

**Academic Staff Appeals Committee**  
University of Wisconsin - Madison

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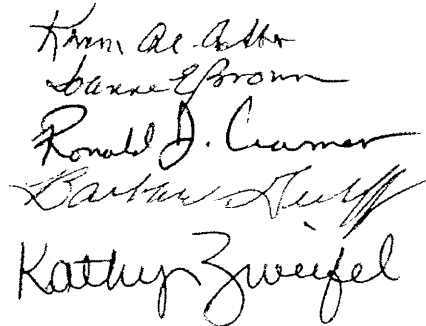
Kathy Zweifel  
*Department of Genetics*

TO: Provost Patrick Farrell  
FROM: Academic Staff Appeals Committee  
DATE: May 8, 2006  
RE: The Case of Paul Barrows

Enclosed please find the summary report and recommendation of the Academic Staff Appeals Committee in the case of Paul Barrows.

If you wish to discuss any aspect of this enclosure or the final determination in this matter, please contact the Committee through Colleen McCabe.

For the Committee:



Xc: Paul Barrows  
Lester Pines  
John Wiley  
Nancy Lynch  
Robin Van Harpen  
Academic Personnel Office

## IN THE CASE OF PAUL BARROWS

### INTRODUCTION AND PROCEDURAL BACKGROUND

On September 21, 2005, Provost Peter Spear issued a letter of discipline to Paul Barrows. At the time of the letter, Mr. Barrows held the position of Senior Administrative Program Specialist in the Office of the Provost, and was on administrative leave.

In letters dated September 28, 2005 and October 21, 2005, Mr. Barrows, through his attorney Lester Pines, submitted to the Academic Staff Appeals Committee (ASAC) grievances related to different aspects of the disciplinary letter. In a teleconference between Karen Al-Ashkar, ASAC chair, Nancy Lynch, attorney for the University, and Lester Pines, the parties agreed that there were three preliminary issues to be decided before proceeding with a substantive review of Mr. Barrows' case. Those issues were:

1. Whether the grievance described in the October 21, 2005 letter was timely;
2. Whether Mr. Barrows was entitled to a review or hearing for the grievance described in the September 21, 2005 letter; and
3. Whether Mr. Barrows was entitled to a review for the October 21 grievance if it were determined to be timely.

On December 13, the Committee decided that 1) the grievance from October 21 was not timely, and 2) Mr. Barrows was entitled to a hearing for the grievance described in the September 28, 2005 letter. The third possible decision was rendered moot by the Committee's decision on the first point.

Subsequently, the University requested reconsideration of the Committee's decision on the hearing and provided additional information, to which Mr. Barrows responded. The Committee reconvened on January 10, 2006 to reconsider this decision and determined that a hearing was still appropriate.

The Committee held a hearing on the grievance on April 10 and 11, 2006, under the jurisdiction of Chapters 6, 7, and 9 of the University of Wisconsin-Madison Academic Staff Policies and Procedures (ASPP). Because Mr. Barrows requested an open hearing under Wisconsin Statutes Section 19.85(1)(b), the taking of testimony in the matter was held in open session.

The issue for the hearing was, "Did the employer meet the burden of proof in establishing that there was just cause to support the September 21, 2005 discipline of Mr. Paul Barrows?"

### FINDINGS OF FACT

The University of Wisconsin first employed Paul Barrows in 1989, as a special assistant to Chancellor Donna Shalala. He was promoted to progressively more responsible positions until Chancellor David Ward appointed him as Vice Chancellor of Student

Affairs in July 1999. At that time was charged with the administration of the University Health Services, Academic Services, and the Office of the Dean of Students. He also received an indefinite appointment in a "backup" position to be determined at the time of the backup assignment. He remained in the position of Vice Chancellor of Student Affairs when John Wiley succeeded David Ward as Chancellor in January 2001. Until November 2004 there was no criticism of his performance.

One area of focus for Paul Barrows was campus diversity initiatives; in fact, he was considered the point person for this aspect of campus life. In the late 1990s and early 2000s, the Multicultural Student Coalition (MCSC) received funding through student segregated fees to start the Diversity Education Program (DEP), whose staff was to work with students and others to enhance diversity programs and training issues. One of the founders of DEP was Tshaka Barrows, Paul Barrows' son. Since DEP was a program for students, it fell under the purview of the Dean of Students, and thus under Paul Barrows' ultimate direction.

In September 2004, Mr. Barrows had a conversation with Casey Nagy, the Chancellor's Assistant, concerning a relationship between Mr. Barrows and a 40-year-old graduate student. In the discussion, Mr. Barrows told Mr. Nagy that the relationship was consensual; Mr. Nagy determined that while the relationship was inappropriate and showed bad judgment, there was no violation of university policy. The next day, Mr. Barrows talked to Mr. Wiley about the same issue, and Mr. Wiley concluded there was no violation of the consensual relationship policy.

Early in November 2004, according to the Steingass Report, John Wiley took Paul Barrows aside at a mock crisis drill held at the Kohl Center and told him that he was to resign or be removed from his position as Vice Chancellor. According to Mr. Wiley, two of Mr. Barrows' directors, Luo Luo Hong, the Dean of Students, and Kathy Poi, the Director of University Health Services, had lost confidence in Mr. Barrows. Mr. Wiley offered no other specifics for the demotion. Mr. Wiley told Mr. Barrows to take a leave of absence using personal leave and that there would be a position available for Mr. Barrows on January 1, 2005, developing Posse and PEOPLE programs in Milwaukee. At that time Mr. Wiley also decided to reorganize the Office of the Vice Chancellor for Student Affairs.

Unknown to Mr. Barrows, on November 1, 2004, Dean of Students Hong had written a long confidential memo to Mr. Wiley detailing allegations about Paul Barrows' conduct in relation to a graduate student called Jane Doe in the Steingass Report. Mr. Wiley took his action demoting Mr. Barrows in apparent reliance on contentions contained in Hong's memo. Neither the memorandum nor the information contained therein were shared with Mr. Barrows.

Mr. Barrows was shocked and angered by the demotion because it had happened so suddenly. He immediately resigned from his position as Vice Chancellor, saying publicly that he was stepping down to deal with family and medical issues. Mr. Wiley accepted the resignation in a letter dated November 2, 2004. In that letter he wrote:

I'll schedule a time to talk with your about your role going forward, but here is what I propose in the short term: (1) you take leave as necessary to address your personal issues; (2) following the expiration of your leave, you complete fundraising initiatives currently underway, and you conduct a comprehensive feasibility study regarding the establishment of a Milwaukee-based field office for the PEOPLE program; and (3) if, after completing the assignments above, you are interested in additional roles at UW-Madison, you should work with Provost Spear to address that interest as part of your academic staff backup appointment. (Mr. Barrows Exhibit 16)

Beginning in early January 2005 Mr. Barrows tried to return to work. On or about January 6, 2005 Mr. Barrows, Vice Chancellor Darrell Bazzell and Mr. Wiley met to discuss Mr. Barrows' return from his leave of absence. At that time, Mr. Barrows expected to return to work as an Associate Vice Chancellor, focusing on diversity initiatives and other duties. (Barrows Exhibit 4)

Mr. Barrows also looked for positions outside of the University, but had a difficult time finding suitable employment. Questions naturally arose about his resignation and the dismantling of the Division of Student Affairs. Mr. Wiley offered assistance in the job search, and acted as a reference for Mr. Barrows, but initially a job search was unsuccessful. According to Mr. Barrows' testimony, h continued to request to return to work for the University, but each time Mr. Wiley declined, saying that Mr. Barrows was too much of a "lightning rod", according to Mr. Barrows' testimony.

#### *Use of Leave*

In February 2005, the Madison media reported on Mr. Barrows' extended leave. In response to a media request, Stephen Lund, the Director of the Office of Academic Personnel for the Madison campus, inquired of Mr. Nagy what Mr. Barrows' current work status was supposed to be. In an email dated February 15, 2005, Mr. Lund wrote:

Hi Casey,

I thought the estimate of how much sick leave was needed was 2 months, followed by use of vacation/ALRA/holiday, followed by leave without pay. As of 1/31/05, he has been gone nearly 3 months and has been using sick leave. He has enough sick leave left to take him into May and then enough vacation/ALRA to take him into August. What's the current status? (University Exhibit 10)

Mr. Nagy indicated he would get back to Lund the next day.

What Mr. Nagy actually did with Mr. Lund's request is unknown, as there was no testimony or written evidence regarding this issue. Around this time, Mr. Bazzell suggested to Mr. Barrows that he use vacation time for January and February. Mr.

Bazzell made no comments about what leave to use after February 2005. On or about February 17, 2005, Mr. Barrows asked through his assistant Paula Gates that the sick leave claimed for January should be switched to vacation. According to Mary Bingham, the person responsible for Mr. Barrows' leave accounting, this change was made on February 17. Mr. Barrows then changed his February leave to vacation and ALRA. Subsequent leave statements, all signed by Mr. Wiley, show Mr. Barrows claiming sick leave.

Mr. Barrows testified that he received a job offer from Hunter College in mid-April 2005. He brought this information to both Mr. Nagy and Mr. Wiley. Mr. Wiley then told Mr. Barrows that he could start again at the Madison campus as an Associate Vice Chancellor or Special Assistant to the Chancellor, beginning June 20, 2005. Mr. Barrows was still looking at other positions and was in contention for positions at the University of Texas and the University of Toledo. He withdrew himself from consideration at Texas when there was adverse publicity in the Texas student newspaper.

On June 15, Mr. Barrows again notified Mr. Wiley he was ready to start work. (Barrows Exhibit 26) Two days later, Mr. Lund drafted an appointment letter for Mr. Barrows for a limited appointment as Consultant (working title: Special Assistant to the Chancellor), effective June 23, 2005. Around this time, as well, there were again reports about Mr. Barrows' leave in the Madison media. On June 18, Mr. Spear called Mr. Barrows from his vacation and told him that he (Spear) had heard "allegations" about sexual harassment charges against Mr. Barrows and that Mr. Barrows ought to resign if they were true. When Mr. Spear returned from vacation the next day, he and Mr. Barrows spoke again, and Mr. Spear suggested that Mr. Barrows resign if the allegations were true, but if not, he should not resign.

Also on June 19, both Mr. Wiley and Mr. Nagy spoke with Mr. Barrows at Olin House. For the first time, Mr. Barrows saw the November 2004 memo from Dean Hong, which had precipitated the initial demotion. Mr. Wiley, Mr. Nagy and Mr. Barrows discussed some of the content of the memo (which focused on Mr. Barrows' relationship with Jane Doe in the prior summer) and Mr. Barrows' return to work. Mr. Barrows was angry. Nevertheless, he returned to work on June 20, and worked in a small room in the lower level of Bascom Hall for 2-1/2 days.

On the afternoon of June 22<sup>nd</sup>, according to Mr. Barrows' testimony, Mr. Wiley told Mr. Barrows that there were numerous allegations, that some would stick, and that he should resign from the consultant position or he would be terminated from that appointment. Mr. Wiley then sent Mr. Barrows a letter on June 23<sup>rd</sup> which stated:

As you know, we anticipated you beginning the Consultant Limited Appointment on June 23, 2005. Before providing the appointment letter and formally implementing the employment change, I lost confidence in your ability to carry out the duties associated with the Consultant position. As a result, I write to inform you that, effective immediately, I am ending

your limited appointment as Vice Chancellor and am placing you in your academic staff back-up position beginning June 24, 2005.

I must also inform you that during the last 24 hours I have received information that, if true, is inconsistent with answers you have given me regarding your conduct. Therefore, I will begin an investigation to determine whether disciplinary action, up to and including dismissal, is appropriate. Effective immediately, I am placing you on administrative leave with pay for the duration of the investigation. During this leave you will have no university responsibilities and should not be on campus.

Again, Mr. Wiley provided Mr. Barrows with no specifics, although he claimed that there were several women prepared to come forward with sexual harassment allegations, and that he believed Mr. Barrows had lied to him in their June 19, 2005 meeting in Olin House.

### *Steingass Investigation*

As a result of the June 23rd letter, Peter Spear became Mr. Barrows' supervisor. On July 8, 2005, Mr. Spear appointed Susan Steingass, a former Dane County judge and prominent local attorney, to investigate a personnel matter involving Mr. Barrows. Her charge, as presented in her report (the Steingass Report), was to:

- 1) determine the facts regarding allegations of inappropriate behavior made against Dr. Paul Barrows, former Vice Chancellor for Student Affairs;
- 2) determine the facts regarding all aspects of Dr. Barrows' leave from the University of Wisconsin-Madison;
- 3) identify appropriate standards of conduct and applicable policies and laws;
- 4) investigate all allegations of violations of applicable rules, policies and procedures by Dr. Barrows related to his employment at the University of Wisconsin-Madison; and
- 5) investigate the University's application of leave policies as they relate to Dr. Barrows. (University Exhibit 17)

Ms. Steingass undertook this effort by several means. She asked for documents about university policies and procedures, asked for information about how legal standards had been used, reviewed documents three or four times at Bascom Hall, and interviewed numerous witnesses. In all, she spoke to 27 people, some by telephone and some in person. Ms. Steingass spoke to Chandrika Mahadeva and Sara Fuller, identified in the Steingass Report as SS and SF, respectively, only by telephone, and only briefly. Her practice was to take handwritten notes that she typed up and then either read back or sent to the interviewees for their corrections and additions. She evaluated witnesses' credibility based on the consistency of their statements, the details provided, and the available documentation.

Ms. Steingass concluded that Mr. Wiley asked Mr. Barrows to step down as Vice Chancellor in November 2004 following the receipt of a letter from Dean of Students Hong, in which Ms. Hong shared conclusions she had reached about Mr. Barrows with respect to his behavior toward women, and particularly in respect to a consensual relationship he had with a 40-year-old graduate student (Jane Doe). The Hong letter contained numerous allegations about Mr. Barrows' conduct, which were not investigated at the time.

Ms. Steingass spent a fair amount of time on the Jane Doe part of her investigation. Because she saw this relationship as "at the heart of this matter," she "spoke at length with Mr. Barrows, Doe, and others about it." She concluded that the Barrows/Doe relationship did not violate the University's consensual relationship policy, although it could "reasonably [b]e regarded by Mr. Wiley and Mr. Nagy as inappropriate and unprofessional." (Steingass Report, p. 32) She also asserted "Mr. Wiley and others could reasonably conclude that it showed bad judgment." (Steingass Report, p. 33) Ms. Steingass did not indicate that she shared these judgments, however, saying, "I leave that to others as I have only been charged to determine the facts and assess violations of rules and policies."

Ms. Steingass also investigated the claims of Ms. Fuller and then Ms. Mahadeva.

#### *Sara Fuller*

Ms. Steingass spoke by telephone to Ms. Fuller on August 4, 2005. Ms. Fuller never filed a sexual harassment claim against Mr. Barrows. She worked as a student in the Office of the Provost in 2000-01 in the suite next to Mr. Barrows' office in Bascom Hall. She stated that Mr. Barrows was kind to her and in the winter of 2000 or 2001, he started asking her out for dinner. She always declined the invitation, but noted that Mr. Barrows was markedly more casual with her, and issued these invitations, only when they were alone in the office. Ms. Fuller thought Mr. Barrows invited her perhaps ten times; they never went out for dinner. Ms. Fuller was uncomfortable when Mr. Barrows invited her out to dinner, and testified that she rearranged her work schedule to avoid being in the office alone with him.

In the spring of 2001, Mr. Barrows and Ms. Fuller by coincidence met in the Detroit airport when they were both returning to Madison after trips. Ms. Fuller described this meeting in her testimony. When the flight to Madison was delayed, Mr. Barrows offered to buy Ms. Fuller a drink, which she declined, preferring her book. Mr. Barrows later offered her a seat with him at the front of the plane, which she also refused. When they arrived in Madison, Mr. Barrows offered Ms. Fuller a ride home; she testified that she does not remember whether she accepted it.

At some point Ms. Fuller talked to Elaine Klein from the College of Letters and Sciences, who told Ms. Fuller that Mr. Barrows' conduct was "borderline" (Steingass Report p. 22). Ms. Fuller did not file a complaint because she didn't think she needed assistance and was very close to graduating. As far as she knows, Elaine Klein offered Sara Fuller's

name to Casey Nagy, who then contacted Susan Steingass in the course of her investigation. Ms. Fuller testified that she spoke with Ms. Steingass because, after receiving training in sexual harassment post-graduation, she realized that Paul Barrows' actions were inappropriate.

Ms. Steingass concluded as to this conduct: "At a minimum, his [Barrows'] conduct could be reasonably regarded as unprofessional. Certainly if perceived as part of a pattern, it could reasonably be seen as violative of the university's sexual harassment policies and rules." (Steingass Report p. 22)

Ms. Steingass also questioned Mr. Barrows about these claims. Without using Ms. Fuller's name, Ms. Steingass asked Mr. Barrows if he had engaged in behavior that could be construed as harassment. Mr. Barrows denied that he had. Ms. Steingass did not use Ms. Fuller's name with Mr. Barrows because she believed she was protecting the women and because she expected that Mr. Spear would review the report and conduct further investigation regarding her conclusions.

#### *Chandrika Mahadeva*

Ms. Steingass's investigation of Ms. Mahadeva's claim was quite limited. She reviewed notes made by Ms. Hong of a telephone conversation Hong had with Ms. Mahadeva, probably on June 22, 2005 about events that occurred from December 2002 to August 2004; additionally, Ms. Steingass spoke with Ms. Mahadeva by telephone on August 19, 2005, for only a brief time. Ms. Steingass found this conversation to be "virtually consistent" with the notes from Ms. Hong's conversation with Ms. Mahadeva in June. Ms. Steingass saw the corroboration of Ms. Mahadeva's claim in the consistency of her statements; she did not get corroboration from anyone else's account of the behavior in question.

Ms. Steingass asked Mr. Barrows about Ms. Mahadeva two times in the course of her investigation. Mr. Barrows did not see the notes that Hong had made in June at any time during the investigation. In the first interview, Mr. Barrows said that the name (which Ms. Steingass had from Ms. Hong's notes) "did not ring a bell." In the second meeting, Mr. Barrows recognized the name and knew where she had worked.

Chandrika Mahadeva was an employee in the Diversity Education Program (DEP) from December 2002 through August 2004. When she worked there, DEP was directed by José Madera; the assistant director was Michael Franklin. Initially, the DEP was housed in Bascom Hall, though at some point in 2003 the program moved to rental space on Henry Street along with the Multicultural Student Coalition (MCSC). Jurisdictionally, DEP was part of the Dean of Students office, beginning in late 2002, after Luo Luo Hong was appointed Dean of Students. The "chain of command" was:

Mr. Barrows  
    Ms. Hong  
        Yolanda Garza  
            Mr. Madera  
                Mr. Franklin  
                    Ms. Mahadeva

Mr. Barrows had little to do with DEP after 2002, except as described below, although he occasionally met with members of the MCSC to discuss issues. Mr. Barrows and MCSC did not always agree on the best approaches to problems of campus diversity. Mr. Barrows was an administrator whose constituency was the University as a whole as his constituency while MCSC had greater expectations of what the university could do to enhance diversity.

The DEP had numerous difficulties over time, stemming from two sources. First, since MCSC had procured the funding that supported the DEP, the MCSC executive committee, composed of students, thought they should be able to direct DEP, making program and personnel decisions. Yet DEP was housed and administered by the Dean of Students, so the DEP staff was subject to program and personnel decisions made by the university, not the MCSC. This led to considerable conflict between DEP professional staff and MCSC students.

Sometime in 2003, after DEP and MCSC moved to their new, shared quarters on Henry Street, the MCSC students indicated they wanted the DEP staff fired although the reasons are not clear. It is clear, however, that there were significant tensions in the office, and the MCSC students made this clear to Mr. Barrows. Sometime in spring, 2003 Mr. Barrows talked to Mr. Madera, Ms. Garza, and Ms. Hong about remedying the situation in DEP. By late spring 2004, the Dean of Students decided to non-renew all four individuals in the office, including Ms. Mahadeva, and put them into terminal appointments for the period from the end of May to the end of August 2004. Mr. Barrows worked with Tom Scott, who was then an Assistant Vice Chancellor for Student Affairs, to locate bridge funding to carry the personnel through the end of the University's obligation to them. Ms. Mahadeva submitted her resignation letter in April 2004 (University Exhibit 15) which José Madera accepted. (University Exhibit 16) Ms. Mahadeva, DEP assistant director Michael Franklin, and two other staff members were paid for the balance of their contracts through bridge funding from Mr. Barrows' office.

While working at DEP, Ms. Mahadeva, along with the other program specialists who were hired in late 2004, had her six-month probation extended to twelve months. According to José Madera, who directed the office at the time, everyone was still learning to work together in a politically charged atmosphere where students and administrators were at odds. Ms. Mahadeva complained about the cramped space they were in at Bascom Hall, but did not complain about Mr. Barrows at any time. If Ms. Mahadeva had said anything about unusual behavior at any events, Mr. Madera would have reported it to Ms. Hong and Ms. Garza.

In his testimony, Michael Franklin, Ms. Mahadeva's supervisor at DEP, said Ms. Mahadeva "brought her personal battles into the workplace," and sided with students in issues between students and administration. He testified that she never talked about harassment from Mr. Barrows, though she might have complained about him in the context of complaints about administration.

Teresa Vidurri, who succeeded her boyfriend Tshaka Barrows, Paul Barrows' son, as the executive director at MCSC, worked regularly with both Paul Barrows and Chandrika Mahadeva. Ms. Vidurri saw them together only once, at a meeting between MCSC and DEP staff. After summer 2003, Ms. Vidurri noticed that Ms. Mahadeva missed meetings and came to the office late. Ms. Vidurri felt Ms. Mahadeva wasn't helping students in the process and wasn't prepared to run meetings when she should have been. Ms. Vidurri when questioned, stated that she had never heard about a "sexualized atmosphere" in DEP.

Roberto Paredes testified about his work at the MCSC. Roberto is the son of Ruby Paredes, who worked closely with Mr. Barrows for ten years. Mr. Paredes worked with MCSC for almost three years while a student, and saw Ms. Mahadeva nearly every day. Ms. Mahadeva was not at work in October and November 2003. On her return to DEP, her demeanor was completely different. In his opinion, she was less energetic, less enthusiastic, and very emotional.

Ms. Mahadeva and Mr. Barrows had little contact while Ms. Mahadeva worked for DEP. In her testimony, she said she saw him at a series of events, including SuperSOAR 2003, SuperSOAR 2004, a graduation event for students of color held in 2003, during the student elections in 2003, and twice early in 2003 when the DEP office was still housed at Bascom. She also testified she saw him in June 2004 wearing a three-piece suit and wearing a hat on State Street and believed that he followed her. The only time Ms. Mahadeva recalls speaking to Mr. Barrows in this sequence was when she asked him, in February 2003, "May I help you?" as he looked in on the DEP offices in Bascom. According to Ms. Mahadeva, Mr. Barrows said, "I'm just checking it out." There were no witnesses who could corroborate this interaction.

Ms. Mahadeva claims that there were a number of nonverbal, inappropriate interactions between her and Mr. Barrows at the above events. Despite the fact that both SuperSOAR events were crowded (the 2004 event was especially chaotic because it had not been well planned), there were no witnesses to these interactions.

Ms. Mahadeva reported to Ms. Hong on June 22, 2005, in a telephone conversation, that she had been sexually harassed by Paul Barrows in the period from January 2003 to the time of SuperSOAR 2004. She didn't complain before that date because she felt that it seemed fruitless. Ms. Mahadeva told Ms. Hong that Mr. Barrows "undress[ed] her with his eyes" while looking in the DEP office in Bascom, blew her a kiss and winked at her at SuperSOAR 2003, followed her on State Street in the summer of 2004, and looked at her with a "salacious smile" at SuperSOAR 2004.

Ms. Mahadeva reported the same events when she spoke to Susan Steingass in August 2005 and in her testimony to the Academic Staff Appeals Committee in April 2006.

*Provost's Response to the Steingass Report*

Mr. Spear received an unredacted copy of the Steingass Report on August 30, 2005. He reviewed it and had a copy delivered to Lester Pines, Mr. Barrows' lawyer, on September 6, 2005, at which time he arranged an "investigatory meeting" for September 8. At the meeting, which lasted 1-1/2 to 2 hours with Mr. Barrows and Mr. Pines, Mr. Barrows indicated that he had not had specific training on sexual harassment, though he was "generally familiar" with the issue. Mr. Spear went through the Ms. Steingass Report "line by line", focusing on the Fuller and Mahadeva cases. In the report, these women were not identified by name but rather by the initials SS and SF. Mr. Barrows denied that the incidents described in the Steingass Report had happened; again, answering the questions without knowing who exactly was making the claims. Mr. Spear also questioned Mr. Barrows about his leave statements. When he asked Mr. Barrows why he did not use all his vacation, Mr. Barrows indicated that he wanted to keep some vacation hours banked in case he returned to work at the University, or for a payout if he left. Mr. Spear described the meeting as very cordial.

In his testimony, Mr. Spear said he did not contact anyone identified in the Steingass Report to ask further questions, did not attempt to corroborate the findings in the report, and, in fact, did not know the identity of SS and SF.

Following this meeting, Mr. Spear talked to Mr. Bazzell about sick leave, and spoke with Mr. Lund about the range of permissible responses to the sexual harassment findings and to questions about lying to a supervisor. Mr. Lund confirmed that there was a broad range of permissible responses.

Mr. Spear concluded that there was not just cause for concluding that Mr. Barrows had lied to his supervisor (in conversations at Olin House with Mr. Wiley). He relied entirely on the Steingass Report and his September 8, 2005 meeting with Mr. Barrows to determine that sexual harassment had occurred, and determined that the appropriate discipline for the sexual harassment was a letter of reprimand and sexual harassment training.

In a letter dated September 14, 2005, Mr. Spear conveyed these conclusions to Mr. Barrows and set up a second meeting, the "predisciplinary meeting," for September 16, 2005. In the letter Mr. Spear wrote:

I have reviewed the Susan Steingass Investigative Report and have considered the information you provided at our September 8 meeting. Specifically, the Report found that your conduct toward SF [Sara Fuller] "could reasonably be regarded as unprofessional" and that, if part of a pattern, "could reasonably be seen as violative of the university's sexual harassment policies and rules." The Report also concluded that your

conduct toward SS [Chandrika Mahadeva] “no matter how intended, would be received by a reasonable person as sexual harassment.” In last week’s meeting, you denied the allegations of SF and SS. After much consideration, I concur with the Report’s assessment of your conduct. (Barrows Exhibit 37)

The letter further stated that “As a result of your conduct, you already have been demoted ..., the university withdrew your ... consultant limited appointment, ... and you were placed in your ... backup position. ... In addition to these severe consequences for your behavior, I am considering issuing you a written reprimand ...” Finally, in the September 14 letter, Mr. Spear said he was “contemplating requiring [Barrows] to replace 92 hours of sick leave used in March, 2005 with 92 hours of floating holiday/ALRA. ... Although I do not consider this to be a matter of discipline, I want to make you aware of this ...”

The predisciplinary meeting was held on September 16, 2005. At that meeting, Mr. Barrows again denied that he had engaged in the alleged acts, and maintained his position that there should be no discipline.

Mr. Spear nevertheless decided that the decision he enunciated in the September 14 letter was correct, and he issued a letter of reprimand on September 21, 2005. The letter had three numbered paragraphs and a concluding paragraph as follows:

1. This letter serves as an official written reprimand to you for your conduct as outlined in the Susan Steingass Investigative Report (“Report”). In reaching this decision, I reviewed the Report and considered the information you provided at our meetings on September 8 (investigatory meeting) and September 16 (predisciplinary meeting). In both meetings, you denied the allegations made by SF and SS. After much thought and careful deliberation, I concur with the Report’s conclusion that your conduct toward SF [Sara Fuller] “could reasonably be regarded as unprofessional” and that, if part of a pattern, “could reasonably be seen as violative of the university’s sexual harassment policies and rules.” I also accept the Report’s conclusion that your conduct toward SS [Chandrika Mahadeva] “no matter how intended, would be received by a reasonable person as sexual harassment.” This behavior is not appropriate, and you are on notice that future conduct of this sort will result in dismissal from your position.
2. You must undergo sexual harassment training by December 31, 2005. I will determine the appropriate sexual harassment training session(s) for you and let you know more details shortly. Your continued denial of having participated in sexually harassing behavior indicates that you do not fully understand university policy and the impact and perception of your behavior.

3. The Report concludes that sick leave use was not appropriate after January 1, 2005. Although the Report placed the onus for the misuse on the university, that conclusion does not absolve you from responsibility to shift, where possible, sick leave to other accrued leave. ... I conclude that you should have exhausted your vacation time before using sick leave. Therefore, I will instruct staff to replace 92 hours of sick leave used in March, 2005, with 92 hours of floating holiday/ALRA (the amount you had available to use at the time).

In making my determination as to the appropriate response to your actions, I took into account the nature of the sexual harassment, your nearly 17 years of distinguished service to UW-Madison, and the fact that no other complaints have been made against you in that time. I further considered the fact that, as a result of your conduct, you already were removed from your Vice Chancellor position, with an annual salary of \$191,749, the university withdrew the offer of the \$150,000 per year consultant limited appointment, and you were placed in your contractually-required backup position as Senior Administrative Program Specialist, at an annual salary of \$72,881. I believe these decisions, in addition to my responses to your conduct outlined above, were appropriate based upon my review of the Report and its conclusions. (Barrows Exhibit 38)

In his testimony, Mr. Spear stated "I can't imagine the information that he [Barrows] could have given me that would have indicate whether or not she's [Mahadeva] telling the truth that she understood." He also "decided he would not learn anything more" than Susan Steingass even if he did go further in the investigation.

#### ISSUE

Did the employer meet the burden of proof in establishing that there was just cause to support the September 21, 2005 discipline of Mr. Paul Barrows?

#### DECISION

We find that the University did not meet the burden of proof.

In evaluating the University's discipline for Mr. Barrows, the Committee considered the claims of sexual harassment and inappropriate use of sick leave separately, as set out here.

#### *Sexual Harassment*

The University based its discipline in part on Ms. Steingass's conclusion that "Mr. Barrows engaged in some behaviors which could reasonably be regarded as sexual harassment." (Steingass Report p.41)

We find that the university did not meet the just cause standard as to sexual harassment. Chapter 6.03.3.b, ASPP, establishes the seven tests of just cause to be considered by the ASAC.

*1. Notice. Was the employee aware or should the employee have been aware of the possible or probable consequences of the employee conduct or performance?*

Paul Barrows admitted that he did not have any sexual harassment training, nor did he seek it. We find it unconscionable that a high level administrator on this campus with Mr. Barrows' experience and accessibility to students had no sexual harassment training and had not considered the consequences of his interactions with students. While the reasonable assumption would be that a senior administrator would have an awareness of how his or her actions might be perceived and the issues surrounding sexual harassment, we have no information that Mr. Barrows had that knowledge in lieu of formal training. To the extent that notice relates to knowledge of the exact nature of the conduct that was considered to be inappropriate, we find that Mr. Barrows did not have notice.

*2. Reasonable Rule or Expectation. Were the employer's rules or expectations reasonably related to a) the orderly, efficient and safe operation of the work unit and b) the performance that the employer might properly expect of the employee?*

Yes, the rules and policies prohibiting sexual harassment at the University of Wisconsin are reasonable.

*3. Investigation. Did the employer, before taking disciplinary action or dismissing the employee, make an effort to discover whether the employee did in fact engage in the conduct or performance in question?*

The employer conducted a limited investigation through Ms. Steingass, but the Committee finds that the investigation was incomplete. See the Committee's explanation of the fourth element, below.

*4. Fair Investigation. Was the employer's investigation conducted fairly and objectively?*

The Committee finds that the investigation was not fair and objective, in that it was incomplete as it came from Ms. Steingass and the University failed to take the next appropriate steps. To quote the Steingass Report:

I also describe Mr. Barrows' alleged inappropriate conduct. I found no rule definition of "inappropriate conduct." It is for others to determine whether Mr. Barrows conduct was inappropriate and what, if anything, is to be done about it. That was not within my charge. (p.19)

Given the constraints imposed, and the broad initial charge, the Steingass Report was probably a good beginning. While we commend Ms. Steingass for undertaking this enormous task, we note that the conversations that she had with Sara Fuller and

Chandrika Mahadeva were brief and by telephone with no face-to-face interaction. Given this, the University's lack of formal follow-up to the allegations of Ms. Fuller and Ms. Mahadeva—the allegations central to the disciplinary action—was a serious enough gap in the investigation for the Committee to deem it unfair. Moreover, the Committee finds that the hasty investigatory meeting held within two days of Mr. Barrows' attorney's receipt of the report did not give Paul Barrows fair opportunity to investigate on his own or to have investigated the allegations contained within the report.

*5. Proof. At the investigation, did the employer obtain substantial evidence or proof that the employee did engage in the conduct or performance in question?*

No. The sexual harassment discipline rests on the credibility of SF and SS. As stated above, the Committee feels more investigation was necessary. At the hearing, the Committee found the testimony of only one witness, Sara Fuller, to be potentially credible, and the University provided no corroboration of this witness's testimony. We found that the testimony of the other witness, Chandrika Mahadeva, was not believable, and, in fact, refuted by others who testified. A more detailed explanation of the Committee's analysis of the proof is provided in the Discussion section, below.

*6. Equal Treatment. Has the employer applied the rules, orders and penalties evenhandedly?*

The Committee could not determine this as no specific precedent for this finding was presented by the university. While recognizing that this appeal is only as to the September 21, 2005 letter from Mr. Spear, we also note that this was the culmination of a series of events formally beginning in November 2004. We thus note that according to Steve Lund, Director of the Academic Personnel Office for thirteen years, Mr. Barrows experienced "the biggest drop in pay" of anyone moved into a backup position.

*7. Penalty. Was the employer's action reasonably related to a) the seriousness of the employee's proven conduct or performance deficiencies and b) the record of the employee during his or her service to the university?*

No. The Committee finds that as the University was unable to prove the conduct in question, there should have been no discipline.

#### *Sick Leave*

*1. Notice. Was the employee aware or should the employee have been aware of the possible or probable consequences of the employee conduct or performance?*

No. There was no written policy that described what Paul Barrows was to do in this type of situation. Also, Mr. Barrows was told to use "personal leave" when John Wiley relieved him of his duties as Vice Chancellor in November 2004. "Personal leave" includes sick leave, vacation, ALRA, and personal holidays. We agree that the use of sick

leave was appropriate for November and December 2004. Thereafter, Mr. Barrows received conflicting direction and advice from several sources, including Mr. Wiley, who signed off on all the leave statements from November through June. In between, there was an email from Steve Lund to Casey Nagy (Exhibit 10) in February 2005, which read, "I thought the estimate of how much sick leave ...". The Committee received no evidence of follow-up to this email. Given the lack of evidence about what type of leave was to be used and in what sequence, and the difficulty Mr. Barrows had in returning to work, and the administrative confusion regarding his status at this time, we cannot conclude that proper notice was provided.

*2. Reasonable Rule or Expectation. Were the employer's rules or expectations reasonably related to a) the orderly, efficient and safe operation of the work unit and b) the performance that the employer might properly expect of the employee?*

No. The rules were not reasonable as they were not defined for the period after January 1, 2005. In addition, the expectations appear to have changed frequently after January 1, without notice to Mr. Barrows, and were thus unreasonable. Mr. Barrows attempted to return to work several times as evidenced in the Steingass Report (UW Exhibit 10) Mr. Barrows' email to Mr. Bazzell (Exhibit 4), and Mr. Barrows' and Mr. Bazzell's testimony.

*3. Investigation. Did the employer, before taking disciplinary action or dismissing the employee, make an effort to discover whether the employee did in fact engage in the conduct or performance in question?*

No. The University conducted a limited investigation in that it had signed leave slips (Exhibit 11) and Ms. Steingass' review of the situation. However, that investigation was incomplete as no clear instructions or direction came out of that review.

*4. Fair Investigation. Was the employer's investigation conducted fairly and objectively?*

No. The investigation appears to have been prompted only by media attention to the leave, and although no clear instructions or direction came out of that review as to the use of the appropriate type of leave, Mr. Barrows was still disciplined.

*5. Proof. At the investigation, did the employer obtain substantial evidence or proof that the employee did engage in the conduct or performance in question?*

Yes, there was ample evidence that Mr. Barrows used sick leave during the time when he was on personal leave. However, given the directions he had received from Mr. Wiley and others, it was unclear that he actually violated any rule or expectation.

*6. Equal Treatment. Has the employer applied the rules, orders and penalties evenhandedly?*

No. Up until January 1, 2005, the treatment and expectations were clear and evenhanded. However, after that date, written direction is absent; equal treatment might have included other leave considerations.

*7. Penalty. Was the employer's action reasonably related to a) the seriousness of the employee's proven conduct or performance deficiencies and b) the record of the employee during his or her service to the university?*

No. The use of any type of personal leave after January 1, 2005 appears to be an unfair penalty and seems to have been based on the theory that Paul Barrows had engaged in inappropriate conduct and thus should "pay" for his time off, even though, at that point, there had been no formal investigation. Also, Paul Barrows tried several times to return to work and was refused because his presence was drawing too much attention from the media. The Committee finds it punitive for the University to have required Mr. Barrows to use his vacation and sick leave to solve the public relations difficulties of the University. Placing him on administrative leave or placing him in his backup position after that date would have appeared to be a more appropriate resolution.

## DISCUSSION

The decision of the Committee deserves more discussion than the brief rationale laid out above. We wish to focus here on several areas important to our decision.

### *The Investigation*

The University presented the Steingass Report in support of its claim that Paul Barrows "did in fact engage in the conduct or performance in question." Ms. Steingass did make a good start on the investigation, but there were serious flaws in the University's reliance on the Report for this disciplinary action. The major issue as we see it is that while Ms. Steingass spent much of her time reviewing the allegations of Jane Doe and the leave issue, the disciplinary action here relies completely on the allegations of Sara Fuller (SF in the Steingass Report) and Chandrika Mahadeva (SS in the Steingass Report), whose claims received relatively little review, and very little corroboration.

A major shortcoming of the Steingass investigation, and the University's follow-up, is that the testimony of two critical witnesses, Ms. Fuller and Ms. Mahadeva, was evaluated without in-person interaction. Ms. Steingass indicated that she evaluated credibility based on the consistency of their statements, the detail of the statements, and the documentation.

With respect to Sara Fuller, there was no documentation, although apparently Elaine Klein corroborated to Ms. Steingass that she and Ms. Fuller discussed Ms. Fuller's discomfort with Mr. Barrows. Consistency could not be tested in this case, either, since Ms. Fuller did not make any contemporaneous claim of harassment. Ms. Steingass found that Ms. Fuller provided more detail than Mr. Barrows, and gave her credence on that

account. The Committee heard the testimony, however, and found a difference in detail rather telling. In her testimony, Ms. Fuller indicated that Mr. Barrows asked her to dinner about ten times. She testified that she saw and spoke with him at length in a Detroit airport where she said he asked her to have a drink with him. She was able to recall that she turned him down and told him she was happy reading her book. She remembered that he asked her to sit next to him on the plane back to Madison and that she again turned him down. She remembered that the flight to Madison got back late and that Mr. Barrows offered her a ride. Yet despite all of these memories, especially of the airport and flight, she could not remember whether she had accepted a ride home from the man who made her so nervous at work that she felt compelled to revise her work schedule to make sure she was not alone with him.

Even if Ms. Fuller's claims were completely accurate, Mr. Barrows' behavior does not likely rise to the level of sexual harassment, as noted in the Steingass Report (p. 22). Ms. Fuller did not testify that Mr. Barrows made sexual advances, requested sexual favors, or acted or verbalized anything sexual. The category under which Ms. Fuller's claim could be considered would be, as described in UW Exhibit 18, "hostile environment sexual harassment," which requires the verbal, non-verbal and/or physical conduct to be, among other things, "sexual and/or based on gender." There is no evidence of this.

Ms. Mahadeva's claim presents even more difficulties. First, there was no corroboration by co-workers or others to whom she claimed to have complained at the time, that Mr. Barrows ever stalked, eyed, or pursued her in any way. Second, Ms. Mahadeva did not complain until June 2005 about behavior that had allegedly occurred in 2003 and 2004 and then made that complaint by telephone to Ms. Hong. The notes taken by Ms. Hong during that conversation (University Exhibit 12) thus do not represent a contemporaneous account of the alleged incidents.

Ms. Steingass used those notes to evaluate the credibility of the witness. When she interviewed her, Ms. Steingass found that Ms. Mahadeva's statements in August 2005 were virtually consistent with her statements of June 2005. But again, Ms. Steingass interviewed the witness only by telephone and for only a short time, right before she was preparing to turn in her report. Ms. Steingass did not obtain any other contemporaneous corroboration of the claims, although Ms. Mahadeva said she talked to others about it.

Once Mr. Spear received the Steingass Report, he did not conduct any further investigation of the claims therein, even though there were suggested avenues of investigation. It appears, indeed, that Mr. Spear and Ms. Steingass did not discuss how the University might proceed in completing the investigation. One step that was clearly missing, because Ms. Steingass felt she had to finish the report, was corroboration of Ms. Mahadeva's claims by talking to her coworkers at the Diversity Education Program and at the Multicultural Student Center. This never happened. It would also have been reasonable to talk to Ms. Mahadeva in person before decisions based on telephone interviews alone were made. This also was not done.

The Committee feels strongly that face-to-face meetings with Sara Fuller and Chandrika Mahadeva after the release of the Steingass Report were warranted given the seriousness of the allegations and the detrimental effect such allegations, true or not, have on the accuser and the accused.

Additionally, Mr. Barrows and his attorney had only two days with the Steingass Report before the investigatory meeting held in September 2005. Two issues emerge about this meeting. First, this was another opportunity for the Provost to gather more information, by asking direct questions using names. The Provost asserted in his testimony that he was sure that Mr. Barrows “knew who SS [Ms. Mahadeva] was,” because Mr. Barrows said he played a role in firing her. Still, Mr. Spear did not ask Mr. Barrows about Ms. Mahadeva by name because he did not know who SS and SF were. Second, the timing of the investigatory meeting is questionable. Because Mr. Pines was not in town, Mr. Spear did forward the Steingass Report to Mr. Pines until September 6, 2005. This gave Mr. Pines and Mr. Barrows only 48 hours to digest the information in the Report, evaluate it, and prepare a response to it; a response that might reasonably require the opportunity for Mr. Barrows to conduct some investigation on his own. The very limited time between the delivery of the report and the meeting to discuss it made further investigation impossible.

### *The Evidence*

As mentioned earlier, one of the major issues with the evidence presented by the University in its case - the discipline imposed by Mr. Spear - relied on the testimony by two witnesses who were not interviewed in person until this hearing. The Committee members found the testimony of one of these witnesses to be unreliable. Ms. Mahadeva’s testimony struck Committee members as rather fanciful, providing rich details that seemed to be designed to set a scene. It was in some of these details that committee members noted discrepancies between her testimony and what was reported by Susan Steingass.

For example, one of the alleged instances when Ms. Mahadeva felt she was harassed occurred in the Red Gym and involved her ducking into an empty office upon seeing Mr. Barrows. She testified that she sat facing and watching the doorway to this office, heard Mr. Barrows talking to a student, and saw his greenish-beige coat sleeve by the doorway though he never entered the office. After seven to ten minutes, she came out of the office and Mr. Barrows was gone. This incident was not included in the Ms. Steingass Report, but was one that Ms. Mahadeva felt was necessary to include in her testimony.

In another contradiction, the Steingass Report said, with respect to the incident involving Mr. Barrows standing in the doorway of the DEP office in Bascom, that Mr. Barrows continued looking at her when he said, “I’m just checking it out.” In her testimony, Ms. Mahadeva said, “He looked me up and down ... I nodded and he said, I’m not sure if it was to me or José, ‘I’m just checking it out’ ... AFTER [author’s emphasis] he had stepped away from the doorway.” In the Steingass Report, it is clear that Mr. Barrows is allegedly leering at Ms. Mahadeva while saying he was just checking it out. In her

testimony, Ms. Mahadeva is not certain if Mr. Barrows is speaking to her or to Madera, but she is certain he spoke after he walked away from the doorway.

For these and other reasons, the Committee felt she was not a credible witness.

Further, not only was her testimony in the Steingass Report and the hearing not supported, much of it was, in fact, refuted. Paul Barrows indicated that he does not own a three-piece suit, as described by Ms. Mahadeva. Rebecca Ryan described the SuperSOAR events in both 2003 and 2004 as crowded, chaotic, and not conducive to flirting. José Madera, whom Ms. Mahadeva claimed witnessed events in the DEP office, denied ever seeing Mr. Barrows looking at Ms. Mahadeva in an unusual way, and denied Ms. Mahadeva ever claiming that Mr. Barrows made a comment that made her uncomfortable. Suriani Kempe was on the MCSC executive committee in 2003-04 and worked with Ms. Mahadeva. They had personal conversations, and although Ms. Mahadeva would talk about men, she never mentioned Mr. Barrows. No one from DEP or MCSC who testified ever heard about Mr. Barrows' "womanizing" or a "sexualized atmosphere" surrounding him, and they were aware of sexual harassment issues.

The University also failed to provide corroborating witnesses when available. Sara Fuller said she talked to Elaine Klein about her discomfort with Mr. Barrows, but the University inexplicably did not produce Ms. Klein. Nor did the University produce any witnesses to substantiate Ms. Mahadeva's claim.

Finally, there was no evidence presented to explain why Mr. Wiley signed the leave slips on which Mr. Barrows claimed sick leave.

## RECOMMENDATIONS

1. Because the Committee found the University could not support the sexual harassment allegations that underlie the September 21, 2005 disciplinary letter, we recommend that the September 21, 2005 disciplinary letter be expunged from Paul Barrows' personnel files.
2. Paul Barrows, and all administrators, should have sexual harassment training. The University should re-examine the sexual harassment policies considering the needs of students and employees and how this information/training is disseminated.
3. Paul Barrows should not be required to substitute vacation leave for sick leave as required in the September 21, 2005, disciplinary letter. While the Committee understands that it only has jurisdiction to make a recommendation regarding the discipline contained in the September 21, 2005, letter, it strongly feels that it was inappropriate for Mr. Barrows to be required to use any personal leave (sick or vacation) for the time between January 1, 2005 and June 23, 2005, and all leave used during that period should be restored to him and placed into the appropriate leave accounts.

4. While we cannot make a recommendation regarding Paul Barrow's backup position, we can recommend that the University look at backup position policies to ensure that backup positions reflect the skill and experience of the employee.
5. And finally, in his testimony to this committee, Paul Barrows said, with respect to Sara Fuller, "If she perceived me to be creating an uncomfortable environment for her, I'm sorry about that." Since Ms. Fuller was not present at the time he said this, we recommend that Mr. Barrows carefully consider the nature of his interactions with students so as to avoid creating any appearance of impropriety in the future.

#### CONCLUSION BY COMMITTEE

While the Committee found the University did not prove its case against Mr. Paul Barrows, we are troubled by his apparent lack of judgment in his dealings with subordinates. Inappropriate behavior and bad judgment, while not automatically cause for dismissal or discipline, nevertheless can promote a climate that is uncomfortable for students, employees, and others on this campus. Those who lead us must set the tone for acceptable behavior at our institution, both in their own behavior and in their response to inappropriate behavior by others.

#### EXHIBITS ENTERED INTO EVIDENCE

##### Mr. Barrows

- |    |  |
|----|--|
| 3  | Handwritten notes made by Ms. Hong   |
| 4  | Email to Darrell Bazzell dated 1/12/2005   |
| 7  | Statement to the campus community from Chancellor Mr. Wiley, 1/24/2005   |
| 16 | Letter to Mr. Barrows from Mr. Wiley, accepting Mr. Barrows' resignation as Vice Chancellor, 11/2/2004               |
| 20 | Email from Lund to Bazzell re Mr. Barrows leave balances, 1/6/2005   |
| 26 | Email from Mr. Barrows to Mr. Wiley with Channel 27 news story attached, 6/15/2005                                   |
| 27 | Email from Mr. Barrows to Mr. Wiley critiquing Channel 27 news story, 1/16/2005                                      |
| 29 | Email from Lund to Mr. Nagy with appointment letter draft attached, 6/17/2005  |
| 30 | Email string, ending in Mr. Barrows to Mr. Wiley, re Milwaukee Journal Sentinel news story inquiry from Megan Twohey |

- 37 Letter from Mr. Spear to Mr. Barrows scheduling predisciplinary meeting, 9/14/2005
- 38 Disciplinary letter from Mr. Spear to Mr. Barrows, 9/21/2005

University

- 5 Charge letter to Susan Steingass
- 7 Predisciplinary letter to Paul Barrows
- 8 Disciplinary letter to Paul Barrows
- 10 Email string, Toburen to Lund to Mr. Nagy re Mr. Barrows' sick leave, 2/15/2005
- 11 Mr. Barrows' leave slips for November 2004 through May 2005
- 12 Redacted notes purportedly written by Luo Luo Hong of a telephone conversation held with Chandrika Ms. Mahadeva, 6/22/2005
- 13 Appointment letter for Chandrika Ms. Mahadeva for Diversity Education Program position, 12/18/2002
- 14 Ms. Mahadeva's letter of acceptance, to Yokanda Garza, 12/20/2002
- 15 Memo, Ms. Mahadeva to Jose Madera, submitting resignation from DEP, 4/5/2004
- 16 Letter accepting resignation, Madera to Ms. Mahadeva, 4/9/2004
- 17 Investigative report submitted by Susan Ms. Steingass, dated 12/29/2005
- 18 UW booklet: "Sexual harassment: defining and addressing a community concern," dated Fall 2004
- 19 UW Board of Regents policies 81-2, Sexual harassment policy statement and implementation, and 91-8, Consensual relationships
- 20 UW-Madison faculty document 11-303: Prohibited harassment: definitions and rules governing the conduct of UW-Madison faculty and academic staff
- 21 UW-Madison sexual harassment policy for classified employees