

1. How important should diversity, equity and inclusion be at Harvard, and what strategies should the University pursue to address these? If you can, please discuss specific programs and policies (e.g., Ethnic Studies; faculty hiring, tenure and advancement; Harvard's pledge in its 1650 Charter to actively facilitate the education of American Indian youth; Harvard's legacy of slavery; environmental justice).

Diversity, equity and inclusion (DEI) are critical to Harvard's mission. We know that creating inclusive contexts where diverse thinkers thrive and belong underlies performance, innovation, creativity and lasting change.

I am heartened by the breadth of ongoing programs and initiatives with DEI embedded at their core already underway across the University. They are vital to support student learning and to generate knowledge that matters. A few notable areas which must continue their momentum include:

- The Office for Equity, Diversity, Inclusion and Belonging (OEDIB), especially the appointment of leadership dedicated to diversity, inclusion and belonging at each of the schools and articulation of priorities to weave DEI into the fabric of daily experience University-wide
- The appointment of Sara Bleich as the inaugural Vice Provost for Special Projects and naming the Committee of the Harvard & the Legacy of Slavery Memorial Project to take lead on commitments to restorative justice
- The hiring of ethnic studies scholars as part of the cluster hire initiative at the Faculty of Arts and Sciences
- Initiatives aimed at academic inclusion led by Harvard College Dean Rakesh Khurana to ensure all students are able to make and persist in authentic, intellectual choices that align with their passions and are fully available to them

The visitation process directed by the Board of Overseers creates an opportunity to ensure that all Departments are continuously considering DEI. As an Overseer, I would commit to keeping the following in focus:

- Admissions across all degree programs foster a student body representing every dimension of diversity
- Hiring, advancement and tenuring off Harvard's faculty to more closely reflect the diversity of the student body and the world
- Campus programs that foster a strong sense of inclusion and belonging
- Research activities which involve, positively impact, and translate to all communities

DEI is at the heart of Harvard's success as the global leader and going forward, we must expand existing efforts, engage a range of voices, and seize every chance to continually improve, learn and grow.

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

I support affirmative action and race-conscious admissions. Diversity brings benefits to learning, supports the development of inclusive leaders, prepares change-makers to tackle complex and interconnected challenges, and is an imperative of institutions to promote justice. Harvard's holistic approach to admissions considers race as one factor among many to curate a class in which individuals and the collective class reflect diversity in all its forms. I wholeheartedly support these intentional admissions considerations. In light of the upcoming ruling by the Supreme Court, it is even more crucial that we collectively advance equity, encourage all forms of diversity and create inclusive environments across Harvard's schools.

I also believe that affirmative action and race-conscious admissions are insufficient for achieving broader and more fundamental goals. Opening Harvard's hallways and classrooms to a wide range of students is only part of the solution. I am inspired by the students, faculty and alumni working to address the systemic issues that impact equal access to opportunity and to support students to attend educational institutions that allow them to thrive. Harvard, using its resources and thought leadership, has the responsibility to be a force of change within the broader system of education.

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

Citizens and citizen-leaders educated across Harvard schools and the knowledge generated by faculty working on solutions to society's greatest challenges have immense *potential* to shape our world to be more equitable, inclusive and just.

By promoting all forms of diversity in students and faculty across degree programs, infusing campus programs with inclusivity, thinking deeply about the curriculum offered, driving both the innovation of knowledge and its equitable access, convening the best minds and setting the tone for open discourse, and removing barriers impeding interconnectedness, we can *harness this potential* for lasting impact.

The Board of Overseers brings outside perspectives to guide long term interests and holds a mirror to the University to ensure we are living up to standards of excellence. As a member of the Board, I would wholeheartedly embrace supporting Harvard, through our graduates and insights, to be an engine of change for society.

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?

Finding my cultural community with the South Asian Association greatly enhanced my sense of belonging as an undergraduate at the College, and I later served as co-President. A major

emphasis was to grow the community of members, create support systems, broaden the sense of belonging and increase awareness of South Asian culture on campus. In addition, I was the liaison to and served as the Vice Chair of the Academic Affairs Committee of the Harvard Foundation for Intercultural and Race Relations. Ethnic Studies was our priority and I am proud to see the positive progress resulting from the continued fierce advocacy of students, faculty and alumni over the past 25 years.

Since graduating, I have been in formal and informal roles continuing to champion DEI in my communities and spheres of influence. I love being an alumni interviewer and ambassador for the college in my communities. Challenging notions of what a typical graduate looks like, I enjoy sharing my journey to Harvard with students who may otherwise not consider applying. At McKinsey, I championed DEI programs aimed at recruitment, ongoing support and inclusion, and promotion. These efforts included identifying and removing barriers to diversity in all its forms in the recruiting process, designing sponsorship programs aimed at retention and advancement, and promoting global talent exchanges across McKinsey offices in 65 countries.

Today, I dedicate my time to board service. As a board member, I champion DEI programs at all levels of the organization I support. Firstly, the talent at the organization must continue to reflect the talent of the world across all dimensions— race, ethnicity, geography, gender, socioeconomics, and experience. Secondly, board composition continues to lag on many diversity metrics. I support other diverse profiles to access opportunities, prepare for, and be successful in board roles. Finally, diversity and inclusion are key components of ESG. I see my role as a board member to continually remind organizations I support that this powerful lever is critical to sustainably and successfully living our missions.

I am a member of the Coalition a for Diverse Harvard, H4A, and the Harvard South Asian 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 and enthusiastically.

I am eager to listen and engage. The Board of Overseers is unique in that it is elected by alumni, and it is important to me that this engagement extends beyond the election process. As an Overseer, I would see it as my responsibility to ensure that the University is meeting the expectations and heeds the advice of alumni leaders who care deeply about Harvard. In order to bring change to a global society shaped by complex racial and socioeconomic landscapes impacting democracy and justice, we need to include more, young, and diverse perspectives and voices. To me, these are the most important ones to hear, consider, and bring to the conversation.