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**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 and faculty hiring, tenure, and advancement, if you can.)**

Diversity is extremely critical to not only improving the educational and lived-experience for students, faculty, administrators and all members of the Harvard community but also for challenging the assumptions newcomers may have had prior to joining Harvard. Diversity should include race, ethnicity, gender, class, and more -- both among admitted students and faculty and administrators. In my two prior university board experiences, I had been involved in the effort to bring ethnic studies courses (and the professors who teach them) to the campus, and students have flocked to the courses, so they are definitely enriching additions for the student body.

Harvard has diversified race and ethnicity among its admitted students, and it must keep a foot on that pedal, as Black Lives Matter protests last year underscored how racial discrimination is still tightly knit into the fabric of this country. I have been highly impressed by some of the first-generation Harvard students I have met. It is also critical to our country for education to be part of the engine of social and economic mobility. In my book *Tightrope*, written with my husband, Nicholas Kristof, I wrote about the extreme decline of socioeconomic mobility in the U.S. over the past few decades that has contributed to the extreme polar divides within this country.

Harvard is on a path to increasing the number of African-Americans, Latinos and women in tenure track positions, and has made inroads into adding under-represented minorities on the faculty. But of course, it needs to keep pushing on that front and work harder to keep excellent under-represented minority faculty, especially as they get recruited to other places. One role Overseers can play in this regard is on the visiting committees, and in monitoring reports to the Overseers from visiting committees, in asking questions about how Harvard's departments and schools are progressing in diversifying faculty and graduate students. In my book *Half the Sky; From Oppression to Opportunity for Women Worldwide*, I emphasized the benefits to society of empowering women around the world, and I am very familiar with what has worked and what hasn't. I've seen that successful efforts at diversifying a community, both at universities and companies, have necessarily included tracking, measuring and reporting results on hires of women and under-represented minorities every year. You can't improve what you don't measure. We need to watch these numbers closely and continue to hold Harvard accountable. In hiring, I've seen how important it is to make sure there is a very diverse pool of real and viable candidates. Some people don't like rules, but I actually think such rules can be a forcing function that can work over time, partly to inculcate the practice as second nature for hiring managers to look at a diverse pool of strong candidates.

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

I have been a longtime supporter of affirmative action and race-conscious admissions both in general and during my time on the boards of Princeton and Cornell. For the same reason that opponents of affirmative action have targeted Harvard, it's important for Harvard to continue the fight, because of its leadership role in higher education that goes far beyond Cambridge. I support a holistic admissions process that accounts for race alongside a number of other critical factors, including socioeconomic diversity.

**3. What do you think Harvard's role should be in creating a more equitable, inclusive, and just society? For example, please share any thoughts on divestment from fossil fuels and the prison industry and on the role of the Harvard University Police Department, issues of concern to current students.**

I strongly believe that universities are engines of mobility in the United States. Over the centuries, they have helped create opportunity for countless graduates. More recently, that engine has sputtered in that universities broadly have become aspirational for the elite and less so for the working class. That's partly due to a small but growing 'anti-intellectualism' in parts of the country. But Harvard must remain relevant to society which means adapting to address the challenges tied to race, inclusivity and justice facing a modern university. That's why Harvard's first-generation college student strategy is so critical and should be maintained, even strengthened as part of Harvard's role in reducing the inequality gap in America.

In *Tightrope*, I wrote about the terrible costs to prisoners and to society at large of the use of privately managed prisons. But of course even public prisons have been part of the wave of mass incarceration that has increased the number of prisoners in America seven-fold since the 1970s, so the problem is not just private prisons but over-incarceration generally. I suspect that the most effective way Harvard can address this is not just divestment from private prison companies, and I'm open to that, but more broadly examining how to address with better policies the toll of mass incarceration, disastrous approaches to the war on drugs, and the pattern of education failure and under-investment in social services that we then have tried to remedy, too late, with incarceration. One program I've often advocated for is Women in Recovery, a prison-diversion program that gives women treatment for addiction rather than prison for drug offenses, later leading to jobs. The program is humane and also saves the city \$70 million since its start a decade ago.

As for fossil fuels, I ran the business coverage of the oil, gas and alternative energies industry while at The New York Times, and I've been on the endowment investment committee for a large university facing divestment challenges. I have also been on two boards of non-profits in the sustainability industry -- one focused on reducing greenhouse gases and promoting electric vehicles, and the other at an Ivy League university promoting economic development, energy efficiency and alternative energies. So, I am familiar with the issues. I taught seminars at the Kennedy School using divestment from

fossil fuels as a case study, asking students to take sides in various situations. Alternative and renewable energies are the future, and the shift may have been helped tremendously by the pandemic. But it will still take a transition to get there. The world needs to move as fast as possible, of course, and there are many ways that Harvard can play a critical role in this transition.

I believe there is a strong role for Harvard's police department to continue safeguarding the campus, and working with students to deal with all issues. I am very confident that Harvard will find a highly competent new Police Chief who will be able to create and sustain a healthy culture and safe work environment while maintaining a high standard of performance in protecting the community on campus.

**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?**

As the first Asian-American reporter hired at The New York Times, I know how important diversity and inclusion is. As a hiring manager, I have often had one of the most diverse groups of employees and have worked hard to ensure a diverse candidate pool that allows the hiring of excellent people. As a foreign correspondent living abroad, I have worked and hired men and women of different races and nationalities and know the value of diverse views in producing stronger outcomes.

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

Of course, I would be happy to meet with leaders/members of the groups. I think Overseers should meet many alumni to hear their views.