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MAKING A DIFFERENCE
A MESSAGE FROM THE VICE PRESIDENT FOR AUXILIARY ENTERPRISES

“The Division of RHS’ work is critical to our students’ success in persistence, retention and graduation. We do that by making this large university small and by creating a caring and supportive environment.”

The Division of Residential and Hospitality Services adheres to the Michigan State University core values of quality, inclusiveness and connectivity. The division takes those values a step further by applying them to its own vision and mission of purpose, practice and people. Within these values, inclusion and safety are paramount to the university and to RHS.

One of our primary goals is to provide the best on-campus experience for our students. College campuses are supposed to be a safe place where students are free to learn and grow. The commitment to safety and our other essential freedoms is of vital importance to a thriving campus.

Let’s think back to another essential freedom, one of the founding principles upon which our nation was built: the pursuit of happiness. This principle takes on many forms, and one of them is particularly relevant to our division and our university: access to and the obtainment of education.

As a land grant institution, we have a special mission to provide practical education to the masses, and Michigan State has served these students since our university was founded in 1855. The Division of RHS’ work is critical to our students’ success in persistence, retention and graduation. We do that by making this large university small and by creating a caring and supportive environment.

This issue of Serving State provides a glimpse into some of the ways RHS is working toward ensuring a safe, inclusive and diverse environment for not only our students, but also for staff and guests. In addition to recently implemented Implicit Bias trainings (page 14), the division has also recently wrapped up an internal review of its diversity and inclusion practices and procedures with the intent of examining our current state, identifying any gaps and addressing any issues head on.

We have the opportunity to make a difference in the lives of our students and team members. As an employer, I believe that we need to provide our team members with dignity and self-worth. We remind each other that we do meaningful work that impacts others and makes a difference in world. We create opportunities for team members to support and provide for their families. This is both a responsibility and a privilege.

Vennie Gore
Vice President, Auxiliary Enterprises
Keep up with the latest news on 1855 PLACE at future.rhs.msu.edu

- Apartments for single students and student families
- Retail space to include Sparty’s Market, Starbucks, Spartan Spirit Shop and ticket office
- Student resources, including fitness room, bookable community space, Student Employment Office, Housing Assignments Office, community gardens, outdoor play space and more
- Office space for RHS and Intercollegiate Athletics administrators
- Event parking

Any questions on the project can be directed to redevelopment@rhs.msu.edu
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INTRODUCING OUR TEAM MEMBERS
THE SOLUTION ENGINEERING AND LEADERSHIP (SEAL) TEAM IS A PART OF INFORMATION SERVICES (IS) WITHIN THE DIVISION OF RHS. THE TEAM PROVIDES SOFTWARE DEVELOPMENT AND CONSULTING SERVICES TO THE DIVISION AND LARGELY FOCUSES ON COMPUTER PROGRAMMING AND THE CREATION OF WEBSITES. HERE ARE A FEW THINGS YOU MAY NOT KNOW ABOUT THE RHS SEAL TEAM!

1. **what’s in a name?**

The SEAL team has undergone numerous name changes throughout the course of its life. It was also at one time paired with another IS team. However, the team’s goal has remained the same: to be leaders in data provision and software development while providing an outstanding experience for MSU students, staff and guests.

2. **on the lighter side**

Each December, before students leave, the Division of RHS has its annual Values and Victories presentation. A few years ago, the SEAL team led the charge for Information Services (followed by other departments in the division) to develop entertaining videos to add to the fun, like this one: youtube.com/watch?v=bmDwSBVjFsQ.

3. **student oriented**

The SEAL team currently includes five student employees, but the team is looking to build that number to eight. Working closely with supervisors and receiving face time with clients creates valuable, hands-on experience. Students get to show off their products and get real feedback that will help them when applying for full-time opportunities.

4. **programs used**

For nearly 40 years, the SEAL team has been using database programming. Considering the abundant technological advances since the 1980s, the team strives to stay up-to-date on the latest software and programming options so it can work most efficiently to meet customers’ needs. Currently, the team uses a program called Drupal 8, which provides a speedy option to programming quality websites.

5. **web strategy**

The SEAL team, comprised of nine full-time team members, recently launched a division-wide project to consolidate the number of websites it currently manages. By adopting an agile development method, the team works together as well as with divisional partners to create aesthetic websites that boost user experience for site visitors and ultimately contribute to student’s academic success.
Championing high performance culture and advocating for student employee success are the team’s main priorities. Students start out by running through a training process to get them up to speed with HTML and the basics of building a website. From there, they are taught how to work with databases and programming languages like. After so many successful evaluations, they may receive promotions.

While much of the SEAL team’s work is behind the scenes, MSU students would likely be most familiar with the SEAL team-developed packaging system and checkout system for loaner keys, vacuum cleaners, and other temporary items available for student use at each residence hall front desk.

RHS relies on an internal system for team members to submit service requests to IS, which range in need from restoring forgotten passwords to building and implementing new software. In an effort to improve customer service and overall efficiency, the SEAL team has been involved in the procurement and development of a new request system, which will be implemented in late 2017.

Adhering to the goal of continuous improvement, the team has recently adopted several practices based on what’s called Scrum methodology. These include sprints: scheduled time the entire team devotes solely to the project at hand; user story cards that help make decisions based on hypothetical user experiences; and weekly retrospectives: team meets with the customer to review accomplishments and prioritize next steps.

**Core Values**

6 core values

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**In-House Projects**

7 in-house projects

**Constantly Improving**

8 constantly improving

Constantly striving for improvement, the team identified three main themes in 2016: become more agile, manage technical debt and replace aging infrastructure. This past year saw the continuation and realization of those themes, plus a new theme of restructure and realignment.

**Service Requests**

9 service requests

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**Clean, Organized and Efficient**

10 clean, organized and efficient

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**Tamiria Nicole Perkins**, Store Manager at Sparty’s, double major in Graphic Design and Arts & Humanities

“Diversity impacts my role as a store manager because I get the wonderful opportunity to work with different students from different cultures and learn about who they are and where they come from. During my shifts, I enjoy getting to know someone who is different from me because it helps me as a leader to understand how we may come from a different community or speak a different language, but in the end, we are all Spartans and we deserve equal opportunities as people.”
Checking In On 1855 PLACE

STUDENT HOUSING: The two- and four-bedroom apartment buildings mirror each other, with grass and a sidewalk separating the buildings. There is accessible parking on either side of the endcaps as well as fitness centers, study areas, music practice rooms, computer-aided design rooms and staff rooms, which are all accessible through a key card given to residents and staff.
CONSTRUCTION COMING TO AN END

1855 Place is entering its final phase of construction. By fall 2017, the family and student housing section as well as the first floor of the office and retail building will be completed. The vision for 1855 Place is for it to be an engaging, inclusive and urban space that places students close to the academic core of the university. The site will offer single students and student families a vibrant community with revitalized apartment housing, engagement areas, scenic plazas and a marketplace to fulfill every Spartan’s need. With the Division of RHS finding a new, consolidated home at the site, the benefits of this collaborative and efficient workspace will be felt across the university.

The first floor of the office building contains the grand entranceway, a help desk, office space, a culinary dry food services area, an accounting room and a mail storage room (bottom photo). Behind the walls of the office space on the first floor is where Culinary Services will store dry food and handle dry food services (top left photo). Temporary wood flooring, in place for protection while construction continues, covers finished, polished concrete. This grand entrance is also the first floor hallway and will lead to the welcome desk for all RHS visitors and guests (top right photo).
Ellen Wilson, ARF student team member

“My position at RHS has given me the opportunity to work with a diverse group of people on a daily basis. All of these unique people have different skill sets and knowledge across a variety of fields and help me to improve on my skills everyday.”
Every bedroom includes a wireless internet outlet as well as a mounted power strip within the headboards for easy access to charge electronics. The bedrooms are also secured with individual keys for the room as well as a set of keys for the file cabinet provided (top photo). Washer and dryers complete all student housing units except for units connected to the office building, which have a free community laundry room for all residents (bottom left photo). All utilities, including water, are included in the rent payment. Behind the walls, gypsum concrete reduces the sound transferred between rooms and helps with insulation (bottom right photo).
Sparty’s Market, which will be located next to the Athletic Ticket Office and Spartan Spirit Shop, will be complete with a grill, deli, and soup and salad bar (top photo). This multi-purpose room (bottom photo) is accessible to all residents with a key card and can be reserved for special events. It will include tables, chairs and couches for lounging.
The second floor will serve as office space for RHS Culinary Services and Information Services employees (top photo) as well as glass walled offices at the center and a receptionist desk near the elevator (bottom photo).
Kendra Snoblen, Junior, History Education major, Phillips Student Service Supervisor

“As a student service supervisor, I interact with all different people and all different age groups, and that impacts me because I learn how to be professional and understand other people’s situations.”

RHS Auxiliary Enterprises employee offices will reside on the third floor, including Vice President Vennie Gore’s office. It includes a scenic view of the Breslin Student Events Center.
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North Neighborhood Engagement Center

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**Pete Greiner, Facilities Supervisor, REHS**

“We have a very diverse clientele. Not only with our residents, because we have a lot of international students, but we also have a lot of internal customers who are professors for our residential college here and we have the arts and humanities college and theatre programs, as well. This environment exposes you to a lot of different perspectives, and that impacts me on a daily basis.”
When Michigan State University President Lou Anna K. Simon emphasized, “In order to be the best of the best, we must dedicate ourselves to inclusion,” Vice President of Auxiliary Enterprises Vennie Gore did just that: dedicated himself and his employees at Residential and Hospitality Services (RHS) to inclusion.

Gore first approached the MSU Office for Inclusion and Intercultural Initiatives when he acknowledged a desire to increase awareness around diversity and inclusion and implement a more inclusive work environment. It was then that Dr. Jessica Garcia, a sociology professor at Michigan State and an intercultural education specialist for the Office for Inclusion, was first introduced to the idea of training RHS employees in the topic of inclusion. Since the initial meeting, Garcia has been a key coordinator for the training sessions provided to all full-time RHS team members.
“We’ve gone through three different rounds of trainings,” Garcia said. “The first round was focused on self-awareness and building empathy, the second focused on implicit bias and microaggressions.” At the time of this interview, Garcia was preparing the third session.

The first two trainings are mandatory for all full-time RHS team members, and while the third is not mandatory, it is strongly encouraged. The first round of training focused on creating an inclusive environment through self-awareness. The session included benefits of an inclusive work environment such as strengthening teams and reducing conflict by identifying one’s own social identities such as race, age, gender and social class to better understand others’ identities.

“We were all in there together and able to share our experiences in that setting, which I think is very valuable.”

The second round of training concentrated on microaggressions: what they are, why they exist and how they affect individuals. Described as subtle, often unspoken and unconscious behaviors that communicate dispositions, attitudes, biases and sentiments, microaggressions can be any type of body language, voice tone or facial expression that impact another.

The session explored the relationship between these microaggressions and implicit bias.

The third training, “Preparing for the Next Encounter,” organized by Garcia and Dr. Deborah Johnson, a human development and family studies professor at MSU, is designed to help attendees resolve past identity-based encounters and identify different outcomes.

“This last round is going to be much more interactive,” said Garcia. “It requires more one-on-one attention than the other sessions.”

The intended outcome is the next time a similar situation occurs, people are more prepared and ready to react. Attendees are encouraged to think of past experiences, either a racial encounter or other identity-based situation, they wish would have gone differently. Participants then identify methods to resolve past issues and ensure future resolutions.

Residence Education and Housing Services (REHS) Student Leadership Development Administrator Kristin Watkins says her biggest takeaway from these sessions was the experience of collaborating with fellow RHS employees who come from a variety of levels and units that she normally wouldn’t get face time with.

“We were all in there together and able to share our experiences in that setting, which I think is very valuable,” she said.

REHS implements its own trainings for resident assistants (RAs), as well. This year, the team started from scratch with a new approach. They began with a needs assessment of the actual knowledge, skills and abilities an RA needs in order to do their job well and are rebuilding a schedule that will allow the team to do just that.

“We feel like in order for an RA to be successful in their role, they need to have a general understanding of diversity, inclusion, power and privilege, and identities,” Watkins said. Also this year, the Residential Learning Model (RLM) was implemented.

“The model really guides everything we do in the residence halls,” Watkins said. “It is a framework of what we want residents to learn during their time living with us.”

There are three main goals of the model: individual development, which focuses on a resident’s personal development such as academic, career goals and wellness; community development, which focuses on relationships with others; and inclusive living and learning, which focuses on communicating across different backgrounds to create a more inclusive community. This third goal is in part the reason for the change of the “Residence Education Intercultural team” name to “Inclusive Living and Learning Team” in 2016.

Eduardo Olivo, assistant director of residence education for MSU’s River Trail Neighborhood and coordinator of the Residence Education Inclusive Living and Learning Team (REILL) in REHS, describes the team’s core values.

“At its core, we have three fundamental goals,” he said. “The first is training opportunities for Residence Education staff in diversity, inclusion and equity. We also are engaged in planning and implementing education initiatives for staff, students and faculty as well as outside of the division in the areas of diversity, inclusion and equity. Third, we do a lot of partnering with other institutional offices within and outside of RHS in supporting all types of diversity initiatives.”

The training opportunities Olivo refers to are the lesson plans written and implemented with RAs. In addition to their core two-week summer training, RAs are also expected to meet one-on-one with their residents at least four times a year to start conversations on the topics of diversity, implicit bias and identities.

“I think that when it comes to diversity and inclusion, residents don’t really learn from a program,” Watkins said. “They learn it from a relationship. So the key is to build up those relationships with people who are different from them. In training, we are implementing a more
Kennisha Williams, fifth year animal science major, North Neighborhood Engagement Center peer assistant

“Diversity plays a big role for me because I get to interact with so many different people with different backgrounds, and it helps me build new skills that can help me in my future career.”
“The idea behind this program was to introduce students to the core value of inclusion at Michigan State," Garcia said. “It is meant to be an introduction to students about what Michigan State stands for, what students can expect coming to our campus, the resources they have access to and understanding their rights as students. It is meant to be a piece of a larger diversity initiative.”

The rights and resources Garcia is referring to are places students can contact for support such as the Office for Inclusion, OISS, OIE and the MSU counseling center. There are also designated willing and trained individuals to help such as RAs and intercultural aids, and events held at the beginning of every year at residence halls that are designated to introducing these resources to students.

RHS student team members are also required to take an online training course called Diversity and Inclusion. The course was launched in December 2016 and includes multiple slides that help student employees recognize and understand the topics of privilege, diversity and inclusion on a university campus as well as in the workplace.

Holistically, the anticipated outcome for these training sessions and implementation for students and staff alike is the same: People will have a better understanding about diversity and inclusion and understand their role in bettering the campus environment. So far, there has been nothing but positive feedback.

“After these sessions, people should see themselves in a more complicated way," Garcia said. “Recognizing that employees are more than just employees, they are people and nobody should be expected to check that at the door when they come to work. If you’re able to do that, you create a more inclusive work environment where people care for each other, they look out for each other, they’re committed to the work and team, and this reduces the overall level of stress, improves moral and retention.”

Olivo expressed his feedback on the training sessions as well.

“I have seen a lot of people reflecting on the content that has been shared with them because of their own identity and who they are and how those identities interact when they show up in the same space,” he said. “So I think that it’s a capacity building for us as a division that we are being part of this training and it has been extremely beneficial.”

The RHS team continues on with these training sessions with the hopeful outcome of a more inclusive work environment, a better understanding of others’ and their identities, and an all-around increased awareness on these topics as Gore first intended.

So far, it looks like RHS is headed in the right direction.

“The thing that is most unique about RHS is its diversity that you have everyone from high school GEDs and degrees all the way up to Ph.D.s,” Garcia said. “You have every race, every gender identity, every sexuality, every religion and age.”

Garcia remarks how well the RHS staff is adjusting to the training sessions and how involved they become in the courses.

“To have those folks consistently come into a room where they are willing to engage around difference in a way that is not just civil but empathetic, it is truly remarkable.”

Spartans always rise to the occasion, and these training sessions are no exception. Going forward, the division only looks to improve its awareness and continue to grow in culture.

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_Cathy Fitzpatrick, University Activities Board Manager_

“Diversity is always something that’s at the forefront of my thoughts when thinking about how to be more inclusive and build the community with my coworkers, team members and the MSU community.”
The bronze Sparty monument, located under the center arch in the upper lobby of the MSU Union, has quickly become a popular attraction for visitors to Michigan State University since its initial reveal Oct. 12, 2016. Weighing in at a hefty 700 pounds, the monument was too large to fit in the elevator or freight. It took more than a dozen people to carry Bronze Sparty to his forever home at the MSU Union.
Discussing the installation, MSU Union Director Tami Kuhn said, “He will become an icon on campus that every Spartan will want to see. We’re excited to see generations of Spartans add photos with bronze Sparty to their collection of MSU memories.”

Centrally located between campus and the East Lansing community, the MSU Union — a vibrant, multifaceted building — serves as the perfect home for any Spartan, including bronze Sparty himself. In fact, MSU’s well-known mascot Sparty has called the MSU Union home long before the idea of a bronze monument was born due to the union’s inclusive atmosphere and many amenities including a food court, bowling alley, Spartan Spirit Shop, postal services, the University Activities Board (UAB), study rooms and much more.

The idea for the bronze Sparty monument was first envisioned in 2010, when MSU Union representatives toured neighboring university student unions to learn what gives each union its unique and appealing allure. Throughout the experience, the representatives noticed one major theme: people are attracted to art, memorials or statues that emphasize the university’s mission or legacy. In 2013, a committee of union directors from other Big Ten institutions recommended to add an iconic destination to the MSU Union in hopes of bringing more attraction to the building.

Shortly after, the MSU Union Advisory Board started the development to bring bronze Sparty to life. Staff members from Michigan State’s Residential and Hospitality Services’ Planning and Projects Office and a chairperson from the Department of Art, Art History and Design sought artists qualified to produce the Big Ten school’s replica.

Alison Brown, an artist from Oregon, has built her career around capturing universities’ legacies in bronze and has experience working on other university sculptures such as the University of Oregon’s duck mascot, which can be found in their campus bookstore, The Duck Store. Brown is licensed by Disney and the University of Oregon’s Brand Management department.

“When I was first contacted by the MSU Union to create the sculpture of Sparty, I knew it was something the students wanted, that would bring everyone together, to celebrate the can-do spirit of what it means to be a Spartan,” Brown said.

Her attention to detail and ability to meet university brand standards matched with the MSU Union Advisory Board standards needed to create the school’s new iconic destination for families, visitors, alumni and students alike.

“I love to see families gathering to take their picture with the bronze Sparty,” Kuhn said. “It’s nice to see Spartans helping other Spartans, even if it’s just to take a photo.”

The cost of the project was approximately $150,000, raised entirely through donations and contributions from the MSU Federal Credit Union, Paramount Coffee, MSU Panhellenic Council, MSU Interfraternity Council and hundreds of individual donors. This cost also included the sculptor’s fee, the transportation and installation of the monument, maintenance costs, and an informational kiosk to feature a story of the creation of the monument. The names of all donors to the Bronze Sparty project can be found in the electronic kiosk adjacent to the statue. This list is updated on a regular basis, ensuring that all donations are listed and accounted for. The kiosk also displays information about the Bronze Sparty Monument’s creation, a brief history of Sparty and fun facts. One fun fact at the kiosk notes that the first ever Sparty mascot was created out of papier-mache in 1955 by Theta XI fraternity brothers Donald Pais, Kenneth Roberts and Don Bauer.

Although Sparty has evolved throughout the years, his purpose and legacy remain the same: to unify the community of Michigan State University as a symbol that will embody a Spartan’s Will. 

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“Here at Spartan Linen, our diversity is impacted by the students all across campus. We are fortunate to work with the College Assistance Migrant Program, and they, along with our other students, consistently bring new ideas to the table which has been a very beneficial environment for our staff.”

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Michael Hull, Manager Spartan Linen Services
MEET RHS
INTRODUCING OUR TEAM MEMBERS

MEET REKHA KHETARPAL
ACCOUNTANT, SPARTAN HOSPITALITY GROUP
As an accountant for Spartan Hospitality Group (SHG), Rekha Khetarpal assists in managing the operational and personnel activities of the SHG’s accounting department as well as presents and reviews financial reports of the SHG. Before joining SHG, Rekha worked for Michigan State’s Communication and Brand Strategy for six years, and prior to that worked at University Services for seven years. She explained, “These are similar responsibilities to my previous job, so it wasn’t a difficult transition.”

Rekha has 34 years of experience in the private and public sector in accounting and general administration. “I just recently joined the Spartan Hospitality Group, and it’s such a comfortable and friendly place to work. I love the work environment, and I love Spartan Hospitality Group,” she said.

Rekha develops, maintains and analyzes budgets. “It is very satisfying to deliver outstanding Spartan experiences to customers. Customers to me are vendors, superiors, subordinates and anyone else who needs service,” she said.

Both her personal connection to the university and her vast knowledge and career background make her a great asset to the SHG team.

IN REKHA’S WORDS:
“I have a quest for learning. I love learning about new and different things.”

MEET JOSHUA CARRASQUILLO
COMMUNICATIONS MANAGER, REHS
Josh Carrasquillo wears many hats in his role as communications manager for Residence Education and Housing Services (REHS). Josh received his undergraduate degree in Kinesiology from Michigan State University (MSU). Before joining MSU as an employee, he worked for TechSmith out of Okemos, Michigan, where he did video production as well as social media management. Before his days as a communications manager, Josh worked in sports video production where he was able to work with top athletes. Josh says, “One of the main reasons I wanted to work here is because there’s a lot of people who can help you grow, the network is huge and you never know who you’re going to meet. There’s a lot of opportunity for growth.”

Since starting at MSU five months ago, Josh has managed communications for the lifestyle brand Live On, which manages on-campus residential life programs. The projects that REHS tackles depend heavily on collaboration. Josh credits proper interdepartmental communication for the success of their events. He said his favorite part about his job is interacting with others through video production.

“I like working with our interns. It makes me happy when we create something together that we’re equally proud of.” Josh and his team look at challenges as new and exciting obstacles to overcome. Leading with this mindset allows Josh to further enhance the accomplishments of REHS and RHS as a whole.

IN JOSH’S WORDS:
“I have a passion for telling stories and associating those stories with meaningful content. This position helps allow me to further my passion for storytelling.”
MEET MALLORY KUNKEL
SALES AND EVENT COORDINATOR, SPARTAN SIGNATURE CATERING

Spartan Signature Catering (SSC) puts their signature on everything they do, thanks to their talented team of nationally recognized, award-winning chefs and experienced catering professionals. Good communication and people skills are vital to building client repertoire and catering a successful event. As a sales and event coordinator for SSC, Mallory Kunkel oversees this communication. Mallory is native to Lansing and a recent graduate of Central Michigan University where she received a bachelor of applied arts in recreation and event management. After graduation, she served many different roles in the recreation and event management industry including internships and employment with Gus Macker Basketball, Lansing Lugnuts and YMCA Storer Camps in Jackson, Michigan. She explained, “The biggest way my past experiences have helped me with my current position is both customer service and patience. Both are important qualities to have when planning events.”

It’s an event planner’s job to ensure everything related to an event is taken care of, from idea conception to programming and day-of logistics. “As a sales and event coordinator, I am responsible for detailing all SSC events. I talk with clients to figure out their vision and then detail the event so our front of the house staff can put that vision together. We’re a team!” she said.

Mallory assumed her position as sales and event coordinator at SSC mid-November.

IN MALLORY’S WORDS:
“I love the variety each day brings as a sales and event coordinator, but it’s the people I work with that make coming to work not seem so much like work.”

MEET GABRIELE BAKER
ADMINISTRATIVE ASSISTANT, CULINARY SERVICES

As the administrative assistant for Culinary Services, Gabriele Baker oversees Culinary Services operations and provides extensive administrative support to the associate director of residential dining. Gabriele coordinates and manages the ordering, supply and sales of more than 70,000 meal tickets annually as well as the Eat at State Bucks on campus. Before coming to Michigan State, Gabriele was the owner, chief financial officer and operator of a successful horse-breeding business, Yeguada Romerito Andalusian Farms LC. Prior to her days as an administrative assistant, Gabriele was in school for dentistry. She received her associate’s degree at Phillips-Universität Marburg of Germany. She took the event planning that she loved from her horse business and incorporated it into her new position as administrative assistant with Culinary Services.

Culinary Services works to enhance the student experience by demonstrating superior customer service and working to exceed guest expectations. Gabriele credits working closely with the student staff members and student interactions as one of her favorite parts of the job. She says, “I love getting the opportunity to connect with students. That’s very special to me.”

Gabriele has been committed to the division for more than a year and is one of many who are part of the larger divisional effort to create outstanding Spartan experiences.

IN GABRIELE’S WORDS:
“I love that I get to interact with people and students from all places. Making connections with students is what makes this job so fun and enjoyable.”

MEET RHS
INTRODUCING OUR TEAM MEMBERS