

Strategic and Institutional AI Leadership



*How does Harvard define its strategy in terms of embracing AI?
How do you influence other departments to take on AI, top down or
bottoms up?*

What is the investment so far for all the AI initiatives by Harvard?

As we have this session, AWS Summit is being held above us on level 5, announcing their new Agentic AI. What is Harvard's AI strategy to address rapidly changes?

How does your leadership role interact with other leaders in Harvard to support AI adoption and development across the uni - who do you interact with most?

Governance, Risk, and Ethics



Can you share more on Harvard's ethical principles for AI?

How do you ensure that bias does not become worse through the use of AI in education?

What are the governance measures and guardrails in place for the Tutorbots for Harvard to monitor quality of responses to students?

What steps is Harvard's sustainability team taking to weigh generative AI's benefits against its environmental costs?

Does Harvard use AI from different countries differently (e.g., ChatGPT vs. Deepseek) due to security concerns?

Organizational Culture and Change Management



What are the greatest challenges as a CIO for a large organisation in the world today?

What were some of the key challenges faced in implementing AI with faculty and students and how did Harvard overcome them?

How did Harvard manage the different pace of AI tool adoption among educators in the same institution, especially in the early stages?

How do you create a culture of agility to adopt changes fast as universities can be highly administrative or slow to change?

Are there jobs in Harvard that are expected to become redundant due to AI deployment? Does Harvard anticipate downsizing of its workforce?

Cross-Cutting Infrastructure and Policy Issues



Given cost constraint and how quickly tech evolves, how does the institution decide which tool to deploy widely?

How can institutions protect their IPs from being exploited by other AI bots?