Appendix B.
Task Force Process

In spring and summer of 2016, President Faust invited 51 individuals from across the University to serve on the Task Force, and five staff members were asked to staff the Task Force. Danielle Allen, Archon Fung, and Meredith Weenick were appointed as co-chairs of the Task Force. This group of 56 individuals represented all the Schools and all three constituencies on campus — students, staff, and faculty and academic personnel — as well as alumni. Student representatives included undergraduate, graduate, and professional students. Staff representatives included administrative and professional staff as well as members with direct experience serving in nonexempt positions in dining services and facilities. Faculty representatives included tenure-track as well as clinical faculty members.

The Task Force divided its work into three phases: 1) a preparatory and organizational phase; 2) a listening and discovery phase; and, finally, 3) a solution generation and prioritization phase.

Preparatory and Organizational Work

In summer 2016, the three co-chairs developed a bibliography to inform the work of the Task Force and sought assistance from the Office of Institutional Research to develop initial data portraits of diversity, inclusion, and belonging at the University for students, staff, and faculty and academic personnel. In addition, the co-chairs established a structure for moving its work forward with five subcommittees that aligned with the Task Force's charge:

- Demographic Realities, chaired by Andrew Ho.

- Fabric of the Institution, co-chaired by Pat Byrne, Diane Lopez, and Frances Frei.

- Academic Resources, co-chaired by Katrina Armstrong and Jonathan Walton.

- Organizational Structures, chaired by Meredith Rosenthal.

- Outreach, chaired by Stephanie Khurana.

The Task Force met in plenary 11 times over the course of roughly 16 months. It also met during an all-day retreat in September on the Longwood campus. The co-chairs met weekly and convened the subcommittee chairs monthly.

Listening and Discovery Work

The Task Force listening and discovery work was completed over the course of fall 2016 and spring 2017. We were mindful that our listening and discovery work could lead to discussions that were potentially personal and sensitive, so we sought to provide Task Force members with training on how to facilitate sensitive conversations. We were able to engage a few members of the Harvard community with expertise in this area to lead these trainings:

- Amy Edmondson, Novartis Professor of Leadership and Management at Harvard Business School, who has done research on psychological safety.
- Bruce Patton, co-founder and Distinguished Fellow of the Harvard Negotiation Project, who co-authored *Difficult Conversations: How to Discuss What Matters Most.*
- Douglas Stone, lecturer on law at Harvard Law School, who co-authored *Difficult Conversations: How to Discuss What Matters Most.*
- Whitney Benns, teaching assistant in education at Harvard Graduate School of Education, who teaches negotiation.

Leadership Meetings

The Outreach subcommittee met with key leadership personnel at each School and business unit (see list below) to develop an understanding of how diversity, inclusion, and belonging efforts are furthered within their specific context. The subcommittee gathered insights into strategies and tactics, along with successes and shortcomings. The co-chairs and the Outreach subcommittee met with more than 30 leadership teams, including hundreds of people across the University. Learnings were organized and shared with the other subcommittees as well as codified in the Promising Practices catalog. The co-chairs also met with the governing boards in December 2016 to get their support for the work ahead and to gain insights about successes and failures in other contexts and industries.

School Narrative Descriptions

Each School prepared a confidential, detailed narrative based upon key questions and themes developed by each subcommittee. These questions enabled both the Schools and the Task Force to reflect upon the practices, tools, and structures currently in place that might foster or limit diversity, inclusion, and belonging efforts. School teams contributed hundreds of pages of responses to these key questions, informing the overall structure and content of the Task Force report.

Outreach Engagement Sessions

The Outreach subcommittee also conducted 16 workshops directly with students, staff, and faculty and academic personnel across Schools and business units. Participants in these grassroots efforts shared their direct experiences and sense of belonging at Harvard. In addition, the subcommittee held numerous individual and small group meetings. With input from more than 600 people, the Outreach subcommittee gathered thousands of ideas that informed the Task Force's work as well as connected directly to actions and behaviors that each Harvard community member can take to underscore our newly stated values.

The listening and discovery phase of the Task Force's work concluded on April 5, 2017, with an Afternoon of Engagement. The University-wide event filled Sanders Theatre and the Joseph B. Martin Conference Center in Longwood with an engaged audience of staff, students, and academic personnel for an innovative program of storytelling and small group participatory reflection. Using digital tools, scribes, and a "theme team," we were able to capture notes from all those conversations. Thanks to the terrific energy and engagement in the room, we gathered 1,536 distinct comments about experiences of inclusion and belonging (or non-belonging) on the Harvard campus and about potential solutions for problems. (For a full report, please see appendix H.)

At the Afternoon of Engagement, we also implemented two of our first preliminary recommendations: 1) that the *Alma Mater* be revised to ensure a more affirmative connection between Harvard's distinguished past and its present and future; and 2) that the University improve methods of University-wide communication around key strategic themes. To implement these two ideas we launched a competition to revise the *Alma Mater* (see appendix E) and an online tool, the Solution Space, that permits members of the Harvard community to add to the Task Force's conversation by contributing solutions (see appendix H).

Solution Generation and Prioritization Work

The Task Force gathered a tremendous amount of information and data over the seven-month listening and discovery phase that needed to be synthesized in order to generate solutions that could then be prioritized. A group of graduate student research assistants coded the notes from the leadership team meetings to identify each comment's type (e.g., grievance, existing solution, new solution, or value) and topic (e.g., organizational structure, teaching, research, lived experience). The subcommittees reviewed the coding as well as the notes from leadership meetings to identify the most important issues for their focus areas.

At an all-day retreat in September 2017, the Task Force drafted an executive summary of a report that could be shared with the Harvard community for discussion and feedback. The discussion draft proposed a framework of shared standards to articulate aspirations for the community, and recommendations for the Office of the President and Provost to help support the Schools and business units in achieving the goals set in relation to the shared standards.

The Task Force released the discussion draft executive summary on its website at the end of September 2017 and accepted comments and suggestions through the Solution Space through November 30. We also organized meetings with various groups around campus (see list below), including student councils, faculty meetings, and staff groups including the Harvard Administrative Innovation Group comprising 100 administrators representing all Schools and central units. Finally, to encourage broader discussion of the draft executive summary, we created a "DIY Discussion Toolkit" that provided members of the community with discussion topics and resources. The feedback from these discussions was invaluable for us to refine our approach and presentation to make sure that the final report would be meaningful, clear, and responsive to the needs of the community.

Summary of Outreach to the Harvard Community

School Leadership Team Meetings

1. Harvard Business School
2. Harvard College
3. Harvard Divinity School
4. Harvard Division of Continuing Education
5. Harvard Faculty of Arts and Sciences
6. Harvard Graduate School of Arts and Sciences
7. Harvard Graduate School of Design
8. Harvard Graduate School of Education
9. Harvard John A. Paulson School of Engineering and Applied Sciences
10. Harvard Kennedy School of Government
11. Harvard Law School
12. Harvard Medical School
13. Harvard School of Dental Medicine
14. Harvard T.H. Chan School of Public Health
15. Radcliffe Institute for Advanced Study at Harvard University

Business Unit and University–wide Office Leadership Team Meetings

1. American Repertory Theater (A.R.T.) at Harvard University
2. Arnold Arboretum of Harvard University
3. Harvard Administrative Deans Council
4. Harvard Alumni Association
5. Harvard Art Museums
6. Harvard Campus Services
7. Harvard Corporation and Board of Overseers
8. Harvard Financial Administration Department
9. Harvard Human Resources
10. Harvard Initiative for Learning and Teaching (HILT) Teaching and Learning Consortium
11. Harvard Library

12. Harvard Memorial Church and Chaplains

13. Harvard Office of Technology Development

14. Harvard Office of the Assistant to the President for Institutional Diversity and Equity

15. Harvard Office of the General Counsel

16. Harvard Public Affairs and Communications

17. Harvard University Disability Services

18. Harvard University Health Services

19. Harvard University Information Technology

20. Harvard University Ombudsman Office and Longwood Ombuds Office

21. Harvard University Police Department

22. Harvard University Press

23. HarvardX

24. Interfaculty Initiatives including the Berkman Klein Center for Internet & Society; David Rockefeller Center for Latin American Studies; and Harvard University Center for the Environment

25. Nieman Foundation for Journalism at Harvard

Outreach Workshops

1. Harvard Business School student leaders of clubs and section values and international reps

2. Harvard Business School students

3. Harvard College senior staff

4. Harvard College student-faculty Committee on Undergraduate Education

5. Harvard employee resource groups (i.e., Association of Black Faculty, Administrators, and Fellows; Association of Harvard Latino Faculty and Staff; Committee on the Concerns for Women; Association of Harvard Asian and Asian American Faculty and Staff; LGBT Faculty & Staff Group)

6. Harvard Faculty of Arts and Sciences Office of Physical Resources and Planning

7. Harvard Graduate School of Education students, staff, and faculty and academic personnel

8. Harvard Kennedy School of Government students, staff, and faculty and academic personnel

9. Harvard School of Dental Medicine faculty and academic personnel

10. Harvard School of Dental Medicine staff

11. Harvard School of Dental Medicine students

12. Harvard T.H. Chan School of Public Health students, staff, and faculty and academic personnel

13. Radcliffe Institute for Advanced Study all-staff meeting

Discussion Draft Report Outreach

1. Accreditation Evaluation Visiting Team

2. Harvard Academic Deans

3. Harvard Administrative Deans Council

4. Harvard Administrative Innovation Group

5. Harvard Business School Community Meeting

6. Harvard Council of Deans

7. Harvard Council of Deans of Students

8. Harvard Corporation

9. Harvard Divinity School Faculty Meeting

10. Harvard Faculty Affairs Deans

11. Harvard Faculty of Arts and Sciences Academic Planning Group

12. Harvard Faculty of Arts and Sciences Faculty Council

13. Harvard Faculty of Arts and Sciences Faculty Meeting

14. Harvard Graduate School of Education Faculty Meeting

15. Harvard Graduate (Student) Council

16. Harvard Human Resources Deans

17. Harvard Kennedy School Faculty Meeting

18. Harvard Law School Faculty Meeting

19. Harvard Medical School Faculty Council Meeting

20. Harvard Undergraduate Council General Meeting

21. Harvard T.H. Chan School of Public Health Faculty Meeting

22. *The Crimson* Editorial Board