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**From:** Cunningham, Jean  
**Sent:** Friday, March 6, 2015 4:19 PM EST  
**To:** Edmondson, Amy; Healy, Paul; Moon, Youngme  
**Subject:** Draft document  
**Attachments:** FRB\_BMarch.docx

Hi to you all.

I've had an opportunity to solicit input on this document from [REDACTED] Privileged and Confidential and from

Nitin. [REDACTED] Privileged and Confidential

Privileged and Confidential

[REDACTED]

There are, however, a handful of more significant changes, largely driven by input from Nitin. The first was pushback on the idea that he would determine sanctions. Here -- and I fully agree, based on what I know on the MBA side (and what we witnessed with the recent CRB cases) -- the issue is that it's the FRB that has the most and fullest information. Simply providing findings would leave him in a very difficult position. I think I may have made this more difficult by including, for example, ideas like compensation reduction as a potential sanction. But there are many other options -- a note to the person's file, a requirement that they write letters of apology, and so forth -- that may feel more manageable. What do you think?

The second was a request to add in more explicit language about what happens around collegiality as part of the promotion/review process. This now includes a section at the end... it may need work, but hopefully it helps spur reactions and suggestions.

Process-wise, Nitin said he mentioned the formation of this group at the faculty meeting last week. We have a Dean's Management Group on 11 March, and one question is whether that meeting might be an opportunity to seek broader input. The next faculty meeting is on 26 April, and a thought is to perhaps distribute the document a few weeks beforehand -- with a few dates when people might stop by with questions/comments -- so that it could be considered "final" after that time.

All up for discussion; I'm mindful it is a busy time of year for you all, and I am not sure how calendars align. Should I try to schedule another meeting for the group? Is there some back-and-forth we might do by email? Please share your reactions here, and let me know how I can help.

Thanks.

Jean

