

**Todd Park Responses to Questions from Coalition for a Diverse Harvard
February 2022**

- 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 core to Harvard's ability to be successful in its mission. A more diverse Harvard is a stronger and more impactful Harvard at every level — a richer experience for students, a more productive generator of innovative insights and ideas, a more powerful agent for good in our society. I look forward to learning more about and helping to further strengthen Harvard's latest work with respect to Ethnic Studies, the Harvard University Native American Program, and more, and to contributing to efforts to advance diversity and inclusion in general if I am elected to the Board of Overseers.

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

I am strongly supportive of Harvard's current approach to admissions, in which race is considered as one factor among many as Harvard considers the whole of each unique individual, working to compose a class of students who are remarkable both individually and collectively — a group of fellow travelers whose diversity of life experiences and perspectives, shared with each other, is an essential part of their Harvard learning journey.

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

As a leading source of change agents, Harvard can and should be a driver of a more equitable, inclusive, and just world — by advancing diversity and inclusion throughout its ecosystem, by becoming a model for open and civil discourse, by supporting the development of not just the mind but also the heart, by both driving technological and scientific innovation and simultaneously thinking equally deeply about how this innovation can create maximum true benefit for all, and by actively engaging in vital issues ranging from how to create opportunity for everyone to how to strengthen democracy around the globe. Success in these efforts will enable Harvard to be the best possible developer and supporter of changemakers and have maximum impact on the world for the better.

- 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?**

In my work as an entrepreneur and a public servant, I have worked energetically to build teams whose diversity across many dimensions has been core to their strength and success. As I have personally experienced again and again, teams that have truly diverse backgrounds, perspectives, and life experiences are the ones that excel to the greatest degree on any given mission — bringing a breadth and depth of thought and action to bear that are incredibly impactful. A great example of this is the U.S. Digital Service (USDS), a team that I helped create and build during my service in the Obama Administration. Composed of approximately 200 top-flight engineers, user experience designers, product managers, and operations specialists, the USDS has worked closely with agencies on missions ranging from improving immigration processes to enabling veterans to access health care benefits more

easily. The USDS has been a team rich in diversity across many dimensions — very likely the most diverse team in all of the world of tech; this has been a direct driver of how effective the USDS has been in its work, enabling an extraordinary collective creativity, richness of thought, and understanding of the country it is serving.

Regarding the last part of the question: I am a member of the Harvard Asian American Alumni Alliance.

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

Absolutely.