

1) How important should diversity be at Harvard? What strategies should the University pursue regarding this?

Diversity is essential to Harvard's educational mission. The Harvard student experience has been defined by the opportunity to learn from a diverse community of students, faculty and staff whose shared experiences can challenge, inspire and enrich our own. Ideally, Harvard is a place where the free and open exchange of ideas includes those ideas that derive from differing perspectives, identities, backgrounds and nationalities. This engagement with diversity helps develop the critical thinking, creative problem-solving and communication skills that are increasingly necessary in the world that our students will enter upon graduating.

Admissions: The University should pursue several strategies in order to create a community that reflects the diversity of the world outside its gates. In addition to recruiting students who might not have applied to Harvard otherwise (first generation, international) and offering needs-blind admissions, Harvard should continue its holistic admissions process which considers the many ways in which an applicant's background, experiences and talents can contribute to a diverse campus community.

Faculty Hiring: There should be intentional mentoring of faculty candidates to create diverse leadership pipelines in each school and department. The process should provide feedback and transparency to tenure candidates on current opportunities, as well as identify creative strategies for advancement and career progress.

Ethnic Studies: Resources for research centers and concentrations in ethnic studies should be explored. Opportunities for collaboration exist across schools and new concentrations may arise from aligning courses that already exist with those in development (as in East Asian studies).

Culture of Inclusion and Belonging: The campus culture needs to remain open, inclusive and welcoming to support and sustain the extraordinary, diverse community that is assembled here. Tutors, mentors, advisors, faculty and administrators should work to create an environment that encourages civil discourse, dialogue across difference, and mutual respect.

2.) How can Harvard encourage more diversity among its alumni leaders and activities?

The Harvard community has become increasingly more diverse in recent decades and the Harvard Alumni Association has grown to reflect those demographic changes in its leadership, its activities and its engagement efforts. Yet there is more work to be done. In addition to recruiting diverse leaders and encouraging new programmatic ideas, Harvard can invite all members of the HAA Board of Directors to take the University's Diversity and Inclusion training module. The training can help educate alumni leaders about implicit bias, as well as highlight the importance of diverse leadership pipelines and effective communication skills. By continuing these conversations and creating awareness in our alumni community, we will cultivate a more welcoming environment in which diverse leaders will rise.

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

I support affirmative action as it is meant to mitigate barriers to educational access and opportunity in historically underrepresented and disenfranchised communities. Harvard's core value of diversity can best be achieved through a holistic consideration of each candidate in the admissions process. Ethnicity, race, religion, gender, and sexual orientation, as well as socioeconomic and geographic diversity, enhance a candidate's potential contribution to a balanced and diverse educational community and should continue to be considered as part of the evaluative admissions process.

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

As a premiere institution in higher education, Harvard serves as a beacon and a role model for other cultural institutions. Harvard therefore has the opportunity, and even the obligation, to lead by reflecting and advocating for those values that serve the public good. Thought leadership and research on best practices generated by Harvard's faculty and students in

medicine, law, public policy, public health, education, design, business, and the arts and sciences have inspired other professionals and practitioners in their global efforts toward social justice. Additionally, Harvard serves as a laboratory for interdisciplinary projects between our 13 schools that are intended to create positive impact in the world, as with The Social Innovation and Change Initiative, and the City Leadership Initiative for Mayors at The Harvard Kennedy School and Harvard Business School. But perhaps Harvard's most vital contribution is in educating citizen-leaders who benefit from this diverse and inclusive educational community, "depart to serve better," and use those talents to build more equitable, inclusive and just societies around the world.

5.) 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?

My work with the Harvard Alumni Association, as Executive Committee member and past president, has included organizational and personal efforts to make our alumni community more inclusive and welcoming. As a member of the Board, I participated in a Diversity and Inclusion initiative which created and modeled best practices on how to create communities of belonging in alumni organizations, including Clubs and Shared Interest Groups. That work continues as we strive to incorporate these lessons into the fabric of our alumni communities around the world.

I have worked to bring diversity, inclusion and belonging with me to every workplace, organization and endeavor. In my first career as a talent and literary agent in New York, I represented actors and writers in theater, film and television. I fought against stereotyping in casting (by race, gender, sexual preference) and advocated for diverse representation on the set and in writer's rooms. As a journalist, I tell the stories of individuals who rise above adversity and use their voices to create value in their communities. In finance, I lead a diverse, multi-generational, all-woman team that specializes in ESG, gender lens (women's empowerment), and social impact investing for non-profits.

I continue to support women striving to succeed in traditionally male professions in my work as a founding board member of Advancing Women

in Science and Medicine at Northwell Health. We have worked to enhance career opportunities for women researchers and practitioners, create leadership pipelines in management, and provide foundational support for young women who might never have considered a career in STEM without it. In addition, I mentor and advocate for women in finance through the organization Lead for Women. I am an active member of the Alumnae-I Network for Harvard Women and a board member of Harvard Alumni in Impact, which supports efforts toward sustainability, diversity and social justice.

I am a lifelong believer in the power of diversity, inclusion, and a sense of belonging in building strong and inspired communities. I am proud to share Harvard's commitment to diversity in my work and in my life.