

Coalition for a Diverse Harvard Committee Questionnaire

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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.)

Fostering a culture of diverse and inclusive excellence should be the foundation of Harvard. My experience is that diversity can only be truly achieved when it is embedded in the fabric of the institution and its policies. This cuts across the student body, faculty, curriculum and administration. Each reinforces the other until the campus, both during the Harvard experience (whether as a student, faculty member or worker) and beyond (after graduating, transferring or retiring), becomes a variegated and interwoven tapestry.

Diversity must be manifest in:

- equal opportunities for students from diverse backgrounds (see next response);
- faculty that draws on the widest possible pool of talent and potential, and whose progression is judged by peers to promote a more diverse and representative body that reinforces Harvard's commitment to excellence;
- a breadth of curriculum which embraces a broad range of identities, cultures, races, life experiences, perspectives and values; and
- a diverse administrative and support staff.

While diversity is a reality, inclusion is a choice. It is critical that the campus environment encourages everyone to bring their whole selves to the Harvard experience and is one in which they thrive because everyone does. That begins with respecting differences and promoting human dignity. It is an environment which understands that we see most clearly when we see from the periphery; that is, when have the perspective of the most marginalised in society. It goes further by building bridges and bonds across identities through shared experiences and common purpose, particularly the pursuit of academic excellence. And it is an environment in which all members of the Harvard community are accountable for their actions particularly the extent to which they foster diversity and inclusion.

I believe that one of the most important roles of Overseers will be to make judgments about whether academic disciplines at Harvard live up to these ideals, and to make recommendations for sustained improvement. In my experience, even the best, most progressive institutions still have much to do to "bend the arc of history towards justice." Since I went to Harvard in the 1980s, there has been both progress and setbacks, and we are not yet in an environment in which all are represented and all can flourish.

Given these imperatives, I strongly believe there should be a Department of Ethnic Studies on equal stature and resourcing of other academic disciplines. I recognise that I don't have full information as an outsider and I know there are pathways for ethnic studies including the option to minor in Ethnicity, Migration and Rights and

the Ethnic Studies track in the History & Literature major. However, these options are not equivalent to having a fully fledged, well-resourced department of Ethnic Studies.

It is concerning that there continues to be evidence that, at a time when Harvard has been rightly defending its use of race in admissions, citing diversity as a key component of the education it provides, some students of colour still feel that Harvard does not fully value their history and experiences and fails to retain professors who support them.

Part of the resources needed for academic and human flourishing at the heart of a truly diverse Harvard, is an ethnic studies programme of equal stature and resourcing of other degrees. My understanding of ethnic studies goes well beyond what is currently on offer at Harvard in that it is truly inter-disciplinary study of race and ethnicity, as understood through the perspectives of major underrepresented racial groups draws upon multiple disciplines to comprehend the sociocultural, intellectual, and historical experiences that inform racial, gender, and cultural identities. Ethnic studies is a broad (indeed expanding) interdisciplinary field ranging beyond history and literature to politics, anthropology, psychology, economics, law and criminal justice and beyond.

This requires more resourcing than currently on offer. I note the university's current intention to add "three to four" faculty members, but this does not appear to me adequate to resource fully a new department. Moreover, it may remain difficult to attract the best faculty members in the field—despite Harvard's pre-eminence in so many other areas—without a clear commitment to a department. Recent controversies over tenure decisions at Harvard and on resourcing at other leading universities suggest ongoing structural challenges which must be overcome in order to attract, develop and retain faculty in ethnic studies as well as those who specialise in the studies of race, gender and sexuality.

If I were selected as an overseer, I would pay particular attention to these issues as well as the relative weight that tenure decisions give to support of students, which is the core of the Harvard experience. There does appear to be a high demand for faculty members of colour and specialising in gender studies to do all manners of extra work, but that work is not necessarily properly judged, or remunerated. This student mentoring and support is precisely what is required to advance diversity and inclusiveness.

We need to break the cycle of limited institutional commitment, funding, inadequate faculty retention and limited student experience. The establishment of an Ethnic Studies Department would be an important step towards a more diverse Harvard.

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

I strongly support affirmative action and race-conscious admissions. Students of colour remain underrepresented at selective universities across the US and there is evidence that this disparity would widen in the absence of affirmative action. There is increasing evidence that social mobility has been falling in the United States, exacerbating these systemic barriers. Affirmative action is essential to counteract these strong forces and their deep historical roots.

Race-based affirmative action can correct for inequities and systemic biases in educational and vocational opportunities for applicants of colour bringing selection more in line with their academic potential at Harvard and beyond. Affirmative action can help to level the playing field by ensuring all students—regardless of wealth, privilege, or background—have a chance to benefit from the unique advantages a Harvard education provides. Affirmative action combats the effects of systemic barriers by allowing Harvard to be more intentional in the ways it evaluates applicants.

Affirmative action is critical to the Harvard experience of all students, faculty and staff. There is considerable evidence that affirmative action is self-reinforcing, encouraging greater diversity and inclusion through role models and the creation of a more welcoming environment once at Harvard.

It is an enormous relief that Harvard has prevailed in the recent legal actions. However, we need to remain vigilant and determined in retaining and improving affirmative action until and when, the powerful and deeply structural forces which make it an imperative are eliminated. While that must be our ultimate objective, sadly, I cannot yet foresee the time when that will be the case. After all, if Harvard itself with its strong history of progress and commitment to more, is not yet truly diverse and inclusive, it is hard to see when America itself will reach that vital goal. Affirmative action and race-conscious admissions must remain an essential driver of a more diverse Harvard.

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.

Harvard should be both a leader in thinking and action to create a more equitable, inclusive and just society. We should be at the forefront of policy ideas, innovations and technologies that empower workers and build inclusive education. One example is that we must lead the urgent transition to a sustainable economy through engineering and example. That very much extends to the management of the Harvard endowment.

For more than a decade, I have been dedicated to transforming the global financial system. I put at the imperative of addressing climate change at the heart of that transformation. As Chair of the G20 Financial Stability Board, I led the financial reforms to address the fault lines that caused the global financial crisis. As Governor of the Bank of England, I have been the first and the most vocal advocate of the urgent need for the financial system to address climate change. For the Paris Accord at COP21, I pioneered climate disclosure through the TCFD framework which is now *en route* to it becoming mandatory as part of this years' G7/G20 process. In 2018, I instituted the first climate stress testing regime for banks. Now, as the UN Special Envoy for Climate Action, I am leading a global, multi-disciplinary team that is dedicated to building a financial system in which every decision takes climate change into account. In addition, in my role as Vice Chair of Brookfield, one of the world's

largest asset managers, I have spearheaded their commitment to be *net negative emissions* across their \$575 billion asset portfolio (the only major asset manager to do so) and developed an innovative new catalytic impact strategy to accelerate the global energy transition.

In sum, I have long stressed the fundamental incompatibility of fossil fuel use and meeting our limited carbon budgets while underscoring the enormous scale of stranded assets and massive transition risks for financial institutions that they entails. I have been one of the most forceful advocates of divestment of any company in any sector that is on the wrong side of climate history. And I have consistently put those words into action, at the heart of the global financial system. I am pleased that these ideas—once the subject of scorn—are now mainstreaming. Even with that progress, I am dedicating my professional life to addressing climate change. I remain fully conscious of the urgency of the challenge and expect that Harvard should lead, not follow.

With this background, while I understand that the direct responsibilities of the Overseers do not extend to management of the endowment, I am fully confident that, if I were selected as an Overseer, I would add immense force to the voices on these issues of environmental justice. Moreover, within the purview of the Overseers, it would be my intention to develop Harvard's capabilities in all aspects of sustainability (as I detailed in my questionnaire which is furnished separately).

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?

The most immediate and relevant example is the series of initiatives when I was Governor of the Bank of England because they demonstrate both my commitment to the issue and the scale of sustained and determined change that is required to make meaningful progress on all aspects of diversity.

First, I would like to provide some context. The Bank of England is almost as old as Harvard. It is a pillar of the British establishment, long set in its ways and slow to change. When I became the first foreigner in a line of 120 governors of the Bank of England, its staff was overwhelmingly male, white economists drawn from relatively few universities and limited socio-economic backgrounds. The Bank was a very hierarchical institution, which made the work environment anything but inclusive. There was one "Bank way" of writing, speaking and acting. This strong culture inhibited diversity of background, identity, and thought.

I was brought to the UK to address an economic and financial crisis: to end the worst recession in 150 years and to lead wholesale reforms of the world's largest international financial centre. My first priority was to address the institutional crisis of diversity within the Bank. I immediately began to make a series of structural changes to enhance all aspects of diversity by catalysing a comprehensive response.

We made Diverse and Talented the central pillar of the Bank's first strategic plan. To build engagement with, and the full commitment of, bank colleagues, I constantly stressed why the Bank should value and prioritise diversity. First, and foremost, it is

the right thing to do; a public institution should seek to reflect the public it serves. Second, it helps to build the trust the Bank needs to deliver its mandates. Third, it is well established that diversity leads to more creative thinking and reduces the risks of groupthink and bias.

To transform the institution, we instituted a comprehensive range of measures including:

- recruiting
- developing future central bankers
- hiring processes (including external hires)
- how we promoted
- instituting reverse mentoring/champions
- a fundamental change to how we made decisions
- instituting unconscious bias training and management training; and
- building an inclusive work environment.

While such comprehensive reforms cannot be easily summarised, I would like to give an idea of the scale of change.¹ On recruiting, we *quadrupled* the number of universities from which we recruited (from 10 to 40) and broadened our search the disciplines to well beyond economics and finance. This opened up a much more diverse pool of applicants with immediate results. We mandated diverse interview panels and candidate short lists, and we set clear targets for recruiting and retention of women and minority ethnic groups of colour, which in the UK is represented by the acronym BAME (for Black, Asian, Minority Ethnic). **Within a few years, BAME students were 30% of our graduate recruiting intake (compared to their 14% share of the population), and in my my final year, the figure rose to 36%.** A similar focused approach to external hiring has meant that, of the Bank's experienced hires, 33% were declared BAME.

We also took a long-term view on the imperative to develop a pipeline of future recruits, recognising that many talented students of colour and diverse backgrounds might not consider the Bank of England because they had no role models or it didn't seem to be "for them." So we develop a teaching model on economics and spread out across the country to "state schools" (public education) to introduce the Bank and encourage interested students. Within the first 18 months, we reached **one quarter** of all secondary students in the public education system across the UK. And we instituted a dedicated scholarship programme for students of colour to study economics and finance at university.

Of course, recruitment is only the first stage of building a diverse workforce and inclusive work environment. Candidly, we needed to change the culture at the

¹ An interim assessment of the strategy can be found in this letter to parliament in 2018. <https://www.bankofengland.co.uk/-/media/boe/files/letter/2018/diversity-in-public-appointments.pdf>

Bank—a culture that had developed over centuries. We instituted internal mentoring programmes and, critically, reverse mentoring so that we could improve the awareness and effectiveness of senior management.

To break the cycle of linear decisions, we instituted pooled or coordinated senior appointments. The top management of the Bank, chaired by me as the Governor, came together to ensure that we assessed roles with applicants to find the best fit for the team and the organisations' development as a diverse institution. This allowed us to take a birds-eye view of diversity and to act in real-time. Pooling appointments made everyone realise how their decisions affected the diversity of the whole Bank and highlighted which characteristics and skills may be missing from senior management. And it provided real-time feedback if someone's career is being held back by gaps in experience or training. This led to dedicated development plans for under-represented groups, particularly those of colour.

We recognised that what gets measured gets managed. We measured and published gender pay gaps and pay gaps for employees of colour and committed to closing them. Our HR department publishes diversity metrics by every division each quarter and we reviewed them at the Board level where we challenge divisions and develop plans for improvement. The Bank in 2018 was one of the first UK organisations to conduct and publish a Cognitive Diversity Survey to understand how colleagues felt about working at the Bank.

These measures have had a material impact on Bank diversity. **The proportion of BAME colleagues below senior management rose from 15% in 2014 to 21.5% in 2020, and within senior management jumped from 3% to 8%.** Comparable figures for women rose from 43% to 46% and 20% to 32%, respectively.

Equally important, it isn't enough for the Bank of England (or Harvard) to reflect diversity; we need to choose inclusiveness. Inclusiveness unlocks the true value of an organisation's diversity; through inclusion people can realise their full potential. That's why as increased the diversity of the Bank, we focussed on building a culture that values diverse ideas, encourages open debate, and empowers people at all levels to take initiative.

To build that inclusive work environment, we revolutionised the way decisions were made at the Bank. We slashed the number of formal internal committees by two thirds (from 78 to 25). We made it mandatory for the 'author to be in the room' when their work was discussed. Amazingly this wasn't the norm given the historic layers of hierarchy and culture of deference which made it hard for people to learn what really mattered for decisions, to contribute and to develop as professionals. It also helped ensure diverse meetings became the norm. We also changed the way we made decisions, limiting memos to six pages maximum and ensuring that everyone had time to read them so that everyone could contribute.

To foster a more inclusive work environment, a number of affinity groups were started from during my time as Governor including LGBT+ and Allies and the BEEM network, for employees of colour. These groups were started by colleagues and their membership quickly numbered in the hundreds. We reinforced this growing awareness of the Bank's diversity by regularly celebrating Black History month and have dedicated seminars and workshops of topical issues throughout the year.

I made a particular effort to enhance the integration of LGBT+ colleagues to the Bank. Working with groups such as Stonewall, I was acutely aware of the challenges facing LGBT+ colleagues in the UK. How we can support LGBT+ colleagues. Extensive evidence indicated that being open with colleagues is a particular concern within the LGBT+ community. According to a report by Stonewall, more than a third of LGBT+ colleagues had hidden or disguised the fact that they were LGBT+ at work in the prior year because they were afraid of discrimination. LGBT+ colleagues are also disproportionately subject to bullying and harassment. The Stonewall report found that almost one in five LGBT+ colleagues have been the target of negative comments or conduct from work colleagues in the last year because they were LGBT+. Also worryingly, the survey found that one in eight lesbian, gay and bi people would not feel confident reporting any homophobic or biphobic bullying to their employer. And one in five trans people would not report transphobic bullying in the workplace. Employers need to adopt a zero tolerance policy for bullying and harassment and they need to encourage reporting of incidents. This needs to include ways to call out bad behaviour as well as clear processes for reporting and dealing with incidents.

Visible support by senior leadership is critical. That means empowered employee networks with executive sponsors. But it also needs a wide range of senior management to participate in and lead LGBT+ events and initiatives, within their own organisation and externally. Visible buy-in from the top is necessary for change to permeate and catalyse a cultural shift. The Bank also needed to raise awareness amongst staff and managers on LGBT+ issues. A more informed workforce will inevitably be more understanding and inclusive. Finally, we need to track progress. That means finding ways to encourage colleagues to disclose by handling data sensitively and explaining why it is needed in the first place.

A series of initiatives have been undertaken. Some measures were symbolic such as flying the Pride flag from the Bank during Pride Week to selecting Alan Turing to be the new face of the £50. Turing, of course, was a master code breaker during WWII, the pioneer of computing and Artificial Intelligence as well as the study of morphogenesis. He was persecuted for his sexuality before dying of cyanide poisoning at young age. Few people have had as big an impact on modern society as has Turing. And like many great scientists, he was always looking to solve new problems and to identify areas for improvement. His famous essay where he sets out the Turing test concludes: "this is only a foretaste of what is to come and a shadow of what is to be." At the time he was talking about machines and artificial intelligence. Our message within and outside the Bank was to underscore the need for progress to build a more inclusive work environment.

The changes in workplace culture were brought together in our Out and Proud Charter first published in 2019. And followed shortly thereafter by a detailed Out and Proud Action Plan.

The Out and Proud charter is a formal commitment to supporting LGBT+ colleagues that is driving change through our organisation. And just as it is important for senior leadership in an organisation to set the tone from the top, we felt it was equally important to share our commitment publicly - with the rest of our industry and more

broadly. This principles-based Charter aims to ensure that the Bank takes steps to create a safe, inclusive environment where people from the LGBT+ community can bring their whole selves to work, irrespective of their sexual orientation, gender identity or gender expression.

The Charter has been followed up by a specific Out and Proud Action plan across all pillars (<https://www.bankofengland.co.uk/-/media/boe/files/about/out--proud-lgbt-action-plan.pdf?la=en&hash=730CABB3AA87BF3B6BACA294327F3A96F600FCC0>).

As evidence of the more welcoming environment, I am pleased to note that over 150 Bank colleagues (out of a total workforce of about 4500 people) identified as transgender in a recent survey. This is three times the national average in the UK, according to Stonewall. An additional 168 colleagues identified as Lesbian, Gay, Bisexual or other.

As a result of this determined focus, the Bank of England's progress in improving diversity and inclusion has been notable and widely recognised in the transformation of the Bank to an attractive place to work. However, as is the case with Harvard, as my term as Governor was finishing, we recognised that we need to do even more to improve the representation of BAME colleagues at senior levels, and to improve both retention and the working environment for all BAME colleagues. That is why we launched the BAME Taskforce in April 2019. Reporting regularly to the Bank's Court, Governors and Executive Directors, the taskforce, chaired by one of our Deputy Governors has been taking action in three areas identified by our ethnic minority network (BEEM). These are: Reinforcing the pipeline of BAME talent; Being BAME positive; and Taking Ownership of the issues affecting BAME staff.

To achieve these aims, the taskforce has overseen a number of actions. These include the rollout of Let's Talk About Race workshops, and the introduction of an enhanced diversity and inclusion objective for people managers. The latter, an example of Taking Ownership, is an important step in ensuring increased accountability amongst managers. Engagement in the taskforce's work has been high, demonstrated by new Town Halls, the first of which was in February 2020 which was attended by a diverse audience of over 150 colleagues, representing all levels of the Bank. The Town Halls give colleagues the opportunity to raise questions and share their views on BAME issues. This feedback is essential in helping the taskforce decide what further actions are needed to fulfil its aims. And the Bank has started developing an Inclusive Leadership Programme, an ongoing learning programme that supports a continuing shift in our inclusive culture that will be owned by an in-house cohort of senior management.

I am proud of my record advancing diversity and inclusiveness at the Bank of England. But I recognise that the work is far from complete, and the experience underscores how critical sustained and comprehensive efforts are to achieving true diversity. It would be a lesson that I would apply with great enthusiasm and determination if I were selected as an Overseer.

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

Yes. I think such meetings would be essential for me to be an effective Overseer.