



From: Paul Healy
Sent: Thursday, May 14, 2015 4:26 PM EDT
To:
CC: Greschler, Cynthia; Mucciarone, Rae; Cunningham, Jean; Nohria, Nitin
Subject: Appointment Process Update

Dear colleagues,

As I mentioned in my recent email, Youngme and I have been doing extensive outreach across the faculty to identify ways we might enhance the promotions process and the experience of those who participate in it. Following these conversations and a meeting of the senior faculty earlier this month, we have identified a handful of modifications that we plan to adopt this year. These are not changes to our *standards* -- our standards remain unchanged. Rather, they are refinements to our *procedures*.

One modification is different from the processes outlined in "Policies and Procedures with Respect to Faculty Appointments and Promotions" (the green book), and so I wanted to make you aware of it. It involves the creation of a Standing Committee, which for this year will comprise all the members of the tenure appointments subcommittees. The Standing Committee will vote on all tenure subcommittee recommendations, and that vote will be included in the materials being read by the members of the full Appointments Committee.

On the one hand, I don't want to make too light of this enhancement: it represents broad feedback and serious thought about ways we might further strengthen this important activity at the School. At the same time, you shouldn't make too much of it. The procedures are something we periodically refine and hone based on changes at HBS and in the world around us. Please be sure that our aspiration remains a process that is effective and equitable.

The refinement does not affect what you are asked to submit in your promotion packet, so there is no action you need to take on your part. If you wish, I am available to meet with you as a group to provide an overview of the process and answer any questions. Alternatively, if you would prefer to meet privately, I am happy to do so. Or, you may want to skip any additional discussion entirely, which you of course are free to do. Cynthia will be in touch to see which of these options you favor, and if needed to coordinate a meeting.

Best,

Paul