

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

*Given that I believe that inclusive diversity improves the quality of thought, innovation and production, it is my view that a commitment to promote and fully leverage diversity should be a high priority for the University. Every facet of Harvard should be included in this.*

*The University should do all it can to ensure it has a diverse faculty. To accomplish this, it should explicitly track the pools of applicants for positions to make sure that all efforts have been undertaken to have as diverse an applicant pool as possible. Harvard should also consider mentor programs to help existing junior faculty with diverse backgrounds navigate their way through the tenure process, and ensure that they have sufficient resource support to succeed. This engagement and support should continue as they become more senior. Importantly, leadership must be sensitive to ensure that diverse faculty who are successful in their early years are protected so that they do not become the "face of diversity" in so many contexts that their time is unduly diverted away from research pursuits.*

*Similarly, in staffing leadership positions, the University's leadership should include diversity as a key decision factor. In addition to these positions being important for faculty from a developmental perspective, having people in these roles can be good for the institution as well. Faculty with different backgrounds and life stories might apply different approaches to these jobs and produce change that better leverages some aspects of how diverse populations can interact for good.*

*A diverse student body can advance personal growth by, among other things, exposing students to the reality of the many human experiences and perspectives, training students to face challenges of their ideas directly, and hopefully improving their discourse on sensitive and potentially difficult subjects. To achieve these benefits requires more than just admitting a class that is diverse, as these benefits accrue only if the diversity is engaged and inclusive. Thus, the University must encourage interaction and create opportunities for real engagement in environments that are respectful of everyone. For many, freshman year is a time of exploration and openness, and this time should be capitalized on to begin to establish expectations about how to live and interact in a diverse society.*

*In thinking about diversity, Harvard should not overlook its operations. I have been struck by how the improvement and success of the Federal Reserve Bank of Atlanta's supplier diversity program has set a tone regarding a commitment to diversity that reverberates across our Bank. It is a source of distinction and pride for us, and has strengthened our relationship with our broader community. Harvard should have a similar commitment.*

*Another way that the importance of and challenges of realizing diversity can be lifted up is through the intellectual discourse that occurs on campus. There are multiple elements to this. The development of degrees and programs of study is one way to highlight historical and current societal and institutional barriers to realizing full inclusive diversity. Knowledge in this sense is power. Moreover, the value of diversity is indirectly reflected*

*in what one chooses to include among the achievements in specific fields of study. All those developing a canon for a field or course should reflect on whether they have included excellence produced in non-traditional settings or by people with diverse backgrounds. Students will notice if all the work characterized as exemplary is done by people who are not like them. This is an implicit message that can unfortunately discourage students from pursuing certain fields.*

*Finally, true institutional commitment to diversity will require on-going visible and vocal support from the highest levels of the University. Leadership must talk about the importance of diversity regularly. Setting a strong tone at the top will reset expectations and make it more likely that others will follow. However, Harvard's leadership must do more than just talk about diversity. They must work to drive progress in outcomes, to make sure that their verbal commitment is never perceived to be cheap talk done for expedience. Here, establishing metrics and timelines that are tracked are important.*

2. How can Harvard encourage more diversity among its alumni leaders and activities? (If not discussed above)

*Harvard must continue its commitment to diversity even after students have graduated and moved on to the next chapter in their lives. The number of years that one is an alumnus of Harvard typically far exceeds the number of years that a person is at Harvard as a student, and so an institutional embrace of diversity during this phase is quite important.*

*Efforts should be made to ensure that the Harvard network is equally accessible for all alumni by actively working to understand existing barriers that alumni from a diverse set of backgrounds face. This can involve questionnaires, focus groups, and one-on-one conversations with targeted alumni. The portfolio of alumni programs should include subjects that appeal to a diverse population, and the Harvard Alumni Association might establish targets for a proportion of events focusing on such topics. Perhaps a discussion series using a common subject could occur across alumni association chapters, as a way to offer those chapters that currently lack diversity a way to engage and attract previously uninvolved alumni.*

*Regarding leadership, Harvard should strive to promote diversity by making sure that alumni are given a diverse slate to choose from when electing alumni leaders. Further, they should work to provide opportunities to initiatives to be led by people with diverse backgrounds. In all of these cases, Harvard should find ways to spotlight its successes here, as a demonstration of its commitment which can potentially encourage more participation from those who have not engaged as much.*

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

*I have been directly touched by affirmative action, as it helped my parents get jobs that they might not otherwise have had access to and advance in them. Both were among the first in their families to work in corporations, as opposed to being civil servants, which afforded them access to a different slice of American society. These positions allowed us to live comfortably and gave me a foundation as a child that allowed me to shine in school. They also connected us with a community that provided support and*

*advice about the steps involved in going to college. All of this combined in ways that ultimately led to my attending Harvard. This represented a sea change in my life trajectory, so I know that programs such as this can be beneficial.*

*Regarding race-conscious admissions, there still remain barriers to equal access to opportunity associated with race, many of which are tied to the historical legacy of race-based segregation and discrimination. I think it is appropriate to recognize this and incorporate this recognition into the decision-making processes associated with building an incoming class.*

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

*I think Harvard should play a leading role in helping to create a more equitable, inclusive and just society. There are at least three ways that Harvard can achieve this. First, because it employs and attracts leading scholars from all over the world, Harvard has an opportunity to help shape the agenda of these leaders and could facilitate considerable work on how these noble societal ideals can be more of a reality for everyone. Special initiatives and research centers could be established to achieve these ends, and faculty could be rewarded for making important contributions that bring these ideals closer to reality.*

*Second, Harvard has a bully pulpit from which its leaders can shape how many think about equity, inclusion and justice. It should use this, relying upon history and the broad evidence base of empirical scholars, to call out problems and barriers and point to solutions that reduce their impact.*

*Third, Harvard must not just talk the talk; it must walk the walk. Harvard must be true to these ideals in its policies and practices. Harvard should be continuously reviewing what it does and how it does it, to make sure that it is not contributing to the problem.*

5. 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 in?

*Throughout my career, I have been committed to promoting diversity and inclusion. My first job out of graduate school was at the Federal Reserve Board of Governors. While there, I did a series of visits to Historically Black Colleges and Universities (HBCUs) across the country to assist Research Division recruiting efforts. The goal was to get students to add the Fed to their list of application possibilities, and was a way to expose these students to previously unknown opportunities.*

*At the University of Southern California, I was an ally for students from diverse backgrounds and sought to be a source of support for them. I also served on an Advisory Committee to the Provost on the experiences of minority students, especially first generation minority students, on campus. This committee was charged with providing ideas about how USC could improve the environment for those students in ways that could enhance their ability to not only remain in school but also thrive and*

*achieve. I also served on many professional committees addressing the challenge of increasing the number of minority faculty on college campuses more generally.*

*In my current role, I bring diversity and inclusion to the Federal Reserve Bank of Atlanta and the Federal Reserve System in many ways. First, as the first African-American and first openly gay President of a Reserve Bank, I am a clear and constant embodiment of diversity and inclusion at our institution. In addition, I enthusiastically support the efforts of my Office of Diversity and Inclusion (also known as the Office of Minority and Women Inclusion) to make people aware of the importance of diversity as well as the factors that limit true inclusion. I also work with our team to ensure that our Bank remains a leader in promoting supplier diversity in our region. I support our employee affinity groups and speak regularly at programs throughout the District highlighting the importance of diversity and inclusion. And I have restarted my visits to HBCUs to promote awareness and exposure. In short, advancing diversity and inclusion is something I do at the Bank on a daily basis.*