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**From:** Moon, Youngme  
**Sent:** Tuesday, March 31, 2015 11:28 AM EDT  
**To:** Nohria, Nitin; Healy, Paul  
**CC:** Moon, Youngme  
**Subject:** promotions process draft  
**Attachments:** Promotions Process Draft.docx

Hi Paul/Nitin,

I have attached a copy of the promotions process draft that I will be using in the small group discussions. Are you both comfortable with this?

You will notice that the Associate Review process is pretty identical to Nitin's proposal.

However, the Tenure Review proposal goes a little further than Nitin's proposal — I did this largely because the input I have been receiving in my individual conversations with people is that the more conservative proposal doesn't go far enough. My sense is that we can always scale it back and opt for a more conservative approach if I encounter pushback in the small group discussions.

I begin these discussions tomorrow — I have 6-7 of them scheduled for Wed and Thursday — so please let me know if you have comments or modifications you'd like me to make.

Thank you!!