
From:
Sent: Monday, December 4, 2017 11:22 PM EST
To:
Subject: Tenure requires a system of faculty governance and

Tenure requires a system of faculty governance and putting our faith in a multi-step deliberation and voting process

Tenure requires a super majority not just at HBS but across the university

Zone of discretion for the Dean (80%-65%); this case fell outside my zone of discretion and would have violated our norms of when a case can be tenured

We have turned people down for not meeting our community standards (though this is the first time we have used the FRB process)

Anytime we get to this stage and someone has to be turned down, it is a sad day. It's a day of loss—certainly for the candidate who has been turned down, who sees