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To: "Hall, Brian" <bhall@hbs.edu>

Subject: Nitin meeting debrief - next year assignment, teaching, etc.

Date: Mon, 01 Feb 2016 17:55:29 +0000

Importance: Normal

I met with Nitin last week. His suggestions were just as you conveyed, with the tentative additional suggestion of talking to an executive coach. I'm open to that though not sure how that person would get a full picture – talking to me alone might not suffice, but it would be odd for him or her to go around inquiring. Apparently Angela Crispi has some experience with this and will be in touch shortly.

To the dean's broader point, that more faculty from around the school should get to know me, it strikes me that I should probably attend more diverse seminars. I've gone to Marketing, TOM, EM, and Strategy from time to time, plus Digital of course. I propose to attend a combination those seminars starting this term. I'll attend NOM seminar only when the fit with research is particularly clear.

Have you learned anything further about teaching expectations for me for the next two years? I can't continue teaching both fall and winter, but we'll need to find some means of teaching relief for the transition.

- 1) I don't know what relief is ordinarily provided upon a transition from EC to RC (or from one RC course to another). If none, would a person then be expected to teach two RC sections the first year in a new RC course, or two separate preparations?
- 2) Here's what Frances's December 2012 email to me (seemingly a mail merge template, incidentally CC'ing you) said about leave:

Following the October faculty meeting where I talked about workload planning and My Fair Share, I thought it would be helpful to Assistant and Associate Professors to know individually what their remaining leave shares could be prior to submitting their tenure review packet. In your case, you will have one share available prior to that time.

Now, it's not exactly "prior to submitting my tenure review packet." But so far as I know, I didn't use this leave. I certainly never requested to use it. I'm told some units have formal processes for requesting to use leaves, e.g. faculty member saying "I want to use x shares of leave this coming year." I've never done that, though perhaps some leaves were inferred from teaching load enrollment.

Frances' accompanying memo, "Junior Faculty Leave Dec 21.pdf", says nothing of transitions back to RC though does say that "transitions back to MBA after a long absence might" entail a transition credit. A similar principle might apply to my situation.

- 3) Paternity benefits may provide another source of teaching relief for next year. Having spoken with colleagues at peer schools, I am convinced that our policy lags others' in granting no teaching reduction to fathers who do not certify that they are primary caregivers. I know it is not our intent to lag peer schools, and Harbus reporters tell me that Frances tells them our policy is and is intended to be leading. (I declined to comment.) When other significant nationally-known employers have increased their paternity benefits, they have typically granted those benefits to recent fathers, quite reasonably concluding that time spent with a new child within the first two years is valuable and meritorious for the same reasons as time with a newborn. Given our commitment to match or beat peer schools, one might think that we'll do this too. But I don't want to presume. Timing is of course uncertain, as is the substance of the new policy and the willingness to grandfather those whose children were already born.
- 4) As a stopgap I could probably teach FIELD 2 during January 2017. I don't think I'd gain much from another year of FIELD 3, and the non-ladder-track faculty in the FIELD 3 TG don't provide much benefit to the dean's stated

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goal of more faculty from around the school getting to know me.

My preference is to use paternity benefits or transition benefits, as those are the reasons that best capture why it will be harder for me to teach two fair shares next year. The purpose of developmental leave is not so clearly matched by my circumstances, so I'd expect a more difficult case there.

There are probably some other ways to make this work, but that's what I've come up with so far.