

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; faculty hiring, tenure, and advancement; and Harvard's pledge in its 1650 Charter to actively facilitate the education of American Indian youth, if you can.)**

Diversity must be a top priority and a central part of Harvard's overall strategy for achieving its mission. As a former student, active Latinx alumnus, donor, non-profit board member and career corporate executive, I have been an outspoken proponent of diversity and inclusion for 30 years. In that time, I have gained perspective and clarity about the benefits and challenges of creating diverse and inclusive communities across multiple settings. Diversity and inclusion are at the core of building and maintaining trust, credibility, influence, innovation, and leadership. My perspective, informed by my experiences advocating for greater educational and economic inclusion and equity for underrepresented minorities, is that there is a lot of difficult work that remains to be done. This work requires unflinching examination of the challenges that persist, robust engagement and dialogue with stakeholders about effective solutions, and the courage to drive difficult change at a pace that matches the urgent need for progress.

Harvard must continue to find ways to create and maintain diverse and inclusive culture and learning environments across the entire university. More diverse and inclusive environments provide better and more innovative learning experiences with lasting benefits for critical thinking and skill in adapting to different environments. Harvard's approach must continue to focus on admissions, recruitment and faculty hiring. It must also be transparent and clear about why, how and when diversity, equity and inclusion efforts are made. This is essential to attract, develop, and influence the next generations of global leaders, who will come from increasingly diverse and discerning pools of talent.

Admissions practices must continue to focus with intention on building a diverse student body. This means employing a holistic approach that considers a range of factors, including an applicant's social, academic, and economic background and their personal experiences. This approach should inform both admission and help students succeed after admission. I came to Harvard with a vastly different social, economic and educational background and set of challenges than most of my peers at the time. That experience instilled in me the importance of effective policies and support systems to help students understand and conquer those challenges. While students' needs vary, we must focus on providing the tools and resources needed to allow them to flourish academically, socially and to meet the daunting financial cost of higher education.

A similar intentional focus on diversity must be brought to the recruitment and hiring of faculty and staff. A diverse faculty is essential for a diverse and inclusive community that can support students of different backgrounds and help them succeed. During my time at Harvard, there were no tenured Latinx professors of law, very few African American professors and, thankfully, several visible women on the faculty. I was fortunate to find support and encouragement from a small handful of professors who coached and supported me. But it rested on my shoulders and theirs to find each other and build approaches for success. The University must redouble its efforts to recruit and retain outstanding diverse faculty members.

It must also promote programs that focus on expanding faculty diversity and building faculty/student collaboration to tackle the challenges of navigating Harvard are essential.

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

Addressing existing inequity and promoting educational opportunity and social mobility require intentional strategies. Considering race among other factors has proven to be an effective tool in increasing racial diversity in university admissions and other contexts. That increased diversity promoted by intentional design has enriched and elevated the learning and working environment at Harvard. I am supportive of race-conscious strategies as one of many tools needed to continue advancing diversity and inclusion.

Promoting diversity and inclusion is not just a matter of addressing inequity. Leading institutions that successfully create and maintain diverse learning and working environments will outperform the laggards. Diversity and inclusion are not simply aspirational or moral objectives, they are table stakes for credibility and leadership. Strategies that strike the right balance and take social, racial and economic reality into account are important to future success.

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

Harvard should lead across all its spheres of influence in creating a more equitable, inclusive, and just society. Harvard has long held a privileged position as a leader and convener of the powerful and influential. Hundreds of thousands of Alumni, including me, have witnessed and been part of the change Harvard can drive on issues that matter. Harvard's formidable resources and assets, including its Alumni network, should be marshalled to this end. This is an important expectation of current leadership and imperative for securing future leadership and success.

Harvard's leaders and Alumni must be dedicated to reinventing and driving strategies, programs and positions that examine, discuss and create modern solutions to increase equity, inclusion and justice. The events of the past few years have brought greater focus and clarity to the devastating impact and lasting consequences of economic and social inequity. Harvard has the opportunity and obligation to lead in efforts to tackle these challenges and to help foster productive dialogue.

Harvard can shape the face of leadership and the tone of dialogue on these issues across education, law, science, the arts politics, business, medicine, and the greater body politic. The face of leadership is changing, the tone of the dialogue has taken on increased urgency. I want to serve on the Board of Overseers to help ensure that Harvard's efforts are designed to succeed in our current context.

**3. 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? Are you a member of any of the signing organizations below?**

When I was a student at Harvard Law School, I was a member and leader of La Alianza. We worked on initiatives to bring awareness to issues that affect Latinx students. Notably, we focused our efforts on calling attention to the lack of any tenured Latinx professors at the law school. After graduation, I remained active in the Latino Alumni Association. This included ongoing efforts to diversify the Law School faculty. In 2017, I was a founding donor to the Harvard Law School Latino Scholarship Fund. My objective was to inspire other Latinx alumni to support students with financial challenges and to continue to use our collective voice and resources to bring diversity to Harvard.

I have been a vocal advocate for diversity, equity and inclusion throughout my corporate career. My efforts to champion diversity in corporate America have been recognized by several professional organizations, including Harvard Law School. I have been a founding member and executive sponsor for Latinx and Women's professional development networks at several Fortune 500 companies. As part of this work, I implemented specific recruiting, hiring and professional development programs to advance diversity in the C-suite and on corporate boards.

In 2017, while at HP, I launched a national diversity initiative requiring the company's legal providers to diversify the teams serving HP. The initiative became a nationally discussed model for advancing efforts to drive diversity, inclusion and equity at leading law firms. I currently serve as incoming Chair for the Leadership Council on Legal Diversity (LCLD), an organization comprised of law firm and corporate leaders working together to accelerate diversity and inclusion in the legal profession.

I am passionate about advancing educational and economic opportunity for the Latinx community. I have served as a board member for the California Latino Community Foundation and The Greater Denver Hispanic Chamber of Commerce.

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

Yes. I consider meeting with and listening to alumni from these groups an essential part of the Board of Overseers work.