

How important should diversity, equity and inclusion be at Harvard, and what strategies should the University pursue to address these? If you can, please discuss specific programs and policies (e.g., Ethnic Studies; faculty hiring, tenure and advancement; Harvard's pledge in its 1650 Charter to actively facilitate the education of American Indian youth; Harvard's legacy of slavery; environmental justice).

Diversity, equity, and inclusion should be critically important to Harvard as it continues to advance a learning environment where all students, faculty, and staff are valued and supported. DEI not only abets creativity, innovation, and improved academic outcomes, but it prepares students for a culturally rich and diverse world. To accomplish this, Harvard's student body, faculty, and administrators should reflect the diversity that exists in the United States, and the University must include an anti-racist curricula as part of its core.

To advance the college curricula, Harvard must commit to the creation of a department for the study of race, ethnicity, and indigeneity. In a time where fear has spurred school boards and state legislatures to ban teachings about racism in classrooms, Ethnic Studies continues to be a critical feature of an anti-racist college curricula. Advocates have sustained more than 50 years of activism for Ethnic Studies at Harvard – a space in which Harvard should lead. To do so now will require the commitment of resources as well as focused hiring.

To that end, there are several steps the University can take to abet the hiring, tenure, and advancement of diverse scholars, both in Ethnic Studies and beyond:

- At the outset, the University must make it clear that DEI is a high priority of the institution.
- Harvard should advertise faculty positions widely in a broad range of publications including *Diverse Issues in Higher Education*, *the Chronicle*, and the websites for professional organizations, including the diversity groups for these associations.
- Harvard should be intentional about the composition of search committees for faculty hiring by ensuring that they include diverse colleagues and that all participants recognize DEI as a university priority.
- Harvard should also be attentive to the curriculum faculty offer. Search committees should consider whether faculty have a syllabus that is inclusive, and should ask whether potential new hires are pursuing pedagogies that address all students where they are. This includes using universal design to ensure that all students despite disabilities can be full participants in class.
- Harvard may consider converting post-doctoral fellowships for excellent candidates to tenure track positions without a national search. To this end, Harvard would identify strong candidates with compelling work who have

completed their PhD's (as one avenue for identifying candidates, Harvard may look to the Mellon Mays Graduate Initiatives Program, for example) and bring them in as post-docs or as Assistant Professors on the tenure track. This would identify diverse talent early and provide those identified with a strong foundation for advancement in academia.

- Finally, Harvard can permit departments to bring forward excellent diverse candidates absent a national search through Target of Opportunity Hires (TOH). These may occur at times when the department or program has not otherwise identified the need for a national applicant search in a particular field of scholarship. While the department would then undertake the regular procedures in faculty hiring, utilizing a TOH approach will permit departments to recruit candidates of outstanding quality that otherwise may not have emerged through a conventional national search (e.g. outstanding faculty who are not generally on the job market, etc.). To incentivize the use of TOH, Harvard could provide additional research funds or sponsor additional positions for those departments seeking to diversify through non-national-search hires.

In addition to the recruitment and advancement of diverse faculty, there is much that Harvard can do to acknowledge and respond to its legacy of slavery, its pledge to facilitate the education of American Indian youth, and to cultivate leadership in environmental justice. I very much look forward to working on these issues as a member of the HAA Elected Directors.

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

I am a strong proponent of affirmative action and race-conscious admissions programs – crucial tools to advance diversity, equity, and inclusion. I believe that race-conscious admissions policies are one of several strategies to address systemic inequalities by creating pathways for underrepresented groups to access higher education. Taking into account such factors as race, ethnicity, gender, and socioeconomic status, among others, is essential to a holistic admissions process that strives to provide students with the educational benefits of diversity: exposure to differing perspectives and backgrounds; broadening one's understanding of the world; preparing students for success in a globally interconnected society.

As the former President of the Harvard Black Alumni Society, and a current member of HBAS' Advisory Board, our SIG has been a signatory to, and strong advocate for, the position advanced in amicus curiae briefs submitted by the NAACP Legal Defense & Education Fund, which have articulated the need for race-conscious admissions programs with clarity. I will not reiterate those arguments here, but I urge anyone who has not yet had the opportunity to review the most recent filing, to do so. See [Brief of Amici Curiae 25 Harvard Student and Alumni Organizations in Support of Respondent President and Fellows of Harvard College, July 25, 2022](#).

What do you think Harvard's role should be in creating a more equitable, inclusive and just society?

Harvard University should strive to lead across every sphere of influence in creating a more equitable, inclusive, and just society. One way to focus this role is activating our 400,000+ alumni in the service of equity and social justice. Our alums exhibit leadership across so many areas: government, business, journalism, education, healthcare, the nonprofit sector, etc. and can exert tremendous influence within these realms. Their impact can extend to the fight to combat climate change, poverty, racism, food insecurity; the defense of transgender rights, and beyond. Strategies with the potential for broad-reaching impact should galvanize the collective power of this expansive alumni base by encouraging alums to be more outspoken on issues that embody Harvard's ideals.

To be sure, Harvard must embody these ideals itself. As the oldest institution of higher learning in the United States and one of the wealthiest, Harvard has immense power to inspire social change. Indeed, its action has often served as a catalyst for larger shifts. A recent example is Harvard Law School's November 2022 decision to withdraw from the U.S. News & World Report rankings of the nation's best law schools. Harvard has condemned the rankings' use of methodologies which devalued Harvard's efforts to recruit lower-income students, to provide financial aid based on need, and to encourage students to pursue public interest careers following graduation. The incongruence between Harvard's principles and commitments with the incentives promoted by the U.S. News rankings led the school to withdraw. But after doing so, nearly 40 law schools followed.

Harvard's impact has been no less significant even during those times when Harvard has been slow to lead. For example, years of organizing – including vocal faculty and alumni pleas – preceded Harvard's 2021 commitment to divest its endowment from fossil fuels. But swiftly following its announcement, countless others followed (the MacArthur Foundation announced it would divest its endowment from investments in the fossil fuel industry; other Universities agreed to do the same).

Harvard should continue to commit its resources to educating its students on matters of equity, inclusion, and social justice, and it must also, as an institution, continue its advocacy for the same. It is then the role of the Harvard Alumni Association to continuously engage Harvard alums to promote these values in each of our own communities.

What steps have you taken to bring diversity and inclusion to Harvard, your workplace, and/or to an organization that you have been involved with? Are you a member of any of the signing organizations below?

I have long been committed to diversity and inclusion as a student, in my career, and as a Harvard alum.

As an alum, I have been honored to serve on the National Board of the Harvard Black Alumni Society since 2006, as the organization's Secretary, Vice President, President, and currently as a member of its Advisory Board. In addition to the wonderful work the organization does to support undergraduate summer fellowships, to create opportunities for dialogue within the alumni base and the University, and to educate our membership, I had the distinct pleasure of leading HBAS as it worked alongside three of our fellow SIGS to plan and sponsor the 2021 Unity Weekend – a three-day virtual conference celebrating Harvard alumni of color.

A first of its kind, and a labor of love nearly two years in the making, the Unity Weekend was hosted in partnership by the Harvard Asian American Alumni Alliance (H4A), the Harvard Black Alumni Society (HBAS), the Harvard Latino Alumni Alliance (HLAA), the Native American Alumni of Harvard University (NAAHU) and the Harvard Alumni Association. The Unity webinars leading up to the weekend, as well as the programming featured during the weekend itself, focused on such complex issues as misogyny, racism, and intersectional vulnerabilities of women of color; equity in Hollywood and the arts; reparations; environmental justice and its impact on communities of color; the impact of the global pandemic on K-12 education; and entrepreneurship. I could not be more grateful to Glenda Aldana (HLAA), Jeannie Park (H4A), and Emily van Dyke (NAAHU) – my sisters in this incredible adventure, whose unwavering allyship, commitment, and hard work made this such a tremendous success.

In addition to my alumni engagement through HBAS, I currently co-lead the Harvard Alumni Association's Anti-Racism Working Group (ARWG). The ARWG was forged by a group of alumni volunteers in the wake of George Floyd's murder, in an effort to support other alumni in the work of antiracism, reconciliation and healing. We are committed to leading the Harvard Community in recognizing, addressing, and eradicating social and institutional racial prejudice wherever it may exist. We aim to create a community of practice in which all Harvard Alumni are active leaders, allies, and peer educators in anti-racism work.

To support this mission, we have worked to empower the Harvard alumni community in the work of antiracism through the principles of Public Narrative by leading a cross cohort workshop for the HAA Board of Directors in 2021; we have begun the work of creating content that can serve as a basis for discussion focused around anti-racism with Harvard Clubs and SIGs; and we have partnered with alumni reunion classes and graduate school directors, to continue to empower action within their communities. Our hope as we continue this work this year, is to find ways to create a safe space for alumni during moments of acute social unrest and to continue to find ways to integrate antiracism into the work of the HAA.

Beyond my work in the service of diversity, inclusion, and antiracism as an alum, I have consistently endeavored to weave these values into my professional life. In my office, I have embraced formal and informal opportunities to mentor diverse talent; I have ensured that candidate pools for open positions at my company have included diverse applicants; I have similarly sought to ensure that interview panels reflect the

communities we serve; and I have presented monthly diversity topics to my leadership team in an effort to foster conversation, learning, and inclusion.

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

Absolutely!