



Preface: We are here because, two years ago, questions arose as to whether BE's conduct as a faculty member met the School's standards for promotion (specifically, collegueship) and was consistent with the School's community values. After a review by the Faculty Review Board (FRB) in 2015, it was felt that insufficient time had passed since the relevant incidents occurred to assess whether BE had learned from his experiences and modified his conduct, and his promotion case was delayed. The FRB now is tasked with that assessment, and specifically, with evaluating his conduct these past two years.

So you understand the process and confidentiality: The FRB will draft a report with its findings, a copy of which will be shared with BE and, ultimately, with the dean. The report will include a listing of interviews. We will strive in the report to provide feedback in the aggregate, and to avoid comments or quotes that can be directly ascribed back to an individual. We do not think this will be difficult, as more than two dozen interviews currently are scheduled. As a reminder, HBS/HU has a non-retaliation policy, and it would be a violation of that policy to take any form of action against any member of the community who participates in an investigation.

Within that framework,

- + Please describe how long you have known Ben, how often you interact with him, and in what contexts.
- + What are the positives about your interactions with him? Are there any negatives? Do you have any concerns about your interactions?
- + Have you ever provided Ben with feedback? If so, do you feel that he listened to and tried to incorporate it? If not, why?
- + Have you observed him interact with others? Is his conduct consistent with others, whether staff or faculty? Has it been consistent with the School's community values of honesty, integrity, and respect for others? Recognizing that not everyone is perfect, how would you consider Ben relative to others at HBS in this regard -- about the same as, better than, or worse than, others?
- + The green book standards for collegueship speak to, beyond upholding the School's community values, accepting a fair share of School responsibilities and contributing to the community and to the research and teaching environment. Can you provide examples of how you think Ben has done this?
- + What else would you like to tell me about Ben and your interactions with him?