

1. How important should diversity, equity and inclusion be at Harvard, and what strategies should the University pursue to address these? If you can, please discuss specific programs and policies (e.g., Ethnic Studies; faculty hiring, tenure and advancement; Harvard's pledge in its 1650 Charter to actively facilitate the education of American Indian youth; Harvard's legacy of slavery; environmental justice).

Diversity, equity and inclusion has to be a core tenet at Harvard in order for it to remain a preeminent institution for teaching and research. It is critical not just for students, faculty and alumni, but also for the world. I've always admired Harvard College's formal mission: "To educate the citizens and citizen-leaders for our society." I've often reflected on what it means to be a citizen and citizen leader educated by Harvard, and for me there are three components - all of which have diversity, equity and inclusion at the core.

First, it's about embracing and having empathy for differences. As an alumni interviewer for Harvard College for over 15 years, one of my annual activities is to go to public high schools in New York City with large underrepresented populations, to share how I — a child of modest Chinese immigrants who grew up near Manhattan's Chinatown — was able to attend Harvard due to the generosity of our financial aid program. One of the questions I always get from the students is what I liked most about Harvard. I always say it was the other students I met. I share how Harvard for me was not just about learning in the classroom, but learning from my peers who came from so many different backgrounds.

Second, it's about celebrating our collective commonality. I was 14 years old when I learned firsthand the power of commonality. I was chosen to go to the USSR as part of a student delegation with NASA. This was still in the midst of the cold war, and we were being taught through the media that Russians were the enemy. When I got to the USSR and visited school after school, I was prepared to be defensive with those from "the other side." Instead, I bonded with students who shared an admiration for Duran Duran, Billy Joel and Stevie Wonder. As humans, we thrive on connecting, and that makes us want to help one another. In moments of uncertainty, in moments of turmoil, finding a connection with someone you thought of as "the other" makes all the difference.

Third and finally, it's about taking action towards positive change. Particularly in difficult times, we need to stand up for one another, and work together to be change agents for good. It also means learning from and addressing past mistakes.

Applying these components to Harvard's strategy to promote diversity, equity and inclusion, I believe there needs to be a portfolio approach, and should touch everything Harvard does.

There are many areas but some could include:

- Remaining true to the values of diversity to create an exceptional student body. With affirmative action potentially being overturned by the Supreme Court in SFFA v. Harvard, this will be even more important. Further strengthening our financial aid program will be

a key factor in enabling Harvard to continue attracting and supporting diverse candidates.

- Increasing diversity amongst faculty, staff and administrators. Harvard still has much work to do on this front. I am not privy to the intricacies of Harvard's current hiring process, but I do think transparency is important going forward. Harvard should report on its hiring pipeline and results, particularly with respect to women and minority candidates. In the two public corporations (Appen and Goldman Group) where I'm a board director, we track race and gender diversity at all levels of the organization - from the board down to senior management, middle management, and entry level hires. Change happens when you have this type of transparency - to know where the issues lie, to drive results, and to hold organizations accountable.
- Creating an Ethnic Studies department. Diversity of faculty and students is not enough - the curriculum needs to reflect this as well. A key part of embracing and having empathy for differences, and celebrating our collective commonality, is learning about that in the first place. With initiatives in states like Florida leading to large parts of history being erased from the AP African American Studies course, Harvard needs to show where it stands on academic freedom. The appointments of Erika Lee, Taeku Lee and Jesse Hoffnung-Garskof are exciting and welcome news, but to support them, the creation of an Ethnic Studies department is critical for their success. Moreover, Harvard should include ethnic studies as a part of the general education curriculum for all students to access.
- Continue addressing painful chapters of the past. The Harvard Legacy of Slavery report is a very solemn must read, and implementation of the recommendations will require time and infrastructure. Similarly, Harvard has a responsibility to understand and address why the 1650 charter to facilitate the education of "English and Indian youth of this country in knowledge and godliness" has fallen so short for American Indians. The pain that many marginalized groups have experienced at the hands of Harvard continues to be visceral. Last fall, I had the privilege of joining the Wampum Renewal Ceremony that honored indigenous people who were enslaved at Harvard. It was a very emotional program where elders and citizens of the Wampanoag, Pequot, Passamaquoddy, and St. David's Islander and Native Community tribes shared their viewpoints and called for the return of Native American remains that are at Harvard. Being a part of this ceremony highlighted the importance of ensuring that reconciliation and acknowledgement is a process not just for Harvard, the institution, but for anyone affiliated with Harvard.
- Scrutinizing the finances of Harvard - where money is coming from for the endowment, to how money is spent - to reflect diversity, equity and inclusion. In the companies I'm on the board of, supplier diversity is an imperative that is tracked, and Harvard should support minority owned businesses as part of their strategy. In the startup work I do, endowments like Harvard's are a key source of funding for venture funds, and allocating capital to diverse fund managers is one of the most impactful ways of ensuring economic equity, along with [better financial results](#). This could be a part of Harvard's strategy as well.

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

I am a longtime and fervent supporter of affirmative action and race-conscious admissions, as part of a process that considers the whole person. I believe that while talent is equally distributed, opportunity is not. I have seen this firsthand in the work that I do in technology, and have dedicated my career to creating equal opportunity with a lens on diversity (see question 4). Considering race among many other factors in admissions is crucial to ensure opportunity is provided equitably. Seeing this at risk with the SFFA v. Harvard case is the reason why I, in my position as HAA President, spent the last year organizing our alumni community to not only be aware of what is at stake, but to speak out in support of affirmative action.

Campus communities need to mirror society. It is vitally important to cultivate a diverse campus community so that we can prepare tomorrow's citizens and citizen leaders to work together. When we were here as students, we were immersed in a sea of differing ideas, differing perspectives, differing beliefs, differing cultures, differing interests - and we learned so much from that diversity. We were taught to ask questions, and to seek out those with different views and different lived experiences so we could learn from them. The lived experience one has due to their race cannot be ignored.

3. What do you think Harvard's role should be in creating a more equitable, inclusive and just society?

Harvard is a pathbreaking leader with a reach and reputation that spans the globe and well beyond academia to the private sector, government, institutions and beyond. It is the standard bearer when it comes to addressing the challenges of our times. Harvard's role in creating a more equitable, inclusive and just society is a critical one — it needs to be a catalyst for the world we want to see. It is a responsibility and imperative for Harvard to bring its extraordinary and cutting-edge teaching, research, and convening power to be a leader in advocating for diversity, racial justice, and equal opportunity.

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? Are you a member of any of the signing organizations below?

Diversity and inclusion have been a hallmark of my professional work and my volunteer work at Harvard and other nonprofits.

Professionally, as a technology entrepreneur, I have seen firsthand how access to venture capital excludes minority and women founders from the investment pipeline. Frustrated by the lack of change and scale, I decided in 2018 to devote my entire career to changing the ratio, and was recruited by SAP to become Vice President of SAP.iO Foundries North America, its venture program for enterprise technology startups in New York and San Francisco. Similar to education and other sectors, diversity in the tech sector leads to better innovation. I launched

and led our focus on inclusive entrepreneurship, with a mandate that at least 40% of the companies we accelerated globally were led by women and diverse entrepreneurs. This program was the first of its kind for any large enterprise software company. By the time I left SAP in June 2021, I had recruited and accelerated a portfolio of 87 startups, of which 69 (80%) were led by women and minority entrepreneurs (double the mandate), giving them access to SAP's extensive customer ecosystem. These companies are tackling business problems using AI / machine learning, blockchain, big data, augmented and virtual reality, and across sectors as vast as HR, agriculture, cybersecurity, pharma, retail, banking, and manufacturing. Many of these companies had been overlooked before they came to SAP.iO. The companies have collectively gone out to raise north of \$1 billion in venture capital since being in our program. Since June 2021, I have been the Co-Founder and CEO of Sugarwork, a HR tech startup helping companies hold onto an aging workforce with flexible arrangements and knowledge transfer, with a goal of tackling ageism head on.

From 2015 to 2018, I was a founding advisory board member of BUILD.org, rolling out its entrepreneurship program to underserved high school students in New York City and teaching them how to start their own businesses.

With respect to Harvard, I am a member of the Coalition for a Diverse Harvard and the Harvard Asian American Alumni Alliance. As an Elected Director of the Harvard Alumni Association (HAA) from 2014-2017, I served as Co-Chair of the Strengthening Foundations committee for college alumni 10-30 years out, and made it a goal to engage those that were disengaged by creating a line of family-friendly Spring Back to Harvard events in partnership with Harvard Clubs and Shared Interest Groups. Over the past 6 years on the HAA's Executive Committee, and most recently as President from 2021-2022, I have ensured that the work we are doing in engaging alumni communities is being done with diversity, equity, inclusion and belonging at the core. I have actively sought to create opportunities for our alumni to learn, discuss and take action for these ideals. Under my leadership, we rolled out an allyship workshop for the whole HAA board and did allyship event programming for alumni (for example, [this event](#) on anti-Asian racism after the Atlanta shootings); helped train our board in our public narrative program; and over the last year, have been galvanizing alumni across different groups to support Harvard's position in the SFFA vs. Harvard case (example [here](#)). I have also been a member of the HAA's Anti-Racism Working Group.

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

Absolutely. For me, regular and sustained engagement with student and alumni leaders of the groups that represent the Coalition for a Diverse Harvard, as well as other communities, is central to the role of an Overseer.