



## Miscellaneous Events

### February 2015 – Classroom Projectors and Screen Size

Dear Ben,

Thanks very much for your email. I've hesitated for a bit in replying because I wasn't quite sure how to frame my response, to be honest. I want to be nothing less than respectful of you and of the concerns you have raised. But I also need to be clear that we won't be moving forward with this. You have articulated your case clearly (and repeatedly), but a decision has been made and is final. There's no additional action that can be made at this point; no tailoring of a single classroom that makes sense from a School-wide perspective. While everyone at HBS tries their hardest when issues are raised to find a creative solution or provide an accommodation (and the same has been true here), in this situation it is neither feasible nor desirable over the long term. And while we realize the changeover to the new equipment will necessitate some additional work for faculty and faculty assistants, from the beginning the plan has been to provide ample lead time for the switch to minimize the inconvenience. Should there be issues for your faculty assistant in particular, you might suggest that she talk with Imelda Dundas about how to manage them.

Sensitive as you are to workload, Ben, I hope you understand the time your continued focus on this issue is consuming organizationally. Perhaps everyone's effort to be polite has led you to believe there remains an opening. There is not, and thus I ask and urge that you put this matter to rest.

If you still wish to talk I would be happy to do so. I wanted to be clear, though, from the start, where I stand, balancing as I must a range of factors and considerations.

Best,  
Angela

Stephen Gallagher and I have recently been discussing certain planned changes to MBA classrooms, including the reduction of projection display surface. I'm trying to find an alternative that avoids the significant pedagogical and administrative harms of their current plan. (Among other issues, the current plan would reduce display surface by 1/6 and would cause a large amount of work for faculty and FAs in reworking content.)

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.

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.

#### November 2010 - Case Copyright

He would like us to allow him to submit his case to HBP even without his assigning copyright. I indicated that this would not happen and he has to make a choice. He can elect to sign over copyright or publish the case himself. He appreciates the benefits from HBP but is torn. He also indicated that he would contact the HU head of research to point out that he does not consider us to be on solid ground here. I informed him that he is entirely within his rights to do so. I indicated that I am not the right person to discuss the legal issues. He is off on a world trip for a month and indicated that he would think things over.

Paul

#### June 2010 - Dental Coverage for a Staff Member

Recall our brief discussion in Faculty Commons a few months ago, when [REDACTED] was explaining her difficulty obtaining the dental insurance to which she believes she is entitled. I promised to let you know if [REDACTED] told me she had been unable to resolve the problem through ordinary channels. It seems that time has come.

[REDACTED] tells me that she's been trying to get dental insurance for about the past four years, beginning with what she recalls as a 2006 meeting with Hilary Noel and Bill Monan, among others. As a result of that meeting, [REDACTED] began to receive short-term disability coverage. However, [REDACTED] never received the dental insurance she also sought.

Each year, when she receives notice of open enrollment, [REDACTED] tells me she completes the form or calls the benefits office, seeking to add dental insurance. Each year, she has been told she's ineligible.

From Harvard's repeated denials of coverage, one might conclude [REDACTED] is not in fact eligible for dental insurance. But [REDACTED] showed me the red book labeled "Agreement - Harvard University and Local 26 - Effective June 20, 2006 - June 19, 2011". Article 17 (page 32) provides that Harvard's "health, dental, retiree medical and life insurance plans ... will apply to its members [Local 26 members] who are regularly assigned to a work schedule of twenty hours or more per week for the duration of this collective bargaining agreement." (See attached PDF.) [REDACTED] is a Local 26 member, and she works more than 20 hours per week. So this provision would seem to require that Jean receive dental insurance if she so requests. Furthermore, Article 26 of the Agreement (page 40) specifically provides that that bound and formal Agreement supersedes any other agreements that may exist between the parties. So even if there were prior agreements or understandings to the contrary, it appears to me that Article 17's provisions now govern.

This past fall and winter, [REDACTED] tells me she continued her attempts to add dental coverage. She began with a series of voicemails and emails to Local 26 leadership. She found them unresponsive. At that point, she wrote to Ellen Mahoney (email of February 26), who in a reply of March 1 forwarded this question to Rita Moore. [REDACTED] tells me that she received no reply from Rita.

Separately, Bob Breslow directed [REDACTED] attention to a July 8, 2006 memorandum between Restaurant Associates and Harvard (the second attached PDF). [REDACTED] tells me Bob suggested that this memo excludes her from dental insurance. But as I read the memo, it says nothing of the sort. For one, it's an agreement between Harvard and RA; as such, it cannot change the benefits Harvard has promised to Local 26. Indeed, by its own terms, it doesn't change Local 26 benefits; it merely clarifies that Harvard, not RA, is responsible for providing the benefits mentioned in Article 17 (among others).

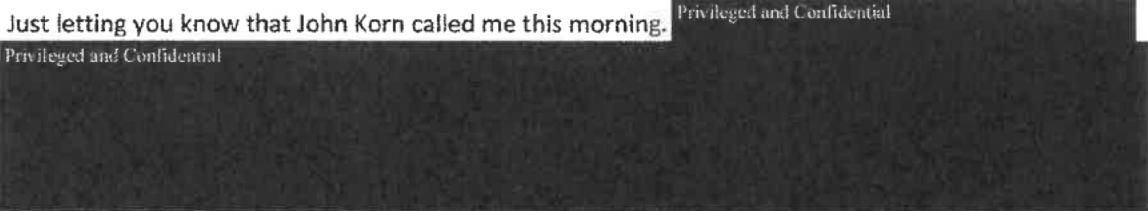
It seems to me that [REDACTED] has a plausible argument that she's entitled to dental insurance. I don't want to judge the merits of the claim; I'm no expert on this matter. But if Harvard believes [REDACTED] claim is mistaken, it seems to me that some appropriate Harvard benefits administrator should provide [REDACTED] with a written statement of denial, including a specific reason for denial. I'm surprised that [REDACTED] has had so much difficulty getting that statement, but perhaps you can help push this along.

March 2009 - Case Copyright

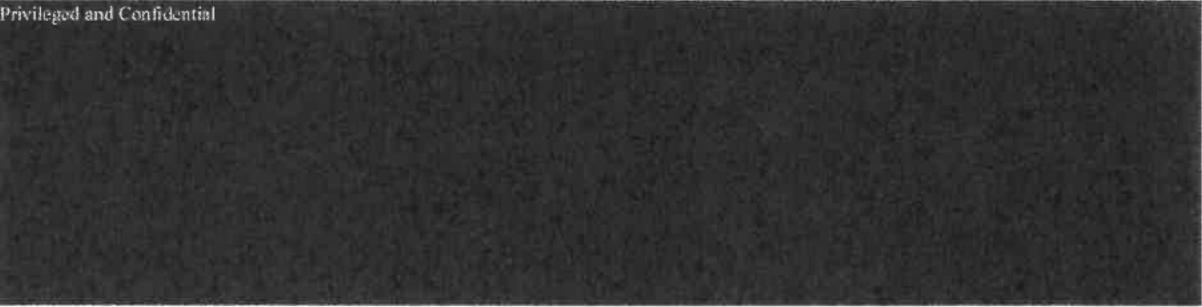
Just letting you know that John Korn called me this morning.

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April 2007 – HBS Firewall

Just a heads up that we had a request from Ben Edelman to open up the HBS firewall so that he could connect to the computer in his office from anywhere in the world. Today we offer that capability through our virtual private network (VPN). In order to use the VPN your computer downloads a small java applet that runs in your browser. This applet allows you to connect to the HBS network in a secure manner from anywhere in the world. Ben would prefer that he not have to use the VPN as he believes it creates technological problems especially when he is using machines at his client's offices and in some airport lounges. Instead he would prefer that we create openings in our firewall (the technology that keeps the rest of world from attacking us) to allow computers to pass through the firewall without using the VPN for the purpose of running Windows remote desktop. Remote desktop is reasonable secure but the best practice is to run within a VPN. In correspondence with us, he suggested that Harvard Law School allowed him to do this.

This request fundamentally undermines the security mechanisms that we have built. In response to his question, I polled the other Harvard CIO's including Nathan at HLS and they all require the use of VPN. Based on this information and our security obligations, we are going to let Ben know that we can not open the ports as he requested. You may hear about this.