



**Report well done
Shame to invest so much time**

Staff member in AMP - emotional

Jonathan Gruber - caught on NBER

Arrogant, intellectual arrogance, inability to consider other viewpoints

Egocentric view of the world, destructive, corrosive...

Seething

Hit right notes, came to the right conclusion... guilty but you have to tread lightly

Brian had to work with him to include the words I am sorry in the email exchange.

Genuine motivation is to help the world. Refers to it as a matter or the issues

He is a saint

Shows contempt for his readers

Likelihood

Len - someone gave him a 12 second course in active listening. So he uses this to avoid

Need data from IT and from [REDACTED]

Angela - didn't take us up on the coach...

Staff input - he will perennially be a handful. If he gets tenure, we're in for it... when there are senior faculty in the room, he can bite his tongue and hold back. When faculty are not in the room it's a different story. That certitude.

[REDACTED] will call him and say you need to call me...

Stu - less willing to accept the status quo on carts compared to other faculty member!

Angela - he needs to be reigned in...

Jean - Swore to Rick that he would not do creative reports anymore.

Disclosure statement - urged him to use more specific language... he agreed to do it.

He will never reflexively do the right or diplomatic thing.

[REDACTED] - all valuable input

LCA teaching group - [REDACTED]

Jean - [REDACTED]

Map a portfolio of connections to go after and engage.

Lack of sufficient evidence that Ben internalize

Affirmative evidence that Ben has changed his behavior, not just stayed out of trouble.

Jean - I would come back to the APC process - doesn't lay out specifics. Part of the test is whether they can show evidence of internalizing feedback and changing their behavior. Exec Coaching would have allowed him to take more positive actions.

Failure to give credit for the tracking software

Len - can we be very clear about the domain we're looking at - to assess character and change.

Our job is to assess whether Ben understands what went wrong, and whether there is change that is genuine and sustainable... first step of 12 step process... no evidence.

Personal interaction of witnesses is important.

Develop same set of questions – each of us do 1-2 interviews.

**Your input on understanding what went wrong; and the evidence to support that your behavior has changed in a way that is genuine and sustainable.
Acknowledging the issue.**

Mean spirited to people beneath him and not to those above him

Repeated pattern – senior faculty think about him versus staff -

No peers, no contemporaries

Mike Lupa – was out at Stanford this year – discrepancy in tolerance for IRB issues on the airbnb study

IRB – could they be duplicitous

This is what our task is this summer. Talk.

We met.

New composition

Reviewed document

Starting our interviews

Know it all... but he thinks he knows more than he does.