

FROM: Scott Mead
TO: HAFFS

1. What are your views on campus free speech? Should Harvard adhere as closely as practicable to the First Amendment (with narrow exceptions interpreted by courts as immediate threats, incitement, harassment, and unlawful conduct), or impose stricter guidelines?

(Response). I think Harvard has the right and obligation to ensure the best and most productive environment for learning, research and social interaction. This includes robust and open discussion in classes, comfort in expressing different points of view and a free exchange of ideas without fear of consequences. Of course there are limitations on actions and speech which constitute harassment. In Harvard's situation there may well need to be some restrictions beyond what the First Amendment allows and certainly, while free speech, protest and expressions of points of view are permitted, there needs to be open access without intimidation to areas which are used by students and faculty in the normal course of university life. These would include classroom, dining, residential and athletic facilities, access to buildings and much more. Harvard needs to clearly set out these restrictions and importantly, enforce violations in a neutral way.

2. What are your views on whether Harvard should take positions on political and publicly debated events and issues or remain institutionally neutral/nonpartisan?

(response) I believe it is very timely for Harvard as an institution to examine a policy of institutional neutrality which could approach the Chicago principles. Of course, Harvard needs to evaluate what is appropriate for its own history and environment and there may be very rare exceptions, such as matters directly impacting Harvard or higher education more generally. Harvard is a research and teaching university and will obviously not be unaffected by external events but I believe its objectives and community will be best served by adopting a policy of institutional neutrality.

3. What are your views on Harvard requiring or considering equity, diversity, inclusion and belonging statements or commitments as part of its faculty hiring, promotion and tenure processes?

(Response) Faculty hiring, promotion and tenure decisions are among the most important decisions Harvard or any other university makes. I have always supported the most fair, open, broad, inclusive and diverse environment to best prepare students for the world they will enter post-Harvard and the need for ongoing efforts to maintain and enhance this. This will occur through recruiting the best possible faculty and students from every corner of the globe based on a number of key criteria. Demonstrated excellence in research, teaching, mentoring students, fostering an environment for diverse learning and viewpoint and commitment to Harvard's central mission of Veritas seem like the most important considerations in this crucially important process.

4. What are your views on the importance of viewpoint diversity on campus? If important, how do you think Harvard should cultivate such diversity within its communities (students, faculty, administrators) and classrooms?

(Response) I feel it is essential to have a very broad and well-represented viewpoint diversity on campus. This is a requirement to prepare students for life after Harvard, where they will inevitably encounter all imaginable viewpoints and need to navigate these situations. Ensuring open discussion in classrooms without fear of cancellation or intimidation, broadening diversity of viewpoints within the faculty and administration, and enforcing safety for all students will start this important process.

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

(Response) If elected, I would be very willing to meet regularly with the leaders/ members of your group. Honest and open feedback from committed alumni groups are essential.