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**From:** Gallagher, Stephen  
**Sent:** Sunday, October 25, 2015 1:19 PM EDT  
**To:** Crispi, Angela  
**Subject:** Re: Confidential

We invited him to one of our Academic Steering Committee meetings so that his views could be heard directly by the group that includes Felix, Lynda Applegate, Willis, and others. This occurred shortly after the restaurant incident. His input at that meeting was balanced and contributed to a constructive discussion. This was in happy contrast to his earlier campaign.

**From:** Angela Crispi <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>  
**Date:** Saturday, October 24, 2015 at 6:17 PM  
**To:** Stephen Gallagher <[sgallagher@hbs.edu](mailto:sgallagher@hbs.edu)>  
**Subject:** Re: Confidential

My thought precisely but I didn't want to have a false impression. Thanks for being discrete and candid with me. What's he doing in relation to the committee ?

On Oct 24, 2015, at 3:11 PM, Gallagher, Stephen <[sgallagher@hbs.edu](mailto:sgallagher@hbs.edu)> wrote:

Angela,  
I think there is no way to put Ben's original behavior related to the projectors into a positive light. In fact, I think it was highly counter-productive and somewhat unprofessional. While I commend his more recent (normal) behavior in the context of the Academic Steering Committee, I actually do not think we avoided a major blunder. Indeed, the Academic Steering Committee was essentially split with Felix breaking the tie. Note that half of all classrooms still remain wide-screen, and we've not received any complaints. The biggest upside of the delay in the decision, in my view, was that it allowed for a new model of Christie projector to come to market that is far more quiet. This outcome was unrelated to the discussion with Ben.

I believe to say that he saved us is looking for a silver lining that I have trouble seeing. I think either outcome would have been acceptable by most reasonable people.

-Steve

**From:** Angela Crispi <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>  
**Date:** Thursday, October 22, 2015 at 8:32 PM  
**To:** Stephen Gallagher <[sgallagher@hbs.edu](mailto:sgallagher@hbs.edu)>  
**Subject:** Confidential

Hi Steve,

Could I ask for your confidential input? With the projector situation with Ben Edelman, do you think he helped us avoid a significant blunder we would have otherwise made in changing our classroom projectors. I know he initially sought to halt the project entirely and when that was not deemed feasible, he requested that his classroom be exempted from the upgrade. Ultimately, what changed and would you say his raising the point led to a good outcome? That he did save us?

Thanks,  
Angela

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