

1. How important should diversity be at Harvard? What strategies should the University pursue to address diversity? (Please discuss specific programs and policies, including Ethnic Studies and faculty hiring, tenure, and advancement, if you can.)

Diversity is fundamental – I seek to champion programs that I believe will most effectively support diversity and inclusion efforts at and outside of Harvard, including programs that increase the visibility of successful and diverse alumni, faculty, and model individuals outside of the Harvard community to students and recent graduates (e.g. Ethnic Studies, alumni communications). I also support efforts to connect recent graduates with diverse alumni at the forefront of their fields (e.g. mentorship opportunities, local volunteer opportunities).

Harvard should be leading the charge to increase diverse representation in upper-level management of private companies, in the public sector, and in its faculty community – having a person to look up to and at in the workforce or at the University, and to gain new perspective from, is a crucial step in motivating increased diverse representation in the Harvard community and in the world today.

2. Please state your views on affirmative action and race-conscious admissions.

I support affirmative action and race-conscious admissions. Diverse candidates must be sought proactively and recruited with measurable success. We cannot rely on a passive admissions process (or the approach advocated by Edward Bloom as part of recent litigation) to increase and maintain the diversity of the Harvard community.

3. What do you think Harvard's role should be in creating a more equitable, inclusive, and just society? For example, please share any thoughts on divestment from fossil fuels and the prison industry and on the role of the Harvard University Police Department, issues of concern to current students.

Harvard has a mandate to propel both the Harvard community and broader society to achieve greater equity, inclusivity, and sustainability. Leadership by example is required – this is one reason I have worked for companies committed to the deployment of all-electric and accessible public transportation systems, and to providing broadband internet to communities where connectivity is slow or simply not available.

The University's commitment to net zero greenhouse gas emissions by 2050 and to the review of police department responsibility and activity are good first steps, but certainly aren't sufficient. Some of the most critical and relevant challenges of our time, including global warming and social justice, require continuous interrogation of Harvard's position and the action the university is taking to them. Voices not currently sufficiently heard include those of current students and recent graduates who will be able to support Harvard's leadership team to powerfully respond and create real progress – the relationship between Harvard's students of color and the Harvard University Police Department (HUPD) exemplifies a need for multi-generational engagement and an opportunity for Harvard to model best practices. If elected, I would seek to facilitate multi-generational discussions and pilot ideas and solutions born in those discussions.

4. What steps have you taken to bring diversity and inclusion to Harvard, to your workplace, and/or to an organization that you have been involved with?

In college and post-grad, I have been and continue to be supportive of diversity and inclusion. Several examples include:

- While at Harvard, I dedicated significant time to programs driven by Harvard Undergraduate Women in Business (HUWIB). During my time serving in various HUWIB leadership positions, and eventually as Co-President, HUWIB sought to provide a practical education to young women to better prepare them to take their places in the workforce – specifically, we organized speaker panels (exposing students to professionals reflective of Harvard's diverse student body), provided public speaking training (with the aim of strengthening every student's voice), and organized a 2000+ person conference attended by women from all around the world (introducing women to globally diverse ideas and other women).
- While at Harvard and in my years as a recent graduate, I volunteered on the Harvard Alumni Association Board of Directors. I sought to bring new and representative voices to the Board community – I led the recruiting effort for the youngest alumni committee on the Board, recruiting some of the strongest and uncoincidentally the most diverse candidates who applied to join us, and I led an initiative committee, the goals of which, rather vaguely to arm committee members with a problem-solving framework to bring back to local volunteer communities, I explicitly tailored to introduce committee members to diverse global perspectives. A notable example included the discussion of a recent graduate's efforts at his local Harvard Club to introduce practices inclusive of its LGBTQ membership in a country that is openly hostile to that subset of the community.
- In the workforce, I have also prioritized diversity and inclusion; I helped found the Women's Network at SpaceX's south Texas office.

5. If elected, would you be willing to meet occasionally with the leaders and/or memberships of the groups below during your tenure?

Yes – should I be elected, I intend to continuously solicit thoughtful critical feedback from this community and others. I can't think of a more effective way to stay aligned in perspective and in practice.