expectations and conflict resolution

Regular support staff and program administrators meetings

Mentoring down and mentoring up, and inclusive mentoring

AGEP/MSI and Bouchet networks

Faculty recruitment and retention



It's not a matter of getting DEI right,
while pursuing our mission

Fulfilling our Mission as a World-Grant R1 Institution Can Only be Achieved by Getting DEI Right



WHITE MEN AS FULL DIVERSITY PARTNERS

INSPIRING COURAGEOUS LEADERS GLOBALLY







MSU @michiganstateu · 30 May 2018
#WednesdayWisdom from @CANRatMSU Dean, @Ron_Hendrick.

Chances are, every one of us has experienced some struggle to fit in.

The truth is, we need more diversity.

The truth is, we need to understand each other more.

When voices are heard, seats at the table given, and respect and dignity offered, **people change.**

Conversations with
faculty, staff and
students, lunches with
the dean





SNACKS *for* SUCCESS



College of Agriculture
and Natural Resources
MICHIGAN STATE UNIVERSITY



Going Forward to Advance DEI at MSU

Achieving campus wide synergy/strategic initiative university and unit level efforts

- How to do this given our decentralized structure & the significant differences in the demographic composition and organizational climate among colleges, schools and units (and given the work currently in play across campus)



Table Discussions & Reporting Out

1. Community engagement - ID stakeholders (internal & external) who bring important perspectives on DEI at MSU & how do we best engage them in these discussions?
 - Examples: Academic and Student Governance, CoREM, CORES/COPS, Unions, MSU IDEA Coordinators, individuals in units with DEI responsibility, etc.
2. What are the one or two most pressing issues related to DEI in your unit?



Table Discussions & Reporting Out

3. What efforts are you aware of outside MSU that should inform our DEI strategic planning?
4. What is one new thing that you could do over the next six months to advance DEI in your unit?



Next Steps – Under Consideration

- University Level Ad Hoc Task Group(s);
and
- Other assigned ad hoc groups tasked to address what comes out of today's discussions



QUESTIONS?

THANK YOU!

