



Ragon Institute 2020-2021 Diversity Action Plan

September 20, 2020

Table of Contents

EXECUTIVE SUMMARY	1
SUMMARY TABLE OF DEI CATEGORIES AND INITIATIVES	2
DEFINITIONS	3
HISTORY	4
GOALS	4
ANTI-BIAS AND DEI METRICS	5
<i>INITIATIVE 1 (TIER 1): METRICS COLLECTION, TRACKING, AND ANALYSIS</i>	5
ANTI-BIAS AND DEI TRAINING	6
<i>INITIATIVE 2 (TIER 1): ONBOARDING AND ANNUAL ANTI-BIAS AND DEI TRAINING</i>	6
<i>INITIATIVE 3 (TIER 1): CURATION OF ANTI-RACIST AND DEI RESOURCES</i>	7
<i>INITIATIVE 4 (TIER 1): TWICE YEARLY DEI TOWNHALLS</i>	7
INTERNSHIPS	8
<i>INITIATIVE 5 (TIER 1): UNDERGRADUATE INTERNSHIPS FOR URMS</i>	8
<i>INITIATIVE 6 (TIER 1): HIGH SCHOOL (16+) INTERNSHIPS FOR URMS</i>	8
STEM RECRUITMENT AND RETENTION	9
<i>INITIATIVE 7 (TIER 1): FACULTY RECRUITMENT TO ENHANCE DIVERSITY</i>	9
<i>INITIATIVE 8 (TIER 1): FACULTY AMBASSADORS TO ENHANCE DEI</i>	10
<i>INITIATIVE 9 (TIER 1): ACTIVE TALENT IDENTIFICATION</i>	10
<i>INITIATIVE 10 (TIER 1): URM HIGH SCHOOL SEMINAR</i>	11
<i>INITIATIVE 11 (TIER 1): CATHERINE OTHIENO TECHNICIAN FELLOWSHIP PROGRAM</i>	11
<i>INITIATIVE 12 (TIER 1): GRADUATE/PROFESSIONAL SCHOOL APPLICATION SUPPORT</i>	12
MENTORSHIP/MANAGEMENT	12
<i>INITIATIVE 13 (TIER 1): FACULTY MENTORSHIP AND MANAGEMENT TRAINING</i>	12
<i>INITIATIVE 14 (TIER 1): GRADUATE STUDENT/POSTDOC MENTORSHIP TRAINING</i>	13
<i>INITIATIVE 15 (TIER 1): ANNUAL REVIEWS OF FACULTY AND TRAINEES</i>	13
COMMUNITY BUILDING	14
<i>INITIATIVE 16 (TIER 1): MOVIE FRIDAYS</i>	14
<i>INITIATIVE 17 (TIER 1): BOOK EXCHANGE</i>	14
<i>INITIATIVE 18 (TIER 1): BOOK CLUB</i>	15
STAKEHOLDER ENGAGEMENT	15
<i>INITIATIVE 19 (TIER 1): RAGON SERVICE DAYS</i>	15
<i>INITIATIVE 20 (TIER 2): RAGON COMMUNITY PARTNERSHIP</i>	16
SEMINARS/SYMPOSIUM	16
<i>INITIATIVE 21 (TIER 1): POSTDOC SYMPOSIUM FOCUSED ON RECRUITMENT</i>	16
<i>INITIATIVE 22 (TIER 1): NAMED DEI SEMINAR</i>	17
COMMUNICATIONS AND OUTREACH	17
<i>INITIATIVE 23 (TIER 2): DISSEMINATION OF SCIENTIFIC EDUCATION</i>	17

Executive Summary

The extraordinary events of 2020, from a global pandemic to the powerful focus on racial and social justice in response to violent murders of Black people by the police, are highlighting disparities in diversity, equity, and inclusion that are pervasive in our day to day lives. With the long-overdue enhanced recognition of these issues, which have existed for centuries and will persist unless definitive action is taken, and with the Institute's research ethos focusing on diseases that disproportionately affect disadvantaged and marginalized communities, the Ragon Institute has committed to an annual Diversity Action Plan with distinct goals and metrics to be set and achieved each coming year to address these disparities.

The Diversity Action Plan was developed from the work done by the Ragon Equity, Diversity, and Inclusion Taskforce (REDIT). REDIT was formed as a response to the historic events of 2020, and the horrific injustices highlighting inequalities both small and large. The Taskforce was instrumental in identifying issues specific to the Ragon Institute and developed recommendations to address them. Many of the issues faced were also independently identified by the Return to Work Taskforce, another internal taskforce, who contributed significantly to the goal of recognizing the need for definitive action at the Institute.

This plan outlines specific steps to address inequalities at the Ragon, contribute to broader community efforts aligned with our diversity, equity and inclusion goals, and create opportunities for those who encounter barriers to scientific and academic success because of their gender, gender identity, race, religion, ethnicity, socioeconomic status, parental status, or sexuality. At the Ragon, our people are our greatest asset, and as such we are committing to creating a supportive and inclusive environment that is welcoming to all. This plan includes specific goals, a quarterly and annual review process, and accountability measures for the Institute.

The 2020-2021 Diversity Action Plan addresses diversity, equity, and inclusion by committing to 23 initiatives within nine (9) categories (Table 1). Each category addresses a specific set of barriers or concerns around developing an inclusive, supportive, and accountable community. Of the 23 initiatives, 18 are slated for immediate action or planning (Tier 1) and 2 have been identified as needing further development at a later timepoint (Tier 2.)

The nine categories include Anti-bias and DEI Metrics, Anti-bias and DEI Training, Internships, STEM Recruitment and Retention, Mentorship/Management, Community Building, Stakeholder Engagement, Seminars/Symposiums, and Communication and Outreach. In this plan, we describe each category and outline each initiative, complete with ownership, start date, goals, and accountability practices. While this document is a commitment by the Institution to the goals and initiatives outlined, the specific details of each initiative are the responsibility of the department and/or positions under which the initiative lies (notated by "ownership"). REDIT will meet regularly to monitor and report progress, address setbacks and if needed, update goals.

Summary Table of DEI Categories and Initiatives

Anti-bias and DEI Metrics

Initiative 1: Metrics collection, tracking, and analysis

Anti-bias and DEI Training

Initiative 2: Annual and Onboarding DEI Training

Initiative 3: Curation of Anti-Racist and DEI Resources

Initiative 4: Twice Yearly DEI Townhalls

Internships for URMs

Initiative 5: Undergraduate Internships for URM

Initiative 6: High School (16+) Internships for URM

STEM Recruitment and Retention

Initiative 7: Faculty Recruitment to Enhance Diversity

Initiative 8: Faculty Ambassadors to Enhance DEI

Initiative 9: Active Talent Identification

Initiative 10: URM High School Seminar

Initiative 11: Catherine Othieno Technician Fellowship Program

Initiative 12: Graduate/Professional School Application Support

Mentorship/Management

Initiative 13: Faculty Mentorship and Management Training

Initiative 14: Graduate Student/Postdoc Mentorship Training

Initiative 15: Annual Review of Faculty and Trainees

Community Building

Initiative 16: Movie Fridays

Initiative 17: Book Exchange

Initiative 18: Book Club

Stakeholder Engagement

Initiative 19: Ragon Service Days

Initiative 20: Ragon Community Partnerships

Seminars/Symposium

Initiative 21: Postdoc symposia focused on recruitment

Initiative 22: Named DEI Seminar

Communications and Outreach

Initiative 23: Dissemination of Scientific Education

Definitions

Academic Year (AY): September to August; i.e. AY2020: September 2020-August 2021.

DEI: Diversity, equality, and inclusion

Executive Team: The Director (Bruce Walker), Associate Director (Facundo Batista), and Chief Operating Officer (Corrie Martin) of the Ragon Institute

Workforce: Staff, faculty, postdocs, graduate students, interns, and others working at the Institute, including employees and non-employees funded or paid by the Institute or its partner institutions (MIT, MGH, and Harvard), or by external grants or fellowships.

Underrepresented minorities (URMs): Women; LGBTQ+ individuals; Black, Indigenous, and people of color; individuals from socioeconomically and/or educationally disadvantaged backgrounds; individuals with physical and/or mental disabilities; and individuals from any group of people systemically excluded from professional opportunities and advancement, particularly in science and academia. *See:* “Enhancing Diversity” from the NIH, <https://grants.nih.gov/grants/guide/pa-files/PA-18-586.html>.

The Institute: The Ragon Institute of MGH, MIT and Harvard

Leadership/Leadership team: The Executive Team and Ragon Faculty

REDIT: Ragon Equity, Diversity, and Inclusion Taskforce, a collection of people from across the Ragon workforce, from technicians to the Executive Team, that work together to identify and propose solutions to diversity issues and barriers at the Ragon. The membership is reviewed annually and members of the workforce may join at any time. REDIT is chaired by the COO, divided into seven REDIT Committees, and is administratively supported by the REDIT Team.

REDIT Committees: Subgroups formed out of REDIT which identified DEI issues and recommended initiatives to address them. The seven (7) Committees are: Metrics, Education and Training, Career Development, Community Engagement, Informal Outreach, Seminars, and Resources. As the Diversity Action Plan evolves, so too may the Committees.

REDIT Team Coordinators: Corrie Martin (COO), Marissa Ferrara (Executive Assistant), and Rachel Leeson (Public Affairs Coordinator.) Responsible for compiling, organizing, and presenting DEI information to various interested bodies.

Tier 1 Recommendations: DEI efforts that have been identified as immediate priorities for the Institute’s Diversity Action Plan

Tier 2 Recommendations: DEI efforts that have been identified as subsequent priorities for the Institute’s Diversity Action Plan

History

In June 2020, George Floyd, a Black man, was violently murdered at the hands of a police officer. This caused a national awakening to the deep inequalities that are prevalent throughout American society, including in the scientific and academic fields and at the Ragon Institute itself. This was happening against the background of the COVID-19 pandemic, and during the ensuing discussions at the Ragon prompted by these events, many issues were raised highlighting inequitable barriers across the Institute. This gave way to identifying specific opportunities for increased Institute support and progression towards a more equitable, diverse, and supportive environment for all at the Ragon Institute.

It was during this time that we as an institute created a Ragon Equity, Diversity, and Inclusion Taskforce (REDIT) comprised of volunteers working together to identify major areas of improvement and recommend paths forward to real change. REDIT, consisting of 31 workforce members ranging from technicians to faculty, was formed in June 2020. At its initial meeting the taskforce identified seven areas in which the Institute could focus efforts in order to make substantial improvements in DEI. Seven committees were created, each to dive deeper into one of the seven areas: Metrics, Education and Training, Career Development, Community Engagement, Informal Outreach, Seminars, and Resources. After multiple meetings, the Committees collectively produced a total of 21 recommendations for initial review and compilation by the REDIT Team Coordinators (Corrie Martin, Marissa Ferrara, and Rachel Leeson.) The recommendations were reviewed for clarity and overlap, expanded into 23 initiatives, and then presented to all REDIT Committees for feedback and approval. Once feedback was incorporated, they were presented to the Institute Leadership for further review and approval. This final version became the basis for this Diversity Action Plan.

With this Diversity Action Plan, the Institute is formalizing its commitment to Diversity, Equity, and Inclusion, and setting specific metrics for action. The original draft of the commitment was written by workforce members Aaron Abai and Fatima Hussain; it was then expanded, edited and approved by the entire REDIT team. This statement, along with our diversity goals, can be found on our website under Core Values, <https://www.ragoninstitute.org/about/core-values/>, and a video version can be found at <https://youtu.be/ne0QiDn68HY>.

Goals

The goal of the Diversity Action Plan is to create measurable progress towards a more diverse, equitable, inclusive, and accountable workforce. This will be accomplished by the following 23 initiatives, within nine categories. In the following sections, each category and its accompanying action items will be described, goals articulated, and progress measurements defined. Each action item serves to hold the Institute accountable to the goals listed below, creating measurable progress towards a more equitable and inclusive environment.

Our overarching goals, as stated in the Ragon Institute Commitment to Inclusion, Equity, and Diversity, are

- Creating and sustaining a workplace that reflects, values, and embraces all aspects of diversity
- Tracking and reporting organizational diversity and other key metrics
- Providing formal training and workplace policies to recognize and address implicit and explicit bias in the workplace
- Recruiting and retaining talented members of underrepresented communities throughout the Institute workforce
- Providing mentorship for career development and supporting leadership roles for persons from disadvantaged and underrepresented groups
- Organizing and funding programs for disadvantaged and underrepresented youth to conduct scientific research at the Institute, including activity pursuing community engagement and partnerships with local, national, and global communities working to advance justice and equality.
- Consistently reevaluating Institute policies and monitoring and reporting progress towards achieving these goals

The nine categories and 23 initiatives are expanded in the following sections.

Anti-Bias and DEI Metrics

The Metrics category contains an initiative to track the Institute’s DEI metrics, set DEI goals, and report regularly on progress and setbacks, culminating in a formal annual review by Leadership. The primary goal is to keep the Institute accountable to the DEI goals set out in the Diversity Action Plan.

Initiative 1 (Tier 1): Metrics Collection, Tracking, and Analysis

Ownership: The REDIT Metrics Committee, along with the Executive Team, will be responsible for goals and initiatives in the Metrics Category.

Start Date: August 2020 (has begun at time of writing)

Accountability practices: Annual reports and annual presentation on findings and goals to the Executive and Leadership Teams with scheduled discussion time, annual summary of results and goals presented to the Workforce, donors, and Institute and Governance Boards with platform for feedback, and inclusion of findings and goals in the Ragon Institute Annual Report.

Partnering with MGH and Ragon Human Resources (HR), the Metrics Initiative will use aggregate demographic data and surveys to critically examine the Institute’s growth towards

creating a more diverse and supportive environment for all. Surveys and sensitive or potentially identifying information, up to and including demographic data, will be collected and analyzed through MGH HR or by using appropriate MGH resources in order to preserve anonymity. Surveys may be used to anonymously solicit feedback on DEI issues and identify ways in which the Institute can improve its DEI work or ways in which it has created improvements by its DEI work.

In the first year, the Institute will work with the Metrics committee to define which metrics will be tracked, including anonymous, optional, self-reporting of gender, gender identity, race, religion, ethnicity, socioeconomic status, parental status, or sexuality. After the first year, metrics will be defined in the Diversity Action Plan, and may be expanded or changed as needed.

Anti-Bias and DEI Training

The Bias and DEI Training category contains initiatives focused on providing training and resources to counter individual biases in the Ragon Workforce. The primary goal is to create a more inclusive environment by proactively addressing any biases and prejudice members of the workforce may, likely unintentionally, be holding or allowing to influence their behavior.

Whistleblower Protection and Ombudsperson Support: Explicitly stated in this category is the Institution's commitment to whistleblower protection and ombudsperson support for the entire Ragon workforce, including trainees, postdocs, employees, faculty, interns, and others. These services are provided through MGH, can be anonymously accessed, and detailed information on how to access them are kept available through RagonConnect, the Institute's intranet and included in all Bias and DEI training.

Accountability practices: Annual review of effectiveness via anonymous survey, annual discussion with MGH to ensure resources provided are acting in line with best practices and Institute DEI goals; and the ability for users of these services to provide anonymous feedback on their experience.

Initiative 2 (Tier 1): Onboarding and Annual Anti-Bias and DEI Training

Ownership: Ragon HR/COO

Start Date: Fall 2020

Accountability practices: Annual review of training against best practices, which can be done by an outside source, such as the developer of the trainings provided by the Institute. Annual review of any issues reported or observed in the Institute to identify any issues that are addressed currently in trainings.

The Institute will introduce and maintain mandatory annual DEI Training for all the workforce. In the first year of its existence, AY 2020-2021, it will begin with training for all Ragon faculty and Group Leaders, then it will be provided to managers, then to the workforce as a whole. DEI Training will also be added to all onboarding training, with a goal of being fully operational by the first AY 2020-2021 faculty hire. While the COO is responsible for driving this initiative, Ragon HR will be responsible for its day-to-day management. MGH HR may provide some support on this initiative, should they roll out DEI training aligned with the Institute's DEI goals.

Initiative 3 (Tier 1): Curation of Anti-Racist and DEI Resources

Ownership: REDIT Resources Committee, COO, Ragon Communications Department

Start Date: Fall 2020

Accountability practices: Annual review of anti-racist and DEI resources list to ensure these are up-to-date and in line with best practices and legal restrictions of a 501(3)c organization.

This initiative will provide a curated list of anti-racist and DEI resources, available for the entire Ragon community, on RagonConnect, the Institute's intranet. This list will be open for submissions from the entire workforce, with a simple vetting process to ensure resources align with the Institute's DEI goals and do not fall into the category of political campaign intervention (not allowed under IRS tax code for the Institute.) The list will be actively reviewed and updated annually by the REDIT Resources Committee, with support as needed by the COO and Communications Department.

Initiative 4 (Tier 1): Twice Yearly DEI Townhalls

Ownership: COO

Start Date: Fall 2020

Accountability practices: Solicited feedback from the external facilitator who will be engaged for these Townhalls; each Townhall will also include a list of resources, both internal and external, for members of the Workforce to raise or discuss issues within the Institute.

Twice a year (once each academic semester), the Ragon Institute, through the Executive Team, will host a Townhall specifically as a platform for discussion of DEI issues. This will be externally facilitated by a professional with expertise in organizational DEI issues and conversations. It is currently slated to be held during the Ragon Seminar Series timeslot (AY 2020-2021: Tuesdays 12-1 pm) and will be held virtually until large, in-person gatherings are allowed under MGH/Ragon COVID-19 safety guidelines.

Internships for URM

The Internships category contains initiatives focused on providing internship opportunities for URM students at the high school (16+ years old) and undergraduate levels interested in exploring or pursuing a career in research. The Internships will be developed with the goal of providing an exceptional research opportunity and access to a trained and supportive mentor that lasts beyond the initial internship.

Initiative 5 (Tier 1): Undergraduate Internships for URM

Ownership: Leadership; Events and Education Team

Start Date: Summer 2021 (dependent on MGH/Ragon COVID-19 regulations)

Accountability Practices: Annual review inclusive of DEI demographic metrics of applicants/attendees; feedback from interns, mentors and educators; and identification of successes and setbacks that will guide changes to next year's program.

Partnering with established MIT, Harvard, and/or MGH programs, the Institute will support up to five URM summer undergraduate interns. Each undergraduate intern will be performing research in a lab at the Institute and will be paired with a trained mentor (postdoc, grad student, research scientist, or faculty member) who, with the support of their PI, will structure the internship, set expectations, provide training and regular feedback, and make a good faith effort to develop a long-term mentor/mentee relationship. The Institute will provide weekly talks by faculty and other scientific leaders for the interns and broader Ragon community to attend, with the potential to provide team-building opportunities for each internship class, including outings that can help build opportunities and professional connections for the interns. Interns will be given the opportunity to provide feedback on their experience and will have access to whistleblower protection and ombudsperson support. Financial and logistical support will be provided to allow students from diverse backgrounds to take advantage of this opportunity. The program will be reviewed annually, with success or setbacks evaluated both by DEI standards and through intern and mentor's reported experiences and feedback. The partnership with appropriate programs from which interns will be drawn and the labs interested in participating will be established by April 2021.

Initiative 6 (Tier 1): High School (16+) Internships for URM

Ownership: Leadership; Events and Education Team

Start Date: Summer 2021 (dependent on MGH/Ragon COVID-19 regulations)

Accountability Practices: Annual review inclusive of DEI demographic metrics of applicants/attendees; feedback from interns, mentors and involved educators; and identification of successes and setbacks that will guide changes to next year's program.

Partnering with a low-resource Greater Boston high school, the Institute will support up to five URM high school interns. The application process will be focused on recruiting students who are interested in the sciences but may not otherwise have internship opportunities due to lack of academic support and/or an academic record that would not be considered competitive in the traditional application process. The Institute will work with educators and administrators in the partner school to during the Spring semester preceding each summer internship to develop an application process that is equitable and focused on identifying students who may excel in a hands-on research opportunity, regardless of academic record. Though some non-stringent academic requirements may be included (e.g., completed one biology course; passing GPA), academic performance will not be heavily weighted during the application process and preference will not be given to academically high-performing students.

Each intern will be performing research in a lab or working within an administration/operations role at the Institute and will be paired with a trained mentor (postdoc, grad student, research scientist, faculty member, or member of the admin team) who, with the support of their PI or for admin with the support of the COO, will structure the internship, set expectations, provide training and regular feedback, and make a good faith effort to develop a long-term mentor/mentee relationship. The Institute will provide weekly talks by faculty and other scientific leaders for the interns and broader Ragon community to attend, with the potential to provide team-building opportunities for each internship class, including outings that can help build opportunities and professional connections for the interns. Interns will be given the opportunity to provide feedback on their experience and will have access to whistleblower protection and ombudsperson support. Financial and logistic support will be provided to allow students from diverse backgrounds to take advantage of this opportunity. Program will be reviewed annually, with success or setbacks evaluated both by DEI standards and through intern and mentor's reported experiences and feedback. Some labs and/or projects may not be eligible or appropriate for a high school intern, due to safety regulations.

STEM Recruitment and Retention

The STEM Recruitment and Retention category contains initiatives focused on developing support for URMs entering the Ragon and providing career support for Ragon URMs as they transition through different stages of their career. The Internships will be developed with the goal of providing an exceptional research opportunity and access to a trained and supportive mentor that lasts beyond the initial internship.

Initiative 7 (Tier 1): Faculty Recruitment to Enhance Diversity

Ownership: Faculty Search Committee, HR, Executive Team

Start Date: Fall 2020

Accountability Practices: Annual review inclusive of DEI demographics within the Institute as well as successful and unsuccessful applicants in faculty, admin searches and reviews of best DEI recruitment practices, and review of the Institute's recruitment plans prior to and after each faculty search.

The Institute will actively work to identify best recruitment and hiring practices at the faculty level to ensure a diverse and compelling field of candidates are reviewed and that our top candidates reflect the diversity of our application pool. The Metrics Committee will work closely with HR and the Faculty Search Committee to ensure accountability. A successful DEI faculty search process would result in faculty demographics that reflect the broader American public – i.e., 50% women and 30% URM.

Note: The first instance of this initiative may occur concurrently with the Fall 2020 faculty search process; in future instances, it should be started before any faculty search formally begins.

Initiative 8 (Tier 1): Faculty Ambassadors to enhance DEI

Ownership: Faculty, Events and Education

Start Date: Spring 2021 or Fall 2021

Accountability Practices: Annual review inclusive of DEI demographics on applications/attendees, anonymous feedback by Workforce and student participants, and solicited feedback from educational partners

The Institute will partner with Historically Black Universities and Colleges and/or state schools with strong URM representation in their STEM programs. Institute faculty will visit, either virtually or in-person, relevant STEM departments and give a seminar focused on their work and the Ragon Institute, with the goal of acting as an ambassador of the Ragon and cultivating potential applicants and interest at the Ragon.

Initiative 9 (Tier 1): Active Talent Identification

Ownership: Faculty, Seminar Committee, REDIT Career Development Committee

Start Date: August 2020 (has started at time of writing)

Accountability Practices: Annual review inclusive of DEI demographics on suggested, invited, and accepted post doc speakers; annual planned and focused discussions within the Faculty and

Seminar Committee on best practices for DEI recruitment, implementation in the Institute, and impact on who we are inviting.

The Institute will actively work to identify outstanding postdocs and graduate students to present their work, with a focus on identifying early career URM who may be interested in applying to a faculty position at the Institute.

Initiative 10 (Tier 1): URM High School Seminar

Ownership: Executive Team, Events and Education

Start Date: Spring 2021

Accountability Practices: Annual review inclusive of DEI demographics on applications/attendees, anonymous feedback by Workforce and student participants, and solicited feedback from educational partners

The Institute will partner with a local, under-resourced high school to identify outstanding URM STEM students who would be invited to participate at in a two-day seminar at the Ragon focused on learning more about immunology research and meeting members of the Ragon workforce. The Institute will partner with educators at the partner school to develop an equitable set of criteria for use in the application process that is aligned with the Institute's DEI goals and practices. Students and Workforce participants in the seminar will have the ability to provide anonymous feedback after the seminar, as will the educators closely involved in the application process.

Initiative 11 (Tier 1): Catherine Othieno Technician Fellowship Program

Ownership: Leadership, Events and Education Team

Start Date: Fall 2021

Accountability Practices: Annual review inclusive of DEI demographics on applicants and recipients, review of specified criteria in successful versus unsuccessful applicants through a DEI lens, invited feedback from recipients and managers, and invited updates from successful applicants after completion of the program.

The Institute will provide a two-year tech fellowship, inclusive of salary and travel expenses, for a URM recent graduate, soliciting applications from HBCUs and/or state schools with strong URM representation in their STEM programs. Criteria for selecting successful applicants will focus on potential to excel in a hands-on research setting. While academic minimums may be set (i.e., STEM undergraduate degree, GPA of 2.0 or higher), applicants will not be selected based on traditional academia criteria (grades, test scores, prestige of undergraduate

institution, etc.). The Institute will cover 50% of the cost of the fellowship and the hosting lab will cover the remaining 50%.

Tech fellows will be performing research in a lab at the Institute and will be paired with a trained manager (postdoc, grad student, research scientist, or faculty member) who, with the support of their PI, will set expectations and provide or facilitate training and regular feedback. The PI or a senior lab member should make a good faith effort to develop a long-term mentor/mentee relationship. As with all Workforce members, annual reviews will be required. The manager and/or projects may change over the course of the two-year fellowship. Tech fellows will have the opportunity to meaningfully contribute to at least one project that has a high likelihood of publication, with authorship credit.

Initiative 12 (Tier 1): Graduate/Professional School Application Support

Ownership: COO, HR, Events and Education

Start Date: Spring 2021

Accountability Practices: Annual review of those who have used this program, inclusive of demographics, anonymous feedback from those who have participated in the program, and asking for and tracking, when possible, application outcomes for those who have used this program.

The Institute will provide resources and a mentor/mentee program for Workforce members applying to graduate/professional programs. Resources will focus on best practices for applicants, while the mentor/mentee program will pair volunteer Workforce mentors with applicant mentees. Anyone who has recently and successfully applied to graduate/professional school can sign up to be a mentor of Workforce applicants. Mentors will provide support and insight and draw on their own experiences to help applicants prepare their application packets. All Workforce members are eligible to participate as a mentee if they are applying to graduate/professional school in the next year.

Mentorship/Management

The Mentorship/Management category contains initiatives focused on providing training, support, and resources for Group Leaders, mentors, and managers in the Ragon Workforce. The goal is the purposeful development of mentorship and management skills for all Workforce members responsible for managing or mentoring other Workforce members, including interns.

Initiative 13 (Tier 1): Faculty Mentorship and Management Training

Ownership: COO, Executive Team

Start Date: 2021

Accountability Practices: Annual review inclusive of ensuring annual training is provided and attended, Executive Team review of faculty management practices, tracking position specific retention, and reviewing solicited feedback from exit interviews.

The Institute will host formal management training for all faculty and group leaders at the Institute. This training will not assume prior training but will be focused specifically on the complexities of managing and mentoring within the lab setting. The training will be developed through a DEI lens, so that each participant will develop the skillset to create a supportive and equitable environment for all, striving to become aware of and free from unconscious bias. Each new Group Leader and/or Faculty member at the Ragon will be required to complete full management training. This effort and time will be recognized and supported by the Institute Executive Team and Leadership. Refresher trainings, along with training modules focused on specific challenges of managing/mentorship in academia/labs will be offered periodically throughout the year. Some modules may be offered to postdocs and senior scientists who are in management/mentorship roles within the labs. Additional resources will be provided through RagonConnect and Dropbox.

Initiative 14 (Tier 1): Graduate Student/Postdoc Mentorship Training

Ownership: COO, Executive Team

Start Date: Spring 2021, prior to intake of the first intern class

Accountability Practices: Annual review inclusive of feedback from mentors and mentees, and feedback back from PIs/managers of postdoc and grad students on their performance as mentors.

The Institute will host manager training for postdocs, senior scientists, and graduate students who are formally mentoring or managing interns or other lab members. This training will be offered annually prior to summer interns arriving at the labs. It will be developed for first-time managers and mentees, focusing on basic techniques and components of successful management/mentorship, with an emphasis on the specific challenges of mentoring interns. The training will specifically be developed through a DEI lens in order to ensure that manager/mentor are actively working towards developing a supportive work environment for all. Resources aimed specifically at new managers/mentors will be provided through RagonConnect and Dropbox. Additional modules aimed at new or developing mentors/managers may be offered throughout the year.

Initiative 15 (Tier 1): Annual Reviews of Faculty and Trainees

Ownership: COO, HR

Start Date: 2021

Accountability Practices: Tracking of annual reviews and soliciting feedback from lab members on the process.

The Institute will provide training, resources, and best practices for managers who are responsible for conducting annual reviews. This will include guidance on clear goal-setting, conducting discussions on improving performance and recognizing success, and using the annual review process to set mentees/employees up for success. Training will be developed through a DEI lens and specifically around MGH/Ragon annual review process. Additional resources will be provided to managers through RagonConnect and Dropbox.

Community Building

The Community Building category contains initiatives focused on providing informal opportunities for the Institute's workforce to engage with DEI-centric stories, work, and ideas by or about URMs. The goal is to provide community-driven avenues for the Workforce to voluntarily engage in DEI-centric works, ranging from purely fun to intensely thought-provoking in nature, in a relaxed manner.

Initiative 16 (Tier 1): Movie Fridays

Ownership: REDIT Community Committee

Start Date: Fall 2020

Accountability practices: Annual reviews of all movies shown; working with Communications and Events and Education person to align movie selection with national periods of observation (ie, Black History Month, Pride, etc...)

Movie Fridays is a once-monthly showing of a URM-focused film, of any genre (with a max rating of PG-13), in the auditorium during Friday lunch. It will be open to the entire Institute, though capacity restrictions will apply in accordance with current MGH/Ragon COVID-19 guidelines. This may be paused for months in which the Institute is traditionally in a slowdown period; i.e., December and August.

Initiative 17 (Tier 1): Book Exchange

Ownership: REDIT Community Committee

Start Date: Fall 2020

Accountability practices: Annual review of books available on the shelf and, if needed, asking for funds to restock the bookshelf.

The Institute will provide a bookshelf, space in the tea room or other common gathering spot, and approximately \$500 in book purchasing funds to start a “take-one, leave-one” program. The initial book purchasing funds will be used to buy books by or about URM, in a variety of genres. However, the Community Committee will make a particular effort to ensure a robust selection of books that focus on DEI issues within medicine and biomedical research, including ones that focus on historic mistreatment of URM by the medical and biomedical research community.

Initiative 18 (Tier 1): Book Club

Ownership: REDIT Community Committee

Start Date: August 2020 (has begun at time of writing.)

Accountability practices: Annual review of books read and discussions held.

The Community Committee will run a bimonthly book club, in which the Ragon Workforce will be invited to read and participate in a discussion about a book by or about URM. The books will be from a variety of genres, including nonfiction focused specifically on DEI issues.

Stakeholder Engagement

The Stakeholder Engagement category contains initiatives focused on developing engagement with and support of DEI initiatives and work in the broader Kendall Square, Cambridge, and Greater Boston communities. The goal is to allow the Institute to make a positive impact not just in our own internal community, but with our external community, through purposeful engagement with and support of Greater Boston non-profits.

Initiative 19 (Tier 1): Ragon Service Days

Ownership: Executive Team; Events and Education Team

Start Date: Ragon Phase 3 (post-pandemic)

Accountability Practices: Annual review of volunteer opportunities offered, total Workforce engagement, budget, and planning for next year.

Twice to thrice yearly, a half-day large-group volunteer opportunity will be provided to the Ragon workforce, selected from nominations provided by the Ragon Workforce. This will be a paid opportunity for members of the workforce to engage in volunteer work for another

Greater Boston area nonprofit. Transportation, appropriate snacks or meals, and organization efforts will be provided by the Institute. It will not require the use of Earned Time but will be treated as regular hours. Participation in Service Days is opt-in and not mandatory.

Initiative 20 (Tier 2): Ragon Community Partnership

Ownership: Events and Education Team

Start Date: Fall 2021 or Fall 2022

Accountability Practices: Annual review inclusive of solicited feedback from Partner Non-Profit, anonymous feedback from the Institute, review of applications versus accepted Partner Non-profit, and short (1 page) report from Partner Non-Profit on experience and impact.

The Institute will partner with a local (Greater Boston, Cambridge, or Kendall Square) non-profit for the duration of an Academic Year. This partnership will consist of a set financial commitment from the Institute to the non-profit and the Institute offering to host a seminar focused on the work of the non-profit in the Fall semester of the Academic Year. The Institute will not offer paid time off or organize volunteer opportunities unless it is part of the Ragon Service Days initiative, but, when appropriate, will communicate volunteer opportunities within the partner nonprofit to the broader Ragon Workforce. Partner non-profits will be selected through an application process and non-profits may be invited or encouraged to apply. The application process will be developed, approved by the Executive Team, and advertised two months before the first Community Partnership is scheduled to begin. The Partnership process will be reviewed annually, and the application process may be changed annually to ensure a diverse set of non-profits are invited to apply. However, each Partner Nonprofit must be focused on DEI work within the Greater Boston community.

Seminars/Symposium

The Seminars/Symposium category contains initiatives focused on supporting DEI initiatives and URM students in science through the traditional academic formats of symposiums and seminars. The goals are to (1) provide opportunities to recognize and introduce the Institute to outstanding URM candidates and (2) provide opportunities for the Workforce to engage with DEI ideas and initiatives through seminars.

Initiative 21 (Tier 1): Postdoc Symposium Focused on Recruitment

Ownership: Seminar Committee, REDIT Seminars Committee

Start Date: Fall 2020

Accountability Practices: Annual review inclusive of demographics on invited/accepted presenters at our postdoc symposium and scheduled and directed discussion with Seminar Committee about successes and setbacks of program.

The Institute will host two to three postdoc symposiums per year; at least one per semester. The symposium will consist of invited postdocs who would be compelling candidates for the next Institute faculty search, with a focus on identifying and inviting URM postdocs.

Initiative 22 (Tier 1): Named DEI Seminar

Ownership: Executive Team, REDIT Seminars Committee

Start Date: Fall 2020

Accountability Practices: Annual review on invited/accepted presenters and how they aligned with the Institute DEI goals. Solicited feedback presenters on the experience and from the attendees on their experiences.

The Institute will host a quarterly named seminar featuring a DEI speaker who will either present on an issue or give a lay presentation of research focused specifically on DEI issues. One presentation a year will be on an issue directly related to our Partner Non-Profit.

Tier 2 Component: Invited DEI presenters who are actively engaged in DEI research can be invited to lead small journal clubs as part of their seminar visits. This journal clubs will be open to the Workforce in order to present an opportunity for interested parties to engage deeply with current knowledge and findings in the DEI field.

Communications and Outreach

The Communications and Outreach category contains initiatives focused on making the research and immunological knowledge of the Institute accessible to the broader communities, with the goal of reducing barrier to scientific knowledge and biomedical research, particularly for communities who have been historically excluded from academia and scientific endeavors. The Institute will use its position as a leader in the field of immunology research to open the path to a scientific career to a broader and more diverse community than ever before.

Initiative 23 (Tier 2): Dissemination of Scientific Education

Ownership: Executive Team, Events and Education Team, Communications Department

Start Date: Fall 2021 or Fall 2022

Accountability Practices: Annual review on educational offerings, promotion, and metrics, such as how many times the content has been accessed.

The Institute will record and host our educational content, such as classes, on a widely-accessible digital platform available to the general public.