Stoel Rives LLP

MEMORANDUM

July 25, 2025

TO: HEATHER HORN

FROM: MELISSA HEALY & EMILY SEIBOLD

RE: Executive Summary of Findings from ASOSU Workplace Investigation

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The Oregon State University ("OSU") Office of University Human Resources engaged us to conduct an impartial and non-privileged workplace investigation into concerns raised regarding the work environment in the Associated Students of Oregon State University ("ASOSU") following the February 2025 pause in operations. More specifically, we were engaged to investigate concerns related to inappropriate workplace behavior, including alleged bullying, mental abuse, harassment, and other improper conduct that may violate OSU employment policies, as well as conduct that, in the aggregate, may constitute pervasive inappropriate workplace conduct or interfere with ASOSU workplace operations or productivity. Our factual findings regarding those issues are below, along with associated recommendations.

In connection with this investigation, we reviewed voluminous documents, including: (1) governing documents, identified below; (2) student conduct records; (3) social media content; (4) ASOSU records, including but not limited to Senate documents, including bills, videos, and meeting minutes, and correspondence regarding ASOSU activities; and (5) employment documents, including but not limited to ASOSU student employee contracts and position descriptions. We also interviewed OSU administrators/professional employees Dan Larson (Vice President for Student Affairs), Kevin Dougherty (Senior Associate Vice President & Dean of Students), Steve Hoelscher (Associate Vice President for Finance & Administration), Leslie Schacht Drey (Associate Dean of Student Belonging), Keri Simonet (Senior Student Government Advisor), and Gabi Ulate (Student Government Advisor), along with former 2024-25 ASOSU student employees Audrey Schlotter (ASOSU President), Sophia Nowers (Student Fee Committee Chair), Connor Chen (Student Fee Committee Member At-Large), Lilly Goodyear (Student Fee Committee Vice Chair), Madison Jones (Judicial Council Chair), Narmeen Rashid (Diversity & Inclusion Director), Anna Godfrey (Ethics and Compliance Councilor), Nathan Schmidt (Chief of Staff), and current ASOSU student employees Kayla Ramirez (2025-26 ASOSU President and 2024-25 Basic Needs Center Liaison) and Masha Mogylevsky (2025-26 ASOSU Vice President). We reached out to several other former student employees (including individual outreach to Mercedez Allen (Senator), Shawn Durr (Senator), Zachary Kowash (ASOSU Vice President & President of the ASOSU Senate), Matteo Paola (Councilor), Emerson Pearson (Senator), Dylan Perfect (Student Fee Committee Member At-Large), Adison Rowe (President Pro Tempore of the ASOSU Senate), and contacted all ASOSU Senators generally, but they either did not respond or chose not to be interviewed.

Governing Documents

In connection with our investigation, we reviewed the following documents which governed various aspects of ASOSU student employment in the 2024-25 school year:[1]

ASOSU Constitution

- This document describes the structure and responsibilities of the branches of ASOSU. It also describes elections procedures and requirements for ASOSU candidacy.

- ASOSU Revised Statutes

  - This document describes, in detail, the expectations and responsibilities of the Executive Branch, including the Student Fee Committee ("SFC"), along with the Senate and the Judicial Council. It also establishes pay rates and hours limits for ASOSU student employees.

    - **Relevant Provisions**

      - "Members of the Senate shall attend a training, informational session, and/or professional development series relating to the duties of their position . . . . Trainings required under this section must be completed within one month following the beginning of the person's term of office." (Title VI, Section 2(B), (E).)

      - "Senators may assume hourly compensation for the Summer (from June 1 to the start of fall term) services rendered . . . for up to 5 hours per week." (Title VI, Section 3(B)(a)(i).)

      - "[T]he ASOSU shall not discriminate in hiring practices, employee interactions within the workplace, and reporting practice/standards in incidences of discrimination . . . ." (Title VI, Section 5.)

      - "In any case in which the Senate may confirm the appointment of a candidate for an office of the ASOSU, the following order of proceedings shall be observed[:] . . . [d]iscussion shall be held on the candidate, primarily focused on inquiring as to their qualifications for the position." (Appendix A, Rule XII(A)(c).)

[1] Our investigation concerned employment issues only and this summary does not address matters concerning ASOSU employees' rights or obligations as students. To the extent any individual's dual statuses as an employee and a student conflict, we do not attempt to resolve those discrepancies here.

ASOSU Code of Conduct

- This document establishes expectations for ASOSU student employee conduct. Of particular note, this document establishes standards of personal integrity, identifies prohibited behaviors, and contains policies on discrimination and harassment in the workplace.

  - **Relevant Provisions**

    - "ASOSU members are expected to conduct themselves in an honest, forthright, polite and respectful manner. Member behavior and speech are expected to reflect the values and mission of ASOSU in all forms, including but not limited to verbal, non-verbal, and written communication." (Expectations, at 1(a).)

    - "ASOSU prohibits discriminatory behavior based on another's protected status including, but not limited to, discriminatory actions on the basis of sex, age, national origin, marital status, family status, relationship status, military status, veteran status, perceived gender identity or expression, race, ethnicity, religion, sexual/affectional orientation, ability, physical appearance, socioeconomic status, political affiliation, family background, or culture." (Expectations, at 7(b).)

    - ASOSU members will "[d]emonstrate professional and personal conduct that is honest and above reproach and shall refrain from abusive conduct, personal charges, or verbal attacks upon the character or motives of fellow ASOSU Members or Committees as well as University administrators, faculty, staff, and the student body of OSU." (Expectations, at 2(c)(i).)

    - ASOSU members will not engage in "[i]ntentional attempts to unduly pressure, intimidate, threaten, and/or harass Members of ASOSU to perform or not perform an official act or otherwise act within their official capacity against their beliefs or duty." (Expectations, at 3(i)(3).)

OSU Code of Student Conduct

- This document primarily establishes behavioral standards for OSU students. The analysis below focuses on this policy to the extent it explicitly references student employment.

University Code of Ethics

- This document identifies ethical obligations for students, volunteers, officers, and employees, including honesty and integrity, respect, and accountability.

- **Relevant Provisions**

    - "We demonstrate respect towards the rights and dignity of others; show concern for the welfare of others; expect equality, impartiality, openness, and due process by demonstrating equity and fairness without reference to individual bias; and refrain from discriminating against, harassing, or threatening others."

OSU Civility in the Workplace Policy

- This document describes OSU's commitment to ensuring a respectful work environment for its employees.

    - **Relevant Provisions**

        - "[T]he University provides resources to assist employees who may be subjected to inappropriate conduct such as abusive, threatening, discriminatory or harassing behaviors."

OSU Student Employment Manual

- This manual describes the policies applicable to student employees. Of particular note, it establishes employment eligibility requirements, defines volunteer work, and describes disciplinary procedures.

    - **Relevant Provisions**

        - "In order for an employee to qualify as a volunteer, these four criteria must be met:

            - The work must be at the employee's initiative.

            - The work must be outside normal or regular work hours.

            - The employee must be performing a religious, charitable or other community service without contemplation of payment.

            - The employee must be performing a task outside of the regular job functions performed for the same employer.

        University employers and supervisors are prohibited from accepting volunteer hours from a paid employee, including a student employee, except in very unique situations and under very narrow circumstances (see above criteria)." (Policy 600.)

Factual Findings

Below is an abbreviated summary of our findings regarding salient events from the 2024-25 school year[2] that may implicate the governing documents identified above.[3] Names have been anonymized to preserve confidentiality.

Summer 2024 Senate Meetings

- Following the June 1, 2024 transition, the 2024-25 ASOSU Senate immediately went into legislation and "waived" (or, at the least, did not participate in) training. Interviewees attested that Senators who were new to ASOSU expressed concerns about voting on bills without appropriate context regarding how the process worked. Interviewees attested that the lack of training allowed particular students with past ASOSU experience to dominate meetings, and that some openly messaged each other during meetings to the point that it appeared some individuals were being coached on what to say.

- Upon review of Senate minutes, the 11 summer Senate meetings, on average, lasted between three and five hours, beginning at 6pm and often ending around 10pm. Interviewees attested that, given the length of the meetings, some Senators voted on bills and/or refrained from commenting on bills to avoid lengthening meetings or being picked apart for speaking up. Overall, we heard that what transpired in summer 2024 contrasted with previous years, and that the Senate has historically conducted little business during the summer. Instead, they have met infrequently and/or briefly and focused on training and learning rather than passing bills until students are back on campus in the fall.

Confirmation Hearing(s)

- At Employee [redacted]'s confirmation hearing for a position in the Executive Branch, certain ASOSU members asked invasive questions regarding Employee [redacted]'s political affiliations and personal relationships. Upon review of the recording and

[2] We limit our findings to the most recent school year given that it is the year in which the pause occurred. Although some high-level discussion of previous years was helpful in providing overall context, we determined it was not necessary to delve into what transpired before 2024-25 in detail, given the large year-to-year turnover in ASOSU employees and the fact that no pause occurred (or was, to our knowledge, contemplated) before this year.

[3] Three ASOSU student employees were terminated from their employment at OSU before we were engaged. Given the forward-looking and global nature of our engagement and analysis, it would not be appropriate to revisit the circumstances of their terminations, nor do we make specific findings regarding whether they or others engaged in conduct that violated the governing documents referenced in this summary.

the Senate meeting minutes, the confirmation hearing (for a single employee) lasted over two hours.

Senate Bills

- Interviewees attested that some Senators expressed concern about the complexity of the bills being introduced at meetings. Interviewees also attested that Senators, after leaving meetings, would express that they did not know what they had just voted on. Upon review of a slate of Senate bills from the 2024-25 school year, many do appear complex on their face, such that the average person would not understand their intricacies, let alone a student with limited allotted work hours.

- Interviewees attested that the volume and complexity of the Senate bills, as well as the length of Senate meetings, made it difficult for Senators to manage their hours and stay within their designated limits. There is a basis to conclude that some members of ASOSU, particularly Senators, were working more hours than they were recording on their timesheets. Interviewees attested that because Senate meetings took up most of their weekly hours, Senators were voting on bills without adequate time to prepare and without thorough discussion. Several of these bills sought to make significant changes to the overall checks and balances structure of ASOSU (see below).

- Interviewees also attested that some Senators expressed that they felt pressure to vote in certain ways, including through private messages exchanged during Senate meetings.

Protest

- At or around finals week for the fall 2024 term, Employee [redacted] requested to schedule a meeting with Employee [redacted] in their ASOSU office. Employee [redacted] cancelled the meeting with Employee [redacted] after learning that a protest outside the building that houses the ASOSU offices was planned for the same time, believing Employee [redacted]'s request to be "too coincidental." Nevertheless, at the time of the cancelled meeting, Employee [redacted] and Employee [redacted] brought approximately 30 people to Employee [redacted]'s office to ask them to sign a Senate bill that, among other provisions, sought to have OSU divest from Israel. Employee [redacted] (who said they were taking 23 credits at the time and had not had time to review the legislation yet) attested that this situation was upsetting and felt like a violation of personal space, given that they had no exit route from their office and maintained an open-door policy to discuss issues in a respectful manner. In a subsequent conduct report, Keri Simonet recalled the group was "chanting, carrying signs and demanding [Employee [redacted]] sign a piece of legislation," and described being "scared they weren't going to leave until [Employee [redacted]] signed it." Employee [redacted] "broke out in tears" after the group ultimately "did leave quietly." Employee [redacted] later admitted that they had scheduled and cancelled the meeting to ensure that Employee [redacted] would be in their office for the confrontation.

Social Media Activity

- Interviewees attested that social media was a major challenge facing ASOSU during the 2024-25 school year. Some interviewees attested that they were concerned about the impact that social media would have on their professional reputations and future careers. Interviewees also attested that members of ASOSU experienced mental health impacts from social media posts. Several interviewees, for example, recalled one post where a 19-year-old ASOSU employee was characterized as looking like they "gave teethy head."

- Upon reviewing a slate of social media posts across platforms like Instagram, Reddit, Yik Yak, and Discord, most of the potentially relevant social media posts are anonymous. Members of ASOSU typically are not named directly in the posts, but there is often enough context to identify the specific individual(s) being discussed. Many of the posts express general concerns about the functioning of some or all branches of ASOSU.

    - An Instagram account called "The Pressure" was continuously identified as a source of problematic conduct by interviewees. In articles from OSU's newspaper, *The Daily Barometer*, student conduct reports, and interviews, individuals cited the account as a source of bullying, misinformation, intimidation, and harassment. Interviewees attested that posts from the account caused them emotional distress. Interviewees attested there was reason to believe The Pressure account is run by at least one former ASOSU employee.

Other Comments and Communications

- Interviewees attested to receiving or hearing inappropriate, often identity-based comments from members of ASOSU, directed at other members of ASOSU.[4] Some examples include:

    - Employee [redacted] claimed that Employee [redacted] accused them of being a member of Hillel.

    - Employee [redacted] claimed that Employee [redacted] referred to members of ASOSU as "Nazis."

    - Employee [redacted] claimed that they heard that Employee [redacted] had called them a "straight white bitch."

[4] We do not address comments made to OSU administrators/professional employees in this report but note that many of those comments (as described to us and/or presented in documentary evidence) appear, at a minimum, to be unprofessional and go beyond what would typically be considered appropriate workplace decorum.

- Employee [redacted] claimed that Employee [redacted] read Martin Luther King's "Letter from Birmingham Jail" during a meeting of the Judicial Council and equated the Councilors to white supremacists.

- Employee [redacted] claimed that Employee [redacted] was called a "white colonialist."

- Upon reviewing various recordings from Senate meetings, ASOSU members expressed concerns in those meetings about the workplace environment, alleging that they had experienced harassment, discrimination, and personal attacks, such that the workplace environment was affecting their ability to perform in their roles and negatively impacting their mental health.

- Interviewees attested that they and others were hesitant to speak up or share their true thoughts for fear their words would be used against them, posted on social media, or met with a barrage of emails or Teams messages. These sentiments were not confined to one branch but rather spanned across all of ASOSU.

- Interviewees attested that some ASOSU employees repeatedly contacted other ASOSU employees via electronic means, to the point that it interfered with their personal lives or performance of their duties. For example:

  - Interviewees attested that Employee [redacted] would receive a significant number of messages in response to routine matters, like a room change for a Senate meeting, or would be messaged in the middle of the night.

  - Employee [redacted] claimed that Employee [redacted], who did not work in the same branch of ASOSU, persistently contacted Employee [redacted] about operations of their branch of ASOSU, including how agendas and meetings were set.

Checks and Balances Issues

- At one or more points during the 2024-25 year, bills were passed altering the structure of the student fee-setting process, in which the SFC's authority was reduced, and the Senate's powers grew.

- In January 2025, the Senate passed a bill to derecognize the Judicial Council after the Judicial Council injuncted a Senate bill seeking to change the process for setting the student incidental fee (and, again, dilute the SFC's authority in this respect).

- The Senate also passed a bill in summer 2024 to defund a student advisor position (which was ultimately filled by Gabi Ulate), ostensibly to decrease administrative involvement in ASOSU; it was vetoed.[5]

Board of Trustees Meeting

- On January 17, 2025, Employee [redacted] spoke at the OSU Board of Trustees meeting regarding working conditions within ASOSU. Employee [redacted] identified concerns regarding ambiguous governing documents, ongoing harassment, threats, and retaliation, and unethical and unconstitutional behavior. Employee [redacted] recalled that at that point, efforts to de-recognize the Judicial Council and fundamentally alter the student fee-setting process were underway, and several ASOSU members were "on the edge" and considering resigning.

Resignation

- On February 25, 2025, Employee [redacted] resigned from ASOSU, citing alleged intrusion into their personal and student lives, cruelty from fellow members, and significant mental health concerns. Employee [redacted] did not identify specific behavior or incidents leading to their resignation and did not respond to requests to be interviewed. Interviewees attested that Employee [redacted] regularly received large numbers of ASOSU-related emails and messages, particularly related to their involvement with the Senate and the 2025-26 ASOSU elections process.

Pause of ASOSU Activity

- On February 28, 2025, ASOSU was placed on a temporary pause, citing concerns of a "systematic breakdown in the employment environment that has become harmful." The identified causes were "culture, practices, norms and governing documents."

- Professional staff involved in the decision to enact the pause (some of whom met regularly with ASOSU elected leaders throughout the year) cited concerns about students' mental health and the potential for an unsafe work environment. The team that advised on this decision included Dan Larson, Kevin Dougherty, Leslie Schacht Drey, Steven Jenkins (Associate Vice President & Executive Director of University Housing & Dining Services), Keri Simonet, Gabi Ulate, Steve Hoelscher, and the OSU Office of the General Counsel. Dan Larson ultimately made the decision to pause ASOSU operations. Professional staff cited some of the following concerns as necessitating a pause of ASOSU operations:

[5] We understand that multiple bills passed by the Senate were vetoed in 2024-25, which historically has not been the case.

- Dan Larson expressed that he was concerned about extreme social media bullying.

- Keri Simonet expressed that she felt ASOSU was causing harm to students and that she was scared ASOSU employees were going to hurt themselves.

- Gabi Ulate stated that an ASOSU employee said if they did not leave ASOSU, they did not know if they would be alive next term.

- Kevin Dougherty expressed that ASOSU employees were concerned about how their employment would affect their schoolwork and future careers. He also expressed that after reviewing ASOSU student conduct reports, there was reason to believe there was a pattern of behavior that was hostile, even though the individual conduct reports did not rise to the level of an investigation by the Equal Opportunity & Access Office.

- Student interviewees also supported the pause, with comments ranging from "I don't know what I signed up for, but it wasn't this," to "this year has been hell." We heard that interviewees would not recommend that other students get involved in ASOSU, "especially not if [they are] women," and that students believed they would be "bulldozed" or "destroyed" if they expressed conflicting viewpoints. Multiple interviewees described mutual no-contact orders that they had secured against other students in ASOSU, or that other students in ASOSU had secured against them (including at least one that hindered transfer of responsibilities from the outgoing ASOSU administration to the incoming ASOSU administration).

Recommendations

The information we received suggests that ASOSU student employees faced significant challenges during the 2024-25 school year. Putting aside the flurry of activity that impacted workload and work-life balance, not to mention many ASOSU employees' reports that they were experiencing harassment, discrimination, a hostile work environment, or similar harm, the risk of further – and more detrimental – mental health impacts to student leaders if things continued was reason enough to cause alarm. Based upon the totality of the circumstances, the evidence supports that it was reasonable and legitimate for administration to determine that a pause in ASOSU operations was necessary.

To avoid recurrence of these issues, it is also reasonable to conclude that changes are necessary when ASOSU resumes operations. Below are recommendations for improvements to the ASOSU workplace, based on the factual findings of the investigation:

Training

- All ASOSU student employees should complete a mandatory orientation process before they start working. OSU should consider revising the list of "Prohibited Actions" in the ASOSU Code of Conduct to include a prohibition against student

employees performing substantive work in their designated roles before they have completed the full orientation process.

- We recommend this orientation occur in person, rather than virtually, if possible, and be led by a professional employee in Human Resources. ASOSU student employees may be more likely to actively engage with training(s) in person and, while in-person training might not be feasible for everyone, it would be particularly helpful for this group of employees given the unique (and often sensitive) nature of the work ASOSU does and the public-facing nature of their duties.

- We recommend that OSU consider including the following subjects in the ASOSU orientation:

    - Respectful workplace. This training should identify prohibited behavior, including bullying, discrimination, harassment, retaliation, and inappropriate social media use. It should also address best practices for workplace communication (including email and messaging etiquette) and conflict resolution, along with implicit bias.

    - Governing documents. All ASOSU students should receive training adequate to enable them to understand their governing documents, including the Constitution and the Revised Statutes.

    - Position duties. All ASOSU student employees should understand the duties of their position and the scope of their responsibilities, including any applicable procedures for their specific role. For example, Senators should receive a primer on parliamentary procedure and/or the Democratic Rules of Order.

    - Employment relationship. This is intended to ensure that members of ASOSU realize that although they are elected leaders, they are also employees of OSU. This part of the orientation should address general employment policies and expectations, including those related to off-duty conduct.

Supervision

- We recommend that OSU create clarity around the reporting/supervisory structure for ASOSU student employees. Doing so will facilitate stronger 1:1 relationships, including for purposes of performance monitoring, and ensure that ASOSU employees have a known designated point of contact.

Confirmation Hearings[6]

- While the ASOSU Revised Statutes already specify that the purpose of a confirmation hearing is to evaluate a candidate's qualifications, there is reason to believe that directive is not being followed. (*See* ASOSU Revised Statutes, Appendix A, Rule XII(A)(c) (Confirmation hearing discussion should be "primarily focused on inquiring as to [the candidate's] qualifications for the position.").) Accordingly, OSU should consider establishing additional guidelines for confirmation hearings.

- In particular, OSU may consider:

  - (1) Creating a pre-set list of questions for Senators to ask, including questions about the candidate's resume, relevant work experience, and other qualifications;

  - (2) Revising the Revised Statutes to explicitly state that Senators are prohibited from asking questions that are not directly related to the candidate's resume, application materials, or relevant work experience, and removing the qualifier that discussion must be "*primarily* focused on inquiring as to [the candidate's] qualifications for the position";

  - (3) Directly applying OSU Human Resources' hiring policies, practices, and procedures to confirmation hearings;

  - (4) Setting a time limit on confirmation hearings; and

  - (5) Ensuring that professional staff are present during such confirmation hearings to ensure adherence to the statutory purpose of the hearing as necessary.[7]

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[6] It is our understanding that OSU is separately considering revisions to ASOSU's governing documents. While we are not involved in that review and are not decision-makers as to what is and is not possible in that respect, we make suggestions regarding the confirmation process because it is one example of an incident where the reported behavior went well beyond what would typically be appropriate in an employment setting. And, while we are cognizant of the fact that legislative confirmation hearings can often be contentious, we are also mindful that ASOSU is a student government entity, not Congress, and believe student employees can reasonably be held to different civility standards.

[7] Note that although we are not making recommendations about specific changes to the ASOSU governance structure and understand those recommendations to be underway through the efforts of a separate workgroup, it is worth considering whether Senate and other ASOSU meetings can be structured in a way that professional staff can participate and intervene in the event of potential employment-related violations.

Discipline

- The ASOSU Code of Conduct addresses disciplinary procedure, but there is reason to believe at least some members of ASOSU do not understand or agree they can be disciplined and/or terminated although they are elected leaders.

- OSU may consider thoroughly reviewing the ASOSU Code of Conduct with employees during the orientation process, including the fact that ASOSU student employees are employed at will, and can be disciplined for conduct that violates employment policies.

Hours Worked

- The ASOSU Revised Statutes already specify the number of hours each ASOSU employee is permitted to work per week, depending on their position. There is, however, reason to believe that ASOSU employees chose to perform unpaid ASOSU-related work once they had reached their hours cap for a given week.

    - The OSU Student Employment Manual defines volunteer work as follows:

        - The work must be at the employee's initiative.

        - The work must be outside normal or regular work hours.

        - The employee must be performing a religious, charitable, or other community service without contemplation of payment.

        - The employee must be performing a task outside of the regular job functions performed for the same employer.

        - University employers and supervisors are prohibited from accepting volunteer hours from a paid employee, including a student employee, except in very unique situations and under very narrow circumstances (see above criteria).

    - OSU may consider either (1) training ASOSU employees on this definition or (2) revising the ASOSU governing documents to explicitly address this issue and clearly state that volunteering after allotted hours have been met is prohibited and may lead to disciplinary action.

    - More broadly, OSU should look at measures that may help ASOSU employees achieve a better work-life balance and reasonably meet (but not exceed) their allotted hours. This may include restrictions on the number and length of meetings and the hours in which workplace communication (including via email, text, and Teams or other messaging services) should occur. Employees should also be instructed to report any time worked outside allotted hours and to take legally mandated breaks.

Eligibility Requirements

- OSU may consider imposing stricter eligibility requirements for elected ASOSU positions, such as term limits and credit limits, to lessen the likelihood that more experienced employees will dominate discussions and/or decision-making. Nearly every employee spoke about problematic conduct by Employees [redacted] and [redacted] (who were also the subject of numerous student conduct complaints), both of whom have been students at OSU for several years and have a corresponding amount of ASOSU experience under their belts.

Employment Policies

- Respectful workplace policy
  - OSU may consider revising its Civility in the Workplace policy or otherwise creating an ASOSU-specific policy that clearly defines prohibited or inappropriate workplace behavior.
    - OSU may consider adding a provision governing off-duty communications. To the extent possible, ASOSU employees should limit their work-related communications to regular business hours.
- Off-duty conduct/social media policy
  - The ASOSU Code of Conduct imposes a duty on employees to "avoid personal, unprofessional, or surreptitious attacks on other members in any forum, including but not limited to social media."
    - OSU may consider expanding its social media policy to clearly identify prohibited or inappropriate behavior, including posting or promoting anonymous content that potentially violates the ASOSU Code of Conduct and the University Code of Ethics. OSU may also consider explicitly stating, both during ASOSU orientation and in the ASOSU governing documents, that student employees may be subject to discipline for breaching this duty.

Conclusion

This concludes the executive summary. We look forward to discussing with you.