

Nohria  
m.o. 10/27/25

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From: Nohria, Nitin  
Sent: Friday, November 17, 2017 8:18 AM EST  
To: Deavor, Susan  
Subject: Letter for Drew

Susan,

Could you print this letter and send it as a cover note with our tenure case files to Drew. Give Katie Tiger the heads-up that we are sending them and I would be grateful if Drew had the chance to even quickly skim the Edelman report.

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Dear Drew,

We are meeting on Monday for our regular one-on-one meetings. I wanted to share with you in advance the reports from the three tenure cases we reviewed through our appointments process this Fall. Our discussions concluded yesterday. There are two reports, on [REDACTED] Not Responsive where some concerns are raised, but I have no doubts that we should go forward in these cases. They will both be leaders in every sense at HBS and for the university. The votes of the full appointments committee are also strongly in favor. The more challenging case, which you and I have already previewed, is that of Ben Edelman. As you will see from the voluminous report of our Faculty Review Board, which was tasked with assessing whether he satisfied our community standards, this case is by no means easy. There is no doubt he is an outstanding scholar in an important field, as the subcommittee report and outside reviews make clear, but his conduct raises questions in our community. The faculty votes on the case also don't provide a clear mandate in either direction. If you had any time to even quickly skim his report before our meeting, I would be very grateful. This is one where I could really use your wise advice.

Best,

Nitin