

1. How important should diversity, equity, and inclusion be at Harvard, and what strategies should the University pursue to address these? Please discuss specific programs and policies regarding, for example: Ethnic Studies; faculty hiring, tenure, and advancement; the 1650 Charter's pledge to facilitate education of American Indian youth; Harvard's legacy of slavery; environmental justice measures; etc.

Educating students who will create a more a more just and equitable world is Harvard's core mission and thus it's top priority. It cannot achieve this goal without prioritizing diversity, equity and inclusion – across race, religion, socioeconomic status, geography, and other dimensions. This necessitates a diverse student body and faculty, but it also means making sure that students are taught an accurate and critical history, so that they can understand how those structures and mindsets shape the present and become agents of change. It also means ensuring that we continue to promote experiential learning that engages with communities outside of Harvard and teaches students how to co-create and serve.

2. Given the Supreme Court's ruling against race-conscious admissions, what measures should the University adopt to promote student-body diversity along multiple dimensions, including racial diversity?

There are a number of specific best practices that can be engaged to promote a diverse student body. Philosophically, Harvard has for a long time focused on distance traveled as the most accurate measure of achievement. The obstacles that one has to overcome are an important measure of achievement because they are a strong indicator of potential.

3. Do you support the elimination of admissions preferences for recruited athletes, children of donors, and children of alumni (legacy)? Please address all three categories.

Harvard admissions must be equitable and fair, which means ensuring that all potential students are held to the same standards and process.

4. In light of recent turmoil—from the doxxing of students to the resignation of President Gay—how do you think Harvard can ensure key institutional values such as: academic independence from political and financial strong-arming; free expression on campus (including the right to protest); and safety for all?

Harvard must create a safe environment for its students. Young people need the opportunity to express themselves, learn, explore, and make mistakes. Campus should be a protected space where students can safely challenge and be challenged.

Harvard must understand that its first responsibility is not to its faculty, alumni, or press but to its students, and must take a long term view focused on its values. This means allowing for dissent and freedom. In medical ethics the parallel principles here are non-maleficence (do no harm) and autonomy. We must promote freedom of expression and freedom from harm.

To be prepared for turmoil Harvard's leadership should be (1) aligned on their clear principles, (2) have a clear and consistent playbook on how they respond to various high level scenarios, and (3) have a management team that has internalized both. This will allow the team to quickly and effectively respond to new scenarios because they will be able to focus on the most critical issues, and take consistent prioritized actions.

5. What 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?

At Harvard college I spent four years as part of the Harvard Foundation for Intercultural and Race Relations including as the student Chair and I also served as the political action chair of the Black Men's Forum. In these roles I supported many Harvard cultural groups from SAA to HIS, from Hillel to the AAA. I launched campaigns such as the I Am Harvard campaign and created the Community Conversations, a program promoting dialogue around diversity, equity, and purpose which was rolled out to all freshmen as part of their onboarding.

At Amazon I have been involved in driving compliant policies to promote diverse and equitable hiring, retention, and promotion in tech and non-tech roles within my organization and enterprise wide.

I am a Harvard Black Alumni Society member.

6. What role do you think Harvard can and should play in defending democracy in the US and around the world?

There are four primary ways Harvard promotes a more just country and world: 1. By educating students who will be agents of change; 2. Through the thought leadership of its faculty who are often in the positions of influence in companies, governments, and non-profits; 2. In driving research and innovation that is focused on solving our society's most critical challenges; and 3. By the example it sets as the world's preeminent educational institution.