

Michael Rosenblatt responses to Coalition Questionnaire

Feb. 17, 2025

The strength of my candidacy derives from my career as a physician, a scientist, and a humanist. I bring the perspective and experience of having led major organizations in academia and industry, education and research. I believe I am distinct among the nominees in these ways and that my expertise would be valuable in the Overseer group. This background is an essential part of my response to the questionnaire (below).

1. How important should diversity, equity, and inclusion be at Harvard, and what strategies should the University pursue to address these? How would you work to advance Ethnic Studies at Harvard, including the establishment of a concentration and department? In addition, please discuss other specific programs and policies, especially the 1650 Charter's pledge to facilitate education of American Indian youth.

Over the course of my career, I have had the opportunity to demonstrate with actions my commitment to identifying and recruiting the best talent to leadership positions in the institutions I headed. For example, at Tufts, where I was Dean of the Medical School, I created the position of Dean for Multicultural Affairs and Global Health. I recruited a black woman physician to the position. She helped shape the Tufts curriculum and community.

I also helped recruit the first woman to be CEO of Tufts Medical Center, America's third oldest hospital.

As a physician, I know how to listen and learn from patients from all walks of life. I gave each one my very best care.

As a scientist and humanist, I understand that there is both diversity and commonality amongst people which must be respected and which benefits and enriches society and our lives.

Regarding new concentrations, departments, programs, etc., it is the responsibility of the faculty to establish or disband them. Overseers can serve as informed

advisors. I would welcome the chance to participate in this capacity.

2. Given the Supreme Court's ruling against race-conscious admissions, what measures should the University adopt to promote student-body diversity along multiple dimensions, including racial diversity? Do you support this [University policy concerning affirmative action](#)?

I believe the university community benefits from bringing together the most talented people from many backgrounds. The University should preserve this value. My commitment and "track record" are described in the answer to question #1.

3. Do you support the elimination of admissions preferences for recruited athletes, children of donors, and children of alumni (legacy)? Please address all three categories.

These are very different categories—I need to learn more.

4. In light of last year's turmoil—from the doxxing of students to the resignation of President Gay—how do you think Harvard can ensure key institutional values such as: academic independence from political and financial strong-arming; free expression on campus (including the right to protest); and safety for all?

Free expression is key to the University's ability to advance its "one-word" mission: "truth". Protest is part of free expression. Harassment is not a component of free expression. Students who wish to attend class and teachers who wish to teach have a right to do so. We can have (and need) free expression and protest minus interference in the rights of others.

5. What concrete steps have you taken to bring

diversity and inclusion to Harvard, to your workplace, and/or to other organizations? Are you a member of any of the signing groups below?

See answer to question #1.

I am not a member of any group or club, including the listed signing groups.

6. What role do you think Harvard can and should play in defending democracy and the rule of law in the US and around the world?

Over the centuries, Harvard has benefitted from pursuing its mission under the protection of academic freedom in a democratic environment. In fact, historically Harvard people helped to craft, sustain and evolve that democratic environment.

These are tumultuous times. Harvard's mission and values are being challenged legally, financially and culturally. We have the opportunity/obligation to defend our mission and Harvard's north star—namely truth.

As the greatest university in the world, our lead will create a path for others to follow.

We need to defend *Veritas* and democracy urgently now and into the future.