

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 is valuable both as an inherent good, and in the good that it provides to society, and as such, should be embedded in all that Harvard does. This should begin with the students that it admits and the faculty and staff that it hires and extend to the content of its curriculum, the character of student and faculty life, the nature of its investments, and its symbolic representation.

When I wrote for the Harvard Independent in 1988, the first story that I covered was minority and women faculty hiring-- or the lack thereof. At that time one could count the number of Black faculty on a single hand, and those numbers declined through my time at Harvard. The progress that Harvard has made in increasing tenured and tenure track faculty diversity in the ensuing years could not have happened without targeted recruiting of experienced faculty from diverse backgrounds and pipeline building-- starting with the diversification of the graduate student population. These programs must continue with strong focus on the departments and schools with the least diversity, and especially in expanding the number of Native American faculty and students, where Harvard has fallen short of its 1650 commitment.

It's not enough for Harvard to increase the diversity of its population without attention to the content of its curriculum and its role as a model for other institutions. Ethnic Studies is one mechanism to ensure that the cultural diversity of its students is reflected in the curriculum available to students. Harvard should also work to ensure that ethnic studies is part of its general education program so that all students have exposure to the diversity of background and ideas that the field engenders. Additionally, Harvard should continue to raise awareness of signs of exclusion, and change them where it can. The Committee to Articulate Principles on Renaming and Presidential Committee on Harvard and the Legacy of Slavery provide examples of Harvard understanding and addressing its legacy of exclusion.

In its diversity strategy Harvard should also follow the example set by [Netflix and other tech companies](#) in their commitment to invest capital Black and minority financial institutions as it deploys its endowment. It should further its commitment to supplier diversity, and be mindful of the companies in which it invests and their policies around diversity and inclusion.

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

I believe that while brilliance is equally distributed among populations opportunity is not. Affirmative action and race conscious admissions recognize that fact, and can be employed to more equitably distribute opportunity. I am the child of a single Black teenage mother. My immigrant grandparents reared me, and they, though very active in my education, didn't have the background to understand what enrichments or investments it might have taken for me to get into Harvard. As hard as I worked in my public Los Angeles high school, I know that had Harvard not been committed to affirmative action I, like so many other kids of color, likely never would have been considered for admission. It is imperative that Harvard maintain its commitment to race conscious admissions and affirmative action, and this supports not only those individuals but the communities that surround them.

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

Harvard as an institution maintains a reputation that speaks beyond its students, alumni, faculty, and employees, and as such, it has the responsibility to drive larger societal conversations and serve as the role model for other institutions. Harvard is a leader among its peers and should not sit silently on the sidelines, and should use its power to advocate for diversity, racial justice, and expanding opportunity whenever and wherever it can. This advocacy can be backed up by action such as where it invests its endowment, the gifts that it accepts, and the partners that it chooses.

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? Are you a member of any of the signing organizations below?

Diversity & Inclusion at Harvard: I am a member of the Harvard Black Alumni Society. Since 2019 I have served as an appointed College Director. In this capacity, I led the first cross-cohort workshop on allyship, participated in the public narrative program, and advised the committee on antiracism. I participated in the Harvard Kennedy School Alumni Board Task Force, which addressed issues of inclusion on that alumni board. I served on an alumni committee convened by John Silvanus Wilson, leader of the The Task Force on Inclusion and Belonging, to support implementation of the task force's findings. In addition, as a member of the class of 1991's 30th Reunion Committee, I ensured that we had a diverse representation of our reunion speakers.

Workplace Inclusion: I currently work as a human capital consultant, helping companies build equitable and inclusive workplaces. From September 2018 - June 2021, I served as Senior Vice President, Chief Diversity and Inclusion Officer, and Global Head of People Sustainability, and at SAP, SE. Where I was responsible for building and maintaining a healthy and inclusive culture for SAP's more than

100,000 global employees. My work included designing and deploying a global diversity and inclusion strategy for SAP's full global workforce, and I also served as an advisor to the SAP's start-up accelerator, SAP.iO Supporting early stage founders as they establish inclusive people practices and organizational culture. In 2020, SAP was named Fortune's Best Company for Diversity.

Prior to SAP, I was Special Consultant for the ReFrame Project. ReFrame is an influential group of entertainment industry leaders that has developed a research-based action plan to advance gender parity in Hollywood and the media industry at large. I also served as Global Head of Diversity at Dropbox and held roles at Google, and CEB (formerly the Corporate Executive Board).

In 2020 I was appointed to the World Economic Forum Global Future Council on Equality and Inclusion and a founding member of its Community of Chief Diversity and Inclusion Officers. I also served on the Business Roundtable Education and Workforce Coordinating Committee, which focused on equitable workplace issues. I continue to serve as a Special Advisor for Brighton Park Capital, which has convened a group of leaders to help in their mission to diversify their workforce and provide a model for the private equity industry.

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

I would welcome the opportunity to meet with the members and leaders of the groups below.