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**From:** [REDACTED]  
**Sent:** Friday, March 24, 2017 9:33 AM EDT  
**To:** Crispi, Angela  
**Subject:** Re: B.E.

Yes. [REDACTED]

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**From:** Angela Crispi <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>  
**Date:** Friday, March 24, 2017 at 9:27 AM  
**To:** [REDACTED]  
**Subject:** Re: B.E.

Excellent. Call you on your cell?

On Mar 24, 2017, at 9:22 AM, [REDACTED] wrote:

Of course.

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**From:** Angela Crispi <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>  
**Date:** Friday, March 24, 2017 at 9:21 AM  
**To:** [REDACTED]  
**Subject:** Re: B.E.

I'm actually off campus in meetings so can I call you instead?

On Mar 24, 2017, at 9:19 AM, [REDACTED] wrote:

Sure. I can swing by at noon.

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**From:** Angela Crispi <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>  
**Date:** Friday, March 24, 2017 at 7:43 AM  
**To:** [REDACTED]  
**Subject:** RE: B.E.

I'm so disheartened by all that you, Kate and others are facing. I'm 100% on board with your plan. I have come to realize that sometimes he needs just what you are doing - have a conversation and tell him to stop. On occasions he listens. Not always. Are you around today at 12:00 for 15 minutes or between 3-3:30? I thought I'd tell you some things live. No worries if not. I'm really sorry you have to do this...

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**From:** [REDACTED]  
**Sent:** Thursday, March 23, 2017 5:55 PM  
**To:** Crispi, Angela <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>  
**Subject:** B.E.

Angela,

I have recently received a flurry of concerns related to Ben Edelman creating headaches for my staff. In some cases, his actions have resulted in problems for faculty where IT ultimately winds up holding the bag – and getting blamed for the outcome. It also seems he is sometimes needlessly and incorrectly mischaracterizing the quality of some of our services.

Very recently this has occurred with negative outcomes for [REDACTED] and [REDACTED]. In two different situations, Ben stepped into situations to help solution a problem where Media Services could have appropriately handled the situation. It seems that Ben has become particularly interested in redirecting faculty with accessibility issues to his own services. In [REDACTED] case, we'd already been working with his audiologist to assist his hearing in the classroom. Instead, Ben is personally shepherding Prof. [REDACTED] down a path that would require drilling holes in every student station across the Aldrich classrooms so that we may install microphones similar to Aldrich 112 across all rooms. All this, while we already have a solution that utilizes the existing classroom technology along with a hearing aid accessory. Now [REDACTED] only wants to see my staff when Ben is present. This is not productive.

I have several other examples where Ben is jumping down rabbit holes and leaving a large wake of expended energy in IT and beyond. While Ben is a very savvy techie, he completely lacks any sense of enterprise solutions – nor should he. While we truly support a number of Ben's innovation activities, we can't support his impeding our core operation.

I have therefore booked a meeting with Ben on Tuesday to politely ask him to cease and desist these unproductive activities. No matter how well intentioned, he jumps into situations and introduces much chaos. I respect his intentions, but countless hours go into cleaning up situations that could have been handled through normal channels. I also fear he damages the reputation of my team in the process. If I could put a dollar amount on the costs we have incurred directly or indirectly related to Ben's activities, it would be very high.

I write to you to document my frustration. I also am happy to accept any guidance on how to handle this with him. I have very little confidence my conversation with him will yield improved behavior, but I feel I owe it to him to be candid.

[REDACTED]