



2024 Diversity, Equity, and Inclusion (DEI) Transparency Report

January 2025 | Prepared by Bre Beringer (VP of DEI)



Background

The Michigan Sport Consulting Group (MSCG) is proud to present its second annual Diversity, Equity, and Inclusion (DEI) report. This deliverable highlights the ongoing initiatives to integrate DEI within the organization and externally through community partnerships. Throughout 2024, leadership translated our mission statement into a plethora of new events and strategic community outreach initiatives.

While MSCG is proud of the strides it's taken, we understand that there are outstanding opportunities for further growth in the club. Our overarching objective is to incorporate DEI into **all aspects** of the organization's operations from current membership to community partnerships and client relationships.

Recruitment Process

Methodology

MSCG continued to use its blind application review process introduced the previous year. During application review, key identifiers such as applicants' names, majors, and genders were hidden, reducing halo and anchoring biases within our talent acquisition team. In the subsequent interview rounds, these identifiers became visible to consider applicants' individual experiences and stories.

Consulting 101

Recognizing that applicants begin our application process with varying levels of consulting knowledge, leadership sought to establish a baseline understanding and **promote an inclusive learning environment**. Bre Beringer (VP, DEI) organized Consulting 101, an event open to current and prospective members. Maeve Everett (President) presented an industry overview, highlighting notable firms and potential projects. In the latter half, Everett moderated a panel discussion where Alex Hernandez (Deloitte), Catherine Loder (RSM), and Lauren MacKeigan (JPMorganChase) shared their day-to-day responsibilities and answered questions from the audience of 40 students.

Fireside Chat with Dr. Viñales

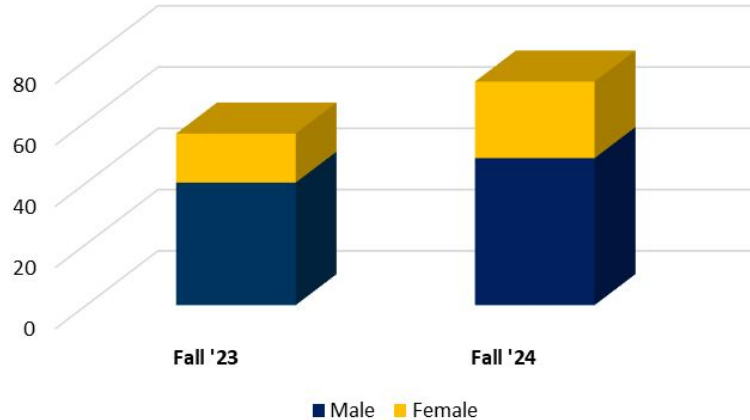
Building on the success of Consulting 101, leadership continued to seek new ways to integrate DEI into the club's processes. While educating students about consulting, leadership discovered that many students were unaware of the resources available on campus. In response, alongside MSCG's traditional recruiting events, Beringer moderated a fireside chat with Dr. Elena Viñales, Manager of DEI at the School of Kinesiology. Dr. Viñales **shared campus resources** and reflected on the progress of **DEI in sports** throughout her career.

Mandatory Anti-Bias Training

Before each recruiting cycle, the VP of DEI facilitates mandatory anti-bias training for the talent acquisition team. This training helps our team become more aware of biases that could be at play. Our current training includes an **overview of common biases such as affinity, halo, and anchor**, and presents strategies to minimize their effects. While we understand we **cannot fully eliminate biases**, MSCG aims to minimize their impacts through education and increased awareness.

Recruitment by the Numbers

Gender Proportion of Applicants



30%

Increase in applications from
Fall '23 to Fall '24

32%

Higher average outcome for
women

10+

Majors represented in the Fall
'24 application cycle

During the Fall 2024 recruitment cycle, MSCG saw a **30%** increase in applicants from the previous fall cycle. Furthermore, there were notable increases in the proportion of Sport Management majors as well as the number of majors represented. These increases are evidence of MSCG's continuous goal of reaching new student demographics while encouraging increased interest among Sport Management students.

To gain a better understanding and create an accurate outcome predictor based on key demographics, the VP of DEI employed linear regression and ANOVA models to the data. The VP of DEI categorized progress by the last stage an applicant participated in - Application (1), Behavioral Interview (2), Case Interview (3), and Admission (4). Although the data proved difficult to encapsulate in one model, the VP of DEI concluded that on average, women progressed further in the process compared to their male counterparts by **32%**. Evidenced by a p-value of 0.024, there is a significant difference in application outcome between genders.

//

DEI has been a central part of MSCG recruitment processes. Our organization views DEI through both diversity of backgrounds and diversity of thought. We are able to exhibit this by marketing our club to a number of different groups of people on campus to ensure we are comprehensive in the audience we try to reach during recruitment. Through our name-blind recruitment efforts, we are able to pick the best candidates who will provide the most value to the organization with unique perspectives, knowledge bases, and backgrounds.

//

Rachel Boyan
Vice President – Marketing, Michigan Sport Consulting Group

Internal Mobility Analysis

In the second term of the VP of DEI position, MSCG continued to explore equity analytics, an academic area pioneered by Stephen M. Ross Professor, Chris Rider. To assess our current membership data, the VP of DEI utilized R and Excel analytics to identify key factors affecting members' progression throughout their time in MSCG.

Building upon previous models, the VP of DEI focused on understanding the likelihood of outcomes such as certain club positions based on several factors. This approach uncovered insights into club mobility, revealing potential pain points and areas where leadership could implement new programs. With a heightened awareness, leadership can better guide members to achieve their goals within the organization.

The VP of DEI began this process by preparing the data for analysis and incorporating hypothesized significant factors such as the number of projects completed and study abroad status during the junior year. This led to the variables: **Gender, Major, Year, NAP Class, Study Abroad Completed, Number of Projects Completed, and Position.**

To simplify the variety of majors, the VP of DEI categorized "Majors" into four groups: Sport Management, Liberal Arts, Kinesiology (excluding Sport Management), and Quantitative Analysis. Additionally, the VP of DEI streamlined the "Position" variable into the following categories and associate nominal codes: New Analyst (1), Analyst (2), Mid-Management (3), Executive Board (4), and Senior Involvement (5).

The VP of DEI conducted a linear regression to investigate **the response variable, Position**, using the following explanatory variables: Gender, Year, NAP Class, Major, Study Abroad Completed, and Number of Projects Completed. The variables in the final model included Gender, Year, NAP Class, and Number of Projects. To improve the model's explanatory power, the VP of DEI applied a natural log transformation to the response variable, Position. This adjustment resulted in an **R² value of 94.2%** and an **F-statistic p-value less than 0.001.**

To build a more comprehensive understanding, the VP of DEI conducted ANOVA single-factor tests on the following variables: **Gender, Major, NAP Class, and Year**, considering these variables have multiple levels. For both the linear regression and ANOVA analyses, the VP of DEI prioritized the R² value, the significance of the explanatory variables, and the overall model significance, F-statistic p-value. The VP of DEI deemed a **0.1 significance level** appropriate for these analyses and associated conclusions, as this project was exploratory in nature. With a more lenient standard, MSCG gains initial insights on variable relationships and patterns. In future related analysis, the VP of DEI **recommends lowering the significance level** to 0.05 or lower, as the implications of the analysis increase.

After evaluating and cross-analyzing the models, the VP of DEI drew several conclusions outlined in the next slides. Leadership plans to consider these conclusions to implement new initiatives. MSCG understands the **concerns of data extrapolation and data over-dependency**, however these will only be part of the holistic club evaluation.

Internal Mobility by the Numbers

In both analyses, the VP of DEI found that there was **no significant difference in position** mobility between men and women. The ANOVA analysis and linear regression of NAP Class and Year both returned outputs consistent with the belief that if members are older and have been in the club for longer, they are more likely to be in leadership positions.

According to the ANOVA output, there appears to be a **steady increase in position between the third and fifth semesters**. This is consistent with the promotion structure as the earliest members can join the executive board or become a project manager in their third semester.

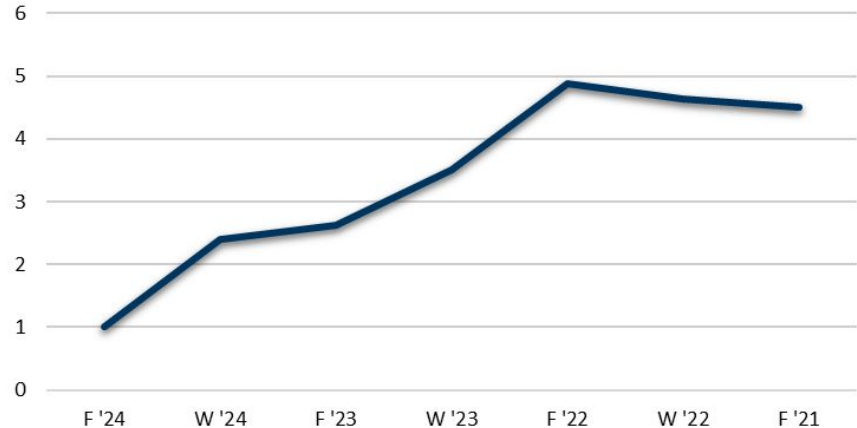
Drawing from both analyses, the VP of DEI found that **Sport Management students, on average, have lower positions**. However, the number of Sport Management students in the two most recent NAP classes combined is 16, significantly greater than any other major. The proportion of Sport Management majors in a given NAP Class has jumped significantly. It has increased from **31% to 72%** over the past two years, equivalent to over four NAP classes. Combined with our promotion structure, the VP of DEI predicts that within two semesters, the average position of Sport Management majors will **stabilize**, as their demographic becomes more evenly distributed across NAP classes.

0.05

Highest P-Value of any ANOVA test significant differences were concluded from*



Position Progression by NAP Class



**Demonstrates MSCG's high standard of data analysis and conclusions*

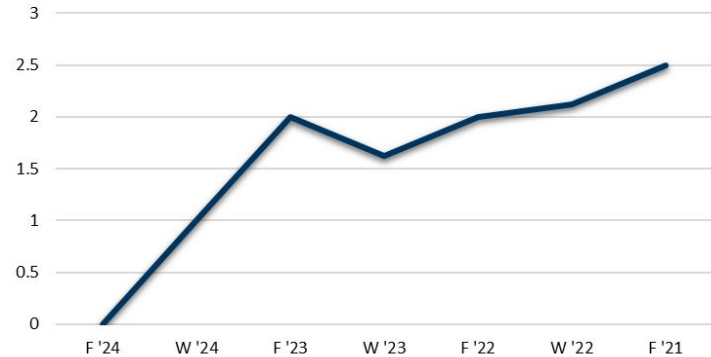
Project Involvement Analysis & Findings

As an organization, MSCG offers consulting services to companies in the sports industry. Following the NAP semester, members are required to work on at least one client project. Over the past semesters, we've noticed great fluctuations in the number of analysts available for project teams. While leadership has several hypotheses, the team sought to find explanations behind the variation in analyst numbers.

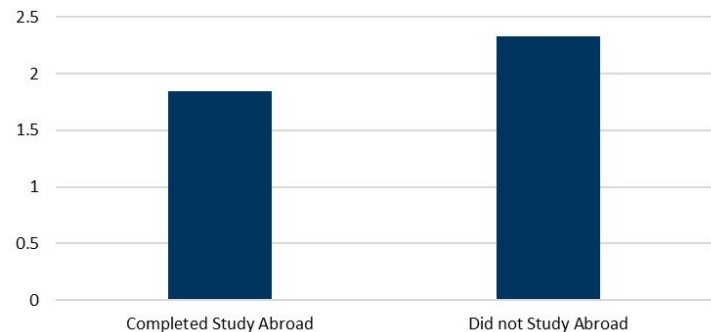
The VP of DEI conducted models designating the Number of Projects Completed as the response (dependent) variable. This measurement included projects completed as an analyst and if applicable, project manager. The following were used as explanatory variables: **Gender, Year, NAP Class, and Major**. The model resulted in an explanatory power (R^2) of **77.6%** and an **F-statistic p-value less than 0.001**. The significant variables included NAP Class and Major. Liberal Arts had the projected highest number of projects completed on average followed by Sport Management. The VP of DEI largely attributes this order to the Sport Management board proportion requirement. Since 70% of the Executive Board must be Sport Management students and executive board members do not work on projects, their average is lower.

A factor leadership has closely followed is if a member studied abroad during their junior year. To analyze this, the VP of DEI conducted an ANOVA analysis solely on 19 seniors, trying to determine if there was a significant impact. The analysis resulted in a **p-value of 0.19, too high to conclude a statistically significant difference** between the two groups. However, as the club tries to further understand club participation dynamics, the VP of DEI **recommends following this variable**.

Number of Projects by NAP Class

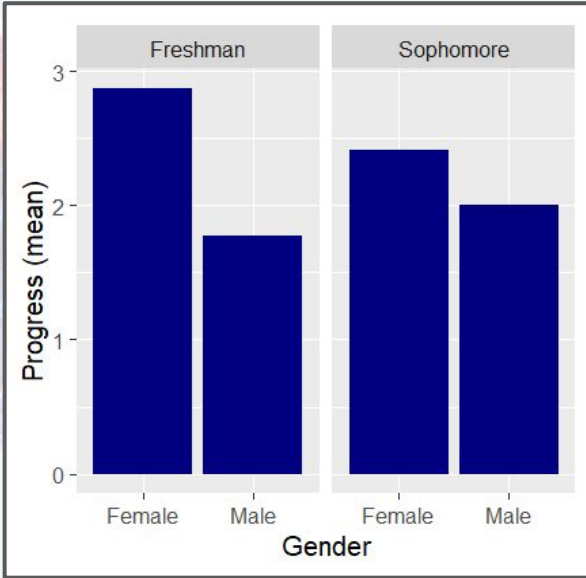
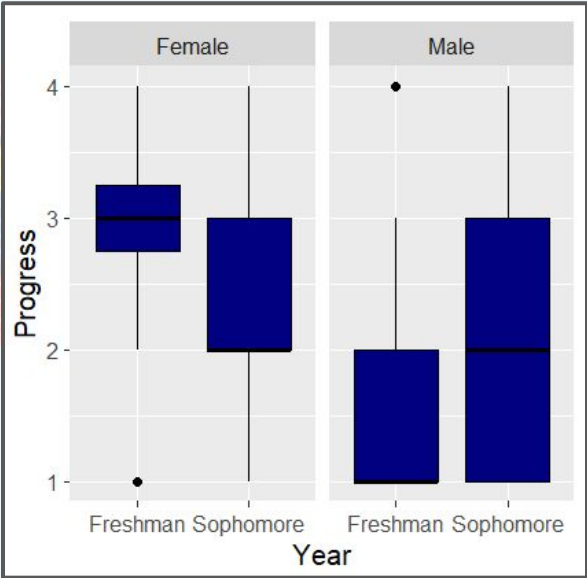


Average Number of Projects Completed by Seniors based on Study Abroad Status



Models: Recruitment

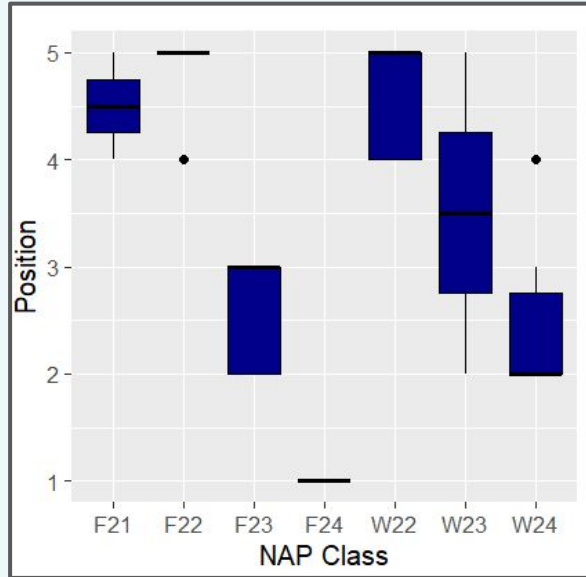
MSCG Admission Status by Gender and Year, sample size of 73 applicants



At a **p-value of 0.024**, the model is statistically significant at the **0.05 significance level**, revealing a **32% higher outcome** for female applicants compared to their male counterparts.

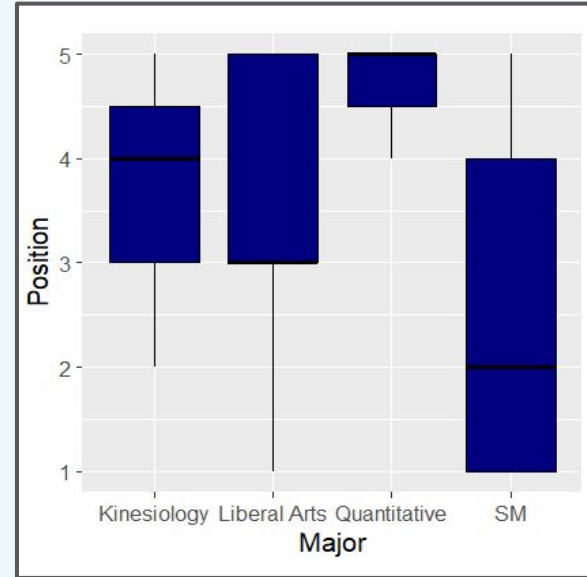
Models: Internal Mobility

MSCG Position by NAP Class, sample size of 56



At a **p-value of 2.45×10^{-18}** , there is a statistically significant difference among NAP classes at the **0.001 significance level**. There is a clear jump to more senior leadership positions at the fourth semester of membership.

MSCG Position by Major, sample size of 56



At a **p-value of 0.059**, Major is a significant variable at the **0.10 significance level**. Most notably, Sport Management students are in lower club positions.

//

Having been MSCG's first VP of DEI, it has been truly remarkable to see the progress we've accomplished across the last several years. Being on our executive board, I can personally attest to the extent to which having this role has enhanced equity throughout all pillars of our club. Our organization continues to look for innovative ways to attract the best talent, and I am very proud of how we've taken authentic steps in the DEI space over the years. While there is still work to be done, I know the future for our organization is incredibly promising with these concerted efforts as a top priority.

//

Danny Applebaum

Vice President – Development, Michigan Sport Consulting Group

Special Olympics Partnership

One of the key objectives of the VP of DEI this term was to identify and establish a philanthropic partnership. This process was conducted carefully, ensuring that the core values of the partnering organization aligned with those of MSCG while also factoring in the feasibility of members' involvement.

MSCG is proud to announce we have formed a philanthropic partnership with **Special Olympics at the University of Michigan**. Community engagement is at the forefront of MSCG's priorities, and our club is incredibly excited to strengthen our relationship with an organization that shares our vision and mission. This partnership allows us to combine our love for sports and dedication to community initiatives. Since the organization is on campus, our members can easily attend and participate in Special Olympics events.

This semester, MSCG supported the Maize and Buckets three-point competition, which successfully raised **\$4,000** for Special Olympics. Although the partnership is in its early stages, we are committed to further developing a mutually beneficial partnership. In the future, we aim to **expand our involvement** through engaging in coaching opportunities with Special Olympics athletes and supporting additional fundraising efforts like Maize and Buckets. Understanding the importance of community, we hope to organize regular cross-organizational events to further establish this partnership in our club's activities.



Future Outlook

VP of DEI Role Transformation

MSCG will continue to implement DEI efforts into our recruitment process, addressing pain points leadership has identified. Moving forward, the VP of DEI will directly overlook the recruitment process and become the VP of DEI and Recruitment. This transformation will lead to an increased focus on DEI throughout the entire recruitment process.

Overarching Recruitment Goal

A key objective of recruitment is to admit a class that has diversity of thought, encouraging members to learn from one another and create innovative solutions together. To achieve this goal, MSCG must foster an inclusive environment where students from different backgrounds feel comfortable and encouraged to apply. The next VP of DEI and Recruitment will play a crucial role in balancing between admitting a well-rounded class with diverse skill sets while maintaining the required Sport Management proportion.

Talent Acquisition Anti-Bias Training

In recent semesters, the VP of DEI has led anti-bias training for the talent acquisition team involved in recruitment events and interviews. The current curriculum includes information about relevant biases and situational examples. However, the training could be further enhanced through case study analysis where the team works together and evaluates specific situations. Through simulations and case studies, the talent acquisition team will be better equipped to address time-sensitive situations.

Bias in the Workplace Training

Understanding that the consequences of biases extends to group dynamics, the next VP of DEI and Recruitment will expand MSCG's bias training initiatives to include all project teams. The project team training will focus on how biases and heuristics impact teamwork and thus, the production of the team.

//

Our journey in embedding Diversity, Equity, and Inclusion (DEI) into MSCG has been truly inspiring, driven by our members' passion and the incredible support of a community that has embraced these efforts wholeheartedly. In 2023, Maya Pandya established our DEI arm, laying the groundwork for initiatives like blind application reviews, mandatory anti-bias training, and strategic community partnerships. We owe so much to Danny Applebaum and Bre Beringer for carrying this vision forward with such dedication, and I'm thrilled to see Nora Fairbanks-Lee step into this role and continue building on their incredible work. This year, we celebrated milestones like a 30% increase in applications, broader academic representation, and our impactful partnership with Special Olympics. These achievements show just how much we can accomplish when we prioritize DEI, and I'm filled with excitement and optimism for all the progress yet to come.

Maeve Everett
President, Michigan Sport Consulting Group

//