

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.)

My alma mater, West Point, starts their outreach to underrepresented groups starting in their youth. Likewise Harvard's recruitment of a more diverse body (well beyond just students) must focus on recruiting and nurture in all aspects of one's life, from the message Harvard sends to young students, to the way advocacy and mentorship is designed for the existing academic faculty and beyond. We know education is a culmination of one's life experiences, and by reaching students at a younger age, we have a better chance of having a positive influence in shaping a student's trajectory. This culture of continuous recruiting and mentorship is a proven path to creating lasting long-term value.

Finally, modernizing the way we view diversity so individuals don't feel reduced to a checkbox will have a lasting impact. Diversity is invisible and visible, and we would benefit by also understanding an individual's story -- including mental health, familial situations, physical disabilities, and other life experiences that shape a person. It's easy to judge a book by its cover, but we know we would miss out on greatness if we didn't search deeper.

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

I am a strong proponent of affirmative action, but believe we should be more inclusive in what constitutes diversity. I am married to someone of a different race, and at least half of my peer group is as well. I don't want my children to feel limited and bucketized when checking their race box. I want them to embrace the beauty of being multi-racial and celebrate that.

Furthermore, diversity is invisible and visible, and although I believe race is 100% an important consideration that has a continuous impact on one's life, we would be remiss not to also consider socio-economic, cultural, physical, and mental disabilities. America's beauty is that we're a melting pot -- not only diverse in appearance, but also diverse in thought, gender, sexual orientation, and mental health status. The more inclusive we are with the definition of "diversity", the more whole we will become.

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 must lead the way, and a key way to do that is defending and demonstrating democracy. Now more than ever, we cherish what sets us apart; we are stronger and more united because we have the right to have our own voice, debate, weigh the pros and cons, and ultimately collaborate to find a democratic solution. Rarely do issues have a clear-cut answer with zero externalities. This is why democracy is messy, but so worth fighting for.

Democracy at its core is the most inclusive form of governance and government. Democracy values all opinions -- and welcomes diverse perspectives. Harvard can continue embodying democratic values through showcasing its transparency, inclusivity, and accountability. For example, when it comes to a difficult topic like divestiture from an entity, or admissions policies, the institution should proactively share the pros and cons and provide transparency of *why and how* a decision was arrived at.

Transparency is key to building trust. For instance, the administration should continue providing visibility of its top priorities in the short, medium, and long terms and welcome input via town halls, voting, newsletters, and written input from the Harvard community.

Finally, engagement is also pivotal to democracy. We need to engage the community and encourage members to vote -- vote in Harvard related matters in addition to broader civic duties to preserve our democratic union. The more people we get engaged, the stronger we become, and what better institution than Harvard to embody the bedrocks of democracy? We need to restore faith and defend democracy, because our country, and world, is depending on it.

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?

I have taken deep leadership in helping disabled Veterans transition from the military into business school and the private sector. As a Combat Veteran, I keenly understand the many visible and invisible traumas and life experiences that come with being a veteran and am working every day to break barriers and empower this community. One of my goals since HBS has been helping at least one veteran a week, or at least 52 a year. I am proud to have not only achieved this but also surpass this number year over year.

In addition, my focus while helping others:

- 1) Always help as many diverse candidates with admissions.**
- 2) Always help as many diverse students with career planning and professional mentorship and development.**
- 3) Always help as many diverse alumni with their career moves and key introductions.**

The combination of these three have allowed me to help dozens get admitted to Harvard, succeed while inside of Harvard to maximize their education, and make key life altering career moves and beyond. I have coached and mentored several Harvard students who have been able to successfully land jobs at prestigious employers such as Tesla and LinkedIn. I am passionate about always paying it forward.

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

Absolutely!

Ben Faw