

REPORT OF INVESTIGATION

TO: The Special Committee of the NPR Board of Directors

FROM: Grace E. Speights
Margaret E. Rodgers Schmidt
Jocelyn R. Cuttino

DATE: February 19, 2018

SUBJECT: Report of Independent Investigation into Allegations of Sexual Harassment at NPR

EXECUTIVE SUMMARY

The Special Committee of the NPR Board of Directors retained Morgan Lewis to conduct an independent investigation to determine what management knew about allegations of sexual harassment by Michael Oreskes, the former Senior Vice President of News; when management became aware of such allegations; and what, if anything, management did when it learned about the allegations. In the context of this investigation, the Special Committee also requested that we review past complaints of sexual harassment and how they were handled, and NPR's processes and procedures for reporting, investigating, and responding to complaints of sexual harassment in order to make recommendations for process improvements going forward.

Morgan Lewis conducted a two-month investigation as requested by the Special Committee. The results of the investigation are set forth in this report. In summary, there was a flag raised about questionable conduct by Mr. Oreskes during the hiring process. Once hired, flags were raised as early as October 2015. Additional flags were raised in the spring of 2016 through October 2017. Various members of management and legal knew about these flags at various points in time between October 2015 and October 2017. Attempts by several members of management and legal to counsel Mr. Oreskes about his inappropriate behavior were unsuccessful.

With respect to NPR's processes and procedures for reporting, investigating, and responding to complaints of sexual harassment, our investigation revealed that there are areas that can be improved. We have set forth our recommendations later in this report.

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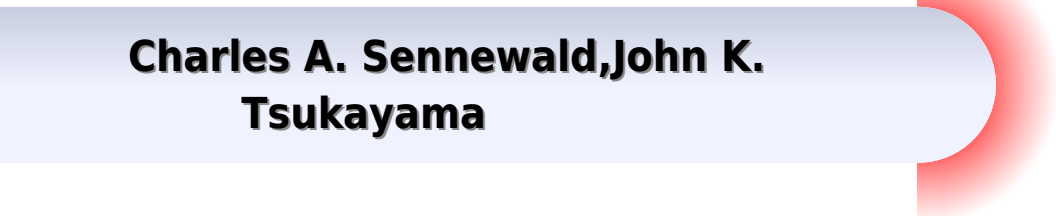
I. Background

This investigation was commissioned following reports of sexual harassment and the subsequent termination of former Senior Vice President (SVP) of News, Michael Oreskes. The primary questions presented in this investigation with respect to the allegations against Mr. Oreskes are (1) when did NPR leadership first learn of the allegations and (2) what action, if any, was taken in response to the allegations. While the circumstances leading to the retention of our firm center on Mr. Oreskes, our investigation was not limited to Mr. Oreskes or any other individuals.

During the course of our investigation, we received a significant amount of feedback about the perception of a culture at NPR that favors men. In almost all cases, this feedback did not relay allegations of sexual

Write An Investigative Report

**Charles A. Sennewald, John K.
Tsukayama**



Write An Investigative Report:

Medical Malpractice Claims Investigation Nancy Acerbo-Kozuchowski, Nancy Acerbo-Avalone, Katherine Kremer, 1997 The book is designed as a primer for claims investigators health care managers QA QI personnel in house counsel paralegals personal injury attorneys and others whose duties include the investigation of actual and potential medical malpractice lawsuits It can be used as a desktop reference self study guide or as part of a formal orientation program for risk managers and quality assurance personnel The book contains a step by step description of the claims investigation It also provides instruction on reviewing medical records identifying adverse patient occurrences selecting locating and interviewing personnel involved in occurrences analyzing investigative findings and writing the investigation report *Professional Investigative Report Writing, Contracts and Forms* Douglas Crewse, 2002 *Just the Facts* Michael Biggs, 2015-07-17 Just the Facts Investigative Report Writing can be used for all courses in law enforcement report writing in any criminal justice program It is also a suitable reference for investigators Just the Facts brings together all the simple rules and techniques students need to write effective investigative reports in law enforcement Its user friendly methodology works in any context with any crime regardless of the case s complexity Each chapter focuses on one major component of the report writing process carefully building on what has already been learned Coverage includes investigation basics note taking narrative writing describing persons and property crime and arrest reports writing interviews and search warrants and more Updated with new Learning Objectives writing exercises and expanded content the Fifth Edition retains its focus on consistency simplicity and thoroughness in documenting the results of an investigation **Report Writing for Crime Scene**

Investigators Laura Pazarena, Michael Kessler, Amy Watroba, 2022-06-29 Report Writing for Crime Scene Investigators provides students with the tools to write effective crime scene reports Students looking to break into the field of crime scene investigations often take courses in report writing but the textbooks available are commonly geared toward general law enforcement and first responders However none of the books on the market focus on the craft of effective informative writing with graphic crime scene specific considerations in mind While falling under law enforcement s purview crime scene investigations fall within the forensic science field and as such the reporting required is more technical and often more scientific in nature than the average police report Due to the lack of published resources and guidance in this critical area there is no standard that currently exists for vital function within crime scene and investigative circles and often the subject is given short shrift This creates wide discrepancies among what students are being taught This book is the first of its kind to provide students and those professionals and agencies in need of a blueprint with a resource to teach them the various types of reports and how to refer to scenarios and specific types of evidence to ensure that the report holds up under the process of an investigation and for use within the courts Key features Outlines the key distinctions between police style reports and crime scene style reports and writing Explains how to clearly and accurately provide an accounting and description of a

variety of evidence recovered from a scene Details how to best organize the report in a logical manner and sequence including the various components of the crime scene report Presents an explanation of the information that should be included in the report and the rationale behind its importance for testimonial purposes Report Writing for Crime Scene Investigators provides to the reader the fundamentals of effective report writing for the active field Crime Scene Investigator Coverage includes the necessary steps to thoroughly document scenes and evidence from the time the CSI receives the call until the time the CSI testifies in court In addition to the student market the book will be a welcome resource for professional crime scene investigators attorneys and as a reference and standard for professional training programs **Fact-Finding**

Reports: An Introduction to Investigative Report Writing Pasquale De Marco, 2025-04-13 In today's world where information is paramount and decisions are made based on evidence the ability to craft clear accurate and compelling investigative reports is a critical skill for law enforcement professionals Fact Finding Reports An Introduction to Investigative Report Writing is an indispensable guide that empowers readers to produce reports that effectively communicate findings strengthen cases and ensure transparency This comprehensive book takes readers on a journey through the intricacies of investigative report writing covering everything from the initial stages of note taking and documentation to the final presentation of findings With a focus on clarity accuracy and objectivity the book provides a step by step guide to crafting reports that meet the highest standards of professionalism and ethical conduct Divided into 10 comprehensive chapters the book covers a wide range of topics essential for effective investigative report writing Readers will learn how to Gather and document evidence meticulously ensuring the integrity and accuracy of information Describe persons property and events with precision and objectivity avoiding subjective or biased language Construct clear and concise crime and arrest reports that provide a detailed account of the incident including witness statements physical evidence and legal considerations Handle interviews and interrogations with skill and sensitivity capturing accurate and reliable information while maintaining ethical standards Utilize advanced investigative techniques such as covert surveillance and data analysis to uncover hidden facts and strengthen cases Write reports that adhere to legal requirements protecting personal and confidential information while ensuring the fair and just resolution of cases Fact Finding Reports is more than just a guide to writing reports it is an invaluable resource for law enforcement professionals seeking to enhance their skills and produce reports that stand up to scrutiny With real life case studies and expert insights this book provides a practical and engaging learning experience that will benefit investigators officers and legal professionals alike If you like this book write a review on google books

Fundamentals of Investigative Report Writing Gary Guthrie, 2017-09-18 Fundamentals of Investigative Report Writing teaches readers how to precisely construct investigative reports whether for criminal employment policy or employee performance investigations Dedicated to helping report writers produce valuable extrinsic documentation the book explains how to describe what happened and why in clear concise terms Topics include writing attitude and ethics the always rules of

writing tips for conducting successful interviews techniques for writing with precision purposes and techniques for editing and proof reading and how to incorporate sketches drawings diagrams and other visuals The book also addresses considerations when writing United States Constitutional based reports as well as strategies involved in other forms of written communication such as e mail business letters memoranda and social media This edition features a chapter devoted to performance evaluations that helps supervisors to be accurate state things efficiently insure the quality of the organization and develop the employee Each chapter includes learning objectives chapter summaries specific writing assignments and a feature story related to the chapter s content focus Illustrations have been carefully selected to support the written text Thoughtfully developed to set students and instructors up for success Fundamentals of Investigative Report Writing is ideal for technical education programs in administration of justice criminal justice and law enforcement and courses on investigative and police report writing and report writing for criminal justice and law enforcement professionals After twenty five years in law enforcement Gary Guthrie retired and brought his experience and expertise to the university classroom A faculty member at both Point Loma Nazarene University and Southwestern College in San Diego he teaches criminal justice courses with a significant focus on the role of quality written documentation Professor Guthrie relies on his own extensive investigative report writing experience which encompasses criminal administrative and policy investigations to inform his teaching and his approach to foundational skills development in his students

Handbook of Technical Writing Gerald J. Alred, Charles T. Brusaw, Walter E. Oliu, 2006 Alphabetically organized and easy to use its nearly 400 entries provide guidance for the most common types of professional documents and correspondence including reports proposals manuals memos and white papers Abundant sample documents and visuals throughout the book demonstrate effective technical communication reflecting current practices for formatting documents and using e mail In addition advice on organizing researching writing and revising complements thorough treatment of grammar usage style and punctuation to provide comprehensive help with writing skills

Report of the Advisory Board on the Investigative Capability of the Department of Defense United States. Advisory Board on the Investigative Capability of the Department of Defense, 1995

The Process of Investigation Charles A. Sennewald, John K. Tsukayama, 2001 The Process of Investigation Second Edition zeroes in on the specific areas of concern to the private investigator The new edition covers a wide range of subjects such as the fundamentals of investigation legal aspects organisational objectives and strategies Two new chapters have been added on Imagery and Computers as well containing all new updated information on the Internet Private Information Providers Resource references digital imaging documenting crime scenes and managing and analysing investigation information The Process of Investigations is co authored by professionals with broad experience in both private and public sector investigations spanning five decades Drawing on their extensive experience the authors have updated and revised all chapters targeting corporate executives shoplifters organized burglary rings warehouse thieves cashiers workplace drug dealers and corrupt public officials Written

for both the student and professional alike this book compares and contrasts public and private sector enforcers pinpoints the unique problems facing the investigator in a private agency and provides updated case studies that illustrate the theories an

Investigations 150 Things You Should Know Louis Tyska, Lawrence J. Fennelly, 1999-06-14 By covering the essential tips and techniques for investigators *Investigations 150 Things You Should Know* becomes a useful reference By further covering the legal guidelines that investigators must follow it becomes indispensable Through anecdotes case studies and documented procedures the authors of this book have amassed the most complete collection of investigative information available This ready reference is for anyone interested in investigations Readers in and out of the law enforcement field will find this book easy to use and understand when seeking explanations about a wide variety of investigative topics including constitutional law documentary evidence interviewing and interrogating and surveillance Comprehensive overview of investigation Easily readable and accessible information supplies all the necessary elements for the beginner or expert investigator Further investigative resources are listed in valuable appendices

How to Write a Narrative Investigation Report William Dienst, 1964

Private Security in the 21st Century: Concepts and Applications Edward Maggio, 2009 Private Security in the 21st Century Concepts and Applications informs the learner about the historical development of private security and provides new information for educating and training private security personnel in the beginning stages of their career whether they are a full time student or entry level security worker on the job This text will not only provide the background information that a prospective security person should know but also describes the basic operational procedures students need to understand Private Security in the United States Concepts and Applications examines current practices in private security and technology

The Essential Guide to Workplace Investigations Lisa Guerin, 2022-07-04 Learn how to conduct a full and fair workplace investigation Workplace complaints carry serious legal and financial risks to a company so it s essential to act fast when you receive an employee complaint But an ineffective or poorly handled investigation can land your company in even more trouble than not performing one at all It s more important than ever to ensure your investigation is complete impartial and timely The Essential Guide to Workplace Investigations shows you how to legally and successfully investigate and resolve any type of complaint or problem It covers common issues such as harassment discrimination violence drug and alcohol use and employee theft This edition has updated sections on sexual orientation and gender identity discrimination and handling problems in the remote workplace The book guides you through each step of an effective investigation including deciding whether to investigate planning an investigation interviewing witnesses gathering and evaluating evidence documenting the investigation and more With Downloadable Forms You can download all the forms you need including sample policies checklists templates and resources at Nolo

Initial Fire Investigation National Fire Academy, 2001

District of Columbia Appropriations for 1998 United States. Congress. House. Committee on Appropriations. Subcommittee on District of Columbia Appropriations, 1998

Writing Reports to Get

Results Ron S. Blicq, Lisa A. Moretto, 2004-04-05 The professional's quick reference handbook for writing business and technical reports Professionals in business government and technical fields often need help in organizing and writing reports for associates clients and managers This simple tutorial handbook offers expert tips and useful ideas for organizing ideas structuring reports and adding spice to technical papers Writing Reports to Get Results offers in depth guidance for writing short informal reports such as job progress reports and inspection reports semiformal reports such as laboratory and medium length investigation and evaluation reports formal reports such as analytical and feasibility studies and major investigations technical and business proposals of varying complexity The authors use a simple pyramid method to help writers organize their information into the most convenient and simplest structure for any type of document from single page proposals to full length presentations Rounding out this easy instructional handbook are helpful tips on a number of other topics such as constructing reference lists and bibliographies the use of numbers abbreviations and metric symbols preparing illustrations for insertion into a report and working collaboratively as a member of a writing team **Sharpen Your Report Writing Skills** Jennifer Rozines Roy, 2012-01-01 Learn what goes into a report the correct order for your information and the final touches that make your report look amazing Provided by publisher **Healthcare Fraud Investigation Guidebook** Charles E. Piper, 2017-07-27 Some have estimated that healthcare fraud in the United States results in losses of approximately 80 billion a year Although there are many books available that describe how to detect healthcare fraud few address what must be done after the fraud is detected Filling this need Charles Piper's Healthcare Fraud Investigation Guidebook details not only how to detect healthcare fraud but also how to investigate and prove the wrongdoing to increase the likelihood of successful prosecution in court The book starts by covering the history of healthcare insurance and the various types of fraud schemes It presents Charles Piper's unique approach to investigating The Piper Method which allows readers to conduct as many as 10 simultaneous investigations for each case It emphasizes the importance of simultaneously searching for waste and abuse as well as systemic weaknesses and deficiencies that caused or contributed to the problem or wrongdoing under investigation and then make recommendations for improvement It also provides Questions to ask whistleblowers complainants employers employees and healthcare providers who are suspects Tips on investigative case planning goals and strategies Sample visual aids for use when briefing others about your investigative findings Guidance on presenting information obtained from healthcare investigations and on how to testify in court Techniques for uncovering previously undetected fraud The book includes a sample case study that walks readers through a mock case from the time the case is received through the end The case study demonstrates how to initiate plan and conduct a thorough and complete healthcare fraud investigation while incorporating Piper's proven methodology Sharing insights gained through Charles Piper's decades of experience *O'Hara's Fundamentals of Criminal Investigation (10th Ed.)* De Vere D. Woods, Jr., 2025-05-05 Fundamentals of Criminal Investigation has been the Bible of criminal investigation for many years This tenth edition reflects

new developments in forensic science criminalistics computerization electronic databases and the Internet while remaining focused on the fundamentals of criminal investigation to help investigators build a solid foundation of investigative skills Readers of the tenth edition will find throughout the text numerous edits and refinements to the presentation to improve clarity and comprehension along with many updates Updated crime trends and statistics include missing persons cases vehicle thefts larceny thefts burglary studies violent crime robberies by locations robbery losses murder weapons by type murder by victim offender relationships drug arrests and trends heroin and opioid use and drug trafficking patterns Updated and revised techniques and procedures include a Means Motive and Opportunity model documenting and using recording devices and cell phones crime scene searching procedures recording fingerprints Rapid Fingerprint Identification Search bullet holes in glass bite marks collecting mobile devices Rogues Gallery social media posts interviewing various types of witnesses using informants vehicle surveillance techniques note taking and digital photography confidence games stalking determining motive and intent drug decriminalization hydrocodone MDMA ecstasy hallucinogens designer drugs drug investigation methods drug labs and privileged communications This book has a vast audience including academics criminal justice practitioners students instructors researchers criminal justice practitioners especially law enforcement attorneys and news reporters

Criminal Investigation Steven G. Brandl, 2021-01-05 Criminal Investigation Fifth Edition offers a comprehensive and engaging examination of the criminal investigation process and the vital role criminal evidence plays Written in a straightforward manner the text focuses on the five critical areas essential to understanding criminal investigations background and contextual issues criminal evidence legal procedures evidence collection procedures and forensic science In the new edition of this bestseller author Steve Brandl goes beyond a simple how to on investigative procedures and draws from fascinating modern research actual investigative cases and real crime scene photos to give students practical insights into the field of criminal investigation today This title is accompanied by a complete teaching and learning package

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the following dependencies to the existing pom.xml: jstl, spring, webmvc, and servlet-api for spring support, mysql connector java for mysql support, spring-jdbc for data access with jdbc, spring-orm for orm.

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web, May 13 2019. NetBeans is one such popular IDE that is being used in industries around the world. In this article, I take you through the process of using NetBeans IDE for developing a Spring application. We start with a normal Spring core application and move towards developing a Spring web MVC based application using the IDE.

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web, hibernate, and the NetBeans Visual Web Pack. Hibernate is an open source tool that provides object relational persistence and query services. Hibernate sits between your application and database and seamlessly loads and saves objects, assisting you with persistence content management.

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web, Feb 11 2013. If you didn't create hibernate properties from within NetBeans, just place hibernate properties in the classpath root in a NetBeans web application project. In build/web/inf/classes in that directory, you should have hibernate.cfg.xml, hibernate.properties, prime_hbm.xml, and nz.

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web, hibernate, and spring web with NetBeans 7. NetBeans: the definitive guide, Feb 01 2023. This is the authoritative reference for understanding and using the NetBeans integrated development environment for creating new software with Java. It contains a detailed tutorial guide to web development with Java. Jun 24 2022.

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web, databases, build web applications with Spring Boot, apply REST APIs using Spring Boot, create reactive web applications using Spring Web Reactive, secure your Spring Boot applications or web services, test and deploy your Spring Boot applications. Who this book is for: experienced Java and Spring framework developers who are new to the new.

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web, introduction to GUI building, connecting to a MySQL database, tutorial to build this application using Maven. See creating a Maven Swing application using hibernate. Figure 1: Content on this page applies to the NetBeans IDE 7.2, 7.3, 7.4, and 8.0. To follow this tutorial, you need the following software and resources.

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web, Nov 30 2010. YouTube.com user lenymmm features more videos, tutorials, and let's plays on my channel. Video tutorial for Java Spring hibernate on NetBeans me.

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web oct 4 2013 using netbeans 7 3 spring mvc does not seem to be bundled with the ide i thought this would be the case but only javaserver faces and hibernate are included when it comes to web frameworks do i have to activate it somehow

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web hibernate is framework that provides tools for object relational mapping orm the tutorial demonstrates how to add support for the hibernate framework to the ide and create the necessary hibernate files

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