From: "Nohria, Nitin" <nnohria@hbs.edu>
To: "Edelman, Benjamin" <bedelman@hbs.edu>
Subject: Re: Ben / FRB follow-up
Date: Tue, 24 Apr 2018 15:55:23 +0000
Importance: Normal

Dear Ben,

I am sorry it's taken me longer to get back to you than I had anticipated. I also apologize for responding to you via email rather than scheduling time to speak in person, but a death in my family last week requires me to be away from campus for a while and I didn't want to delay responding any further.

I have thought hard about the questions you raised and have gone back over the process carefully, including speaking to some key people involved and re-reading all the materials and comments. After thorough evaluation and consultation, I have concluded that the process we followed and the decision I arrived at was consistent with our standards.

I have also given careful consideration to whether revisiting your case might yield a different outcome. Ultimately I do not believe that it would. The decision reflects careful consideration and discussion by the FRB, by the standing committee, by the senior faculty, and by me.

Ben, I know these aren't the answers you hoped to hear, yet I think it is important now to move forward and I stand ready to help you in that endeavor as best I can.

Best,

Nitin

From: Benjamin Edelman <bedelman@hbs.edu>
Date: Tuesday, April 17, 2018 at 2:30 PM
To: Nitin Nohria <nnohria@hbs.edu>
Subject: Ben / FRB follow-up

Nitin,

Recall our meeting of March 20 in which I provided you with a copy of the FRB Principles and Procedures, marked up to flag the areas where the 2017 review diverged from stated commitments. You indicated needing a week to think through next steps. It's been somewhat longer than that, and my next steps depend on how this gets resolved. Do you have a sense of when you or a designee will be ready to discuss further?

We briefly considered the possibility of my following up with Paul Healy. I'd be happy to get in touch with him if you so instruct.

Thanks,

Ben