Appendix G.
Solution Space: Insights from the Community

The Harvard Solution Space was a forum for open discussion that was designed to engage our community's collective wisdom. As its name implies, it was a space to share thoughts and suggestions directly with University leadership and with the Harvard community at large, so that together we might discover — through honest, trustworthy, respectful, and open engagement — solutions to major issues at Harvard that may elude any one of us individually. The Harvard Solution Space is modelled on the MIT Idea Bank; we thank colleagues at MIT for their willingness to share code and templates.

Members of the Harvard community submitted 299 entries to the Solution Space. In December 2017, Task Force members coded 260 posts submitted through the end of October 2017 to identify themes in the solutions submitted and supported by the community. Posts specifically acknowledged the particular needs of BGLTQ+ individuals, workers, staff, women, individuals with disabilities, undocumented students, individuals with a criminal record, veterans, people of color, Extension School students, alumni, individuals with limited financial resources, and short-term or contracted hires. Posts could be tagged with specific categories; the categories discussed most in the posts included: work environment (104); fostering a healthy climate (97); supporting community well-being (90); coordination

Word cloud of coded Solution Space posts

and sharing (64); cultivating a resilient campus (60); authority, responsibility, and accountability (57); enabling difficult conversations (47); retention (45); combining free expression and trustworthiness (44); and residential experience (42).

As part of a deeper analysis of more than 50 individual posts, we received the following *recommendations* to enhance diversity, inclusion, and belonging. This is a summary of the most common or highly rated recommendations. Many recommendations were suggested by multiple people and/or endorsed by voting. Not included in the list below are the numerous personal stories and reflections about the current environment. These suggestions have not been assessed for effectiveness or feasibility but provide a community-generated list of solutions at every scale.

Hiring and Staff

- Increase funding and hire additional staff for current diversity and inclusion efforts across the University.

- Anonymize resumes for students, staff, and faculty to ensure unbiased selection processes.

- Support career development, promotions and retention of community members who enhance our diversity.

Programs and Tools

- Establish a center for research on race and ethnicity that would serve as a national hub for this work. This center would support the study of race and ethnicity among Harvard's Schools, including a robust undergraduate and graduate ethnic studies program within FAS. (This recommendation was the most supported, with 591 votes.)

- Expand mentoring programs to cut across different Schools and units on campus.

- Host facilitated group conversations, including town halls, community sharing, and in-depth interviews.

- Provide interactive tools that increase access to current resources and reports.

- Host more frequent social events that create a culture of collaboration, connection, and friendliness among all members of the Harvard community.

- Develop Solution Space portals for each School so suggestions can continue to be shared among all community members.

Symbols and Space

- Declare Harvard University a Sanctuary Campus and provide legal counsel for those affected by immigration enforcement.

- Create a reporting mechanism for areas where physical access is impaired (e.g. obstructions, lack of ADA ramps, etc.) to alert community members with disabilities and expedite solutions across the campus.

- Remove Columbus Day from Harvard's calendars and replace it with Indigenous People's Day.

- Promote clear labels and signage to ensure the campus is accessible for all members of the community.

- Commission a new statue on the main campus that illustrates a more inclusive, dynamic image of Harvard.

- Create or reinvigorate physical spaces that promote social cohesion between underrepresented minority community members at Harvard.

- Within the Coop campus store and for giveaways, expand T-shirt size offerings to encompass XS to 3XL.

The Solution Space served as a valuable tool to hear from the diverse members of the Harvard community. These insights are publicly available on solutionspace.harvard.edu. We encourage you to read these posts as you think about ways to make a more inclusive Harvard community.