

Thank you for reaching out and sharing your list of questions, which reflect the priorities of the undersigned organizations. I can only respond broadly to certain questions; as a lawyer with the federal government, our ethics rules limit my ability to comment here on active litigation or ongoing federal investigations in ways that might conflict with positions taken by the Government.

1. How important should diversity, equity, and inclusion be at Harvard, and what strategies should the University pursue to address these goals? How would you work to advance Ethnic Studies at Harvard, including the establishment of a concentration and department? In addition, please discuss other specific programs and policies, especially the 1650 Charter's pledge to facilitate education of American Indian youth.

Chapter 5, Section 2 of the Massachusetts Constitution of 1780, which references Harvard, states in part that "[w]isdom and knowledge, as well as virtue, diffused generally among the body of the people...depend[s] on spreading the opportunities and advantages of education in the various parts of the country, and among the different orders of the people..." The Massachusetts Constitution serves as a clear directive for our community today. As an HAA Elected Director, I will encourage alumni to become more involved with their local clubs' Schools Committees, so that Clubs can expand their outreach deeper into their communities. As a co-chair of the Schools Committee for the Harvard Club of Washington, DC for six years, I supported Harvard's admissions office at numerous information sessions and college fairs. I also conducted local outreach to high schools in the Washington, DC area, along with other alumni volunteers, encouraging amazing young people to apply. All of these efforts helped produce cohorts of admitted students that reflected the breadth and depth of talented students in the Washington, DC metro area.

As an HAA Elected Director, I will work with local Harvard Clubs to facilitate conversations on Ethnic Studies. During my time as President of the Harvard Club of Washington, DC, a portion of our events were dedicated to continuing education – furthering learning that occurred on campus or exploring topics that we wished we had studied at Harvard.

Several years ago, I took the Landscape of Slavery at Harvard Guided Tour. Having begun my experience at Harvard in Matthews Hall, it was a moving experience to end the tour in front of Matthews, on the site where the "Indian College" stood from 1655 to 1698. I will support alumni working to ensure that Harvard maintains its foundational commitments originating in the 1650 Charter.

2. Given the Supreme Court's ruling against race-conscious admissions, the federal government's hostility to efforts to promote diversity, equity and inclusion, and Harvard's dismantling of diversity centers, what measures should the University adopt to promote student-body diversity along multiple dimensions, including racial diversity?

In times of rapid change, there is also opportunity. Harvard alumni have an opportunity to reshape our volunteer engagement with prospective Harvard College students and with undergraduates on campus. I will work with interested Harvard Clubs, Harvard alumni groups, and the HAA's Schools Committee, on which I previously served for three years, to develop strategies for alumni-driven outreach. The goal will be to encourage students, from all areas of the country, who may not have otherwise considered Harvard, to apply. Alumni can also be an additional resource for students on campus, a guiding presence not tied to day-to-day life on campus, but a source of support and perspective. I was fortunate to have Avarita Hanson '75, who was honored with the Harvard Medal in 2022, as that voice in my life as an undergrad, after I did an internship in her office, during spring break of my sophomore year.

3. Do you support the elimination of admissions preferences for (A) recruited athletes, (B) children of donors, and (C) children of alumni (legacy)? Please address all three categories. Please comment on Harvard College's [newly-implemented alumni interview policy](#) that requires alumni interviewers to erase all references to an applicant's race, ethnicity, or national origin in their interview reports.

(A) No, I do not support the elimination of alumni preferences for recruited athletes. I know from my family's current experience with my son – a top-level travel soccer player – how much time, dedication, and discipline goes into an athlete's preparation to aim for the level of excellence required to play at Harvard. It means sacrificing after-school clubs and weeknight study time due to practices, losing weekend study time due to tournaments, and on occasion missing time at school for physical therapy. A student with the requisite grades, scores, and recommendations, along with the personal discipline to excel at a sport, will very likely succeed on campus.

(B) I support the elimination of preferences for children of donors.

(C) No, I do not support the elimination of legacy preferences for children of alumni. I do support the approach that I believe, based on my Schools Committee service, guides the Admissions Office – "to whom much is given, much is required."

(D) Alumni Interview Policy. As a lawyer, I think Harvard must comply with terms of the Supreme Court decision as they are being interpreted by the current Administration.

4. How do you think Harvard can uphold the ideal of academic integrity free of political biases, contrary to pressures from the federal government and certain stakeholders, including protecting the right to protest?

Harvard must anchor itself in its core values. It must be a community that provides physical safety for all students, as it is not only an academic environment but also students' home. To ensure students continue to grow as people and future leaders, Harvard must continue building initiatives that foster communication and relationships across differences. I would be excited to work with the HAA and Harvard's administration to explore the core values that have animated the on-campus community at its best – such as mutual respect, accountability, camaraderie, bravery, and a recognition of shared interests. On-campus protests need to reflect these core values as well.

5. What concrete steps have you taken to bring diversity and inclusion to Harvard, to your workplace, and/or to other organizations? Are you a member of any of the signing groups below?

As President of the Harvard Club of Washington, DC, I worked with our Board to increase the variety of programming we offered across all dimensions, so that almost any Harvard alum could find an event they would enjoy. The variety of events, and outreach across our alumni community, was reflected in membership reaching a modern high point during my term. In my tenure as a Schools Committee co-chair, I supported Harvard's recruitment efforts in the Washington, DC area.

On campus, I served as a Board member of the Black Students Association. I am currently a member of the Harvard Black Alumni Society (HBAS) and previously served as Vice-President of HBAS-DC.

As the current Board Chair of Washington Episcopal School, I ensure our Board reflects the breadth of voices and life experiences within our school community.

My commitment to mentorship began early in my legal career when I was appointed to the Hiring Committee at a large Washington, DC law firm. I mentored summer associates and junior lawyers to ensure they had productive experiences. Several of those lawyers have gone on to very successful careers. I also served as a co-chair of the Diversity Committee of the Federal Communications Bar Association.

Currently, as a Senior Lecturing Fellow at Duke Law School, I teach a legal history seminar grounded in the award-winning history book 'A Question of Freedom,' which chronicles five Maryland families – including my maternal ancestors – who used the

legal system to challenge their enslavement, culminating in the landmark Supreme Court case, *Queen v. Hepburn*.

We look forward to hearing from you. Thank you.

[Coalition for a Diverse Harvard](#)
[First Generation Harvard Alumni](#)
[Harvard Asian American Alumni Alliance](#)
[Harvard Black Alumni Society](#)
[Harvard Gender & Sexuality Caucus](#)
[Harvard Latino Alumni Alliance](#)
[Harvard Progressive Jewish Alumni](#)
[Harvard South Asian Alumni Alliance](#)
Harvard University Muslim Alumni