EXHIBIT
193
6/18/25 CHF

From:	Cunningham, Jean
Sent:	Wednesday, January 21, 2015 8:34 PM EST
To:	Crispi, Angela
Subject:	Fwd: Edelman Classroom Screen size - Your help request INC0027993 has new comments.

Nitin and I spoke yesterday about launching a review process for Ben. I would like to fill you in before Steve or Kate engage Ben further, if that is ok. The hope is for something to begin quickly. While Ben is respectful here, this all is part of his challenge as a colleague, and I want to be mindful of potential interconnections.

Sent from my iPad

Begin forwarded message:

From: "Gallagher, Stephen" <sgallagher@hbs.edu>
Date: January 21, 2015 at 6:27:09 PM EST
To: "Crispi, Angela" <acrispi@hbs.edu>, "O'Brien, Andrew" <aobrien@hbs.edu>
Cc: "Cunningham, Jean" <jcunningham@hbs.edu>, "Porciello, Valerie" <vporciello@hbs.edu>, "Dewey, Brit" <bdewey@hbs.edu>
Subject: FW: Edelman Classroom Screen size - Your help request INC0027993 has new comments.

Angela and Andy,
You may recall that we delayed the Aldrich projection upgrades to high definition for more than one year based on concerns raised by Ben Edelman. We then worked with Ops to determine that it would take $1.9m to upgrade all of the screens and associated millwork to modestly increase the screen size.

We recently informed Ben that we were now proceeding with our original plan after piloting the new technology in Aldrich 209 and having received the green light from the new Academic Technology Steering Committee. As you can see from the request below, Ben is now requesting that we work with Ops to increase the screens in one room just for him. He has also thoroughly detailed his rationale.

My inclination is to simply say no to Prof. Edelman, but I want to put it before you first.

-Steve

Additional comments

Kate,

I'm considering submitting a request for increase in screen size for a single classroom, where I'd teach my EC course in future years.

Could you give me a sense of the increased screen sizes that were determined to be feasible (albeit costly) in the proposal previously prepared? What size projection surfaces would have resulted from that proposal? Ideally I'd like to compare those sizes to what is currently in place (4:3) and what we'll have with the impending move to 16:10 with reduced screen height. This will let me assess the benefits of the proposal. If the proposal got as far as sketches or measurements, confirming that the larger screens would fill the front-of-room space to the utmost, I'd like to review those also.

Then there's the question of downsides of the proposal. Clearly cost is one important downside, but if we're changing only a single room, where we know the larger screens will be used intensively (by me; and maybe eventually by others who care about screen size and would request that room for their own EC courses), the cost is less onerous. Stephen Gallagher told me that the anticipated cost, for all of Aldrich, was $1.9 million. I believe that would have covered 16 classrooms. Since these are mostly costs for equipment (new screens) and cabinetry, rather than control systems, I'd expect costs to be proportional to the number of rooms modified. Does $120k (roughly $1.9m divided by 16) seem about right for cost for one room?

A second possible concern is inconsistency across rooms. In general it's very handy that rooms are largely identical. Would larger screens, in a single room, cause an important inconsistency harmful to instructors, students, or Media Services? My instinct is no – that faculty would prepare content in the same format (16:10), that control systems would be identical, that no one would be affected adversely. If I'm missing some adverse effects, I'd want to know about those problems before submitting this request.

Finally, what would be the timing for considering this request? $120k is still significant, so it might need to be included in a budget for the upcoming fiscal year.

Incidentally it strikes me that there are several ways to proceed within the general framework of enlarging and widening screens. Broadly, the center screen could be widened, the side screens could be widened, or both. My instinct is to focus on the side screens, where I've felt most squeezed. Perhaps the center screen could remain as is, avoiding the cost of replacing it and its cabinet. That said, if we are to keep the same projector mounts in the same places (avoiding cost in moving projector mounts and redoing ceiling panels), the centerlines of the screens probably have to stay as is, which may add some constraints. Lots of subtlety here. If you've thought about these issues and the various alternatives, I'd like to understand the details.

Thanks,

Ben

From: Edelman, Benjamin
Sent: Thursday, December 11, 2014 10:40 AM
To: 'HBS Information Technology'
Subject: RE: INC0027993 - RE: Classroom Projector Upgrades: Timeline Change

Fair enough. Thanks for these details, which are useful. I'm glad to hear the proposed plan enjoys such a broad consensus – if that's truly the case, I can't and won't stand in the way.

From: HBS Information Technology [mailto:hbs@service-now.com]
Sent: Thursday, December 11, 2014 9:44 AM
To: Edelman, Benjamin
Subject: INC0027993 - RE: Classroom Projector Upgrades: Timeline Change

Hello Professor,

I recognize that the loss of screen real estate is a concern of yours and I won't begin to assume that the benefits will win you over, but moving to widescreen offers higher-quality image projection (images will be brighter, crisper and in true HD resolution) and will also bring HBS up to date with current industry standards.

Currently "overthrowing" the center screen to re-create the 4:3 image does draw questions from users on the dimness and blurriness in projection quality. Alternatively being able to use the projectors at their native resolution has been a noticeable enhancement in a number of classrooms where it has been in place for some time, including the pilot being run in Aldrich 209 this term. We have received only positive feedback in these areas.

Your concerns have been taken very seriously throughout the decision process, and as you know the widescreen rollout project was paused to try and address them. While replacing the 4:3 screens with 16:10 might be "ideal", ultimately the proposal HBS IT and HBS Operations put together to refit the front of the classrooms was too costly and did not receive approval from the Dean's office.

At this month's Academic Technology Steering Committee (which was held in Aldrich 209 to draw additional feedback) the team agreed to move forward with the conversion this summer. That meeting included IT/DRFD/MBA/Doctoral senior leadership, as well as a number of faculty members: Rawi Abdelal, Lynda Applegate, Willis Emmons and Felix Oberholzer. We will continue to be transparent and communicative with the community about the upcoming change, and will also offer training, how-to guides and hands-on support to convert 4:3 slides to widescreen format.

I do hope that you will find some benefit with the updated image quality despite the compromise in screen real estate.

Kate

Ref:MSG0110855

2014-12-11 10:42:55 EST - Benjamin Edelman   Additional comments

reply from: bedelman@hbs.edu

Fair enough. Thanks for these details, which are useful. I'm glad to hear the proposed plan enjoys such a broad consensus – if that's truly the case, I can't and won't stand in the way.

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Ref:MSG0110855

Ref:MSG0128201