

Question 1: How important should diversity, equity, and inclusion be at Harvard, and what strategies should the University pursue to address these? Please discuss specific programs and policies regarding, for example: Ethnic Studies; faculty hiring, tenure, and advancement; the 1650 Charter's pledge to facilitate education of American Indian youth; Harvard's legacy of slavery; environmental justice measures; etc.

Advancing and promoting diversity, equity, and inclusion, broadly defined, should be central and ongoing goals of the University on all levels. Achieving and sustaining these goals are critical to preparing students for leadership roles in all areas of the increasingly diverse society in which they will live after Harvard.

Diversity at all levels, starting with senior university leadership, deans and department heads, as well as faculty, staff and students is critical to creating the best and broadest possible educational experience for the entire community. Ongoing and relentless efforts in recruiting, hiring and retaining the most outstanding and diverse students and scholars can be intensified to build on the already positive momentum which exists. Refining the curriculum at all levels in undergraduate and graduate study, enhancing campus life and many more are all areas in which Harvard can make even more progress. Specific and accountable plans and programs need to be developed even further to more fully diversify the faculty, and university selection panels and bodies must be as diverse as possible.

Maintaining progress requires ongoing attention from all parts of the community including senior leadership, the faculty, the governing boards and the broader Harvard Community. While there has been very positive forward momentum, more work needs to be done, particularly in the light of pressures beyond Harvard, work that requires intense, committed and ongoing priority at all levels, particularly from the governing bodies such as the Overseers. I hope to continue to build on the contributions I have made in these important areas if elected to another term.

There are other, more subtle ways of increasing diversity through environmental and cultural contexts and symbols. As a practicing artist, highly attuned to visual surroundings, I have noticed a significant lack of diversity in portraits, photographs, and other representations across Harvard. While there has been some progress in addressing these matters recently, I believe it would be timely to closely examine Harvard's visually expressed past and present to identify overlooked individuals and groups. The implementation of the recommendations from the very sobering Legacy of Slavery Report must continue with strong forward momentum. They must also be enhanced and broadened as new information or approaches emerge, as should Harvard's initiatives in combatting climate change and environmental justice both within the University and beyond.

Harvard can also do more to expand Ethnic Studies and Native American programs. For example, the Class of 2027, according to Harvard statistics, has 2.2% of its students who identify as Native Americans. While Harvard has made very positive steps, this number represents a challenge that needs to be addressed.

Based on my long-standing life and personal beliefs, diversity, equity, and inclusion, in all manifestations, are critical parts of the Harvard experience and represent ongoing strategic and fundamental goals of the University.

Question 2: Given the Supreme Court's ruling against race-conscious admissions, what measures should the university adopt to promote student-body diversity along multiple dimensions, including racial diversity?

I have long supported affirmative action and race-conscious admissions as a critical element in creating a more diverse student body and promoting much-needed social mobility with a view towards reducing inequality. It is therefore essential that Harvard continue to actively work to create

the most diverse student body possible in the context of the specific legal constraints of the Supreme Court's decision.

This is of course a work in progress but potentially could involve significantly expanding the holistic evaluation of an applicant's circumstances beyond those already considered. This could include much more comprehensive recruiting in underserved areas of the US and beyond, closer attention to specific schools, how much a person has overcome adversity and other socio-economic factors, and other specific ways of analyzing an applicant's lived experience. If this analysis of students is comprehensively applied, it would ideally result in a diverse student body (possibly even more than before) in many areas including racial, gender, ethnic, cultural, geographic and socio-economic.

Question 3: Do you support the elimination of admissions preferences for recruited athletes, children of donors, and children of alumni (legacy)? Please address all three categories.

In light of the Supreme Court decision, I believe that the entire admissions process needs to be closely examined in the context of Harvard's overall goal of maintaining a diverse student body. In general, I do not believe preference should be given to children of donors or legacies and they should face the same competitive process as any other applicants. In the case of recruited athletes, again, this may be worth closer examination. For example, if a candidate has achieved a national or international level of achievement in a mainstream sport, particularly in challenging circumstances, perhaps this could be one of several positive factors in a holistic evaluation of that candidate. Harvard supports more varsity sports than any other US University and again, subject to the Supreme Court decision, a close examination of potential recruited athletes may in some cases help enhance diversity in the student body.

Question 4: In light of recent turmoil—from the doxing of students to the resignation of President Gay—how do you think Harvard can ensure key institutional values such as: academic independence from political and financial strong-arming; free expression on campus (including the right to protest); and safety for all?

Recent events have raised a number of important questions for Harvard, none more important than reaffirming its central mission and key institutional values. These include, among others, academic independence and freedom, free expression, and security and safety for all. We have seen a number of disturbing attempts in recent months to apply pressure from various quarters to impact these core values and indeed, Harvard's independence. It is often worth listening to perspectives beyond Harvard. But it is also essential now, more than ever, that Harvard stays firm and resists attempts from political or financial groups to influence the University's policies or values.

Question 5: What steps have you taken to bring diversity and inclusion to Harvard, to your workplace, and/to other organizations? Are you a member of any of the signing groups below?

I have had the honor of serving as an Overseer for the past two years and during this time, as well as in other roles at Harvard, diversity and inclusion have been at the core of my activity in deeply committed ways. I hope to be able to continue to make meaningful contributions in these critical areas.

Diversity and inclusion have also been ongoing priorities in my photographic and artistic career (starting in my teens and full-time for nearly half my life) and its base, Bramley Studio. I have also brought this approach in deeply engaged ways to the many organizations that I have led or served as a trustee or board member.

A particular concern of mine where I have helped make meaningful progress in many places has been “art equity” or the broadening of access to creating, experiencing, and making art where there are often significant barriers for diverse artists to overcome.

I have strongly advocated at all levels of Harvard, particularly as an Overseer, for substantially increased faculty, facilities and resources so every student has the access and opportunity to explore meaningful visual and creative expression in areas they feel are important. Often students arrive at Harvard from underserved schools which cannot provide broad opportunities for creative expression. In such cases, these students may have a creative interest but are at a disadvantage given the limited facilities at Harvard and the competition for courses. All students, even those in the early part of their creative journeys, should have access to formal and informal creative expression at Harvard.

Art equity also means championing and finding opportunities for diverse artists to have their voices heard. One important example of many was my central involvement in advocating and helping arrange the landmark “Souls Grown Deep Like the Rivers: Black Artists from the American South” exhibition in 2023 at the Royal Academy in London (where I am a trustee and honorary member). This was the first time this important body of work had been shown in the UK or Europe and the exhibition opened a whole new audience and set of opportunities for this amazing group of artists.

Diversity and inclusion and art equity in particular are commitments that I have been deeply involved with for many years at Harvard, most intensely in the past two years during which time I have had the honor of serving as a Harvard Overseer. During this time, I have made a specific effort to serve on a large number of visiting committees (one of the primary responsibilities of the Overseers) and have served on two standing committees (Humanities and the Arts, and the Schools, the College, and Continuing Education).

My visiting committee service includes the Design School, the Harvard Museums, the History of Art and Architecture, the Department of Art, Film and Visual Studies and the Harvard Libraries, among others. In each of these, I have worked to raise awareness and bring positive, diverse and inclusive change in all areas including the student experience, composition of faculty and departmental philosophy and the broadening of the curriculum. I hope to be able to continue this important and extensive work if I am fortunate enough to be elected to a second Overseer term.

Following Harvard, which I was the first person in my family to attend, I had an opportunity to study at Cambridge University, my first trip outside of the US. I have served on the selection panel of the Harvard-Cambridge Scholarships many times and have worked towards identifying a broad, diverse and outstanding set of winners for what can be a life-changing experience in many positive ways.

More broadly, I have been able to bring diversity and inclusion in many ways through my own creative artistic practice and through the many institutions I have served and led. These goals are both professional and personal, as I have experienced the importance of these initiatives through the lives and experiences of my five Chinese-American children, particularly my daughters, who have expressed their frustrations and challenges resulting from the significant gender and ethnic under-representation among the Harvard faculty and students in areas they have studied, such as sciences and the arts.

My photographic work is based at Bramley Studio, which I founded and lead, based in a former derelict pub located within a cluster of racially diverse social housing in West London. This creative hub has served as a beacon for local artists and particularly promising creative students from nearby state schools, most of whom represent diverse backgrounds and come from challenging circumstances and who we have identified through an outreach and recruiting program.

In addition, we have provided exhibition space to numerous local artists, most from diverse backgrounds and also social media platforms for artists from similar backgrounds who are supported

through taking over the Bramley Studio Instagram to post their work and thoughts. Since the exhibitions and Instagram takeovers began, many dozens of talented and diverse artists have had access to broadening their audiences with wonderful results.

I have served on many governance and advisory boards in the US and UK. In every case, my approach has been to formally and informally champion and work towards diversity and inclusion, particularly in arts organizations where there have historically been gender and ethnic under-representation in curatorial roles and exhibited artists.

There are many examples. One in particular is my ongoing service over the past twelve years on the executive committee of the Tate Foundation, which provides governance to the four Tate Museums, one of the largest museum groups on the world. We have monitored and focused on substantially increasing visitor access among diverse and under-represented groups as well as instituting programs to identify and mentor promising curators and artists of color. The objective is to make the often-intimidating art world much more diverse and accessible and reach frequently forgotten or neglected artistic voices.

I have long been committed to expanding access and facilities for women's sports, especially having seen my four daughters' challenges and barriers in pursuing their athletic dreams. Therefore, to help make a positive difference I have served for many years in various roles at the Women's Tennis Association, (WTA) the governing body of Women's Professional Tennis. These roles, including the Global Advisory Council and Vice-Chair of the finance committee, have given me a ringside seat and opportunity to help in the important fight for equal prize money and other recognition relative to the Men's Tennis Tour.

These are but a few examples of my long-standing commitment to address diversity and inclusion at Harvard, my creative practice and on boards and organizations which I serve beyond Harvard. I hope to have the opportunity to further apply my extensive experience, particularly at Harvard, and continue this important mission of advancing diversity and inclusion through further service as an Overseer.

I am a member of the Coalition for a Diverse Harvard.

Question 6: What role do you think Harvard can and should play in defending democracy in the US and around the world?

Harvard has a unique, global position within higher education and far beyond with many alumni in influential positions around the world. Our academic research and political positions and analysis carry significant weight far beyond Cambridge. Harvard as an institution has an important role to play in promoting healthy debate and providing platforms for evaluating the issues facing democracy and proposing ways to make it more effective and inclusive to all. Today, democracy faces significant threats in the US and in a number of major areas throughout the world.

Now more than ever, Harvard's position and reputation present the opportunity, and indeed the responsibility, to provide rigorous analysis, thought leadership, and the most compelling arguments and examples to defend democracy and its ideals throughout the world.