



University Compliance, Ethics and Risk Office

MEMORANDUM

TO: Dr. Elizabeth Dooley
Provost and Vice President for Academic Affairs

FROM: Rhonda Bishop
Vice President, Compliance and Risk

Nancy Myers
Director, Office of Institutional Equity

DATE: October 14, 2019

SUBJECT: UCF IntegrityLine Investigation – Case #540 and #566

University Compliance, Ethics, and Risk (UCER), Human Resources (HR), and the Office of Institutional Equity (OIE) separately received concerns related to Dr. Briant Coleman, Associate Vice President for Strategic Initiatives, Communications, and Marketing in February and March 2019. Shortly thereafter, two UCF IntegrityLine (IL) reports were submitted alleging that Dr. Coleman had engaged in misconduct. Following the established intake and triage process for allegations of misconduct, it was determined that UCER would take the lead in the investigation with support provided by the Office of Institutional Equity (OIE). The purpose of this memo is to communicate to you our findings and recommendations.

Background

Between February and May 2019, several employees contacted UCER, HR, and OIE regarding concerns with Dr. Coleman's behavior. In between this period, UCER also received two IL reports.

On February 27, 2019, UCER met with an employee who was extremely upset over an interaction which had occurred earlier that day with Dr. Coleman. The interaction left the employee in tears and upset fearing health implications if there were continued interactions with him. The employee also shared that Dr. Coleman used certain favored employees as spies in the office, took credit for others work, and "treated people badly." The employee had witnessed Dr. Coleman "screaming and embarrassing" other employees in the Provost's suite and that others had also witnessed this behavior. Additionally, the employee had reported walking into another employee's office and finding this employee

visibly "blotchy and red." Concerned, the employee asked what happened and this employee stated that Dr. Coleman had "screamed at him/her and accused him/her of being a racist." The employee stated these concerns about Dr. Coleman had been shared with you.

On February 27, 2019 UCER received IL case #540 alleging that Dr. Coleman has created a hostile work environment since he began working for you in the Provost's office. The reporter stated that Dr. Coleman yells at employees, intimidates them, uses scare tactics and makes employees feel afraid. The reporter stated that on January 27, 2019, Dr. Coleman had engaged in hostile behavior toward the reporter to the extent that s/he did not want to continue working with him. The reporter stated that the concerns had previously been reported to you, but Dr. Coleman continued to engage in the behavior.

On March 25, 2019 UCER, OIE, and HR met with you to discuss the allegations. At that time, you stated you believed that the allegations likely were made by a particular group of individuals and could be racially motivated and/or homophobic. Consistent with our procedures, UCER communicated that we would conduct an impartial investigation and report back to you the findings. We also discussed possible interim steps that would be taken to address the situation, including implementation of the external training recommendations provided to you by OIE on February 28, 2019.

On April 30, 2019 UCER received another IL case #566 alleging that Dr. Coleman was abusive, and bullied and harassed employees. The reporter alleged that Dr. Coleman had created a very stressful working environment and that since Dr. Coleman's arrival in the Provost's office "he has bullied, harassed and been abusive to over ten women that I know of, and probably even more that are too scared to speak up." The reporter alleged Dr. Coleman had also subjected multiple past SDES employees to harassing, threatening and bullying behavior. The reporter cited a fear of speaking up due to the perception that Dr. Coleman was supported and protected by you and previously reported concerns were ignored. The reporter stated this is "NOT a RACE issue...several of us listed below are people of color." The reporter continued to provide a list of employees who have either been bullied or threatened by Dr. Coleman. The reporter stated that Dr. Coleman "has threatened several of us indicating if we say anything about what he is doing, he [Dr. Coleman] will get us fired. He manages our office under the fear of threats and firing." The reporter alleges he is seen sitting at Foxtail watching people or is in his office surfing the internet, on dating sites, or looking up 'dirt' on people...leaves the office early, is not working a 40 hour week...and has told Elizabeth Dooley that if people complain about him that it's [because he is] black and they are racist."

In May, before UCER started conducting official interviews, another two employees separately met with our office to discuss their concerns. One additional employee cited being yelled at in front of others and humiliated by Dr. Coleman. The employee was also in fear of keeping his/her job after seeing two other employees leave. The second employee met with UCER to consult about a compliance issue and later began to share how s/he was subjected to yelling, being called a racist, and false accusations by Dr. Coleman.

During the investigative process, Dr. Coleman raised concerns regarding allegations of potential discrimination. In response, OIE participated in the interview of Dr. Coleman as well as followed up with Dr. Coleman afterward. OIE will communicate any determinations separately.

UCER investigated the allegations made against Dr. Coleman and substantiated that Dr. Coleman:

1. Engaged in threatening, intimidating, and bullying behavior; and
2. Made untruthful statements during his interview with UCER and the OIE and repeatedly demonstrated a lack of accountability for his behavior by deflecting blame onto management or the recipients of and witnesses to his conduct.

Review Process

UCER's investigative process included the following:

1. Reviewed Human Resources records in PeopleSoft and Viewstar
2. Interviewed 40 university personnel from several university departments¹
3. Reviewed supporting documentation provided by witnesses and witness statements
4. Reviewed relevant UCF regulations, policies, state statutes, and the UCF Employee Code of Conduct
5. Interviewed Dr. Coleman

Findings

UCER substantiated that Dr. Coleman engaged in threatening, intimidating, and bullying behavior in the workplace.

In addition to substantiating the findings after conducting interviews and reviewing documentation, UCER noted during his interview with OIE present, that Dr. Coleman continued to make untruthful statements and repeatedly demonstrated a lack of accountability for his behavior by deflecting blame onto management or the recipients of and witnesses to his conduct. Below are details on each finding.

1. Dr. Coleman engaged in threatening, intimidating, and bullying behavior.

The investigation revealed that 30 out of the 40 employees interviewed had either been on the receiving end, witnessed, or heard about incidents with Dr. Coleman that they described as threatening, intimidating, and bullying behavior that resulted in their fear and/or anxiety interacting with him. The 30 employees worked in different departments and identified with various protected classes, such as race/ethnicity, age, and sex.

Eighteen of the 30 employees interviewed confirmed having directly been on the receiving end of bullying, harassing, and/or intimidating behavior (this was true for both male and female employees but the impact to females appeared to be more

¹ These interviewees included individuals from different levels of the University who identified with various protected classes, such as race/ethnicity, sex and age.

traumatic for them). One of these 18 individuals is a Vice President.

Some of the specific examples identified through this investigation included incidents whereby Dr. Coleman:

- In response to being told that a colleague called him and two other males “strange men”, Dr. Coleman yelled at this colleague and called him/her a racist. There were witnesses to this incident with one witness who described his words as “very insulting.” The witness noted “tone when talking with him/her...never seen someone talk in that manner in his/her 30 years.” The witness stated, “this was not normal behavior.” The colleague described the incident as “humiliating and embarrassing” and did not feel it was appropriate for Dr. Coleman to treat him/her this way. This incident left the colleague shaken, upset, and in disbelief. Re-telling the incident months later during the interview with UCER invoked the same reaction.
- Yelled at another employee’s direct report in a manner that caused the employee emotional distress and fear for his/her health. A witness followed the emotionally distraught employee out of the suite following the incident to console the employee and to provide support. This witness shared with UCER their fears about the employee’s health if this type of treatment continued.
- Yelled at an administrator regarding card key access for a faculty fellow which they had no prior involvement with providing. The administrator states Dr. Coleman questioned in an elevated voice “Why doesn’t Dr....have access to the suite? He’s a provost fellow for heaven’s sakes...this is unacceptable!” The administrator felt stunned, embarrassed, and humiliated that this rebuke occurred in front of a well- respected faculty member.
- An employee, who did not report to Dr. Coleman, was told to not go to the provost about business matters saying, “You will not go to the provost with that” and repeating it in an increasingly angrier fashion to the extent that a witness asked if the employee was ok. The employee stated Dr. Coleman’s tone was “very aggressive and made me feel very uncomfortable, embarrassed, and intimidated.”
- An employee relayed an incident where s/he contradicted Dr. Coleman and he responded saying “you’d better be careful what you say about me or you will be in trouble.” The employee stated Dr. Coleman came up behind this employee and spoke in a quiet but very angry tone which made him/her very uncomfortable and scared. The employee shared going home crying to his/her partner.
- Yelled at his former supervisor when asked to present his side of the story about an incident which occurred during a task force meeting Dr. Coleman attended with a faculty member. The faculty member had presented a different version of events. Dr. Coleman was furious that his supervisor was now questioning what had happened even though s/he was only asking for his version. The supervisor’s assistant, hearing Dr. Coleman through the closed door, was so concerned about the level and tone of his voice toward the supervisor that they

remained outside the office until Dr. Coleman left. Another assistant stated hearing the “screaming/yelling” and specified this was not an elevated voice but screaming further stating she was shocked and that this occurred for about 10 minutes. The assistant stated after this incident she felt scared for the supervisor’s safety due to the extent of the yelling. During the interview with UCER, the supervisor stated feeling attacked and had never been in a conversation like that before to experience that level of “yelling/screaming.” Afterwards the supervisor advised Dr. Coleman to never raise his voice like that again to her and he asked her what she meant, asking as if the incident didn’t occur.

- Bullied and intimidated two employees who ultimately departed the Provost’s office because they felt that they had no choice but to find other positions. One of the employees stated never having worked in this “level of toxicity in the last 5 years” where s/he experienced “unwelcome and abusive behavior.” According to this employee, Dr. Coleman continually went around this employee’s decisions to Dr. Dooley and made threats that it would be him or this employee making statements such as “s/he won’t be here within the month...” Another employee stated that Dr. Coleman said he “took many hits for the team to get rid of XXX and XXX” (referencing these two employees). The employee asked, “You took hits?” and he responded, “You know I did...” the employee replied “No, I wasn’t aware that you took hits...I didn’t know you did that sort of thing.” He ended the conversation with “Oh, and don’t discuss it with Elizabeth.” This employee came out of the meeting shaking and told a colleague what had transpired and that s/he would never be in a closed-door room alone with him again. These employees stated in their interviews with UCER that they had shared their concerns about Dr. Coleman with you but felt that no effective action was taken in response. As a result of their departure, employees interviewed by UCER conveyed that there was no point in sharing their experiences or concerns about Dr. Coleman with you, even after those concerns continued to escalate.
- Yelled at, dismissed, intimidated, and belittled employees when Dr. Coleman was still in his previous position; these employees conveyed a great sense of relief when Dr. Coleman transitioned out of SDES to the Provost’s office.
 - An employee stated the first sentence on Dr. Coleman’s first day to him/her was “I hear you have a strong personality and you need to handle your supervisor’s calendar better.” The employee felt this was such a strange statement never having met him and reported to his/her spouse that s/he thought Dr. Coleman wanted his/her job.
 - A direct report of Dr. Coleman stated he yelled at him/her for 20 minutes in the presence of another employee. Dr. Coleman stated that the employee “had no right to question his authority, was disrespectful, didn’t deserve to be here, and couldn’t do a job if s/he couldn’t keep his/her mouth shut.” The employee cried afterwards.

- This same direct report recalled a second incident when Dr. Coleman called him/her into a hallway about an issue and “screamed at him/her again.” The employee recalls feeling afraid for his/her job.
- An employee described Dr. Coleman’s treatment of him/her as very curt, condescending, and would throw folders at him/her with instructions to do certain things.
- A peer described when Dr. Coleman is not happy, “He gets very quiet, his non-verbals are screaming.”

Ten of the 30 employees interviewed, who were not on the receiving end of Dr. Coleman’s threatening, intimidating, and bullying behavior, recalled witnessing this behavior.

Specifically, some examples include:

- Two employees from another university department, who were separately interviewed, recalled an incident when they overheard Dr. Coleman yelling at their colleague behind closed doors in their office suite. These employees both stayed behind, even though it was after hours, until Dr. Coleman left because they feared for the employee’s safety. [Note, the employee yelled at during this incident is no longer employed by the university and, therefore, was not interviewed.] Both employees were so concerned that they reported the incident to the former Chief of Staff in the President’s office, their supervisor at the time. One of the employees stated that Dr. Coleman was “loud/aggressive” and felt that their colleague was cornered in his/her office. The second employee stated that Dr. Coleman had “crossed the line with his tone and tenor towards this colleague and that it was uncomfortable to see.”
- The employee who witnessed Dr. Coleman yelling at an administrator regarding card key access described Dr. Coleman as going into “lambastic mode” as he “berated” this administrator. The witness described Dr. Coleman as unprofessional, offensive, and was embarrassed for the administrator. Afterward, the witness addressed Dr. Coleman’s behavior, who responded that he felt justified in his actions.
- Another employee who witnessed Dr. Coleman yelling at a colleague and calling that colleague a racist stated that they were “in fact stunned at the way he was talking to his/her colleague. He was aggressive in his tone and then proceeded to tell her she was racist....” The witness further stated the colleague kept their composure through the entire ordeal. Another witness spoke to the colleague after the incident who described feeling awful and broke down sobbing to the extent that s/he could not get words out.

Two administrators who had not witnessed nor personally experienced bullying, threatening, and intimidating behavior by Dr. Coleman described to UCER a frightening encounter one of their employees had experienced off campus with Dr. Coleman. The employee was met with a co-worker for an early dinner. Dr. Coleman, who was sitting

directly behind their booth, approached them and became confrontational at which time the colleague became aware that Dr. Coleman knew they had a mutual 'friend' who was, at the time, in the media. The employee and the co-worker moved to a different location, but he followed them and continued with the confrontation. While this was occurring, the employee called one of the administrators, scared, asking what to do and was advised to leave. Before departing, they reported Dr. Coleman to the manager and left abruptly without eating their dinner. The experience left the colleague in such fear for his/her safety that s/he believed Dr. Coleman might follow him/her and ended up spending the night at the co-worker's house. After UCER spoke to both administrators about the need to speak to this employee and despite both administrators instructing this employee to contact UCER, this employee refused to come forward out of fear of reprisal and for their safety, therefore UCER was unable to obtain a statement or interview this employee.

In terms of the impact of Dr. Coleman's behavior on the employees:

- Five employees interviewed stated that they refused to be alone with Dr. Coleman in a closed room and have expressed this to their supervisors. These employees identified as different backgrounds in terms of race, age, and sex.
- Eleven females from different backgrounds in terms of race, age, and sex expressed grave concern for their personal safety and/or wellbeing. They felt that Dr. Coleman would retaliate against them personally, not just professionally.
- Four of the eleven women initially stalled and attempted to avoid the interview process due to their extreme fear of retaliation.
- One female stopped our interview and refused to participate further because of her fear for her personal safety. This individual later allowed us to interview her and was cooperative.
- During the interviews, seven of the eleven females were visibly shaken and weeping.
- There was one female who witnesses reported to UCER as having been subjected to bullying, harassing, and intimidating behavior by Dr. Coleman who continues to decline our requests for an interview due to her fear of retaliation.
- Three females who described having a very good working relationship with Dr. Coleman still expressed a fear that he will target them with bullying behavior next.
- Seven employees interviewed requested that we notify them when Dr. Coleman was made aware of the allegations against him so that they could be prepared due to the fear of retaliatory behavior, including their personal safety.
- One employee who was interviewed by UCER and who has expertise in both multicultural counseling and psychology conveyed the following during their interview:
 - They had witnessed incidents as described above involving Dr. Coleman and viewed him as manipulative and someone not to be trusted;
 - They noticed how differently Dr. Coleman treated staff compared to faculty;

- They also noticed that when present in the Provost's suite and Dr. Coleman entered, employees would "freeze up"; this person further commented that they can read body language due to their background and experience; and,
- They had heard employees say that Dr. Coleman had created a hostile work environment, but nothing changed when they shared these concerns with leadership.²

2. Dr. Coleman made untruthful statements and repeatedly demonstrated lack of accountability for his behavior by deflecting blame onto management or the recipients of and witnesses to his conduct during his interview with UCER and the OIE.

UCER and the OIE documented a number of instances while interviewing Dr. Coleman that lacked credibility or were untruthful. Some examples include:

- During his interview, Dr. Coleman denied calling his colleague a racist. When asked why he approached this individual, he stated that a colleague had told him that this individual had used the word "strange" when referring to new individuals on the floor in the Provost's office, which he felt was racist and homophobic. He confronted the colleague about referring to him as "strange". First, UCER interviewed the witness identified by Dr. Coleman as having advised him of the comment. Although this witness agreed that a possible interpretation of the word "strange" was racism or homophobia, this witness denied that they had ever shared this information with Dr. Coleman. The witness further stated that they did not believe that the individual accused by Dr. Coleman of being a racist was a racist and was not someone they felt would have said any racially motivated or homophobic comments. This witness was surprised to learn that Dr. Coleman attributed them with having provided this information. Second, the colleague accused of being a racist and a witness to the incident both stated that Dr. Coleman did not initially approach the colleague to discuss the alleged "strange" comment. Rather, Dr. Coleman confronted the colleague about not having him review a draft newsletter that he believed he should be provided the opportunity to review. Both the colleague and witness credibly explained that Dr. Coleman then accused the colleague of being a racist.
- Dr. Coleman stated that he never requested confidential information regarding the progress of the Provost's search even though a member of the search committee credibly stated that Dr. Coleman requested this type of information several times using the premise of their friendship to allow such information to be divulged. The employee stated Dr. Coleman "was putting him/her in an uncomfortable situation...asking for specifics about confidential meetings, inappropriate questions."

² Due to evidence presented indicating that Dr. Coleman's conduct was targeted at individuals that identified as multiple sexes, races, and ages. There was insufficient evidence that the conduct violated the university's Prohibition of Discrimination, Harassment and Related Interpersonal Violence.

- Dr. Coleman denied that he initially believed that his position in the Provost's Office was a permanent position and represented that he understood this to be an interim role. One witness credibly shared that Dr. Coleman initially did not think that his position was on an interim basis. In fact, when this witness advised him that he should pause on ordering business cards in light of his interim status, Dr. Coleman responded, "No one told me about interim, this is not what was agreed to." He further stated, "I am not interim, that's not right. I will talk to Elizabeth [Dooley] about this and get it fixed."³ During his UCER interview, Dr. Coleman represented a contrary intention on your part. Specifically, Dr. Coleman stated that you "tried to send [him] back to SDES," that you did not intend for him to be in the Provost's Office permanently, that you do not "support Communications," and "Communication is an afterthought" for you.
- Dr. Coleman denied interrupting an employee's meeting in the Provost's conference room without announcing himself or knocking despite the employee noting it occurring twice; this was confirmed by the front desk staff as having occurred.
- Dr. Coleman denied calling a former co-worker on his/her cell phone during a lunch with a friend demanding that the co-worker return to the office immediately at their supervisor's request to complete a letter. At the time, the co-worker was fairly new and even though had no reporting line to Dr. Coleman, did not want to make waves so returned to the office. Dr. Coleman and this co-worker were peers in leadership positions, both reporting to the same supervisor. The co-worker, thinking this was a strange request, later checked with their supervisor who denied ever making such a request. The supervisor also confirmed that the employee reported to him/her, not Dr. Coleman.
- Dr. Coleman denied ever being informed about the written protocols of the Provost's suite even though a witness produced an email confirming that the protocols had been sent to him.
- Dr. Coleman denied being involved with holiday luncheons even though witnesses stated that he verbally reprimanded an employee in front of others about his dissatisfaction with a holiday luncheon event.
- Dr. Coleman denied ever being involved in an incident concerning the placement of a table for an event even though the employee involved became so upset that they made a documented account of speaking with you and Dr. Coleman about the incident.
- Dr. Coleman stated that a faculty member had made a divisive statement regarding HSI money only being dedicated to Hispanic students and that "black folks needed to take a back seat" during a meeting. Dr. Coleman also stated this

³ On November 12, 2018, you submitted a request to exempt the Associate Vice President for Strategic Communications and Marketing position from being posted and searched for, and instead allow Dr. Coleman to be selected for the position without a competitive search. On November 14, 2018, OIE denied the request. A search was conducted thereafter, and Dr. Coleman was selected for the position.

same faculty member called one of the junior task force members a “boy.” UCER interviewed attendees who were present at the meeting, including the member who had been called a “boy” and none could recall any such statements being made.

- Dr. Coleman sent an email to a faculty member after a task force meeting, reducing him/her to tears, making accusations about him/her making unsettling and divisive remarks towards Hispanic task force members. The faculty member, who was also Hispanic, called Dr. Coleman’s supervisor’s office after receiving the email and spoke to an assistant who confirmed s/he had been crying and was extremely upset. When interviewed, one of the subjects of this alleged remark explained that the faculty member had only questioned the experience of the junior members but did not find the statements to be offensive or in need of being addressed.
- Dr. Coleman denied having anything to do with the removal of a piece of artwork in the Provost’s conference room but stated that his former supervisor found it offensive. The administrator in charge of the artwork credibly stated that Dr. Coleman insisted on removing the artwork and represented that his former supervisor believed that it should be removed. This administrator further stated that they had spoken with the former supervisor who denied that they had complained to Dr. Coleman, and stated that they, in fact, had no issue with the artwork. The former supervisor also confirmed to UCER that they had not complained about the artwork or insisted on its removal.
- An employee witnessed Dr. Coleman removing name inserts, then he denied doing so the next day.
- Dr. Coleman stated that he had no involvement with hiring the new front desk person. The employee in charge of reviewing applications for the position presented the selected candidate to Dr. Coleman, who overrode the decision and selected a different employee for the position.

During his September 27, 2019 interview with UCER and the OIE, Dr. Coleman repeatedly demonstrated lack of accountability for his behavior by deflecting blame onto management or the recipients of and witnesses to his conduct, including the following:

- Dr. Coleman blamed the toxic atmosphere in the Provost’s office on the fact that the previous provost was never there, the open concept design of the provost’s suite, and that the office had not been properly managed.
- Dr. Coleman stated that he had no authority to make decisions and blamed any bad decisions on leadership, specifically you, Grant Heston, and Dr. Maribeth Ehasz.
- Dr. Coleman did not take any accountability for his behavior contributing to the departure of two employees from the Provost’s office, but instead felt he was the victim because one of these employee’s spouses allegedly verbally attacked him at a football game which he was attending with two other former co-workers.

The now departed employee was attending the game with his/her spouse and stopped to greet the group. When the employee began introducing the spouse to Dr. Coleman, the spouse allegedly said, "You're Briant Coleman. You were fired from Howard, run out of SDES, and now we're going to run you out of the Provost's office." Dr. Coleman alleged that he reported this verbally and in writing to you, who initially responded "that she would look into it" but then failed to follow up with him and advise him as to the results of your review. Dr. Coleman named a witness to this incident, who UCER had already interviewed. During their interview, they recounted the spouse saying, "you have been run off from SDES and Maryland." The witness did not describe this as a threat and did not include the language that Dr. Coleman claimed, "and now we're going to run you out of the Provost's office."

- Dr. Coleman stated that the two witnesses who overheard an incident where they claimed he was yelling and being aggressive with a colleague in their suite were making the allegations because they were both racist.
- Dr. Coleman repeatedly stated that the allegations against him were made by individuals because "I am the first black male 'they' have worked with" and that the Provost's office "had issues because 'they' never worked with a black male."
- When questioned about his relationship with another colleague, Dr. Coleman stated this colleague was a racist and he had reported it to his former supervisor.
- When questioned about his relationship with an employee who he worked on a project with who had also overheard him yelling at another colleague, Dr. Coleman stated, "If that was what he heard (yelling), then he is also a racist."
- Dr. Coleman stated that he had previously been called a racist slur directly by another employee. The record demonstrated that the incident occurred between two colleagues outside Dr. Coleman's former office, and he overheard the slur, but the slur was not directed at Dr. Coleman. This incident was immediately investigated by management, and management (in consultation with HR and OIE) effectively and appropriately responded to the incident.
- Dr. Coleman alleged that he had been called "strange", which he claimed was a homophobic term. However, no one interviewed, including the employee Dr. Coleman stated told him this, confirmed this word had been used to describe him or any others in the office.

Dr. Coleman's resistance to accountability also occurred during the UCER investigation. Specifically,

- At the start of his interview, Dr. Coleman alleged that the investigator's decision to send an invitation for his calendar was "offensive" because it publicly alerted individuals in his office to the investigation. However, it was pointed out to him that he in fact requested UCER send him a calendar invitation for the meeting; the title of the meeting was "Compliance Discussion" and did not identify that he was being interviewed as the subject of our investigation. Moreover, he alleged that people in the Provost's office all knew about UCER's investigation because

UCER had interviewed many of its members, who talked about it, which Dr. Coleman alleged impacted his ability to perform his job.

- In UCER's numerous attempts to interview Dr. Coleman, he emailed an explicit picture of Emmett Till and compared himself to this murdered teenager and UCER's investigation to the kidnapping, beating and murder of Mr. Till.

Dr. Coleman's responses to these incidents showed a lack of understanding of his words and actions towards these employees and in turn attempted to portray them in a very negative light. He also demonstrated an unwillingness to be accountable for (and thus, an unwillingness to change) his conduct.

Recommendations

As set forth above, Dr. Coleman has demonstrated behaviors that are not consistent with UCF's Ethical Standards contained in the UCF Employee Code of Conduct, specifically the standard of Respect, "We do not tolerate harassment, mistreatment, belittling, harming, or taking advantage of others."

Dr. Coleman has demonstrated a pattern of misconduct against employees for years and given his lack of candor and deflection of accountability during his UCER/OIE interview, Dr. Coleman is unlikely to correct this behavior.

Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs requires university compliance and ethics programs to address the following:

"When non-compliance, unethical behavior, or criminal conduct has been detected, the university shall take reasonable steps to prevent further similar behavior, including making any necessary modifications to the Program."

"The university shall use reasonable efforts not to include within the university and its affiliated organizations individuals whom it knew or should have known (through the exercise of due diligence), to have engaged in conduct not consistent with an effective Program."

UCER and the OIE recommend that you evaluate appropriate disciplinary action up to and including termination for Dr. Coleman in consultation with our offices, Human Resources, and the Office of the General Counsel.

Additionally, we recommend that you identify opportunities to create a culture that is free from workplace bullying and a space where employees are comfortable raising concerns and feel heard. This may require a heightened awareness and vigilance over the near term in order to support employees who have been both directly and indirectly affected by the matters of concern in this report.

As your university partners, UCER, OIE and HR are here to support you and the department in moving forward with a healthier, healed environment. Recommendations include reminders of such resources as EAP counseling services, rebuilding of trust, and

teambuilding efforts in collaboration with HR's Learning and Organizational Development unit, and workshops and presentations available through partner offices that can support and reinforce the University's nondiscrimination policies, regulations, and protocols, and our continued messaging to "See Something, Say Something."

cc: Dr. Thad Seymour
Mr. Scott Cole
Mr. Grant Heston
Mr. Robert Taft
Ms. Maureen Binder
Ms. Christina Serra
Board of Trustees Audit and Compliance Committee Chair
