From: Reinhardt, Forest
Sent: Sunday, November 1, 2015 3:56 PM EST
To: Cunningham, Jean; Edmondson, Amy
Subject: RE: FYI, for you and FRB, for the record

Hi

Of course we could produce a new report without the projector history but I do not think this advisable. Independent of who was the instigator are issues about internal process and respect for colleagues. We thought two weeks ago that these were worth bringing to our colleagues' attention. I don't see what's changed.

More broadly, I am not sure that we are "likely to face a need to revise." If we did, would we send the candidate the revised version so that he can respond to that? Where would it end? I thought the original report was what we wanted our colleagues to read. I don't see that this has changed either.

From: Cunningham, Jean
Sent: Sunday, November 01, 2015 12:45 PM
To: Edmondson, Amy
Cc: Reinhardt, Forest
Subject: Re: FYI, for you and FRB, for the record

I still think it is appropriate to include. I didn't think BE being the instigator was key; rather, it still reinforces the point that there are channels for and means of resolving issues and differences of opinion at the School. Ben's standard path is not one of compromise -- on the contrary. Welcome Forest's reaction.

On Nov 1, 2015, at 11:22 AM, Edmondson, Amy <aedmondson@hbs.edu> wrote:

> Hi Forest and Jean
>
> This makes me a bit anxious. What about each of you? It makes it sound as if BE was not in any way the initiator of projectorgate ... of course the PRIMARY concerns are our first two, but we wanted our colleagues to understand the internal issues too. Perhaps this was not the right one to pick, but from the data we had, it seemed as if it was.
>
> I can imagine revising the report without the projector but what do you think? I also note that we are likely to face a need to revise, and that BE does not seem to be seeing the writing on the wall.
>
> Amy
>
> **Amy C. Edmondson**
> **Novartis Professor of Leadership and Management**
> **HARVARD BUSINESS SCHOOL**
> **Boston, MA 02163**

Author of Teaming: How organizations learn, innovate and compete in the knowledge economy (Jossey-Bass, 2012)

On Oct 31, 2015, at 5:59 PM, Healy, Paul <phealy@hbs.edu> wrote:

[redacted] asked me to forward you the enclosed emails regarding the IT questions raised mentioned in your recent report. Not sure I have included all members. So please send to anyone I have missed.

Paul

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: October 31, 2015 at 3:39:31 PM EDT
To: "Healy, Paul" <phealy@hbs.edu>
Subject: FYI, for you and FRB, for the record

Hi Paul,

Could you forward this email to the FRB, for their records?

I wanted to let you know that Ben Edelman reached out to me via email yesterday requesting a conversation. I spoke to him today and he gave me some background information on the FRB Draft Report, which he is in the process of responding to. One of the sections of the report apparently deals with how he handled an IT issue that arose in MBA during my tenure as SAD of MBA. He wanted to confirm that his recollection of the incident was consistent with my own recollection.

What I told him was this:

1. I recall receiving an email from Arthur Segel in August 2013, who was upset to learn that IT had changed the projectors in all of the classrooms over the summer, which meant that all teaching faculty would have to reformat all of their powerpoint slides to work with the new projectors. Arthur was concerned that it would take an inordinate amount of time to make the changes, and given the lack of time to make the changes (he sent me the note in late August, right as classes were about to begin for the fall), felt it placed an undue burden on him. I then started getting additional emails from a number of other faculty members about this, including Ben Edelman, who sent me a detailed note about it.

2. This was the first time I had heard about the projector change, and I was quite surprised that I hadn't been notified about it. I was particularly concerned that faculty would simply load their preexisting slides without even knowing the slide resolutions would no longer work. I thus sent a note to Steve Gallagher about it (my email to him is appended below). Specifically, I asked if it was possible to delay the projector change for a semester to give faculty some time to adjust.

3. Steve told me he would look into it, and then later came back and told me he was willing to delay the projector change for a year.

4. After a year had passed, Steve told me he was ready to transition to the new projectors, which I was 100% ok with, given that IT had by then alerted all faculty and trained them on how to revise their slides for the new projection system.

5. Around this time, Ben told me he still didn't believe the new projectors should be put in, but I told them I had already approved the transition and considered it a closed matter. My sense is that Ben and Steve continued to have a lot of back-and-forth about it, but I was no longer involved at that point, since in my mind, the decision had already been made.

Here's the email exchange with Steve Gallagher from back in August 2013. As I said, Steve managed to delay the transition for a year, which I felt was a really good solution:

From: [redacted]
Sent: Friday, August 23, 2013 12:57 PM
To: Gallagher, Stephen
Cc: Dewey, Brit; Tobiason, Jessica
Subject: RE: classroom projectors

this is fantastic news!!
a sincere thank you, on behalf of the entire MBA teaching faculty...

[redacted]

[redacted]

From: Gallagher, Stephen
Sent: Friday, August 23, 2013 12:00 PM
To: [redacted]

Cc: Dewey, Brit; Tobiason, Jessica
Subject: RE: classroom projectors

We have developed and tested a mitigation strategy that addresses all of the concerns expressed. I just spoke with Ben, and he also endorses the approach. I'll send out more details later in the day, but suffice it to say that screen real estate will not be lost and PowerPoint templates may remain in the legacy 4:3 ratio without "letter-boxing" or "pillaring."

-Steve

From: [redacted]
Sent: Thursday, August 22, 2013 5:25 PM
To: Gallagher, Stephen
Cc: Dewey, Brit; Tobiason, Jessica
Subject: classroom projectors

Hi Stephen,

I hope your summer is going well and you are settling into HBS seamlessly.

I am currently on vacation and trying to stay away from email until Monday, but in the past 24 hours I've gotten deluged with emails from my faculty colleagues who are really quite upset about a change to the classroom projectors. Apparently, Media Services has upgraded the center projectors ... which means that slides now need to be 16:10 ratio instead of the 4:3 ratio we've historically used. If faculty continue to use the old ratio, the screens are 30% smaller in image; even if they change to 16:10, the screens are 16% smaller in image.

Three things:

1. Changing all of one's slides from 4:3 to 16:10 is a non-trivial work for faculty. I use slides for every class and i'm sure I'm not alone in this. Having changed the formatting of slides before, I can tell you that it is not a matter of simply clicking a button; rather, each and every image, chart and diagram needs to be resized to avoid distortion. Like I said, I've done this before, and it is a real pain in the neck, I promise you. What's particularly disturbing is that we have received no proactive set of instructions and guidance for how to make the transition from Media Services; in fact, the only such guidance we are receiving is from a particularly helpful faculty member (Ben Edelman).

2. The fact that faculty are learning about this now -- a week before classes begin -- is really less than optimal. They are understandably very upset about it. We should have received word far in advance. Is there anything we in MBA can do to facilitate better communication about things like this?

I understand that this particular upgrade was probably a no-brainer from a technical standpoint, but believe me, it is a big deal from a teaching standpoint.

3. Is it too late to put in a solution that would not require faculty to switch from the 4:3 format? Or at the very least, delay the change for a semester to give faculty time to adjust? Based on communication with Ben Edelman, I am under the impression that there is a way we could use the upgraded projectors and yet reconfigure them to retain the full 4:3 projection surface.

I realize the timing is tight to make changes here. But I would appreciate the consideration.

Thanks much.

[redacted]