

Cesar Conde

Harvard Overseer Questionnaire

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 in many dimensions is vital for Harvard to continue to be the nation's premiere educational institution and fulfill its mission. Throughout my career I have always been guided by data. As the 2020 Census showed us, people of color are driving this country's growth. Particularly relevant to Harvard is that 2020 marked the first time that people under the age of 18 were majority people of color. In its more recent history, Harvard has taken important and necessary steps to invest in diversity initiatives across the campus. The university should build on this foundation to ensure we remain a leader in higher education. In the final analysis, achieving diversity begins with ambitious goals supported by clear strategies and measures of accountability.

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

In my role as the leader of a news organization, I do not state my views on many issues. The best understanding of my position on diversity, equity and inclusion can be gleaned through my track record throughout my career. I have been impressed that Harvard's admissions continue to set the pace for higher education because of the outstanding results generated from the university's commitment to diversity and inclusion. My own experience has taught me that organizations that attract the most talented individuals from diverse backgrounds are best able to compete and thrive in an increasingly changing landscape.

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

We are fortunate to be associated with a university featuring the nation's largest endowment, an extraordinary faculty, the most diverse student body in our history, and an influential alumni network. Through its scholarship, its educational and research initiatives, its faculty appointments and its approach towards admissions, the University can help to lead a path toward addressing some of the most complex issues our country is facing.

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?

As chairman of NBCUniversal News Group, I have focused extensively on providing opportunities for historically underrepresented groups. In 2020, based on census data, we announced the 50 percent Challenge Initiative, which aspires to create a workforce whose employees are at least 50 percent of

color and 50 percent women. We will be able to achieve this goal by maintaining our standards of excellence while building pools of qualified professionals from a range of backgrounds and experiences. We have created NBCUniversal Academy, a multi-platform journalism training program focusing on partnering with 30 colleges and universities to provide more equitable access to diverse and marginalized communities that have been historically underrepresented in the news industry.

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

I would be happy to meet with the leaders or members of the groups below.