

APPENDIX

TAB A



August 4, 2014

Ms. Betty Montgomery
6530 West Campus Oval
Suite 210
New Albany, Ohio 43054

Re: Appointment to the Marching Band Task Force

Dear Ms. Montgomery:

As you are aware, the University recently completed a Title IX investigation that revealed serious cultural issues and an environment conducive to sexual harassment within the University's Marching Band. Such an environment is unacceptable and counter to the University's mission of advancing the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. Incidents of harassment and hostility are not tolerated at this University and, in light of our recent investigation, we must do better to make our campus an open and welcoming environment for all students.

To that end, the University Board of Trustees and I have asked you to lead an independent task force of nationally-recognized experts to review the matter. Specifically, we ask the Marching Band Culture Task Force to:

- Conduct an assessment of the Marching Band's culture;
- Review University administrative processes and oversight;
- Provide counsel on relevant Title IX compliance issues.

The Task Force will not be asked to reopen any aspect of the recently completed Title IX investigation.

As a former Ohio Attorney General, Auditor of State, lawmaker and prosecutor, you are uniquely qualified to lead this task force and provide additional guidance to the University moving forward. The Trustees and I are confident that the work to be performed by you and the task force will result in strengthening the University Marching Band and helping to preserve its legacy as a proud and enduring representative of Ohio State.

This important work will not only involve surveying the band culture, but also, providing a process and forum for other affected parties to be heard by the University. In your capacity as the Chair of the Task Force, you will report directly to me and the Chairman of the Board

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Ms. Betty Montgomery

August 4, 2014

Re: Appointment to the Marching Band Task Force

of Trustees, Dr. Jeffrey Wadsworth. The University has engaged the nationally-recognized law firm Arent Fox to assist with the task force's investigation into the band's culture and to provide needed investigative support and resources.

I urge all members of the Ohio State community to cooperatively support the task force's work and provide any relevant information. We look forward to receiving a report from you in the next 45 to 60 days.

With these principles in mind, I hereby appoint you, Betty Montgomery, to serve as a Chair of the Marching Band Task Force.

When you act in your capacity as a chair in accordance with the scope of authority defined in this letter, you shall be entitled to any immunity, insurance, or indemnity protection to which officers and employees of the University are or hereafter may become entitled.

Thank you for serving in this capacity.

Sincerely,



Michael V. Drake
President

cc: Dr. Jeffrey Wadsworth, Chairman, Ohio State University Board of Trustees

APPENDIX

TAB B

Code of student conduct (effective June 18, 2012)

3335-23-01 Introduction and purpose

The code of student conduct is established to foster and protect the core missions of the university; to foster the scholarly and civic development of the university's students in a safe and secure learning environment, and to protect the people, properties and processes that support the university and its missions. The core missions of the university are research, teaching and learning, and service. Preservation of academic freedom and free and open exchange of ideas and opinions for all members of the university are central to these missions.

3335-23-02 Jurisdiction

The code applies to the on-campus conduct of all students and registered student organizations, including conduct using university computing or network resources. The code also applies to the off-campus conduct of students and registered student organizations in direct connection with:

- A. Academic course requirements or any credit-bearing experiences, such as internships, field trips, study abroad, or student teaching;
- B. Any activity supporting pursuit of a degree, such as research at another institution or a professional practice assignment;
- C. Any activity sponsored, conducted, or authorized by the university or by registered student organizations;
- D. Any activity that causes substantial destruction of property belonging to the university or members of the university community, or causes or threatens serious harm to the safety or security of members of the university community; or
- E. Any activity in which a police report has been filed, a summons or indictment has been issued, or an arrest has occurred for a crime of violence.

The code governs all campuses of the university. However, students attending at regional campuses, centers, or institutes are advised to consult their local resources for additional information or rules pertaining to those locations, which may create hearing boards or processes for the locations, consistent with these rules.

The university reserves the right to administer the code and proceed with the hearing process even if the student withdraws from the university, is no longer enrolled in classes, or subsequently fails to meet the definition of a student while a disciplinary matter is pending.

Students continue to be subject to city, state, and federal laws while at the university, and violations of those laws may also constitute violations of the code. In such instances, the university may proceed with university disciplinary action under the code independently of any criminal proceeding involving the same conduct and may impose sanctions for violation of the code even if such criminal proceeding is not yet resolved or is resolved in the student's favor.

3335-23-03 Definitions

As used in the code,

- A. "University premises" includes all lands, buildings, facilities, and resources owned, leased, managed, or operated by the university.
- B. "Student" includes an individual who has paid an acceptance fee, registered for classes, or otherwise entered into any other contractual relationship with the university to take instruction.
 - 1. It further includes persons who are eligible to receive any of the rights and privileges afforded a person who is enrolled at the university, including, but not limited to, those individuals admitted to the University and attending orientation programs.
 - 2. Student status lasts until an individual graduates, is dismissed, or is not in attendance for two (2) complete, consecutive terms.
 - 3. "Student" also includes registered student organizations.
- C. "Members of the university community" include, but are not limited to, students, faculty, staff, and visitors to the campus.
- D. "Complaint" includes a written statement, alleging a violation of the code of student conduct or other published rule applicable to students at the university, provided to an authorized university official, per section 3335-23-05 A. Information submitted by other means will be reviewed and may, at the university's discretion, be acted upon but will not be treated as a formal complaint.
- E. "Crime of violence" includes the offenses stated in Ohio revised code § 2901.01.

3335-23-04 Prohibited conduct

Any student found to have engaged, or attempted to engage, in any of the following conduct while within the university's jurisdiction, as set forth in section 3335-23-02, will be subject to disciplinary action by the university. For the purposes of this section, attempt shall be defined as conduct that, if successful, would constitute or result in the prohibited conduct. Any student who abandons an attempt or prevents the prohibited conduct from occurring under circumstances that demonstrate a complete and voluntary renunciation of the prohibited conduct will not be subject to disciplinary action by the university.

- A. **Academic misconduct** Any activity that tends to compromise the academic integrity of the university or subvert the educational process. Examples of academic misconduct include, but are not limited to:
 - 1. Violation of course rules as contained in the course syllabus or other information provided to the student;
 - 2. Knowingly providing or receiving information during examinations such as course examinations and candidacy examinations; or the possession and/or use of unauthorized materials during those examinations;
 - 3. Knowingly providing or using unauthorized assistance in the laboratory, on field work, in scholarship or on a course assignment;

4. Submitting plagiarized work for an academic requirement. Plagiarism is the representation of another's work or ideas as one's own; it includes the unacknowledged word-for-word use and/or paraphrasing of another person's work, and/or the inappropriate unacknowledged use of another person's ideas;
5. Submitting substantially the same work to satisfy requirements for one course or academic requirement that has been submitted in satisfaction of requirements for another course or academic requirement without permission of the instructor of the course for which the work is being submitted or supervising authority for the academic requirement;
6. Falsification, fabrication, or dishonesty in creating or reporting laboratory results, research results, and/or any other assignments;
7. Serving as, or enlisting the assistance of, a substitute for a student in any graded assignments;
8. Alteration of grades or marks by the student in an effort to change the earned grade or credit;
9. Alteration of academically related university forms or records, or unauthorized use of those forms or records;
10. Engaging in activities that unfairly place other students at a disadvantage, such as taking, hiding or altering resource material, or manipulating a grading system; and
11. Violation of program regulations as established by departmental committees and made available to students.

B. Endangering health or safety

1. **Endangering behavior** Taking or threatening action that endangers the safety, physical or mental health, or life of any person, or creates a reasonable fear of such action. Relationship violence or intimate partner abuse may constitute endangering behavior.
2. **Stalking** Engaging in a pattern of unwanted conduct directed at another person that threatens or endangers the safety, physical or mental health, or life or property of that person, or creates a reasonable fear of such a threat or action.

C. Sexual misconduct Physical contact or other non-physical conduct of a sexual nature in the absence of clear, knowing and voluntary consent, including but not limited to:

1. Non-consensual sexual intercourse, defined as any sexual penetration (anal, oral, or vaginal), however slight, with any body part or object by any person upon any person without consent.
2. Non-consensual sexual contact, defined as any intentional sexual touching, with any body part or object by any person upon any person without consent.
3. Sexual exploitation, defined as taking non-consensual, unjust or abusive sexual advantage of another. Examples include, but are not limited to, prostituting another student, non-consensual video or audio-taping of sexual activity, going beyond the boundaries of consent (such as knowingly allowing another to surreptitiously watch otherwise consensual sexual activity), engaging in non-consensual voyeurism, and

knowingly transmitting or exposing another person to a sexually transmitted infection (STI) without the knowledge of the person.

4. Sexual harassment, as defined in applicable university policy.
5. Indecent exposure, defined as the exposure of the private or intimate parts of the body in a lewd manner in public or in private premises when the accused may be readily observed.

For the purposes of this rule, consent shall be defined as the act of knowingly and affirmatively agreeing to engage in a sexual activity. Consent must be voluntary. An individual cannot consent who is substantially impaired by any drug or intoxicant; or who has been compelled by force, threat of force, or deception; or who is unaware that the act is being committed; or whose ability to consent is impaired because of a mental or physical condition; or who is coerced by supervisory or disciplinary authority. Consent may be withdrawn at any time. Prior sexual activity or relationship does not, in and of itself, constitute consent.

- D. **Destruction of property** Actual or threatened damage to or destruction of university property or property of others, whether done intentionally or with reckless disregard.
- E. **Dangerous weapons or devices** Storage or possession of dangerous weapons, devices, or substances including, but not limited to, firearms, ammunition, or fireworks, unless authorized by an appropriate university official or permitted by a university policy, even if otherwise permitted by law. Use or misuse of weapons, devices, or substances in a manner that causes or threatens serious harm to the safety or security of others.
- F. **Dishonest conduct** Dishonest conduct, including, but not limited to: knowingly reporting a false emergency; knowingly making false accusation of misconduct; misuse or falsification of university or related documents by actions such as forgery, alteration, or improper transfer; submission of information known by the submitter to be false to a university official.
- G. **Theft or unauthorized use of property** Theft, or the unauthorized use or possession of university property, services, resources, or the property of others.
- H. **Failure to comply with university or civil authority** Failure to comply with legitimate directives of authorized university officials, law enforcement or emergency personnel, identified as such, in the performance of their duties, including failure to identify oneself when so requested; or violation of the terms of a disciplinary sanction.
- I. **Drugs** Use, production, distribution, sale, or possession of drugs in a manner prohibited under law. This includes, but is not limited to, the misuse of prescription drugs.
- J. **Alcohol** Use, production, distribution, sale, or possession of alcohol in a manner prohibited under law or applicable university policy or facility policy.
- K. **Unauthorized presence** Unauthorized entrance to or presence in or on university premises.
- L. **Disorderly or disruptive conduct** Disorderly or disruptive conduct that unreasonably interferes with university activities or with the legitimate activities of any member of the university community.
- M. **Hazing** Doing, requiring, or encouraging any act, whether or not the act is voluntarily agreed upon, in conjunction with initiation or continued membership or participation in any group, that causes or creates a substantial risk of causing mental or physical harm or humiliation. Such acts may include, but are not limited to, use of alcohol, creation of excessive fatigue, and paddling, punching or kicking in any form.

N. Student conduct system abuse Abuse of any university student conduct system, including but not limited to:

1. Failure to obey the summons or directives of a student conduct body or university official;
2. Falsification, distortion, or misrepresentation of information before a student conduct body;
3. Disruption or interference with the orderly conduct of a student conduct proceeding;
4. Knowingly instituting of a student conduct proceeding without cause;
5. Discouraging an individual's proper participation in, or use of, a university student conduct system;
6. Influencing the impartiality of a member of a student conduct body prior to, and/or during the course of a student conduct proceeding;
7. Harassment and/or intimidation of a member of a student conduct body prior to, during, and/or after a student conduct proceeding;
8. Failure to comply with one or more sanctions imposed under the code of student conduct; and
9. Influencing another person to commit an abuse of a university student conduct system.

O. Violation of university rules or federal, state, and local laws Violation of other published university regulations, guidelines, policies, or rules, or violations of federal, state, or local law. These university regulations, guidelines, policies, or rules include, but are not limited to, those which prohibit the misuse of computing resources, sexual harassment, rules for student groups or organizations, and residence hall rules and regulations.

P. Riotous behavior

1. Participation in a disturbance with the purpose to commit or incite any action that presents a clear and present danger to others, causes physical harm to others, or damages property.
2. Proscribed behavior in the context of a riot includes, but is not limited to:
 - a. Knowingly engaging in conduct designed to incite another to engage in riotous behavior; and
 - b. Actual or threatened damage to or destruction of university property or property of others, whether done intentionally or with reckless disregard; and
 - c. Failing to comply with a directive to disperse by university officials, law enforcement, or emergency personnel; and
 - d. Intimidating, impeding, hindering or obstructing a university official, law enforcement, or emergency personnel in the performance of their duties.
3. This rule shall not be interpreted as proscribing peaceful demonstrations, peaceful picketing, a call for a peaceful boycott, or other forms of peaceful dissent.

- Q. Recording of images without knowledge** Using electronic or other means to make a video or photographic record of any person in a location where there is a reasonable expectation of privacy without the person's prior knowledge, when such a recording is likely to cause injury, distress, or damage to reputation. This includes, but is not limited to, taking video or photographic images in shower/locker rooms, residence hall rooms, and restrooms. The storing, sharing, and/or distributing of such unauthorized records by any means is also prohibited.

Student conduct procedures

3335-23-05 Initiation and investigation of code violations

- A. Initiation** Person(s) witnessing or experiencing what they believe to be a possible code violation should provide an authorized university official with the information.
1. Information and/or complaints about possible code violations occurring in residence halls should be provided to the residence hall director.
 2. Information and/or complaints about possible non-residence hall related code violations should be provided to the director of student conduct, or chief student conduct officer for the regional campuses.
 3. Information and/or complaints regarding academic misconduct should be referred to the coordinator of the committee on academic misconduct.
 4. In cases where the alleged activity may involve a violation of criminal law in addition to a violation of the code, information and/or complaints should be provided to the Ohio state university police or other appropriate law enforcement agency. The university will review all information and/or complaints received and may conduct a preliminary investigation of the alleged violation.
- B. Investigation**
1. **Role of the university**
 - a. The Ohio state university police or other appropriate law enforcement agency shall have primary responsibility for the investigation of acts that involve suspected violation of federal, state, local laws, or applicable university policies.
 - b. Residence hall directors, assistant hall directors, the director of student conduct, the chief conduct officer for the regional campuses, and other designated university personnel are authorized to investigate alleged violations other than those involving academic misconduct.
 - c. The coordinator of the committee on academic misconduct is authorized to investigate allegations involving academic misconduct.
 2. **Role of other participants**
 - a. During the investigation, the student allegedly involved in misconduct may be:
 - i. notified of the alleged violation,
 - ii. requested to make an appointment to discuss the matter, and
 - iii. provided a date by which the appointment must be made.
 - b. Any person believed to have information relevant to an investigation may also be contacted and requested to make an appointment to discuss the matter.

3. Failure to comply with a request to make and keep an appointment relevant to an investigation may result in a disciplinary hold being placed on a student's registration and records and/or the initiation of charges for student conduct system abuse.
4. Upon completion of an investigation, the investigator will decide upon an appropriate course of action, which may include, but is not limited to:
 - a. Taking no further action,
 - b. Deferring further action with or without conditions, or
 - c. Initiating charges with the appropriate university student conduct body.

3335-23-06 Filing of complaint and initiation of charges

A written complaint alleging a violation of the code of student conduct should be filed with the university as soon as practicable following the discovery of the alleged violation. Absent extraordinary circumstances, the written complaint must be filed within six (6) months for cases of non-academic misconduct (3335-23-04 (B-Q)), and one (1) month for academic misconduct (3335-23-04 (A)), from the date upon which a university official becomes aware of the alleged violation and identifies the student(s) who allegedly committed the violation. Absent extraordinary circumstances, the university must initiate charges, if any, within one (1) year of the filing of the complaint.

3335-23-07 Notice of charges

- A. **Notification** Students shall be notified of university charges in writing, unless a more effective form of notification is deemed appropriate. Charges may be presented in person, by placement in a student's residence hall mailbox, by email to the accused student's official university email address (which may direct the student to view the notice on a secure website) or by mail to the accused student's local or permanent address on file in the office of the university registrar.
- B. **Current address** All students are required to maintain an accurate and current local and permanent address with the University Registrar.
- C. **Meeting with university official** Following notification of charges, students are strongly encouraged to and shall be afforded the opportunity to meet with a university official for the purpose of explaining the university student conduct process and discussion of the charges.
- D. **Failure to respond** Failure of the accused student to respond to the initiation of charges or schedule a preliminary meeting shall in no way prevent the university from scheduling and conducting a hearing in the absence of the accused student.

3335-23-08 Administrative decision

In all cases, a student charged with one or more violations of the code of student conduct has the right to a hearing. However, in a case where a charged student admits to such violation(s) in writing, the student may request in writing to have a decision as to appropriate action made administratively by a hearing officer rather than have the charges referred to a hearing officer or board for a hearing. In such situations, the student waives the right to a hearing and the related procedural guarantees provided by a hearing officer or board hearing. Administrative decisions in academic misconduct cases involving graduate students are to be made in consultation with the graduate school. Following an administrative decision, the student retains the right to request an appeal of the original decision, but may do so only upon the ground that the sanction is grossly disproportionate to the violation committed.

3335-23-09 Notice of hearing & request for postponement

- A. **Notice** If a hearing is to be held, written notification will be provided. The notice may be hand delivered; placed into a student's residence hall mailbox; sent by email to the accused student's official university email address, which may direct the student to view the notice on a secure website; or mailed to the last known address of the student, by first class mail, no fewer than ten (10) calendar days prior to the hearing. Unless already provided to the student, the notification will include the charge(s), date, time, and location of the hearing, the designated hearing officer or board, a statement of the student's rights, and information on the hearing procedures.
- B. **Postponement** The accused student may request a postponement for reasonable cause or a separate hearing from other accused persons. A request for a postponement for reasonable cause must be made in writing, include supporting rationale, and be received by the person sending the hearing notification at least two (2) business days before the scheduled hearing.

3335-23-10 Hearing procedures

Although the procedural requirements are not as formal as those existing in criminal or civil courts of law, to ensure fairness, the following procedures will apply and, unless already provided to the student, be included within the hearing notice:

- A. **Attendance** Attendance at hearings is limited to those directly involved or those requested by the hearing officer or board to attend. The hearing officer or board will take reasonable measures to assure an orderly hearing, including removal of persons who impede or disrupt proceedings.
- B. **Advisor** The accused student may have an advisor throughout the disciplinary process. The advisor may only counsel the student and may not actively participate in the disciplinary process, unless clarification is needed as determined by the hearing officer or board.
- C. **Written statements & witnesses** The accused may: submit a written statement invite relevant factual witnesses to attend, invite character witnesses to submit written statements, , ask questions of witnesses called by others, and will be notified of potential witnesses to be called. The accused must submit a list of potential witnesses to the hearing officer at least two (2) business days prior to the hearing. The university may present witnesses as well as question those presented by the accused.
- D. **Witness absence** The hearing officer or board coordinator may allow written statements if, for good reason, a fact witness cannot attend the hearing.
- E. **Consultants** In cases requiring special expertise, the board coordinator may appoint individuals with appropriate expertise to serve as consultants to the board. The consultants may be present and provide information as called upon during the hearing but will not vote.
- F. **Standard of evidence** A student will only be found in violation if a preponderance of evidence supports the charges. In the event of a tie, the board will continue to deliberate. If after the board determines that exhaustive deliberations have occurred and a majority decision is not reached, the student will be found not in violation.
- G. In cases where prompt review is essential (e.g., when graduation or the end of the academic year is imminent) the accused may be offered the option of an expedited administrative review consisting of an administrative decision or administrative hearing. The accused student may decline such expedited review without the expectation that the process can be completed on an expedited timeline.

3335-23-11 Attendance

Because the most accurate and fair review of the facts can best be accomplished when all parties are present, the accused is expected to attend and participate. If an individual does not choose to attend a hearing, the charges will be reviewed as scheduled on the basis of the information available, and a decision will be made. Although no inference may be drawn against a student for failing to attend a hearing or remaining silent, the hearing will proceed and the conclusion will be based on the evidence presented. No decision shall be based solely on the failure of the accused student to attend the hearing or answer the charges.

3335-23-12 Record of proceedings

A single record consisting of written notes, tape recording, or other method selected by the hearing board or officer, will be made of all hearings. Such record will remain the property of the university but will be made available to the accused for review during the appeal period. A written notice of the decision and, if found in violation, information regarding appeal procedures will be provided to the accused student.

3335-23-13 Hearing bodies

- A. In addition to the committee on academic misconduct, student conduct boards for residence life, and the university conduct board, the director of student conduct, hearing officers within the office of student conduct, the coordinator of the committee on academic misconduct, and university housing professional staff are to be considered as official university hearing officers, and may hear cases of alleged violations of the code affording accused students the same procedural guarantees as provided in hearings by a committee or board.
- B. The accused student has the right to accept responsibility for the charges, which will result in an administrative decision, or choose to have a hearing.
- C. Students will generally be afforded the right to choose an administrative or board hearing, except under special circumstances where, in order to ensure a fair and just process, the hearing officer may determine the appropriate hearing venue.

3335-23-14 Committee on academic misconduct

- A. On behalf of the committee, the coordinator may investigate and resolve all reported cases of student academic misconduct that fall under the committee's jurisdiction. The coordinator and chair shall establish procedure for the investigation and resolution of cases. The committee does not hear cases involving academic misconduct in professional colleges having a published honor code. These colleges shall follow their own codes and procedures which can be obtained in their respective central offices. Some allegations against graduate students that fall under the committee's jurisdiction may also implicate the university policy and procedures concerning research misconduct and/or graduate school policy on the investigation of allegations of research misconduct by a graduate student. Upon receipt of such an allegation, the coordinator shall meet with the dean of the graduate school or designee, and/or the senior vice president for research or designee, and these parties shall mutually agree on the appropriate procedure for adjudicating the case. Notice of this decision and a description of the procedure to be used shall promptly be given to the student who has been charged. The coordinator or chair may refer complaints to the office of student conduct if it is determined that the academic misconduct allegation is incidental to some other misconduct.

- B. The committee on academic misconduct is constituted according to rule 3335-5-48.7 of the administrative code.
- C. All complaints of academic misconduct shall be reported to the coordinator of the committee.
- D. Students have an obligation to report suspected misconduct.
- E. A quorum for a hearing shall be no fewer than four voting members of the committee which shall include no fewer than one student member and two faculty members.

For cases involving graduate students, reasonable efforts will be made to have graduate students serve as the student members of the hearing committee.

3335-23-15 Student conduct boards for residence life

The boards may hear only those cases that involve code violations that occur within university housing, whether committed by residents or nonresidents. The boards are comprised of students who currently reside or have resided in university residence halls within the previous academic year. The boards may initiate any sanction with the exception of suspension or dismissal. If it appears during the hearing, to the board or to the board advisor, that the violation may be serious enough to warrant suspension or dismissal, the board will adjourn and refer the case back to the hearing officer for referral to the office of student conduct.

3335-23-16 University conduct board

- A. **Membership** The university conduct board is responsible for adjudicating allegations of non-academic misconduct referred by student conduct hearing officers. The board consists of:
 - 1. Fifteen (15) faculty and/or administrative members recommended by the director of student conduct to the vice president for student life for three-year terms which begin with the autumn term;
 - 2. Twelve (12) undergraduate student members, appointed by undergraduate student government;
 - 3. Six (6) graduate student members, appointed by the council of graduate students;
 - 4. Two (2) professional student members, appointed by the inter-professional council; and
 - 5. The director of student conduct or designee shall serve as board coordinator ex-officio without vote.
- B. **Quorum** A quorum for a hearing shall be no fewer than four (4) voting members of the board which shall include no fewer than two (2) student members. A hearing board shall consist of no more than eight (8) voting members.
- C. **Appointment** All student appointments shall be for staggered two-year terms beginning in the autumn term. Six (6) of the undergraduate student members, three (3) of the graduate student members, and one (1) of the professional student members shall be appointed in odd-numbered years, with the remainder appointed in even-numbered years.
 - 1. To be eligible for appointment or service, a student must possess a minimum 2.5 cumulative grade point average and not be under current disciplinary sanction from the university.

2. Additional alternate members may be appointed as needed.

- D. **Removal** The director of student conduct may remove university conduct board members for cause, including but not limited to, not attending training, falling below the minimum grade point average, repeated absences, violating the code of student conduct or other applicable laws or policies, or not responding to repeated attempts at communication. Notification shall be made in writing to the university conduct board member prior to removal, whenever possible.

University sanctions

3335-23-17 General guidelines for sanctions

Sanctions should be commensurate with the violations found to have occurred. In determining the sanction(s) to be imposed, the hearing officer or board should take into account any mitigating circumstances and any aggravating factors including, but not limited to, any provocation by the subject of the conduct that constituted the violation, any past misconduct by the student, any failure of the student to comply fully with previous sanctions, the actual and potential harm caused by the violation, the degree of intent and motivation of the student in committing the violation, and the severity and pervasiveness of the conduct that constituted the violation. Misconduct, other than constitutionally protected expression, motivated by bias based on age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status may be considered an aggravating factor for sanctioning. Impairment resulting from voluntary use of alcohol or drugs (i.e., other than medically necessary) will also be considered an aggravating, and not a mitigating, factor. One or more of the following courses of action may be taken when a student has been found to have violated the code of student conduct:

- A. **Informal admonition** An oral or written admonition issued by a hearing officer or residence hall advisor resulting from the student's misconduct. No formal charges are required before the issuance of an informal admonition. However, following issuance of an informal admonition, the student shall be entitled to a hearing upon written request, under the procedures provided in the code of student conduct. A written request for such a hearing must be filed with the university official who administered the informal admonition, within five (5) working days of the student's receipt of the informal admonition. An informal admonition shall not be considered a disciplinary sanction, but may be considered in any subsequent hearings.
- B. **Disciplinary sanctions**
1. **Formal reprimand.** A written letter of reprimand resulting from a student's misconduct.
 2. **Disciplinary probation.** This probationary condition is in effect for a specified period of time and may involve the loss of specified privileges. Further violation of university policies during the probationary period will additionally be viewed as a violation of the probation, which shall result in further action up to and including suspension or dismissal.
 3. **Suspension.** Suspension is a sanction that terminates the student's enrollment at the university for a specified period of time. Satisfactory completion of specified stipulations may be required for readmission at the end of the suspension period.
 4. **Dismissal.** Dismissal is a sanction which permanently separates a student from the university without opportunity to re-enroll in the future.

- C. **Conditions of suspension and dismissal** A student who has been dismissed or suspended from the university shall be denied all privileges afforded a student and shall be required to vacate campus at a time determined by the hearing officer or board. In addition, after vacating campus property, a suspended or dismissed student may not enter upon campus and/or other university property at any time, for any purpose, in the absence of expressed written permission from the vice president for student life or designee. To seek such permission, a suspended or dismissed student must file a written petition to the vice president for student life for entrance to the campus for a limited, specified purpose or to have the terms of this condition modified or reduced.
- D. **Failing or lowered grades** In cases of academic misconduct, a hearing officer or board may authorize the instructor to award a failing or lowered grade in the course, a loss of credit on the graded coursework, and impose any of the above-listed sanctions including suspension or dismissal from the university.
- E. **Other sanctions** Other appropriate sanctions may be imposed by a hearing officer or board singularly or in combination with any of the above-listed sanctions. Examples include, but are not limited to, making restitution for property damage or misappropriation of university property or services, or the property of any person, residence hall contract termination or reassignment to another room, restriction of access to specified campus facilities and/or property, research assignments, community service projects, special workshop participation, and/or referral to medical resources or counseling personnel.

Appeal process

3335-23-18 Appellate process

A. Right to appeal

1. A student found to have violated the code of student conduct has the right to appeal the original decision. The appeal is not intended to re-hear or re-argue the same case, and is limited to the specific grounds outlined below. The appeal must state the specific grounds for the appeal and should include all supporting documentation. The appeal must be postmarked or hand delivered to the appropriate appeal officer, or sent via email, as provided below, within five (5) working days after the date on which notice of the decision is sent to the student. Each student shall be limited to one appeal. The decision of the appeal officer is final.
2. In cases involving charges relating to sexual harassment as defined in applicable university policy, the victim may appeal the original decision in accordance with the appeals procedures provided in this section. Such charges include, but are not limited to, sexual misconduct and stalking.
3. A student who has accepted responsibility for violating the code of student conduct waives the right to appeal, except on the basis that the disciplinary sanction is grossly disproportionate to the violation(s) committed.
4. Each party shall be limited to one appeal. The decision of the appeal officer is final.

- B. **Grounds for appeal** An appeal may be based only upon one or more of the following grounds:

1. Procedural error that resulted in material harm or prejudice to the student (i.e., by preventing a fair, impartial, or proper hearing). Deviations from the designated procedures will not be a basis for sustaining an appeal unless material harm or prejudice results ;
2. Discovery of substantial new evidence that was unavailable at the time of the hearing, and which reasonably could have affected the decision of the hearing body; or
3. Disciplinary sanction imposed is grossly disproportionate to the violation(s) committed, considering the relevant aggravating and/or mitigating factors.

Non-attendance by the accused student may not be the sole grounds for an appeal.

C. Appropriate appeal officers

1. Appeals from residence hall hearings:
 - a. All appeals from residence hall hearings, other than contract terminations, shall be submitted to the director of residence life or designee.
 - b. All appeals where the sanction imposed by the residence hall hearing is contract termination shall be submitted to the director of student conduct or designee.
2. Appeals of a decision of a student conduct hearing officer or from the university conduct board's will be submitted for decision to the vice president for student life or the designee.
3. Appeals of decisions of the committee on academic misconduct or its coordinator will be submitted for decision to the executive vice president and provost or designee.

D. Appeal proceedings

1. The appeal officer will dismiss the appeal if the appeal is not based upon one or more of the grounds set forth in section (B) above.
2. The appeal officer will decide the appeal based upon a review of the record and supporting documents (e.g. prior disciplinary history).
3. The appeal officer may consider additional relevant information from any party to the proceeding and then decide the appeal based upon the enhanced record.

E. Possible dispositions by the appeal officer The appeal officer may, after a review of the record:

1. Uphold the original decision and/or sanction(s);
2. Dismiss the case or individual charge(s) against the student and vacate any portion or all of the sanction(s);
3. Modify or reduce the sanction(s); or in cases involving charges relating to sexual harassment as defined in applicable university policy, enhance the sanction; or
4. Remand the case to the original hearing body or refer the case to a new hearing officer or board to be reheard. If possible, a new hearing officer or board should be different from the one that originally decided the case. If a case is reheard by a hearing officer or board, the sanction imposed can be greater than that imposed at the original hearing.

3335-23-19 Minor deviations from procedure

A student and hearing officer may agree in advance to minor deviations from procedure. Such deviations are not then subject to appeal. Other minor deviations are acceptable as long as such deviations are not found upon appeal to be materially harmful to the accused student.

3335-23-20 Interim suspension

When the vice president for student life or designee has reasonable cause to believe that the student's presence on university premises or at a university-related or registered student organization activity poses a significant risk of substantial harm to the safety or security of themselves, others, or to property, the student may be immediately suspended from all or any portion of university premises, university-related activities or registered student organization activities. This temporary suspension will be confirmed by a written statement and shall remain in effect until the conclusion of a full hearing or administrative decision, without undue delay, in accordance with the rules of the Ohio state university. The student may, within three (3) working days of the imposition of the suspension, petition the vice president for student life for reinstatement. The petition must be in writing, and must include supporting documentation or evidence that the student does not pose, or no longer poses, a significant risk of substantial harm to the safety or security of themselves, others, or to property. A decision on such petition will be made without undue delay by the vice president for student life or designee.

3335-23-21 Administrative disenrollment and other restrictions

- A. A student may be disenrolled from the university; prohibited from all or any portion of university premises, university-related activities or registered student organization activities; and/or permitted to remain only under specified conditions when the vice president for student affairs or designee finds that there is clear and convincing evidence that the student's continued presence poses a significant risk of substantial harm to the health or safety of themselves, others, or to property.
- B. In those cases under paragraph (A)(1) of this rule in which it appears that the risk posed by the student is a result of a health condition or a disability as defined by the Americans with Disabilities Act, the vice president for student life or designee shall also determine whether the risk or disruption can be eliminated or sufficiently reduced through reasonable accommodation and, if so, shall take appropriate steps to ensure that accommodation is made. The vice president for student life or designee may request the student to undergo an appropriate examination, as specified by the vice president for student life or designee, to determine whether any such condition exists and whether any such accommodation is possible. If the student fails to undergo such an examination, and if the other available evidence supports a finding under paragraph (A) the vice president for student life or designee shall, to the extent reasonably possible, take the least restrictive measure or combination of measures necessary to resolve the risk or disruption.
- C. A student who has been disenrolled; prohibited from university premises, university-related activities or registered student organization activities; or permitted to remain only under specified conditions may petition the vice president for student life for revision of that status. The petition must include supporting documentation or evidence that:
 1. The conditions found to have existed under paragraph (A) no longer exist and will not recur, and
 2. The student meets all normal and appropriate standards for admission and enrollment in any academic unit in which the student seeks to re-enroll. Upon receipt of such a

petition, the vice president for student life or the vice president's designee shall evaluate the evidence and may consult with the student, any appropriate university personnel, and any other persons whom the vice president for student life or designee deems appropriate. The vice president for student life or designee may deny the petition, grant the petition in whole or in part under specified conditions, or grant the petition in whole or in part without condition.

3335-23-22 Authority

The bylaws of the university board of trustees and rules of the university faculty provide that the university president shall have the final responsibility and authority for the discipline of all students of the university. See rule 3335-11-01 (A) of the administrative code. This responsibility and authority has been delegated by the president to the vice president for student life, whose office is also charged with responsibility for promulgation of rules governing student conduct, see rule 3335-1-03 (H) of the administrative code.

The deans of colleges and of the graduate school, the directors of schools, and the chairpersons of departments, respectively, are responsible to the president through regular disciplinary channels for the discipline of all students in the activities of their respective colleges, schools, and departments, see rule 3335-11-01 (B) of the administrative code. Likewise, the deans and directors of the regional campuses are responsible to the president through the executive vice president and provost for the discipline of all students in the activities of their respective campuses.

The Ohio state university code of student conduct is an official publication of the university board of trustees. All petitions for revision and amendment of this code of student conduct should be submitted through the office of the vice president for student life. Proposed revisions to the code shall be reviewed, in draft form, by the office of the president, the office of academic affairs, and the steering committee of the university senate before being presented for approval to the university senate by the council on student affairs. No revision shall become effective unless approved by the university board of trustees and until printed notice of such revisions is made available to students.

APPENDIX

TAB C

From:
Sent:
To:

Cc:
Subject:
Attachments:

Begin forwarded message:

From: "Axelrod, David F." <daxelrod@slk-law.com>
Date: October 31, 2014 at 5:54:30 PM EDT
To:
Subject: Jon Waters's statement

Betty,

Jon's statement is attached. We ask that it be attached to the Task Force's report, as you suggested it might be.

Please let me know if you identify additional areas that Jon should address, or if I can help in any other way.

Kind regards,

David

David F. Axelrod | Shumaker
Attorney at Law
Huntington Center, Suite 2400
41 South High Street | Columbus, Ohio 43215-6104
Direct 614.628.4427 | Fax 614.463.1108
daxelrod@slk-law.com | [bio](#) | [LinkedIn](#)

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STATEMENT BY JONATHAN WATERS TO THE OSU MARCHING BAND TASK FORCE

October 31, 2014

INTRODUCTION

I appreciate this opportunity to make a statement to the Task Force concerning the culture of The Ohio State University Marching Band. It was my privilege to lead as Band Director for approximately 22 months. That was truly my dream job.

The Band is comprised of a diverse group of students who come together to serve a higher purpose. During Band season, they spend 30 or more hours weekly preparing for each show, receiving only a few scholarships and stipends, and receive far less credit than they would for a traditional class with a comparable time commitment. It more closely resembles a varsity sport than a class, but with vastly fewer resources.

1. Cultural Transformation Initiatives Undertaken Under My Leadership

When I assumed the Band's leadership, I recognized that nothing is perfect, and undertook proactive steps to improve the Band's culture. Specifically, some of the longstanding traditions needed to be examined in light of today's cultural norms. I am attaching to this statement a document that I submitted to the university's Office of Compliance and Integrity in July of this year. It highlights a number of those proactive initiatives, including but certainly not limited to:

- Bringing an end to the Midnight Ramp tradition, which dated to the 1960s and was well known throughout and permitted by both the School of Music and the Athletic Department, and guarded by the Ohio State University Police;
- Eliminating the use of inappropriate nicknames;
- Forbidding the use of alcohol on band trips, even by students of lawful age; and
- Eliminating hazing and inappropriate behavior on buses to and from away games, and elsewhere.

My proactive efforts also included instituting positive leadership and training programs on a scope which far exceeded anything done by my predecessors, including but not limited to:

- Leadership training for all squad leaders and Band staff; and
- Arranging for training of all Band members and student staff in areas such as prevention of hazing, sexual harassment and drug and alcohol abuse, and promoting gender equity. Parenthetically, I note that early this year, I

recommended having Band members attend anti-sexual harassment and abuse training, but this received a lukewarm response from university leadership.

I also instituted a volunteerism program called "March to Pay Forward," in which, during the 2013 season, Band Members logged over 5000 hours of community service. This was unprecedented in the Band, and included without limitation:

- Serving at food pantries;
- Volunteering for the Gladden Community House, and the Boy and Girl Scouts;
- Performing for Honor Flights for World War II and Korean War veterans;
- Hosting blood drives and performing for the Red Cross;
- Performing for hospice patients; and
- Volunteering at Nationwide Children's Hospital.

Regrettably, I was not given sufficient time to complete our mission. I therefore offer some suggestions for future Band leadership.

2. The Band and Its Staff Are Underserved by OSU Resources

Membership of the Marching and Athletic Bands, combined, exceeds 500 members – with a staff of exactly four full time university employees, one of whom, although a full time university employee, is only part time with the Marching Band. There is not even anyone to answer the telephone at the Band center or return email messages during the day. These hard working and dedicated individuals are stretched far too thin to provide an adequate level of supervision of official band functions, to say nothing of off campus and other unofficial activities by Band members.

By contrast, the football team has far fewer members and is overseen by a considerably larger staff, which includes 24 full time staff members, not including staff members in the Athletic Department's compliance office. Nevertheless, as is well known, despite these much greater resources, compliance problems have often occurred in the athletic programs.

I strongly recommend that the university invest in additional resources for the Marching and Athletic Bands, including resources dedicated to compliance.

3. The School of Music Lacks Compliance Training and Accountability

When I became Band Director, I received no formal training in Title IX, any other aspect of compliance or any form of leadership training, even though I immediately became responsible for more than 500 people. Consequently, I proactively sought guidance in these areas. Although written compliance materials exist on the university's

website, they are scattered across a number of different places and difficult to navigate. I was left to my own devices to find what I needed.

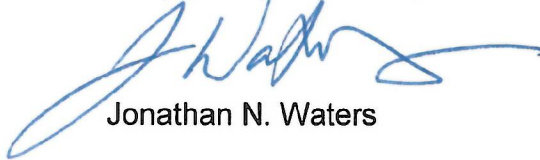
Additionally, I received no collaborative on-going Title IX support. Although I endorsed the idea of cultural survey of the Band in November of 2013, the university failed to follow up until now. I would have embraced any support that would have been provided, but little was.

I recommend a formalized orientation and training program for incoming Band leaders, School of Music leaders, and for anyone else who assumes a leadership position at the university. This should include mandatory training for anyone who interacts with students.

CONCLUSION

The OSU Marching and Athletic Band program is one of the university's crown jewels. The collective good they do for the university far outweighs any mistakes that may have been made. The university needs to provide greater administrative resources to ensure that all policies and procedures are upheld, thereby allowing the Band to continue being The Best Damn Band in the Land.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Waters", with a long, sweeping horizontal line extending to the right.

Jonathan N. Waters

An Analysis & Review of Cultural Change in The Ohio State University Marching & Athletic Band Program

Introduction to the Issue:

The internal student culture of The Ohio State University Marching Band is in a state of change. A number of aspects of the current band culture are vestiges representing cultural norms from eras gone by. During the past 20 months, upon being named director of The OSU Marching and Athletic Bands and inheriting a band culture in dire need of change, I began a process with our band staff of concentrated pressure for real, lasting change within the organization. We believe this process is one that requires steady, constant pressure, coupled with a firm approach in situations that require it.

It is important for those in positions of authority and evaluation to understand that our prevailing philosophy for instituting cultural change is that the *best* and *most permanent* change occurs from *within* the organization, and it is fostered by the students. The students are the individuals participating in and creating the culture of the band. We firmly believe that these changes must be instilled by the leadership of the band and cultivated by the students who participate in it. I believe that our staff's role is to combine different methodologies in managing the change. It is our duty to frame the discussion and to plant the seeds for change, but also to take immediate action when necessary. This document will outline the changes that we have made with regard to negative cultural aspects of The OSU Marching and Athletic Bands.

We are not insinuating that the culture of the Marching Band is in a 'good place' currently, nor are we making excuses for current situations. Simply, we are providing a snapshot of the current state of affairs, knowing that 135 years of band history has come before us. We are providing information regarding the negative aspects of the culture, and regarding the actions that we have taken in response to these issues. We provide this background information so that resources within and outside of the university can be applied to best assist the students and staff in shaping the culture and driving the change.

Leadership Training:

The student leadership of the Marching Band is carefully selected through a combination of peer voting and an interview session with the directing staff. All squad leader selections are ultimately made at the discretion of the director. The following questions were asked of each of our squad leader candidates during the interview:

- *Why do you want to be a squad leader?*
- *What do you feel you can contribute to your row to make them better marchers and players?*
- *How would you approach having a more unified row [section]?*
- *What do you consider to be the strengths and weaknesses of your row [section]?*
- *How do you perceive your role in supporting and improving rehearsal discipline both inside and outside rehearsals?*

- *What are your thoughts on improving summer sessions and recruiting?*
- *Define "servant leadership." Did it take place within your row and within the band? How can you ensure that it continues to thrive?*
- *What would you change about the culture in the OSUMB?*

After the selection of the squad leaders, the staff and student leadership of the Band underwent extensive training at a number of leadership retreats and events. These leadership training events could be classified as *internal training*, which was facilitated by the Band staff, and *external training*, which was facilitated by sources outside of the Band staff. The retreats were hosted at on-campus locations as well as off-campus venues, and they included the following:

Internal training for student leaders and staff

- Squad leader retreat at Cedar Point in May of 2013 and 2014
 - Issues discussed: hazing, first-year member treatment, and gender equity in addition to on-field issues
- Squad leader tryouts (every fall)
 - Includes sessions on leadership and on the marching band's "policies and procedures" document, which includes information about hazing, sexual harassment, alcohol, and other substance abuse
- Squad Leader Meetings, weekly during the football season
 - Constant monitoring, evaluation and discussion takes place at these weekly meetings
- Students and staff are educated by the director annually about our collective 'duty to report' incidents to the university and to support systems contained therein.

External training for student leaders and staff

- Information and training on hazing provided by the Office of Student Life; Summer 2012-2013
- Information and training on the abuse of alcohol by the Office of Student Life; Summer 2012
- Culture change training at Aileron in Dayton, OH, facilitated by TD Hughes, Chairman & CEO of LaRosa's; Summer 2013-2014

In addition to the squad leaders and staff of the band, the entire student population of both The OSU Marching Band and The OSU Athletic Bands underwent training and attended sessions on a number of topics relevant to culture change. The following sessions were attended by all students:

External training for all Marching Band Students

- Training session for alcohol abuse by the Office of Student Conduct, Autumn, 2013
- Training session for gender equity by the Office of Student Conduct, Autumn, 2013
- Training session on sexual harassment and sexual assault by The OSU Athletic Department through an external presenter, Winter, 2014
- Training session for alcohol & substance abuse by the Office of Student Life, Summer/Autumn, 2014

- Training session for sexual harassment and abuse by the Office of Student Life, Summer/Autumn, 2014
- Training session for time and stress management by the Office of Student Life, Summer/Autumn, 2014

External training for all Athletic Band students

- Training session on sexual harassment and sexual assault by the Athletic Department through an external presenter, Winter, 2014
- Training session for alcohol & substance abuse by the Office of Student Life, Autumn, 2014
- Training session for sexual harassment and abuse by the Office of Student Life, Autumn, 2014

Internal training for all marching band students

- Training session for alcohol and drug abuse, hazing, social behavior, and attitude by the Marching Band Staff, Autumn 2012, 2013, (2014)
- Review of policies & procedures document by the marching band staff and squad leaders with the band, Autumn 2012, 2013, (2014)
- Talk given to Marching Band on responsibility by Director of Athletics, Autumn, 2013

Internal training for all athletic band students

- Training session for alcohol and drug abuse, hazing, social behavior, and attitude by the Marching/Athletic Band Staff, Autumn 2012, 2013, (2014)
- Review of policies & procedures document with the band, Autumn 2012, 2013, (2014)

In addition to the internal and external training for the leadership and students, constant monitoring and situational awareness is important. Our policy has been to shape culture through student education and training, internal steering of policy and opinion by Band staff, and the monitoring and mitigation of events as they occur and as our staff is made aware of them. During the last 20 months, our staff has addressed (and continues to address) the following cultural negatives surrounding the Marching Band:

The Caste System

For decades, the band has operated on a quasi-military system based upon seniority. I feel that this has created a caste system, in which a hierarchy of classes within the student population was formed. The most disadvantaged of these classes was the "rookie" class, which consisted of the first-year members of the band. In an attempt to break down the barriers created by this caste system, we introduced an educational campaign, based on the tenets of servant leadership and other methodologies. This campaign was designed in part to avoid damage to the students' morale and feelings, especially in the case of the younger students. Significant progress was made in this area during the 2012 and 2013 seasons, and will continue in 2014. (Ex. whereas first-year members were once expected to buy food for their entire row every game day, now every row member chips in. Where first-year members were required to wait outside buses for older members to board first, class no longer determines boarding order. In addition, the band leadership

has been educated that ANY action requested of a student for the sole reason that he/she is a first-year member is not permissible.)

March to Pay Forward:

As a tool to shape culture in a positive way, I set about to create a program of community involvement and volunteerism. We call it "March to Pay Forward" and through this program, we are proud to state that our students have logged over 5,000 collective hours of community service. Our Band members served at food pantries, volunteered for the Gladden Community House, volunteered for the Boy Scouts/Girl Scouts, performed for Honor Flights, run blood drives for the Red Cross, played for hospice patients, done performances and instrument demonstrations for hundreds of area elementary school students, volunteered community service time while on their bowl trip, performed and volunteered at Nationwide Children's Hospital, and performed at scores of other community and statewide events. The band has even done formations, dedicated portions of shows, and allowed i-dots at rehearsals to honor and comfort people with life-threatening illnesses.

In addition, our two student service organizations, Kappa Kappa Psi and Tau Beta Sigma, have given countless hours for the betterment of our campus-wide band facilities and the service of our campus bands and our community.

Hazing

No form of hazing is tolerated in the Marching and Athletic Bands. Hazing was at the forefront of the 'band world' when a student in the Florida A&M University Marching Band was killed because of a hazing incident on a band trip. Students in the Ohio State bands are frequently educated about hazing. In part because of the importance of this issue, our band staff hosted a national collegiate marching and athletic band symposium in 2012, with representatives from over 150 universities in attendance. The event included sessions conducted by hazing prevention experts because I felt it vital that all collegiate band directors from around the country evaluate and address hazing in their own programs. Our Band staff annually conducts open and honest conversations with the band and the student leaders about hazing, and we are ever-vigilant about dealing with hazing-related issues.

Bus Behavior

Students are instructed that inappropriate behavior is not tolerated on buses. The band's policies and procedures document also includes language about bus behavior. Situations arise on buses where participation in any activity cannot be avoided, due to the closed space and close proximity of others. All forms of inappropriate behavior, including singing songs with inappropriate lyrics, the use of vulgarity, watching inappropriate movies, and the playing of dangerous games – which could result in physical injury – were forbidden. The band staff is instructed not to allow such behaviors on buses. Before each trip, bus rules are outlined with students, student leaders, and staff, and after each trip, all students are invited to inform the staff of any inappropriate behavior while on a trip. No questionable behavior was

reported, and as a result, no disciplinary action for inappropriate bus behavior was taken in 2013.

Band Dance:

Each year, Kappa Kappa Psi, the Band service fraternity, hosts a formal dance. In past years, alcohol has been an issue. Steps were taken in consult with the leadership of Kappa Kappa Psi, the student squad leaders, and the Band staff to create a safe and alcohol-free environment. No alcohol was served at the event and those who entered the event while under the influence were threatened with removal from the Band. It is reasonable to assume that, as a result of the new policies regarding the Band Dance, no incidents of the misuse of alcohol were reported in 2013.

"Trip-Tic"

The "Trip-Tic" was an underground publication, which aimed to make fun of and insult some students and staff in the band. The language contained therein was vulgar and inappropriate. In 2012, I intercepted a copy of the "Trip-Tic," and with our staff, took corrective action to see that this underground publication was never seen again. One student was suspended for a portion of the season, and through a campaign of squad leaders and talks with the band, the publication was banned.

Drinking Alcohol on Trips

Drinking alcohol under the age of 21 is illegal and students are reminded of this fact as part of their training. Drinking alcohol on buses is strictly forbidden for anyone, even of legal drinking age. Drinking in hotel rooms, or anywhere on hotel premises is strictly forbidden for anyone, even of legal drinking age. Drinking on all band trips will be forbidden for all members regardless of age for the 2014 season. Penalties for this activity are outlined in the policies and procedures document and include suspension or expulsion from the band. The Band will continue to receive internal and external training on alcohol and substance abuse. In the past, corrective actions – including but not limited to – the removal of a squad leader from his position, the suspension of band members from performing in a bowl game, and the expulsion of a student from the band have occurred as a result of the staff's firm adherence to the alcohol and substance abuse policy.

Nicknames

The Marching Band has had a long history of older members creating nicknames for younger band members. This practice dates to the 1930's, which is evidenced by the fact that those nicknames are published alongside the member's name in the Alumni Band directory. While many of these nicknames were not offensive, some were tremendously offensive. Over the last two seasons, we have set about to expel all inappropriate nicknames. Discussions and introspection with squad leaders yielded fewer inappropriate nicknames, but did not eliminate the tradition of all

inappropriate nicknames. After review of the status of this process to expel inappropriate nicknames, the use of all nicknames will cease beginning with the 2014 season. Vigilant monitoring of this cultural change will be required of staff and students.

"Midnight Ramp":

The Marching Band has had a tradition dating back to the 1960's, whereby the Band marches into the stadium in their undergarments at midnight. The stadium superintendent and staff, as well as the OSU Police, are aware of this "tradition" and are asked each year by the Band staff if it may continue. Upon taking over the leadership of the Band, I have felt uneasy about this event and because of that discomfort, I, with our staff, initiated conversations with squad leaders to stop the midnight ramp. I feel proud of the fact that because of the way our staff and I framed the conversation, the student leaders of the band were unanimous in their support of removing this tradition. This fact supports our philosophy regarding cultural change from the inside-out. In 2014, the midnight ramp will be replaced with a first year member welcome event in the stadium.

Gender Equity

There are more male students than female students in the OSU Marching Band. This is because the band is all-brass. Typically, in high school bands, more girls than boys play woodwind instruments (flutes, clarinets, saxophones), and more boys than girls play brass and percussion instruments. Because of the fact that the band is all-brass and has no woodwind instruments, we have more males than females. Furthermore, the band has no color guard, which is typically made up of more girls than boys at the high school level. Our staff is especially careful to not take a student's gender into account when choosing the membership. The ratio of females to males in The OSU Athletic Bands is more even because of the fact that those bands have woodwind instruments.

Athletic Bands

Most of the activity covered in this document is concerned with The OSU Marching Band, however, we feel it is important to include the Athletic Band program as well in the above discussion. Until my assumption of the duties of head director in October of 2012, there was no statement of any consequence regarding "Policies & Procedures" for the Athletic Bands. In 2012, we instituted a set of policies modeled on those of the Marching Band.

Sexual Harassment—Romantic and/or Sexual Relationships

In the spring of 2013, I was made aware of a relationship between the percussions instructor at the time and a student in the percussion section. Upon review of the university's Sexual Harassment Policy, it was determined that the relationship was inappropriate. After consulting with the School of Music leadership, the College of

Arts and Sciences human resources personnel, as well as the university's Office of Human Resources, it was decided that an alternate arrangement could not be made and the instructor was replaced.

Training and Policy Changes for the 2014 Season

For the 2014 Marching and Athletic Bands season, we will consult with the Office of Student Life, the Office of Human Resources, The Department of Women's Studies, the Office of Legal Affairs, as well as external consulting vendors to design a Band-specific training program for culture change within the Bands. We will work with the College of Arts and Sciences human resources personnel to assist us in this process.

Our current Marching and Athletic Bands Policies and Procedures will be reviewed with the offices named above and revisions will be made to adopt a zero tolerance policy for any inappropriate behavior as outlined herein.

In summation, the items outlined above represent the acumen of action taken to change a negative culture that was built over many decades. The staff and students are acutely aware of the need for change and continue together to endeavor to create a better, more inclusive, safe, and open environment in The Ohio State University Marching and Athletic Bands.

APPENDIX

TAB D

The Ohio State University Marching Band Survey Results Executive Summary

Prepared by ModernThink LLC
November 10, 2014

Methodology

In July 2014, Betty Montgomery, Esquire, tapped the law firm of Arent Fox LLP to aid an independent Task Force created by The Ohio State University (“OSU” or the “University”) to conduct an investigation of matters related to the culture of the OSU Marching Band. In August of 2014, ModernThink was hired by Arent Fox to conduct a neutral, objective cultural assessment of the Band using a climate survey that included questions related to Title IX issues including fair treatment and sexual assault. As explained further at the end of this document in the “About ModernThink” section, ModernThink is an organizational development and management consulting firm that specializes in conducting climate surveys for colleges and universities.

ModernThink designed a custom survey for the OSU Band culture assessment. We circulated the draft survey to members of the Task Force for their review and comment.

The online survey was administered in English from August 27 through September 10, 2014. A survey invitation was emailed to the 852 Band members and alumni for whom the Task Force had email addresses. ModernThink also sent periodic email reminders to complete the survey.

The survey consisted of a range of 88 to 146 survey questions. There was a range because the survey used skip logic, meaning that answering questions a certain way (i.e., in the affirmative or negative) could open new questions or skip parts of the survey. Band members who reported a sexual assault or sexual harassment incident were asked an additional set of questions including whether they used the University’s formal procedures for reporting the incident, whether those procedures were helpful, whether they had been drinking prior to the incident, whom the incident involved, where the incident occurred, whom was told of the incident, and why that person was selected to be told.

Students were sent an email invitation containing a link to the survey website as well as a username and randomly generated, unique password. Respondents were asked to enter the username and password to access the survey. Once in the survey, students could elect which statements to answer on each page of the survey and click on the “save and continue” button at the bottom of each page to advance through the survey, whether they answered any questions or not. Responding to survey demographic questions was also voluntary.

Please see Task Force Appendix for the full text of the survey and Band members’ verbatim responses to the open-ended questions.

Response Rate and Statistical Validity

The overall response rate was 32.7%, as 278 of the 852 invitees completed some or all of the survey. As demonstrated by the confidence intervals and margins of error shown below, this was a strong response:

- At a 99% confidence level, the margin of error is 6.34%.
- At a 95% confidence level, the margin of error is 4.82%.

The primary responders by Class Year were Alumni, Fourth Years and Third Years, in that order.

Varies by Question. In general ranges are:

Status	Percentage
First Year	5% - 10%
Second Year	12%
Third Year	16%- 23%
Fourth Year	19%-24%
Alumnus	18%-27%
Other	0%-1%

Looking at Band members by Alumni Year, the vast majority were last associated with the Band in 2013.

Varies by Question. In general ranges are:

Status	Percentage
2009	0%-3%
2010	12% -13%
2011	6%-8%
2012	6%-14%
2013	63%-75%

On average, 23% to 33% of respondents identified themselves as female. According to a study conducted by Dr. Christopher Hoch in 2013, females represented approximately 21% of the Band. Accordingly, these female response rates were proportional.

Gender n=278	Percentage
Male	65% - 74%
Female	23% - 33%
Decline to Answer	2%

Regarding response rates, it should be noted that a post on a Band-related Facebook page during the survey administration period advised Band alumni and members not to complete the “poorly worded / confusing/leading survey. . .until Jons (sic) legal team has been able to review it. Spread the word.” ModernThink was not made aware of this posting until after the survey closed. While impossible to confirm, this posting plus the highly charged and contentious atmosphere at the time of the survey may have had an adverse impact on response rates. Still, as noted above, the response rate was high enough to produce a statistically valid data set overall.

In addition, after the survey closed, ModernThink was made aware of communication activities by members of the Band’s alumni group. Via emails and websites, certain Band alumni disseminated updates about a campaign to voice concerns about the The Ohio State University Office of University Compliance and Integrity, Investigation Report: Complaint Against Jonathan Waters, Director of the OSU Marching Band, July 22, 2014 (the “Title IX Report”) and the firing of Jon Waters to the University, explicitly encouraged Band members to

write letters of support for The OSU Marching Band and Waters and to request to be interviewed by Betty Montgomery and provided talking points and other recommendations to Band members about what their letters should contain. Several of the emails were sent before the survey was launched (e.g., 8/12/14, 8/25/14, 8/26/14). While it is impossible to know which of the survey respondents actually received and acted on the communication coaching that was provided, it is noteworthy that some of the verbatim comments in the survey echoed topics and even language provided in the communication advice.

Explanation of Graphs

There are three types of graphs included in this report. The first is a bar chart that shows the overall percent positive (*Strongly Agree* and *Agree* responses) either aggregated across a series of survey statements or for a unique survey statement. The second type is a Response Distribution Report which breaks out answers across scales ranging from 2 to 6 response options. A variety of scales were used including Agreement, Likelihood, Frequency, Prevalence, Effectiveness and Helpfulness. The third is a pie chart which delineates the percentage of Band members who answered a particular way. Please note that sometimes the percentages do not add up to a 100% because when a graph calls for whole numbers, ModernThink consistently truncates (i.e., removes all digits beyond the whole number).

This Executive Summary focuses on three demographic categories: Class Year (e.g., First Year, Second Year, etc.), Alumni Year and Gender. The data from these three demographic groups provides a meaningful overview of the survey findings while maintaining the anonymity of Band members.

Key Findings

1. The survey was launched in the midst of a highly political, charged and contentious atmosphere. While impossible to quantify the impact of the environment, it was possible that response rates were suppressed (especially in light of the Facebook post). Despite any potential interference, 278 respondents from a population of 852 Band members yields a margin of error of only 4.82% at a 95% confidence level. Given current research standards, a data set with a 95% confidence level and a margin of error of less than 5% is considered sound.
2. That being said, the survey was launched in the midst of a concerted communication campaign by certain alumni that included talking points for Band members. It is not possible to verify whether, and if so, to what extent, survey respondents may have been influenced by that campaign. Notably, some of the verbatim comments in the survey echoed topics and even language provided in the communication advice.
3. Overall, Band Leaders and Squad Leaders were viewed positively by the Band members. Band members perceived both groups to be committed to Band members' welfare, the creation and maintenance of a climate where sexual assault and harassment are not tolerated, encouraging reporting, and supporting those who report sexual misconduct.
4. There is enormous pride in the Band culture which promotes hard work, discipline, excellence, equal treatment and teamwork.
5. The Band members feel like they are a family. Members are extremely protective of each other and feel safe. Rows often become close-knit, primary support systems for each other.
6. Band members perceive that meritocracy prevails, given the rigorous selection process, mutual respect, and that acceptance and fairness are felt across gender, sexual orientation, ethnicity and race.
7. The majority of Band members did not feel that there was a problem with language, gestures or writings.
8. Unwanted sexual assault incidents were reported to be significantly higher outside the Band than they were inside; within the Band, the prevalence of sexual assault was perceived to be decreasing over time.
9. In general, the Band believes that the University would take reports of sexual assaults seriously, support the person making the report and take corrective action against the offender.
10. There was widespread, enthusiastic support for reinstating Jon Waters, especially among alumni. If Waters will not be brought back, Band members want current members to be promoted to leadership positions within the band.
11. There was pervasive anger and frustration with the University and President Drake over, among other things, the reliance on the Title IX report, the treatment of Band members and the firing of Jon Waters.
12. The Title IX Report done by The Ohio State University has caused extensive dismay, disgust and disappointment. There was also some annoyance with the ongoing investigation, and to a lesser extent, with the survey itself.
13. There was substantial concern that a very small minority of "bad actors" who participated in a "few" incidents in the past tarnished the reputation of the entire Band.
14. Perceptions were that the cultures of other student organizations, especially Greek

organizations and athletic teams, were far worse than the Band culture.

15. A substantive minority of the Band were concerned about alcohol use, with 27%

reporting that they viewed alcohol as at least *Somewhat a problem*.

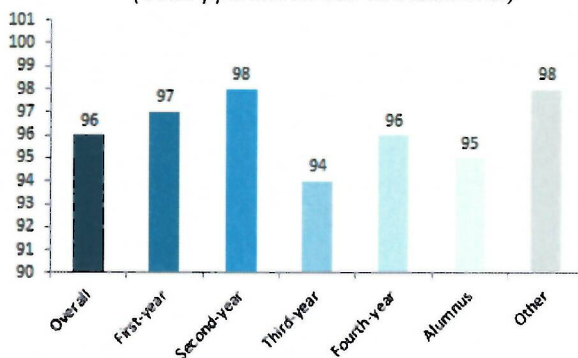
Quantitative Themes

Band Leaders

The definition of the Band Leaders was clearly stated at the beginning of the survey, and at the top of each page throughout the survey, as referring to The Ohio State Marching Band Director, Associate Director and Assistant Director.

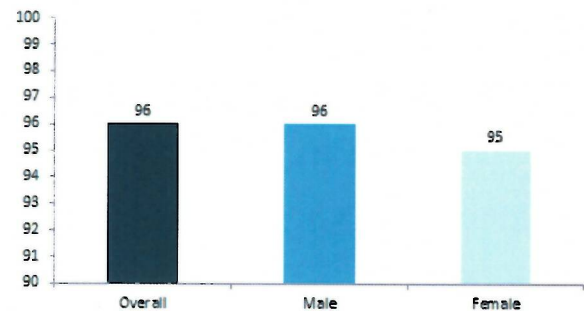
Survey results revealed that Band Leaders are very highly regarded by Band members. Twelve survey statements assessed the Band Leaders' concern for welfare, ability to provide a safe and secure environment, intolerance of sexual assault and/or harassment and encouragement of reporting and those who might report. The overall positive percentage score (aggregate percent of those who *Strongly Agree* and *Agree*) was 96% across the twelve statements.

Overall Across Band Leader Statements
(See Appendix for the 12 statements)



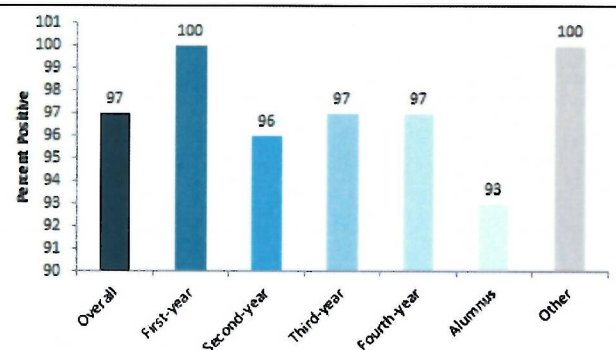
Males and females rated Band Leaders nearly equally, with males scoring them at 96% positive, females at 95% positive.

Overall by Gender



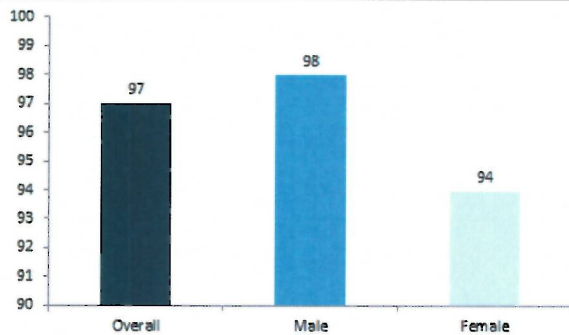
Band members rated Band Leaders very highly when asked if the leaders created a climate within which sexual assault and sexual harassment are not tolerated, with percent positive scores ranging from 93% positive (Alumni) to 100% positive (First Years and Other).

Within the Band, Band Leaders create a climate in which sexual harassment and sexual assault are not tolerated.



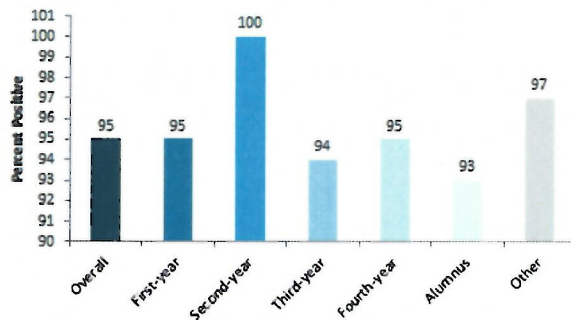
Males and females also responded favorably about Band Leaders' efforts to create a climate in which sexual assault and sexual harassment are not tolerated.

Within the Band, Band Leaders create a climate in which sexual harassment and sexual assault are not tolerated.



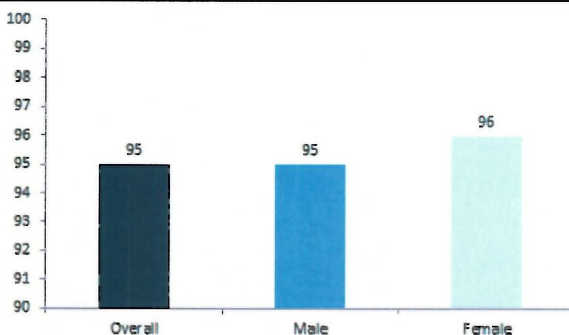
Similarly, Band members rated Band Leaders very highly when asked whether the leaders encouraged the reporting of sexual assault and sexual harassment, with percent positive scores ranging from 93% positive (Alumni) to 100% positive (Second Years).

Within the Band, Band Leaders create a climate in which students are encouraged to report sexual harassment and sexual assault.



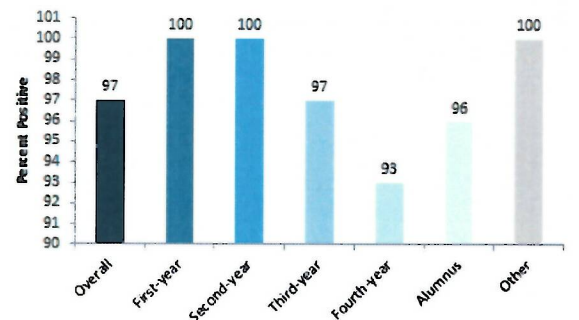
Males and females agreed on Band Leaders' efforts to encourage reporting.

Within the Band, Band Leaders create a climate in which students are encouraged to report sexual harassment and sexual assault.



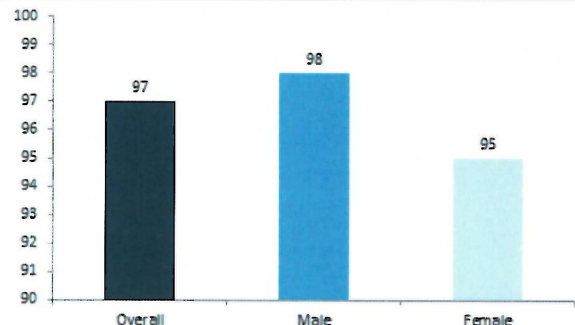
Scores were especially high on the statement "Males and females are treated equally and respectfully by Band Leaders," with three of the six Class Year groups (First Years, Second Years and Others) reporting 100% agreement.

Males and females within the Band are treated equally and respectfully by Band Leaders.



Here again, the scores for males and females were nearly equal.

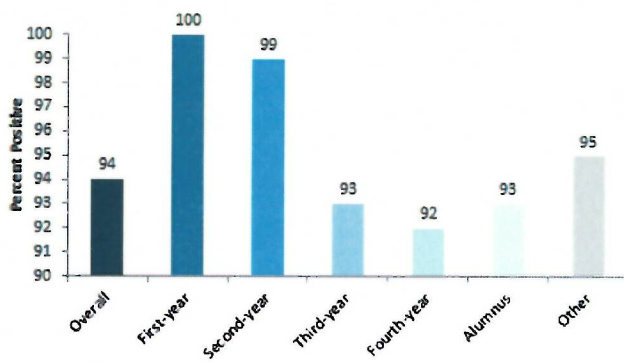
Males and females within the Band are treated equally and respectfully by Band Leaders.



Squad Leaders

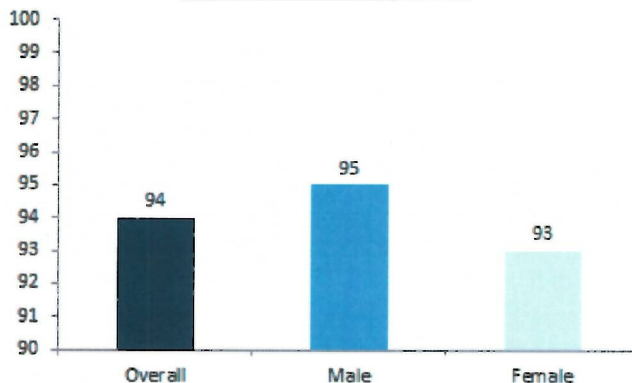
Squad Leaders were also very highly regarded. The overall positive percentage score (aggregate percent of those who *Strongly Agree* and *Agree*) for the statements about Squad Leaders was 94%. Similar to statements for the Band Leaders, these seven statements included topics such as concern for welfare, intolerance of sexual assault and/or harassment and encouragement of reporting and those who report.

Overall Across Squad Leader Statements
(See Appendix for the seven statements)



Overall Squad Leaders were viewed almost equally positively by males and females, with males at 95% and females at 93%.

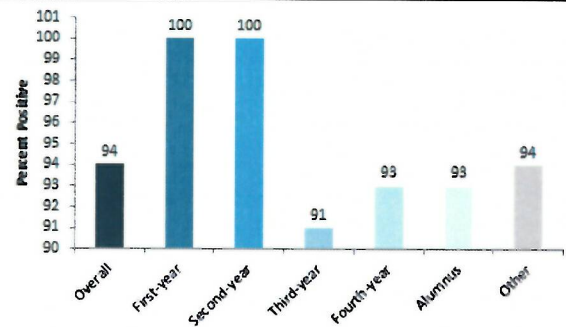
Overall Scores by Gender



ModernThink found that two of the seven statements were particularly illustrative of the overall results.

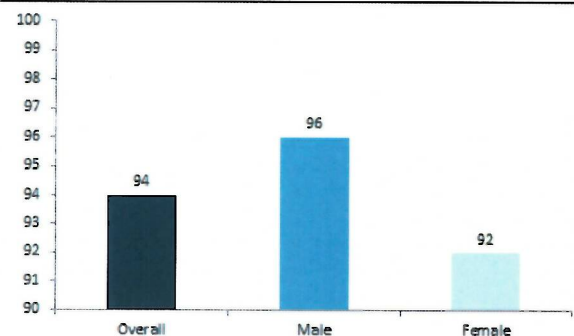
For example, Band members rated Squad Leaders highly when asked if the leaders created a climate in which sexual assault and sexual harassment are not tolerated, with percent positive scores ranging from 91% positive (Third Years) to 100% positive (First Years and Second Years).

Within the Band, Squad Leaders create a climate in which sexual harassment and sexual assault are not tolerated.



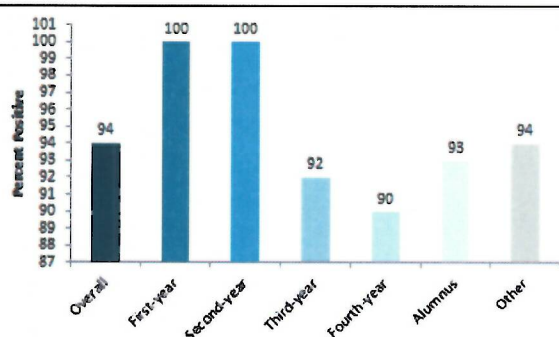
Ninety-two percent of females rated the Squad Leaders as creating a climate in which sexual harassment and sexual assault are not tolerated, compared to 96% of males.

Within the Band, Squad Leaders create a climate in which sexual harassment and sexual assault are not tolerated.



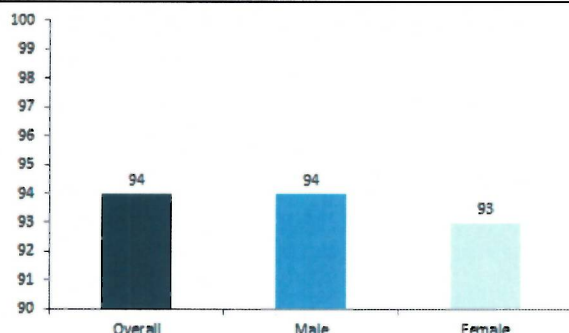
Among the Class Years, First Years and Second Years rated Squad Leaders at 100% positive for their encouragement to report sexual harassment and sexual assault, compared to 90% positive for Fourth Years.

Within the Band, Squad Leaders create a climate in which students are encouraged to report sexual harassment and sexual assault.



Males and females rated the Squad Leaders nearly equally on encouragement of reporting sexual harassment and sexual assault.

Within the Band, Squad Leaders create a climate in which students are encouraged to report sexual harassment and sexual assault.

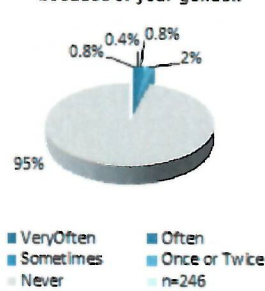


Notably, as shown in each of the Squad Leader graphs above, there was a pattern for the Squad Leader scores with First Years and Second Years consistently rating them higher than the Third Years and Fourth Years.

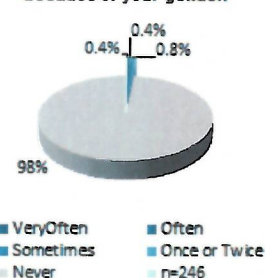
Fairness/Equal Treatment

Ninety-five percent of Band members reported that they were *Never* treated differently because of their gender, and 98% reported that they were *Never* condescended to because of their gender.

Treated you differently because of your gender.

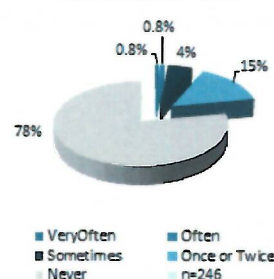


Put you down or was condescending to you because of your gender.



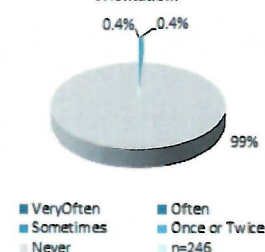
However, when asked that same question regarding how often individuals made sexist remarks, those answering *Never* declined to 78% with another 15% responding *Once or Twice*.

One or more individuals made offensive sexist remarks.



Regarding condescending behavior based on sexual orientation, 99% of Band members stated that they had *Never* experienced it.

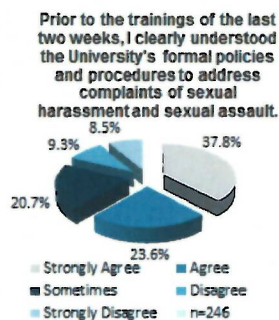
One or more individuals put you down or was condescending to you because of your sexual orientation.



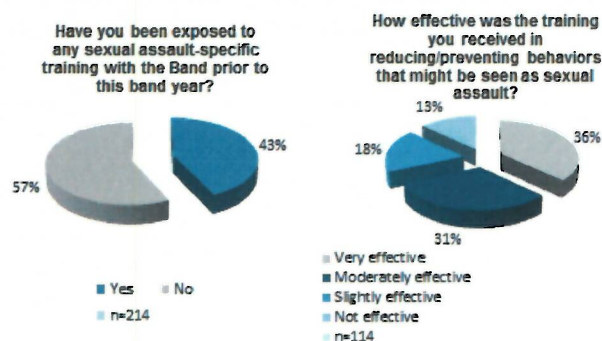
Numerous verbatim comments to the three open-ended questions underscored that the meritocracy approach of the band and rigorous selection process bolstered the feeling that everyone had earned his or her place, regardless of gender, sexual orientation, ethnicity or race.

Policies/Resources

There were mixed results on whether Band members understood University policies and procedures related to sexual harassment and sexual assault before the recent targeted focus. While 60% of survey respondents felt they clearly understood policies and procedures (*Agreed or Strongly Agreed*), a full 17.8% expressed concern (*Disagreed or Strongly Disagreed*).

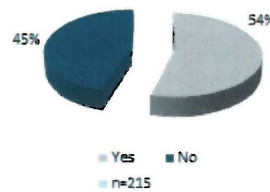


Just 43% of Band members reported having been “exposed to” sexual assault-specific training, with 67% noting it was either *Very effective* or *Moderately effective*.

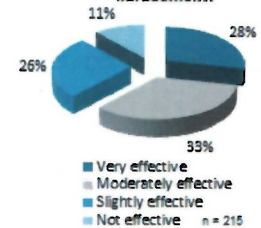


While 54% of Band members reported being “exposed to” sexual harassment-specific training, 37% noted that the training was either only *Slightly effective* or altogether *Not effective*.

Have you been exposed to any sexual harassment-specific training with the Band prior to this band year?

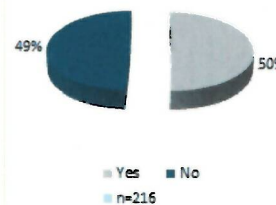


How effective was the training you received in reducing/preventing behaviors that might be seen as sexual harassment?

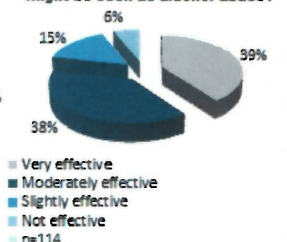


Alcohol abuse training seemed to be more influential, with only 21% of Band members reporting the training as only *Slightly effective* or *Not effective*.

Have you had any training with the Band pertaining to alcohol abuse prior to this band year?



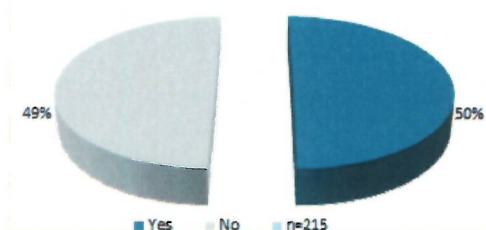
How effective was the training you received in actually reducing/preventing behaviors that might be seen as alcohol abuse?



When asked whether they understood how to obtain counseling after a sexual assault and after sexual harassment, 95% of Band members responded *Yes* to both questions.

There was virtually an even split between whether Band members have or have not received written reference materials about sexual harassment and violence.

Have you received reference materials about sexual harassment and violence?



Responding to the open-ended questions, multiple Band members deplored the lack of resources

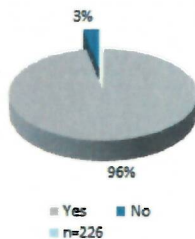
provided to, and the perceived second-class-citizen treatment of, the Band. Several comments specifically pointed to the lack of sufficient staff.

Reporting Procedures, Use of Reporting Procedures and Likelihood University Would Act on Reports

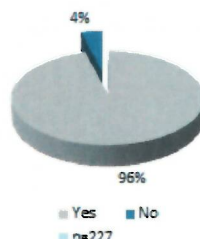
Band members showed high understanding of reporting procedures. Ninety-six percent of them indicated that they know how to report both sexual harassment and sexual assault.

However, 80% (four out of five) who answered *Yes* on the survey to encountering a specific incident of sexual harassment and/or sexual assault did not use the University's formal reporting procedures.

Do you understand how to report sexual assault (self or friend)?



Do you understand how to report sexual harassment (self or friend)?

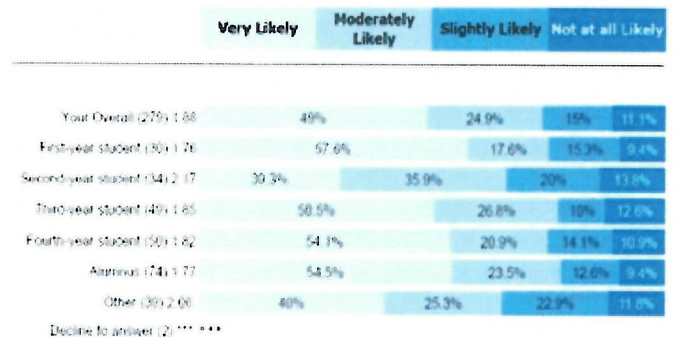


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Band Leaders and Squad Leaders were perceived to encourage reporting and protect those who report. Squad Leaders were also perceived in the same way.

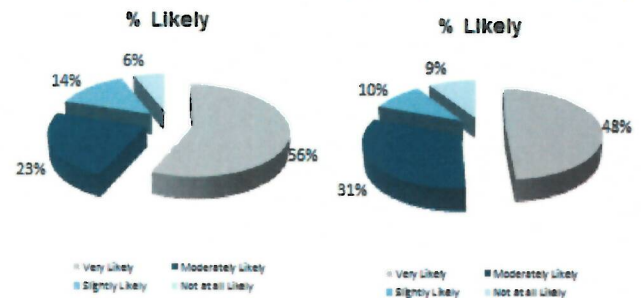
The chart below aggregates the scores from five survey statements related to perceptions of the University's responsiveness to reports of sexual assault and/or sexual harassment. Percent positive scores (*Very Likely* and *Moderately Likely*, (the two lighter shades of blue in the graph below) ranged from a high of 78% (Alumni) to a low of 65.3% (Other). There was, however, a sizeable minority who placed less trust in the University's responsiveness with percent negative scores (*Slightly Likely* and *Not at all Likely*, (the two darker shades of blue in the graph below) ranging from a high of 34.7% (Other) to a low of 22% (Alumni).

Overall Across Perceptions of University's Responsiveness Statements (See Appendix for five statements)



In general, the Band believed that the University would take reports of sexual assaults seriously and support the person making the report.

Take Report Seriously Support person making report

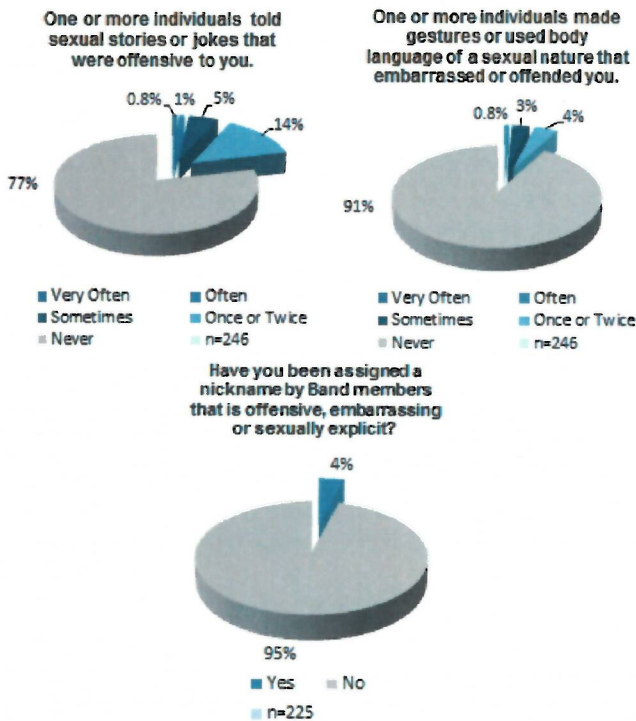


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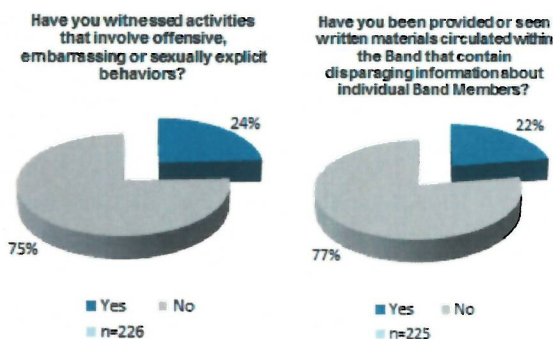
While 73% of Band members believed that the University would take corrective action against the offender, fewer (62%) believed that the University would take action to rectify the factors that may have led to the sexual assault.

Sexually Explicit, Offensive or Embarrassing Language, Gestures and Writing

Overall, there was limited acknowledgement of sexually explicit language and conduct in the quantitative section of the survey. When asked to characterize the frequency of sexually explicit, offensive or embarrassing language, gestures and/or writing, over 90% of the Band consistently characterized the frequency as either *Never* (ranging from 77% to 91%) or *Once or Twice*.



Percentages of people acknowledging offensive, embarrassing or sexually explicit behaviors or materials generally became higher once the focus was broadened to ask whether Band members had **witnessed** it, rather than asking if there was a direct impact on the individual.



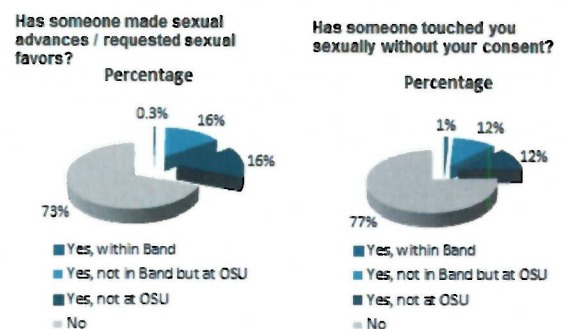
Also tellingly, there was more discussion of the questionable language/behavior in the verbatim comments. In the related written remarks, a minority acknowledged and opposed certain language and behaviors that they found inappropriate. For example, a handful of Band members took offense at perceived intimidation,

embarrassment, secrecy, the hazing of First Years, rookie nicknames, introductions, midterms, tricks and sexual jokes. They called for change. Multiple others acknowledged some questionable language/behavior either explicitly or implicitly (e.g., "harmless" nicknames and jokes, alcohol abuse, sexually offensive occurrences, "blow[ing] off steam and act[ing] in ways that would otherwise be deemed inappropriate," peer pressure, sexual jokes) and went on to explain why the language/behavior was okay. For example, several Band members provided commentary about college students "just being college students" and pop-culture being the primary driver behind sexually explicit and/or offensive language and conduct in general, and particularly among college students.

Other verbatim comments vocalized Band members' concerns that the Band was being singled out for behavior that is not only found elsewhere, but is actually much worse at other student organizations, especially within certain sports teams and the Greek system.

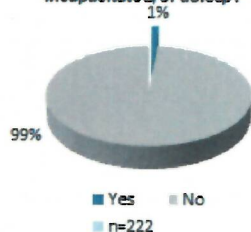
Sexual Assault/Incidence Prevalence

The reported unwanted sexual incident rate was significantly higher outside the Band than it was inside. The incidence of sexual assault inside the Band was reported at between 0.3% and 1%, compared to a sexual assault rate outside the Band (but still at OSU) of between 12% and 16%.

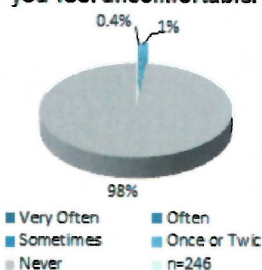


When asked about other types of incidents, roughly the same percentages as shown above (1% and below) indicated that Band members had been personally impacted.

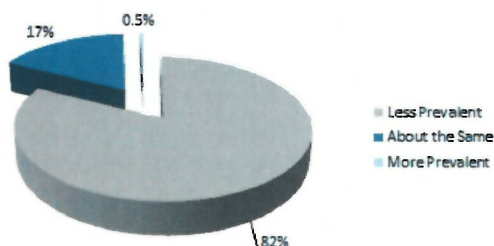
Since 2009, has someone touched you sexually when you were unable to provide consent or stop what was happening because you were passed out, drugged, drunk, incapacitated, or asleep?



Has someone touched you in a way that made you feel uncomfortable.



Eighty-two percent of Band members felt that sexual assaults have become *Less Prevalent* since they joined the Band. Seventeen percent felt that they have remained *About the Same*.



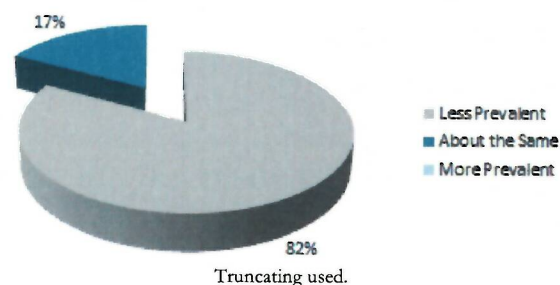
Of those willing to provide additional information about an unwanted sexual incident, we learned the following:

- Eighty percent (four out of five) did not use the University's formal reporting procedures; the one who did report indicated that the University's formal procedure "Helped me a lot."
- Twenty-five percent (one out of four) reported that the unwanted behavior involved a stranger.
- Sixty percent (three out of five) reported that the unwanted behavior involved a Band member.
- One hundred percent (four out of four) reported that the incident occurred off-campus at an apartment within walking distance of campus.
- One hundred percent (five out of five) reported that he/she had been drinking alcohol before the incident occurred. (The survey made clear that the victim was in no

way responsible for the assault even if drinking was involved.)

Sexual Harassment

Eighty-two percent of Band members perceived sexual harassment to be *Less Prevalent* than when they joined the Band.

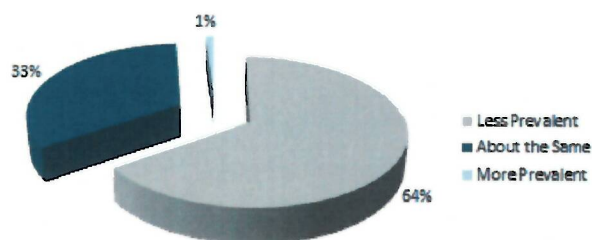


Of all the groups, Alumni had the highest percentage of those reporting that sexual harassment has become *Less Prevalent* at 86.9%. No one reported that sexual harassment had become *More Prevalent*.

	Less prevalent	About the same	More prevalent	
Your Overall (211)	1.18	82.5%	17.5%	0%
First-year student (16)	1.19	81.3%	18.8%	0%
Second-year student (25)	1.16	84%	16%	0%
Third-year student (38)	1.17	83.3%	16.7%	0%
Fourth-year student (40)	1.2	80%	20%	0%
Alumnus (61)	1.13	86.9%	13.1%	0%
Other (32)	1.25	75%	25%	0%
Decline to answer (1)	***	***	***	***

Alcohol

Sixty-four percent of Band members said that alcohol use within the Band had become *Less Prevalent* since they had joined the Band.

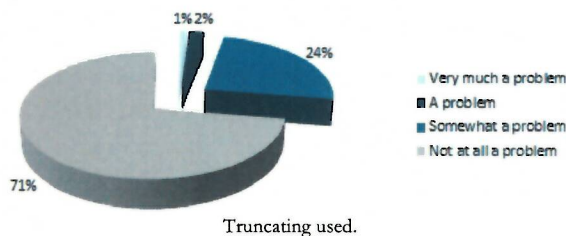


Some Band members, however, reported that alcohol use was actually *More Prevalent*, including 3.7% of Second Year students, 2.7% of Third Years and 2.3% of Fourth Years.

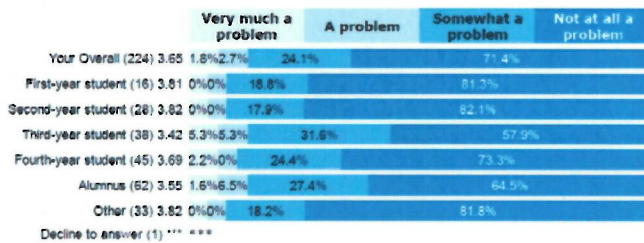
Alcohol Prevalence by Class Year

	Less prevalent	About the same	More prevalent
Your Overall (223) 1.37	64.6%	33.6%	1.8%
First-year student (16) 1.5	50%	50%	0%
Second-year student (27) 1.37	66.7%	29.6%	3.7%
Third-year student (37) 1.54	48.6%	48.6%	2.7%
Fourth-year student (44) 1.39	63.6%	34.1%	2.3%
Alumnus (63) 1.3	71.4%	27%	1.6%
Other (34) 1.26	73.5%	26.5%	0%
Decline to answer (1) *** **			

While 71% of Band members reported that alcohol abuse was *Not at all a problem*, a substantial minority, 27%, believe that it was at least *Somewhat a problem*.



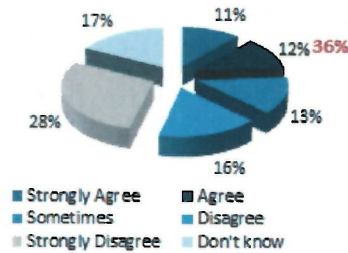
Almost 11% of Third Year students, 8.1% of Alumni and 2.2% of Fourth Years perceived alcohol abuse to be *A problem* or *Very much a problem*.



Secrecy

There were several suggestions by Band members in the survey data that some traditions have already gone underground and that others will follow if the close scrutiny continues. Overall, 36% *Agree* that some Band traditions are hidden so that activities are no longer witnessed by Band Leaders, adding together *Strongly Agree*, *Agree* and *Sometimes Agree/Disagree*.

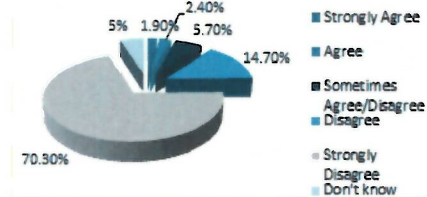
Some Band traditions are hidden so that activities are no longer witnessed by Band Leaders.



In addition, several verbatim comments intimated that the University's recent efforts at culture change have only further ingrained some of the unwanted behaviors.

The majority of Band members (85%) do not perceive a threat of negative treatment for not partaking in Band traditions.

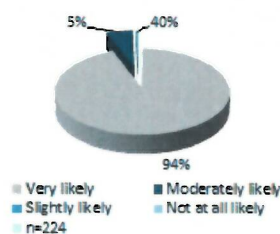
Band Members who opt out of a tradition will receive negative treatment from other Band Members.



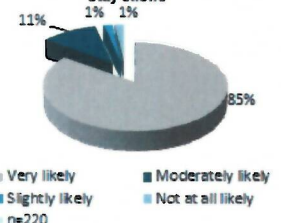
Bystander Responsiveness

The vast majority (94%) of Band member "bystanders" would *Very likely* get help and resources for a victim. Eighty-five percent would *Very likely* provide information to help an investigation.

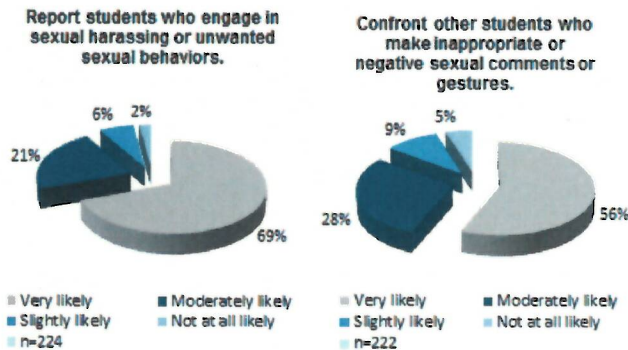
Get help and resources for a friend who tells you they have been sexually harassed or assaulted.



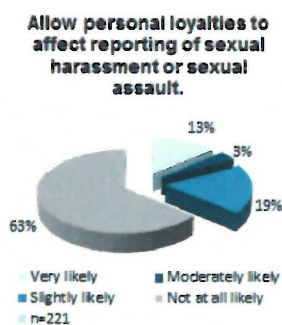
Provide a Resident Assistant (RA) or other campus authority information you have that might help in a sexual harassment or sexual assault case even if pressured by your peers to stay silent.



Most, although fewer (69%), would also report students who engage in unwanted behaviors. Still fewer (56%) would confront other students.

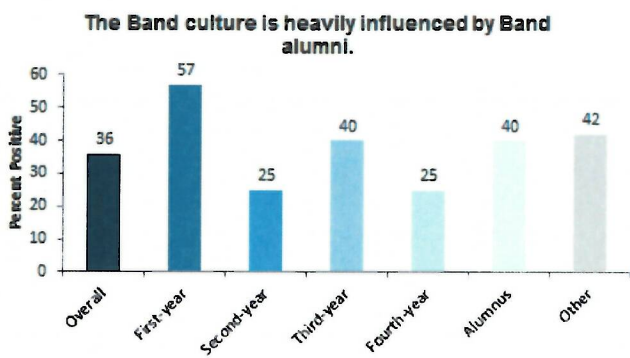


A minority, 16%, admitted that they were either *Very likely* or *Moderately likely* to let personal loyalties interfere with their reporting of an incident.

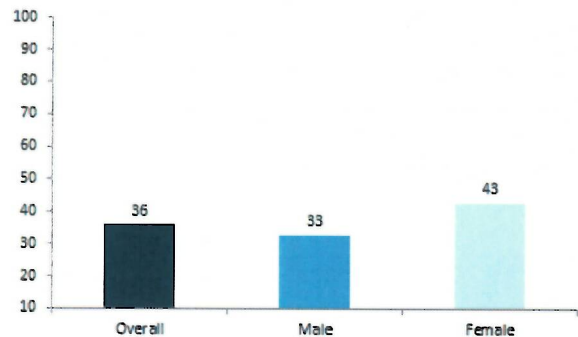


Alumni Influence

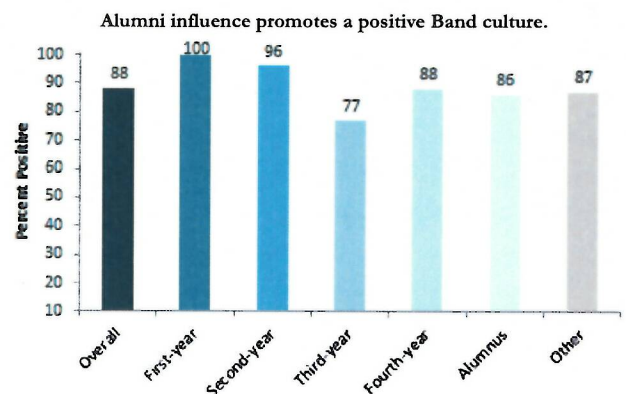
There was a wide range of opinions regarding whether the Band culture was heavily influenced by Band alumni. Twenty-five percent of Second Years and Fourth Years *Agree* or *Strongly Agree* that the Band culture is heavily influenced by Band alumni, compared to 57% of First Years.



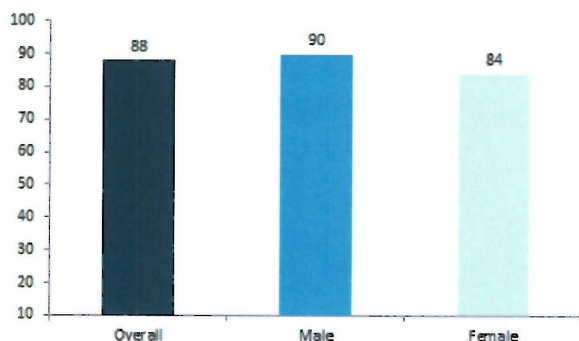
Males and females also viewed alumni influence differently with 33% of males and 43% of females agreeing that Band culture was heavily influenced by alumni.



Alumni influence was generally viewed favorably with the overall positive rating of 88% and a negative rating of only 4%. First Years rated it most favorably at 100% with Third Years rating it least favorably at 77%.



Here again, there was a difference in perception by gender that Alumni influence promotes a positive band culture, with males responding with a 90% positive, and females at 84% positive.



About ModernThink

Founded in 2004, ModernThink is an organizational development and management consulting firm that has extensive experience in higher education. As the co-founder of, and survey and analysis partner for, the Chronicle's

Great Colleges to Work For® program, we have worked with nearly 1,000 colleges and universities nationwide. Our core competency is helping higher education institutions assess and then improve their culture and climate. Doing so, we help colleges and universities become better places to work and learn.

Appendix – Aggregated Statements Referenced Above

Band Leader Statements:

(12 statements aggregated to generate overall Band Leader score. See page 5 above.)

1. Band Leaders are genuinely concerned about my welfare.
2. Band Leaders respect what students within the Band think.
3. Band Leaders take reasonable steps to provide a safe and secure environment for Band Members.

4. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) demonstrate and model the Ohio State values.
5. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) hold others accountable for their conduct.
6. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) promote and safeguard the welfare of students.
7. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) create a climate in which sexual harassment and sexual assault are not tolerated.
8. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) create a climate in which students are encouraged to report sexual harassment and sexual assault.
9. Within the Band, Band Leaders (Director, Associate Director, Assistant Director)

ensure those who have reported sexual harassment/sexual assault are treated with dignity and respect.

10. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) respond promptly and effectively to complaints.
11. Band Leaders prevent or stop sexually inappropriate behavior within the Band.
12. Males and females within the Band are treated equally and respectfully by Band Leaders.

Squad Leader Statements:

(Seven statements aggregated to generate overall Squad Leader score. See page 7 above.)

1. Within the Band, Squad Leaders and Assistant Squad Leaders demonstrate and model the Ohio State values.
2. Within the Band, Squad Leaders and Assistant Squad Leaders hold others accountable for their conduct.
3. Within the Band, Squad Leaders and Assistant Squad Leaders promote and safeguard the welfare of students.
4. Within the Band, Squad Leaders and Assistant Squad Leaders create a climate in which sexual harassment and sexual assault are not tolerated.
5. Within the Band, Squad Leaders and Assistant Squad Leaders create a climate in which students are encouraged to report sexual harassment and sexual assault.
6. Within the Band, Squad Leaders and Assistant Squad Leaders ensure those who have reported sexual harassment/sexual assault are treated with dignity and respect.
7. Within the Band, Squad Leaders and Assistant Squad Leaders respond promptly and effectively to complaints.

Perceptions of University's Responsiveness Statements:

(Five statements aggregated to generate overall University's Responsiveness score. See page 10 above.)

1. This University would take the report seriously.
2. This University would keep knowledge of a report of sexual assault limited to those who need to know in order for the institution to respond properly.
3. This University would support the person making a report of sexual assault.
4. This University would take corrective action to address factors that may have led to sexual assault.
5. This University would take corrective action against a sexual assault offender.

APPENDIX

TAB E

Ohio State University Marching Band Culture Survey

WELCOME TEXT

This survey is being conducted as part of President Drake and the Board of Trustees' request for an Ohio State Marching Band Culture Assessment. Some questions asked on this survey are personal and concern issues around sexual harassment and sexual assault.

The questionnaire takes about 20 to 30 minutes to complete. Your participation is voluntary, and you may choose to skip questions or stop responding at any point. However, your cooperation would be greatly appreciated and would contribute to the Task Force's understanding of the Marching Band culture at The Ohio State University.

If you agree to participate, you can be assured that your responses are completely confidential. We will not report any results from demographic categories containing fewer than five respondents. Your responses will be reported in terms of groups of respondents rather than as individual cases. You may stop your participation at any time, or choose not to answer particular questions. Some of the questions will ask about sexual and personal information. Some individuals might experience emotional discomfort while answering some of the questions. At the end of the survey, you will be given information about resources should you wish to talk with someone further.

This survey is being conducted by ModernThink on behalf of The Ohio State University Marching Band Culture Task Force, which can be reached at bandculturetaskforce@osu.edu.

Please contact the ModernThink Help Desk at 888-684-4658 if you have any technical difficulties while taking the survey.

I. DEMOGRAPHICS

I1. What is your current student status?

- First year student
- Second year student
- Third year student
- Fourth year student
- Alumnus
- Other (please specify) _____
- Decline to answer

I1a. What was your last year in the Band?

- 2009
- 2010
- 2011
- 2012
- 2013

I2. Please indicate your current residence:

- Dormitory/Residence Hall
- Fraternity/Sorority House
- Own a house, condo, apartment etc.
- Parent/Family Home
- Rent room or apartment within walking distance of campus
- Rent room or apartment within driving distance of campus
- Other
- Decline to answer

13. Which Band row are/were you in?

A-Row
B-Row
C-Row
D-Row
E-Row
F-Row
H-Row
I-Row
J-Row
K-Row
L-Row
M-Row
Q-Row
R-Row
S-Row
T-Row
X-Row

14. What sex were you assigned at birth, meaning on your original birth certificate?

Male
Female
Decline to answer

15. What is your current gender identity?

Male
Female
Transgender female
Transgender male
Genderqueer/Gender-nonconforming
Other (please specify) _____
Decline to answer

16. Which term best describes your sexual orientation?

Bisexual
Gay
Heterosexual
Lesbian
Questioning
Other (please specify) _____
Decline to answer

17. What is your ethnicity?

Hispanic or Latino
Not Hispanic or Latino
Decline to answer

18. What is your race?

American Indian or Alaska Native
Asian
Black or African American
Native Hawaiian or Other Pacific Islander
White
Decline to answer

DEFINITIONS

University – refers to The Ohio State University.

Band – refers to The Ohio State Marching Band.

Band Leaders – refers to the Ohio State Marching Band Director, Associate Director and Assistant Director.

Band Members – refers to the Ohio State Marching Band student members.

II. BAND CLIMATE AND PERCEPTIONS

Please indicate your level of agreement using the following scale: ***Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, I Don't Know***

II1 feel a sense of belonging within the Band.

II2. Band Leaders are genuinely concerned about my welfare.

II3. Band Leaders respect what students within the Band think.

II4. Within the Band, students are supportive of other people regardless of their heritage, background or sexual orientation.

II5. Prior to the trainings of the last two weeks, I clearly understood the University's formal policies and procedures to address complaints of sexual harassment and sexual assault.

II6. Band Leaders take reasonable steps to provide a safe and secure environment for Band Members.

III. INVOLVED IN SITUATIONS

Please indicate how often since 2009 you have been involved in situations with the Band where one or more individuals engaged in the following:

Please indicate your level of agreement using the following scale: ***Very Often, Often, Sometimes, Once or twice, Never***

III1. Told sexual stories or jokes that were offensive to you.

III2. Made unwelcome attempts to draw you into a discussion of sexual matters (e.g. attempted to discuss or comment on your sex life)

III3. Treated you differently because of your gender (e.g. mistreated, slighted or ignored you)

III4. Made remarks about your body or sexual activities

III5. Made gestures or used body language of a sexual nature that embarrassed or offended you

III6. Made offensive sexist remarks

III7. Put you down or was condescending to you because of your gender

III8. Put you down or was condescending to you because of your sexual orientation

III9. Made you feel threatened with some sort of retaliation for not being sexually cooperative

III10. Touched you in a way that made you feel uncomfortable

IV. BAND LEADERS

Please indicate your level of agreement using the following scale: *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, I Don't Know*

IV1. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) demonstrate and model the Ohio State values.

IV2. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) hold others accountable for their conduct.

IV3. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) promote and safeguard the welfare of students.

IV4. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) create a climate in which sexual harassment and sexual assault are not tolerated.

IV5. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) create a climate in which students are encouraged to report sexual harassment and sexual assault.

IV6. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) ensure those who have reported sexual harassment/sexual assault are treated with dignity and respect.

IV7. Within the Band, Band Leaders (Director, Associate Director, Assistant Director) respond promptly and effectively to complaints.

V. SQUAD LEADERS

V1. Within the Band, Squad Leaders and Assistant Squad Leaders demonstrate and model the Ohio State values.

V2. Within the Band, Squad Leaders and Assistant Squad Leaders hold others accountable for their conduct.

V3. Within the Band, Squad Leaders and Assistant Squad Leaders promote and safeguard the welfare of students.

V4. Within the Band, Squad Leaders and Assistant Squad Leaders create a climate in which sexual harassment and sexual assault are not tolerated.

V5. Within the Band, Squad Leaders and Assistant Squad Leaders create a climate in which students are encouraged to report sexual harassment and sexual assault.

V6. Within the Band, Squad Leaders and Assistant Squad Leaders ensure those who have reported sexual harassment/sexual assault are treated with dignity and respect.

V7. Within the Band, Squad Leaders and Assistant Squad Leaders respond promptly and effectively to complaints.

VI. BAND ACTIVITY

VI1. In your opinion, has alcohol use become more or less prevalent within the Band since you joined?

- Less prevalent
- About the same
- More prevalent

VI2. In your opinion, how often does alcohol use occur within the Band compared to other organizations at OSU?

- Much more often at other student organizations
- More often at other student organizations
- About the same
- Less often at other student organizations
- Much less often at other student organizations
- Don't know about the culture at other student organizations

VI3. How much of a problem is alcohol abuse within the Band?

- Very much a problem
- A problem
- Somewhat a problem
- Not at all a problem

VI4. In your opinion, has sexual harassment become more or less prevalent within the Band since you joined?

- Less prevalent
- About the same
- More prevalent

VI5. In your opinion, how often does sexual harassment occur within the Band compared to other organizations at Ohio State?

- Much more often at other student organizations
- More often at other student organizations
- About the same
- Less often at other student organizations
- Much less often at other student organizations
- Don't know about the culture at other student organizations

VI6. In your opinion, has sexual assault become more or less prevalent within the Band since you joined?

- Less prevalent
- About the same
- More prevalent

VI7. In your opinion, how often does sexual assault occur within the Band compared to other organizations at Ohio State?

- Much more often at other student organizations
- More often at other student organizations
- About the same
- Less often at other student organizations
- Much less often at other student organizations
- Don't know about the culture at other student organizations

VI8. Have you ever been asked to swear a secrecy oath to conceal offensive, embarrassing or sexually explicit Band traditions and customs? Yes No

VI9. Have you been assigned a nickname by Band Members that is offensive, embarrassing or sexually explicit? Yes No

VI10. Have you ever participated in any Band-related activity in which you stripped off most of your clothing for the activity (i.e., marching naked or wearing only underwear)? Yes No

VI11. Have you ever been asked to participate in any Band-related activity in which you were asked to repeat offensive language that made you uncomfortable (e.g., repeat jokes of a sexual nature, participate in songs containing offensive or demeaning language)? Yes No

VI12. New members of the Band are asked to perform initiation activities that require offensive, embarrassing, or sexually explicit behaviors. Yes No

VI13. Have you been provided or seen written materials circulated within the Band that contain disparaging information about individual Band Members? Yes No

VI14. Have you witnessed activities that involve offensive, embarrassing or sexually explicit behaviors? Yes No

VII. KNOWLEDGE OF POLICIES AND RESOURCES

VII1. Have you been exposed to any sexual harassment-specific training with the Band prior to this band year?

Yes No

This question only displays if the survey respondent answers yes to the above question.

VII1a. How effective was the training you received in reducing/preventing behaviors that might be seen as sexual harassment?

Very effective

Moderately effective

Slightly effective

Not effective at all

Does not apply, I've not had sexual harassment prevention training

VII2. Have you been exposed to any sexual assault-specific training with the Band prior to this band year?

Yes No

This question only displays if the survey respondent answers yes to the above question.

VII2a. How effective was the training you received in reducing/preventing behaviors that might be seen as sexual assault?

Very effective

Moderately effective

Slightly effective

Not effective at all

Does not apply, I've not had sexual harassment prevention training

VII3. Have you had any training with the Band pertaining to alcohol abuse prior to this band year?

This question only displays if the survey respondent answers yes to the above question.

VII3a. How effective was the training you received in actually reducing/preventing behaviors that might be seen as alcohol abuse?

Very effective

Moderately effective

Slightly effective

Not effective at all

Does not apply, I've not had sexual harassment prevention training

VII4. Have you received reference materials about sexual harassment and violence? Yes No

Do you understand the following:

VII5. The difference between sexual harassment and sexual assault	Yes	No
VII6. How to report sexual harassment (self or friend)	Yes	No
VII7. How to report sexual assault (self or friend)	Yes	No
VII8. How to avoid situations that might increase the risk of sexual assault	Yes	No
VII9. How to obtain medical care following a sexual assault (self or friend)	Yes	No
VII10. How to obtain counseling after a sexual harassment (self or friend)	Yes	No
VII11. How to obtain counseling after a sexual assault (self or friend)	Yes	No
VII12. The general responsibilities of law enforcement and criminal investigative agencies in response to sexual assault	Yes	No

VIII. REPORT OF SEXUAL ASSAULT

Please indicate the degree of likeliness for each of the below if someone were to report a sexual assault to campus authority:

Please use the following scale: *Very Likely, Moderately Likely, Slightly Likely, Not at all Likely*

VIII1. This University would take the report seriously.

VIII2. This University would keep knowledge of a report of sexual assault limited to those who need to know in order for the institution to respond properly.

VIII3. This University would support the person making a report of sexual assault.

VIII4. This University would take corrective action to address factors that may have led to sexual assault.

VIII5. This University would take corrective action against a sexual assault offender.

IX. BYSTANDER ATTITUDES, BEHAVIORS AND READINESS TO HELP

What is the likelihood that you would respond in accordance with each of the below?

Using the following scale: *Very Likely, Moderately Likely, Slightly Likely, Not at all Likely*, Please indicate how likely you are to:

IX1. Get help and resources for a friend who tells you they have been sexually harassed or assaulted.

IX2. Report students who engage in sexual harassment or unwanted sexual behaviors.

IX3. Provide an RA or other campus authority information you have that might help in a sexual harassment or sexual assault case even if pressured by my peers to stay silent.

IX4. Confront other students who make inappropriate or negative sexual comments or gestures.

IX5. Allow personal loyalties to affect reporting of sexual harassment or assault.

X. Please indicate your level of agreement using the following scale: *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Don't Know.*

X1. Band Leaders prevent or stop sexually inappropriate behavior within the Band.

X2. Males and females within the band are treated equally and respectfully by Band Leaders.

X3. Alumni influence promotes a positive Band culture.

X4. The Band culture is heavily influenced by Band alumni.

X5. Band Members who opt out of a tradition will receive negative treatment from other Band Members.

X6. Some Band traditions are hidden so that activities are no longer witnessed by Band Leaders.

XI. INCIDENCE AND PREVALENCE

XI1. Since being involved with the Band, I have had a friend or acquaintance in the Band tell me that they were the victim of sexual harassment or assault. Yes No

XI2. Do Band Members or Leaders who sexually harass or assault others in the Band get away with it? Yes No

XI3. Has anyone ever made unwelcome sexual advances toward you or unwelcome requests for sexual favors from you? Check all that apply.

Yes, within the Band

Yes, outside the Band but at Ohio State

Yes, outside the Band, not at Ohio State

No

XI4. Has someone touched you sexually (e.g. kissing, touching, grabbing, fondling) without your consent?

Yes, within the Band

Yes, outside the Band but at Ohio State

Yes, outside the Band, not at Ohio State

No

XI5. Since 2009, has someone touched you sexually when you were unable to provide consent or stop what was happening because you were passed out, drugged, drunk, incapacitated, or asleep? Yes No

If yes to XI4, please answer the following questions about the MOST RECENT Incident

XI6. Did you use the Ohio State formal procedures to report the incident? Yes No

This question only displays if the survey respondent answers yes to the above question.

XI6a. Did the University's formal procedures help you deal with the problem?

Didn't help me at all

Helped me a little

Helped, but could have helped more

Helped me a lot

Completely solved the problem

XI7. Just prior to the incident, had you been drinking alcohol? (You are in no way responsible for the assault that occurred, even if you had been drinking.) Yes No

XI7a. Who did the unwanted behavior involve?

Stranger Yes No

Family member Yes No

Acquaintance Yes No

Coworker Yes No

Employer/supervisor Yes No

Professor/instructor Yes No

University staff member Yes No

Band Leader Yes No

Band Member Yes No

Non-romantic friend Yes No

Casual or first date Yes No

Current romantic partner Yes No

INCIDENCE AND PREVALENCE CONT'D

XI7b. Where did the incident occur? (Mark all that apply)

Off-campus

- Apartment within walking distance of campus
- Apartment within driving distance of campus
- Home, Condo or Apartment that you own
- Parent/Family Home
- Band Bus
- University Vehicle (Besides Band Bus)

On-campus

- Dormitory/Residence Hall
- Fraternity/Sorority House
- University Building
- University Grounds

Other location, please specify location _____

XI7c. Who did you tell about the incident?

No one	Yes	No
Roommate	Yes	No
Close friend other than roommate	Yes	No
Parent or guardian	Yes	No
Other family member	Yes	No
Counselor	Yes	No
Faculty	Yes	No
Staff	Yes	No
Residence hall staff	Yes	No
University confidential hotline	Yes	No
National confidential hotline	Yes	No
Police	Yes	No
Romantic partner	Yes	No
Campus sexual assault advocate	Yes	No
Other, please specify _____		

XI7c. Why did you choose not to tell anyone?

It was not important enough to report.	Yes	No
I handled it myself	Yes	No
I thought I would be labeled a troublemaker.	Yes	No
I thought nothing would be done.	Yes	No
Threatened with some sort of retaliation.	Yes	No
Not threatened with retaliation, but feared some form of retaliation.	Yes	No
Feared ostracism, harassment or ridicule by peers.	Yes	No
Feared loss of friends.	Yes	No
Feared I or others would be punished for infractions/violations.	Yes	No
I did not want people gossiping about the incident.	Yes	No
I did not want my parents/family to find out	Yes	No
Pressured by someone in a position of authority.	Yes	No
I did not want my boyfriend/girlfriend to find out.	Yes	No
Shame/embarrassment.	Yes	No
Feared other repercussions.	Yes	No
I thought people would not believe me.	Yes	No
Not aware of reporting procedures.	Yes	No
I thought I could deal with it myself	Yes	No
I wanted to fit in.	Yes	No
I thought I would be blamed for the assault.	Yes	No
Other, please specify _____		

XII. OPEN RESPONSE QUESTIONS

XII1. What do you appreciate most about the culture of the Band?

XII2. What concerns you most about the culture of the Band?

XII3. What recommendations would you offer to strengthen and enhance the Band culture?

APPENDIX

TAB F

From: Marching Band Culture Task Force [bandculturetaskforce@osu.edu]
Sent: Wednesday, August 27, 2014 3:54 PM
To: [REDACTED]
Subject: Ohio State Marching Band Culture Assessment



Dear Ohio State Marching Band,

ModernThink is administering this survey as part of President Drake and the Board of Trustees' request for an Ohio State Marching Band Culture Assessment. If you agree to participate, you can be assured that your responses are completely confidential (see "CONFIDENTIALITY" below). Your responses will be reported in terms of groups of respondents rather than as individual cases.

You may stop your participation at any time, or choose not to answer particular questions. Some of the questions will ask about sexual and personal information. Some individuals might experience emotional discomfort while answering some of the questions. At the end of the survey, you will be given information about resources should you wish to talk with someone further.

Again, this assessment is completely voluntary, however your participation would be greatly appreciated and would contribute to the Task Force's understanding of the Ohio State Marching Band's culture. The survey will take about 20 to 30 minutes to complete. We hope you will take this time to provide your honest feedback.

- **Username:** osu
- **Password:** 321614608

Click Here to Take the Survey

Deadline to complete the survey: Midnight on Wednesday, September 10th, 2014

IMPORTANT NOTE: The survey user name and password provided above are for YOUR USE ONLY. To ensure that your responses remain anonymous and confidential, PLEASE DO NOT FORWARD this email, or provide your survey password to anyone else.

Your answers will be stored every time you select the "Save and Continue" button at the bottom of each page. You can log in to your survey as many times as you need in order to complete the survey. However, to protect the confidentiality of your responses, you will not

be able to log in again once you hit the "Submit" button on the last page of the survey.

Should you have any questions, please call our toll-free Help Desk at 888.684.4658 or email us at surveys@modernthink.com.

Regards,

ModernThink

CONFIDENTIALITY

We protect your confidentiality in a number of ways. First, your responses will be sent directly to, and processed by, ModernThink LLC, an independent research and consulting firm that specializes in culture assessments and consulting. Second, the Marching Band Culture Task Force will not be given any information in a way that would enable them to trace answers back to a specific person -- even if you are part of a small demographic group. We will not report any results from demographic categories containing fewer than five respondents.

Please note, however, that the Task Force will receive a report that summarizes all employee responses to the three optional, open-ended questions at the end of the survey. The report will list all responses to those three questions in alphabetical order by the first letter of the response to ensure objectivity in reporting. In order to preserve your anonymity, please do not include your name or other identifying remarks in your responses.

TROUBLE WITH THE LINK?

If clicking on the survey link provided in this email does not take you to the Ohio State Marching Band Culture Assessment login page, please copy the link and paste it directly into the address bar of your internet browser window, and hit GO.

Link: <http://www.modernthink.net/osu>

You can also try accessing the survey via secure socket layer (SSL) at <https://www.modernthink.net/osu>

TROUBLE LOGGING IN?

If you have entered your username and password and you get bounced back to the login page, try one of these solutions:

- 1 - Are you entering the correct username and password? These are included above in this email message and are DIFFERENT from the username and password you use to log in to your computer or other Ohio State account.
- 2 - Did you forward your email invitation to anyone? If so, someone who received your forwarded email message may have logged in using your username and password. Once they completed the survey, the login page would be locked to protect confidentiality. If you suspect this may be the problem, please contact us by replying to this email message or by calling our Help Desk toll-free at 888-684-4658.
- 3 - Did you receive a forwarded email invitation from someone else? If you are using the login information that was attached to an email message sent to you by someone other than ModernThink, that survey may already have been completed. See #2 above.

If you still have a problem accessing the survey page or logging in, please call the ModernThink toll-free Help Desk at 888.684.4658 or email us at surveys@modernthink.net.



2 Mill Road, Suite 102| Wilmington, DE 19806| Phone: 302-764-4477 | Toll Free: 888-684-4658

View our [privacy policy](#)

If you no longer wish to receive our emails, please click [here to unsubscribe](#).

APPENDIX

TAB G

From: Marching Band Culture Task Force [bandculturetaskforce@osu.edu]
Sent: Wednesday, September 03, 2014 1:15 PM
To: [REDACTED]
Subject: Ohio State Marching Band Culture Assessment



Dear Ohio State Marching Band,

ModernThink is administering this survey as part of President Drake and the Board of Trustees' request for an Ohio State Marching Band Culture Assessment. If you agree to participate, you can be assured that your responses are completely confidential (see "CONFIDENTIALITY" below). Your responses will be reported in terms of groups of respondents rather than as individual cases.

You may stop your participation at any time, or choose not to answer particular questions. Some of the questions will ask about sexual and personal information. Some individuals might experience emotional discomfort while answering some of the questions. At the end of the survey, you will be given information about resources should you wish to talk with someone further.

Again, this assessment is completely voluntary, however your participation would be greatly appreciated and would contribute to the Task Force's understanding of the Ohio State Marching Band's culture. The survey will take about 20 to 30 minutes to complete. We hope you will take this time to provide your honest feedback.

- **Username:** osu
- **Password:** 321614608

Click Here to Take the Survey

Deadline to complete the survey: Midnight on Wednesday, September 10th, 2014

IMPORTANT NOTE: The survey user name and password provided above are for YOUR USE ONLY. To ensure that your responses remain anonymous and confidential, PLEASE DO NOT FORWARD this email, or provide your survey password to anyone else.

Your answers will be stored every time you select the "Save and Continue" button at the bottom of each page. You can log in to your survey as many times as you need in order to complete the survey. However, to protect the confidentiality of your responses, you will not

be able to log in again once you hit the "Submit" button on the last page of the survey.

Should you have any questions, please call our toll-free Help Desk at 888.684.4658 or email us at surveys@modernthink.com.

Regards,

ModernThink

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Please note, however, that the Task Force will receive a report that summarizes all employee responses to the three optional, open-ended questions at the end of the survey. The report will list all responses to those three questions in alphabetical order by the first letter of the response to ensure objectivity in reporting. In order to preserve your anonymity, please do not include your name or other identifying remarks in your responses.

TROUBLE WITH THE LINK?

If clicking on the survey link provided in this email does not take you to the Ohio State Marching Band Culture Assessment login page, please copy the link and paste it directly into the address bar of your internet browser window, and hit GO.

Link: <http://www.modernthink.net/osu>

You can also try accessing the survey via secure socket layer (SSL) at <https://www.modernthink.net/osu>

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- 1 - Are you entering the correct username and password? These are included above in this email message and are DIFFERENT from the username and password you use to log in to your computer or other Ohio State account.
- 2 - Did you forward your email invitation to anyone? If so, someone who received your forwarded email message may have logged in using your username and password. Once they completed the survey, the login page would be locked to protect confidentiality. If you suspect this may be the problem, please contact us by replying to this email message or by calling our Help Desk toll-free at 888-684-4658.
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From: Marching Band Culture Task Force [bandculturetaskforce@osu.edu]
Sent: Sunday, September 07, 2014 1:31 PM
To: [REDACTED]
Subject: Ohio State Marching Band Culture Assessment



Dear Ohio State Marching Band,

ModernThink is administering this survey as part of President Drake and the Board of Trustees' request for an Ohio State Marching Band Culture Assessment. If you agree to participate, you can be assured that your responses are completely confidential (see "CONFIDENTIALITY" below). Your responses will be reported in terms of groups of respondents rather than as individual cases.

You may stop your participation at any time, or choose not to answer particular questions. Some of the questions will ask about sexual and personal information. Some individuals might experience emotional discomfort while answering some of the questions. At the end of the survey, you will be given information about resources should you wish to talk with someone further.

Again, this assessment is completely voluntary, however your participation would be greatly appreciated and would contribute to the Task Force's understanding of the Ohio State Marching Band's culture. The survey will take about 20 to 30 minutes to complete. We hope you will take this time to provide your honest feedback.

- **Username:** osu
- **Password:** 321614608

[Click Here to Take the Survey](#)

Deadline to complete the survey: Midnight on Wednesday, September 10th, 2014

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From: Marching Band Culture Task Force [bandculturetaskforce@osu.edu]
Sent: Tuesday, September 09, 2014 1:28 PM
To: [REDACTED]
Subject: FINAL DAY - Ohio State Marching Band Culture Assessment



Dear Ohio State Marching Band,

The survey closes at midnight tomorrow! Please take a few minutes to respond before it closes.

ModernThink is administering this survey as part of President Drake and the Board of Trustees' request for an Ohio State Marching Band Culture Assessment. If you agree to participate, you can be assured that your responses are completely confidential (see "CONFIDENTIALITY" below). Your responses will be reported in terms of groups of respondents rather than as individual cases.

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Again, this assessment is completely voluntary, however your participation would be greatly appreciated and would contribute to the Task Force's understanding of the Ohio State Marching Band's culture. The survey will take about 20 to 30 minutes to complete. We hope you will take this time to provide your honest feedback.

- **Username:** osu
- **Password:** 321614608

[Click Here to Take the Survey](#)

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APPENDIX

TAB H



ModernThink

Student Comments Report

By Gender

**The Ohio State University Marching Band
Ohio State Marching Band Culture Assessment
August 27 – September 10, 2014**

Prepared by:

ModernThink

2 Mill Road, Suite 102 | Wilmington, DE 19806

Phone: 888.684.4658 | Fax: 888.684.4659

www.modernthink.com

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About the Student Comments...

When your survey participants completed the Ohio State Marching Band Culture Assessment Survey, they were asked three open-ended questions:

1. What do you appreciate most about the culture of the Band?
2. What concerns you most about the culture of the Band?
3. What recommendations would you offer to strengthen and enhance the Band culture?

Responses to these three questions are detailed in this report. To encourage honest, candid feedback and protect the anonymity of individual respondents, we advised employees not to include any self-identifying information. We have presented the comments exactly as they were provided to us. Comments have been segmented based on self-selected Gender.

The responses in this report are sorted by Gender as follows:

Male :.....pages **3 - 52**
Female:pages **53 - 80**
Decline to Answer:.....pages **81 - 82**

If you have any questions or would like to speak to a ModernThink consultant about these comments,



Male**What do you appreciate most about the culture of the Band?**

There are in fact, many things that I appreciate about the culture of the band. I would say that the culture of the band is responsibility, dedication, hard work, sacrifice, love of music, gratitude, and friendship. In the marching band everyone is equal; men, women, heterosexuals, LGBTQ, and people of all races. The only way to make the band and maintain your position is your marching and playing ability. This is where the hard work and dedication come in. Because the culture makes every single member responsible for the success of the performance, these factors that make us all different (such as race, gender, sexual orientation, etc) are no longer issues and the band becomes united in one goal: putting on great performances for our fans. I was actually a call-back my rookie year and started my band career halfway through the 2009 season. I had never felt more welcome into a group of people. Members of the band became some of my closest friends and will remain so. The demands of the band (i.e. practices, performances, etc) require band members to be around each other for a long period of time, and the other members of the band not only become your friends, they become your family. As a band, we have performed in many famous venues and have gone out into the community and done volunteering and service. I know this will continue to happen in the future and that the OSU Marching Band will be a beacon of musicianship and hope to the community. This is the real band culture.

I appreciate how accepting everyone is. This is my first year of college, and I instantly have a family of people that I can go to for anything. The row system is awesome. We go to dinner all the time, we hangout, and we even went to go get our haircut together because I didn't know where to go. They look out for me and the other rookies. They've never done anything to make us uncomfortable.

A very supportive and family environment!

As an alumni of the marching band, what I enjoyed most about the band was the fact that we grew close to one another and became a family. We could look at each person in our row and see a person who was so much more than a friend. We were a family. We ate together, we bled together. We all went through hard times and the first person there to help you get through the hard times was your row mates. I had many hard times in my later years in band due to health and family issues. The first person to call me was my squad leader and offer his assistance and whatever else myself and my family needed. When my brother died due to starving himself to death to join the Army, my fellow band members were there counseling me. When I had a professor, who was in the school of music, call me out in a hallway with other students and tell me to my face "You are a fucking disgrace. You should be kicked out of the school of music" and proceeded to threaten me to "take my white ass outside and beat it in front of everyone" (he was an African-American professor) my squad mates and the assistant directors were there to help support me and to help me find what I wanted to do after that. You can not find people who will understand you this well and be able to help comfort you in any other origination on campus.

My fellow squad mates even became the "other sons and daughters" to my own mother, who still refers to them as her other children. You can not experience something like that in many other organizations in the world.

Band members are supportive of each other when the Ohio State University leadership unjustly portrays the entire band as immoral, sex-crazed lunatics, all without putting any effort into truly discovering the true culture of the band.

Because of the rigorous tryout process and the inherently militaristic nature of the organization, the bands cultures instills both a sense of discipline and a sense of respect. The fact that no person is given lessened requirements for joining means that it is inherently egalitarian.

Being part of the marching band is like having a second family. I've been out of the band for a few years now but still feel very close to the people I know from band. I have been in many weddings of band people since then and I have seen many band people marrying others from the band. I always have, and still do have great respect for the directors and appreciate their respect and support inside and outside of band.

By becoming a member of The Ohio State University Marching Band, I instantly made 224 new friends. Through the course of my first season, each and every one of those friends made me feel included, appreciated, and moreover, loved; they became my family. Not a single other organization on campus has given me or could give me the same feeling; nor could one even compare to the dedication the band has to excellence and service. This statement is not made lightly. Even the recipients of the university's top scholarship, myself among them, are unable to hold a candle to the love, inclusion, determination, and hard work of the students in The Best Damn Band in the Land.

By the end of your first year, you develop very close friendships with your row-mates and band mates. I have never been pressured to do anything out of my comfort zone by older members, and I definitely don't consider the culture to be "sexually charged."

camaraderie, willingness to help others in any situation

Compassion: Many of the marching band members are still my best friends. They are the friends that I have that genuinely care about me. The band had a sense of family to and I don't think that anyone in my row would have allowed me to be harmed (I NEVER felt like I was in a hostile environment). I had my first beer with my friends in the marching band. I didn't have it with them because I was pressured, I had it there because band is where I felt safe.

Dedication: Marching band is where I became the hard-working, dedicated person that I am today. The people around me inspired me to push myself to achieve a higher level of musicianship and on-field performance that I had previously thought I was capable of. The process of preparing for tryouts helped me learn to stay focused on my goals. This focus served

ModernThink Student Comments Report

me well in the classroom and has continued to be an asset after leaving Ohio State.

Passion: The passion that people put into the marching band FOR THIS UNIVERSITY instilled a sense of buckeye pride that I didn't find in any other student organization on campus.

Dedication to the university, pride in their work.

Despite what I am being told I am by the media and the university, I strongly believe that the band has actually positively affected me. I have become more accepting of people and who they are as people. Prior to coming to Ohio State, I used to have issues with homosexual activities. Now i am very accepting of people who choose that life style. As woman are held to the same standard as men, I have a huge respect for all the women in the band who challenged their own physical capabilities to beat out men in the band. I had sexist opinions in the past but band proved that gender means nothing, only dedication and hard work.

Everything.

Everything.

Family. Strength. Ability to withstand pressure.

For any situation that might be considered "questionable" or a grey area outside of a college campus, the band has greatest sense of family and support if a boundary was ever crossed. From peers to the directing staff. If something was ever taken too far, there was a supportive culture that was understanding and considerate of your feelings.

Friendships, teamwork, high-performance standard, the fun, the quality of music and drill sequences created by our music arrangers and band leaders, legacy of tradition and excellence.

I am made welcome. Everyone is equal. Sometimes we take care more about how the females feel over ourselves. The fact that I can actually be myself, there is no need to try to impress anyone because everyone is equal. The fact that it is not what the first report said it is. If you wanted to drink, you could do it here because there was no pressure to do so, in fact people stopped others from drinking too much.

I am positive that I could not have a greater sense of pride than what I feel when I represent Ohio State University in The Best Damn band in the Land. I appreciate knowing that every person that dons the uniform with me feels exactly the same way. Our organization is rooted in a strong history of excellence, hard work, and determination, which has earned a deep level of public respect toward each and every person who comes through our ranks as a band member.

ModernThink Student Comments Report

It is my happy goal to uphold this tradition. I think I have a lucky position as an inside member of the band because I can see the band not as the performance unit that the public sees, but as a group of diversely talented and extremely devoted students who bind together to create unique and impressive entertainment. We are an ever-changing group that continues to thrive on the same ingredients as the beginning; drive, camaraderie, pride, and the desire to perform.

I appreciate how close I feel with everyone in the band. I have shared so many good and bad times with them that they are the first people I feel comfortable going to with my problems.

I appreciate how much of a family everyone is. There is no concern of harassment or abuse whatsoever to me and I feel the highest level of comfortability with my fellow band members. I wouldn't change a single thing about the band or my experience.

I appreciate how the band accepts everyone for who they are as a person.

I appreciate that every person is in the group together. Everyone wants to be there and strives to want to be in the band. We love and support each other in every way possible. We want each person to feel at home and happy. We are a family and if we do not like each other the semester is going to be a nightmare. None of the cultural things in the band were there to implement a feeling of unease or a feeling of attack. They were there to make each other closer.

I appreciate that the culture of the Band is very oriented towards a family atmosphere. We all look after each other, and I feel that I can trust my fellow band members to highest extent. Not once did I feel that I was unwelcome or in danger on band time or in Band social settings.

I appreciate the diversity of the people I met in band. I'm a better person because I got to know people of different religions and sexual orientations at a level previously unknown to me. I now have lifelong relationships with people who are so culturally different than me that I would not have approached them anywhere else had it not been for the band.

I appreciate the family feel to the Band. Being a freshman commuter I was afraid I wasn't going to make any friends, but because I made the band, I feel like I'm at a second home. I am proud to call every member in the OSUMB a member of my family.

I appreciate the high standards the band upholds each year. It has been an organization I desired to be a part of since I saw them for the first time at the age of 8. The discipline, perseverance, life-lessons, humility, respect, and satisfaction that comes with being in the Band is like nothing I've ever experienced before. It is an honor to be a member of the OSUMB and I am proud to say I have been a member for 4 years. The life-lessons I have learned, the ability to manage my time, and the opportunity to improve mentally, physically, and emotionally through the band is my favorite aspect of the culture.

I appreciate the loving and caring environment that I'm surrounded with all the time. As a first year member, I was immediately welcomed into the family on make the band night, and have felt nothing less than loved by not only my row, but also the other members around me. Especially in this hard time that we are all struggling through. I've witnessed the best consoling for band members coming from other members because we all love each other and depend on each other.

I appreciate the sense of community I found within my row. Within 3 days of joining TBDBITL, I felt that I belong with my classmates of both the same year status and those with seniority. I feel these people are looking out for me at all times and I do the same for them. I feel safe with these people, and I enjoy spending as much time with them as I do.

I appreciate the sense of family that exists throughout the band. My band mates are my brothers and sisters, and I feel that I can approach them when I need help with anything.

I appreciate the shared dedication and appreciation for excellence found in all members of the band. I want to be part of an organization where the culture expects only the best in all facets and the band provides that.

I appreciate the special bond that is formed between all members of the OSUMB. It's a bond that is built upon trust, respect, and it represents the pinnacle of camaraderie . What I appreciate most is that despite some occasional sarcastic comments or edgy humor, everyone in this band WANTS me to succeed, wants me to have a good time and make the most of the unique opportunity to be a member of The Best Damn Band in the Land. I appreciate that the leadership of this organization, both students and directors, deeply care about my well being and success; not because they are required to, but because they want to.

I appreciate the traditions mostly. I understand that their are concerns of sexual traditions in the band, many of which I do not know of happening, but all traditions are carried on from decades ago to where the band was all males and the traditions have only been changed for the better since. I love the camaraderie that each member of the band has with each other, and the respect that each band member gives the others.

I appreciate the unity and sense of family that I have found in this band. Something I could find no where else. The band is my family. We protect our own and always support one another. This university ousted a man who was making changes gradually because making changes too fast will cause problems but the university fails to see this. We will grow from this as a band because that is in our nature. The band is strong because of it's unity. I have never felt victimized by the culture in anyway. The culture is loving, caring, and ever growing to adapt. We will, grow and adapt and rise us stronger than before because that is our culture. I've never heard of people being victimized as a part if this band. You can't blame an entire organization based on one persons history of alcohol abuse and sexual harassment problems. Every

ModernThink Student Comments Report

organization has a bad apple but the whole organization does not take the fall for one bad student. That's like condemning the university for having one student drop out. Especially in firing a man who was making change for the better. You think you are helping but you have done more harm to this culture by trying to help than it was when you found it and if you had left it alone. It should have been handled as a sexual harassment case and just that, not taking a personal problem out on the band. Handle it as a personal case. One student sexually assaulted another student, without a band culture. The band culture had no influence. It was one student against another and that is that. Deal with it that way. WB.

I greatly appreciate the sense of camaraderie and fellowship that exists in the band. I initially joined the band because of what they did on the field - and I chose to stay because of what they do off of the field. I am extremely close to the non-new members of my row, and I attribute that greatly to the culture of overcoming adversity and being there for one another through the things we liked and the things we didn't like. If there is one organization at Ohio State that respected people for their genders, sexuality, comfort level in regards to traditions, etc., it is The Ohio State University Marching Band.

I know that I can always come to the band center and feel safe. I spend most of my time here, more than my own dorm room. I get more respect for my religious beliefs and stance on drinking than I do at my house I live in and even my own high school.

I most appreciate that respect given to every single member is earned and given on day one. Everyone who is good enough to make it into the band is treated as an equal and held to the same standard, from first year members to fifth year squad leaders. EVERYONE is expected to do their job well and improve themselves each day. The staff, as well as your brothers and sisters who march alongside you expect nothing less than 110% effort and laser focus at all practices and performances.

I truly appreciate the sense of family and community that this organization has provided me over the past 2 years. Never before had I felt like I had access to such a staggering amount of resources and people to consult and talk to as the hardships of college classes and involvement entered my life. I had been given an opportunity like none other. The men and women that I have met since trying out for this band have become my best friends. I would be nothing without them and it comforts me to know that I am also a driving force in their lives. The hardships I have faced in my life, such as family issues, stress from classes, rough circumstances I had growing up, and other dark periods are all things that I know I could relay to fellow band members if I needed someone to talk to and it would be received with much positivity and suggestions on what to do to make it through the toughest of days. I appreciate the fact that these people have become my family away from home. Even though I can't see my mother and father every day of my life, I am able to go to band practice and escape to my second family. My squad leaders have been such a positive influence that I have even decided to live with them this upcoming year and plan on remaining with my section for the remainder of my time here. I also appreciate the culture we have of excellence, on and off the field. From day one, we have always been told that this is an organization that those who have come before us hold great pride in and that we were now stewards of being good people and performers. I am constantly

ModernThink Student Comments Report

challenged and pushed to get better by the difficulty of the music and drill that we work on each week. I can feel myself becoming a better musician. I have also been pushed to be a better person by learning to work with others to achieve a common goal, to empathize and listen, and to talk to others in order to learn about those around me. I have also been able to work with the directing staff and discuss with them my future career and opportunities that I could have after becoming an alum. They have always supported my growth and have gone to great lengths to help me as I develop here today.

I was in band for several years and knew a wide variety of people. There were individuals I did not care for, however, they did not become that way because of band. In each year I was in band what united everyone was a common work ethic that was a result of the work put in at tryouts and throughout the rest of the fall. What mattered to band members was whether you worked hard and how you treated other people - not your gender, ethnicity, or sexual orientation. I wish people outside the band understood that this work ethic was the most important aspect of our group.

In all of my years of being a musician I have never seen an organization filled with more devoted and loving people. The openness and affection shared with the band members, whether they be passed, present, or candidates is something that I will never forget and try my hardest to personify in my day-to-day life.

It feels like a giant family to me. I had no idea that alumni members would be reaching out to us and providing us with meals and telling stories of their time in band.

It gives new members a community that they can rely on and friends that will last beyond college

It has made me a lot more outgoing. Before I made the TBDBITL, I was very shy with people I didn't know.

It is a very tight-knit family that promotes self-betterment through pushing each other to be the best day by day.

It taught me the values of hard work and provided me with a second "family" that I've always felt I could trust

It was a great group of friends that provided an escape from the rest of school.

My father was in the band [REDACTED], and he raised me off stories of how amazing it was how it was the best years of his life. All I've ever wanted to do was join this amazing

ModernThink Student Comments Report

organization. Fast forward to now my freshman year in college and having made the band. All through summer sessions and tryouts the veteran members have only been helpfully and supportive of everything I have done. Nothing else has felt more like a family than this band. I made more lifelong friends through this safe environment and I honestly wish I could spend more time with these amazing people.

One of the most welcoming and accepting groups that I have ever been a part of. I have witnessed first hand such cases of amazing support and acceptance, and have also heard of similar instances occurring both during and prior to my time with the band. The culture is very much a conducive environment for growth, development, and open-mindedness both on a personal and a group level.

Our ability to come together when Californian assholes make spur of the moment decisions to try and show that OSU cares about title IX (which they previously didn't).

School spirit, traditions of excellence, musical talent

Supportive community.

That I met some of my best friends in the band.

That it is a family and that we look out for each other.

That it was one of respect and hard work. The amount of respect you would receive from being in the band was phenomenal because everyone knows how hard we work and the amount of time we put into entertaining and performing at a high level.

That people treat me, a black Englishman with nothing but respect and love. As a young black male, I have never felt safer and more respected than I do in this band. I think that says something in a band that is nearly all white.

That the culture of the band has drastically improved over my time in the program. The culture is now inclusive and welcoming of all individuals. Student and directors support and care for one another as family.

That we are a family no matter what

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That we are a family that shares a love for music and for each other, and that Jon Waters did so much good for this organization and improved the band immensely. I appreciate that we are never forced to do anything and we love spending time with each other and enjoying our experience while having fun and being serious.

The ability to be myself and to have amazing friends who support me and push me to be myself and not someone I am not. I also appreciate the staff of the marching band and their abilities to get to know their students. They respect me and also want me to be as successful in life as possible and will do anything to assist me with that. Most importantly I appreciate how being in this family is an honor and that only a certain number of people get to know what we do. We are behind each other and never would put someone down. This band has made me a better person, a harder worker and a more open individual.

The acceptance and the sense of community and tradition.

The aspect I appreciated most was the open acceptance of all individuals. Being a member of the marching band allowed me to become close with a wide variety of individuals with whom I would have not come in contact otherwise. With NO exception, everyone that made the band was accepted with open arms. Democrat, Republican, homosexual, straight, non-drinker, female, male, transgender, African-American, and so on - if you could march and play, you were accepted. Again, I can not think of one exception to this. As a straight white male, I became fast friends with demographics with whom I had limited to no interaction prior to my time in the OSUMB. I became best friends with farmers, jazz musicians, educators, engineers, and so on. Nothing in my life compares to my time in the OSUMB. My experiences were life-changing, challenging, rewarding, and memorable. They were never uncomfortable.

The band allows people to be individuals while introducing them to a higher standard of work ethic. The familial bonds that form inside the band are strong and lasting. We promote a sense of safety and community that allows each and every member to be fully comfortable with the rest of the band. The band also fosters a relationship with the community as we perform for and assist groups around the campus, city, and country. We push each other to improve everyday and try to inspire younger students (not just at Ohio state) to be the best they can be.

The band creates a culture of hard work and brotherhood that creates strong personal relations between the various members. This is not a way to make sure we 'get away' with activities, but to make sure that everyone is comfortable and understands that they don't have to do anything they don't want to it.

The band creates an environment where people with like interest meet and work together towards a common goal. The lessons I've learned over the years from not just the Ohio State band but all bands I participated in helped me grow as a person and a leader even outside the band.

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The band culture is comprised of dedication, hard work, passion, and service to the university, fans, and to each other. Gender and race have no bearing whatsoever on how members of the band are treated. We are all equals who strive to put the best show possible on the field every week. The band is like a big family; everyone cares about each other and any disagreements are worked out through discussion. The directors are genuinely invested in our well being and have never allowed a culture that makes anyone in the band uncomfortable.

The band is a family, and I am supported more from my friends in the band than friends from any other medium. The culture is based around pride, service, and excellence.

The band is about making buckeye fans proud and excited to watch performances. It's also about making children smile and look up to band members and hope that they will be there someday. It's also about academic excellence and balancing school and band.

The band is extremely protective of one another. Once you make the band, silly traditions or initiations notwithstanding, you are a member of a family that cares deeply for one another. Everyone in the band has been extremely accepting of me as a musician and a person, and has been extremely supportive on and off the field.

The band is made by a music and marching audition. If you can play and march, you are in, regardless of your age, sex, orientation, major, or beliefs. I've known people that I strongly disliked in band, but we were all working towards the same goal, to be the best on the field, and because of this goal no one was ever willing to disrespect someone else in a way that would make the band worse. There was a sense of pride in the band. Because we all worked so hard and spent so much time together it really was like a family, in that no matter what you felt about them, you still wanted the best for everyone. In this sense band was so much more than a class; it was a life experience.

The band is the most welcoming place I've ever been in my life. At no point did I feel harassed or uncomfortable. All of the people in my row are my best friends and always will be.

The Band itself is much more just a student organization, it is a family. For me that was literal and figurative as my father was in band [REDACTED], and both of my brothers [REDACTED]. This band will continue to put great shows on the field as long as the support structure that has been there for 136 years remains intact.

The band strives to be role models and portray excellence on the field, and in the scope of the media. They support each other greatly.

The band truly is a welcoming environment. This is my first year making the band and I was welcomed even as a potential member in the summer. Once I made the band, I felt like I

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became part of a family. Granted, with such a large group I do not know many people outside of my section, but those in my section treat me very well. Also, the directors are more than I expected. They are very considerate and helpful, and are way more productive than my high school band was.

The best part about being a member of the OSUMB was that everyone was accepted as "one of us." It didn't matter about gender, sexual orientation, or any other lifestyle choices. Everyone had worked their asses off to earn their spot in the band, so there was a mutual respect between everyone.

Another thing that I was always impressed with was how the older members would always look out for the younger ones, especially at off-campus parties where people were drinking. If someone allowed themselves to get too inebriated, there was always someone there to take care of them, give them a couch to sleep on or help them make it home safely. Everyone had each others' backs.

Besides those people whose parents bought new horns for the band and then 'earned' their spot at tryouts the following year.

The bonds you make with others in the band, they act as a second family. Also the high standards and musical excellence of the band allow students to feel justifiably that they are extremely talented, and therefore have a higher sense of self-esteem.

The camaraderie in the band is my favorite part of the band culture; we all worked really hard to earn a spot on the field and everyone knows it. It's almost like a family. I know the people in my row like I know my siblings. The mutual respect is most appreciated.

The camaraderie, the tradition of excellence, and the pursuit of perfection on and off the field.

The camaraderie. The feeling of family

The caring nature of all my peers, the unity and loyalty of every band member, the undying love and devotion I feel within this organization and the knowledge that the drive and dedication I learned throughout my experience will never be forgotten.

The caring, hardworking, dedicated students who would go to any length to help me with something I need or in a time where I feel uncomfortable or vulnerable. Outside of the band, I have never been part of a culture that is so supportive of me as a human being. I was welcomed into a family of people who immediately went to their greatest lengths to do whatever was necessary to make me feel like I was included as a full member.

The community and supportive nature of those around me. I am surrounded daily by people who care more about me than themselves (and vice

versa). The culture of the band is such that we would go out of our way to help one of our own with anything without a second thought. I have also never been with a more protective group of people who are always looking out for one another, especially the female members of the band (i.e. walking people home, monitoring those who may be at risk of drinking to much and preventing that, etc.)

I truly appreciated every person's willingness to be totally open and honest about anything around one another. This has been lost. People are now too afraid to be themselves and open up around anyone out of fear of being brought down (kicked out of band, expelled, etc.) for saying the "wrong thing." It has become a "community" of fake smiles and emotions, where no one wants to be themselves. To me, this is the greatest travesty of this whole situation—a loss of the opportunity to go deep with people and truly get to know them.

The culture is all inclusive—no one is shunned because of their religion, sex, sexual orientation, race, etc. No one is targeted because they are different. I have never been in a more progressive, loving, open community that truly cares for one another, amidst all the political or religious or sexual differences.

The culture fosters personal growth and development through self-realization rather than strict rules and regulation. Every member has a family within their row that they can always use for emotional or academic support as well as a very accepting directing staff. No concerns raised by band members go unaddressed by the student leadership or directing staff. I have also never experienced a more accepting environment anywhere else within this university than I have with my fellow members of the band. There is a true acceptance regardless of gender, race or sexual orientation.

The culture of excellence and dedication. Within this these are my closest friends, but actually more like family. No other group of people in my life (including family) has been more accepting of me as a whole, especially as a homosexual.

The culture of the band allows me to be who I want without any consequence. The band pushes each person to be the best they can be on and off the field. The "sexual" nature of the band is no more extreme as any other college aged group, except that it is among the closest of friends. We each know what would make someone uncomfortable and don't push those limits. At any point, I felt comfortable opting out of any activity without feeling like I would be ridiculed, harassed, or face other repercussions. I felt safe within the band.

The culture of the band encourages everyone to bring new rookies into the fold from the moment they make the band. This necessitates a certain amount of vulnerability from old veterans trying to be open with strangers, and pliability from new membership stepping into a family that they do not yet understand. Unfortunately, the outgoing nature sometimes means that lines get crossed. However, these incidences are genuine misunderstandings that have always been rectified immediately.

The culture of the band has instilled in me a work ethic that I've never had before. It gave me confidence in many other aspects of my life as well as in my musical career. Once I made it, I was immediately accepted into a family and was told from the beginning that everybody and anybody would be willing to help me with anything. I appreciate those things.

The culture of the Band is one of hard work and discipline. Nothing else will grant you acceptance into the Band. Gaining entry into the Band takes a tremendous amount of effort. I, like many other members of the Band, did not make it the first time I tried out. I didn't even make it my second time. And still I came back, because the Band had become my family, and even moreso after I finally made it. Jon Waters was an excellent example of this. Each year, after the Band is announced, Jon brings all those who didn't make it into the trumpet room and he tells them about his first time trying out. He tells how he wanted nothing more for years to be a part of the Band, but that he didn't make it his first time. He was encouraged to come back the next year, and now he encourages everyone to come back. "You are what makes this Band so amazing." Jon says that it is all those who try out that make the Band what it is. It isn't just the excellent marchers and players that make the Band great, it's all those who strive to be a part of the organization, especially those who are cut from the Band, who sweat, cry, and even sometimes bleed for a chance to put on the uniform and call themselves a member of the OSUMB. Jon Waters knows exactly how that feels, and he knows that the Band is a family, even for those who are cut, and he wants everyone to be a part of this fantastic organization. What I appreciate most about the culture of the band is the dedication, hard work, and professionalism that it demanded of me, both on and off the field. Before trying out for the Marching Band I was content to glide through whatever I did, and I was lazy with my schoolwork. I would NEVER have made it into the band with this mindset, and right from the start it was made clear that the Band was something else entirely. The Band, the Band leaders, both faculty and student staff, made it entirely clear that entry to the Band MUST be earned, and they demanded the very best from me. For me to give anything less would be unthinkable. This was such a drastic change to how I typically operated, and it was entirely due to the Band and the Band leadership. I would not have made it if the Band leadership hadn't demanded my very best, and I would not have made it were it not for the unconditional support of Jon Waters.

The culture of the band is one of hard work and respect. We show up to practice every day to learn new music and drill and to improve in order to be better than yesterday's band. I have experienced only a supportive culture amongst the students, where we are essentially one big family. Although I had only one year in the band (so far), I loved every one of my fellow bandmates and feel safe with all of them (especially my row).

The culture of the band taught me a huge sense of family and made me realize that it can be easy to accomplish large tasks by earning the trust of those around you. I am now [REDACTED] and can say from personal experience that the Band is the only organization I have been a part of that could prepare me for my current endeavors. Spending one year in the Band was one of the greatest times and high lights of my life.

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The culture of the band took me from being a naive and maybe even arrogant young student and molded me into the type of leader I never could have imagined becoming. The way the band culture was/is one of respect, dedication to ones work, school and friends, a family environment, and a place to be safe and secure from the rest of the world. Without the band cultures influence on myself, I probably would have flunked out of school a while ago.

The culture where everyone is working towards a common goal and is part of something much bigger than themselves. The tradition of 137 years of marching band is very special. Not many other organizations reflect on their past as much as the marching band does. This reflection allows for metered change to create an organization full of innovations and the hardest working students I've ever worked with.

The difficult and competitive nature of becoming a member of the marching band makes the accomplishment most rewarding. Ex. - [REDACTED]. The level of commitment and effort I spent in making the band was higher than anything I previously experienced. The tradition of excellence is something that many members including myself hold in high regard.

The Drive

The drive, determination, and the strong sense of family.

The fact that no one is pressured into anything. I feel comfortable to be me, and participate or choose not to participate in whatever I want. It is open and accepting.

The fact that we're a supportive group that pulls together and calls others out on inappropriate behavior. We're a loving family when we're together, but sometimes we're the tough slap in the face that misbehaving members need.

The Family aspect of it. The Band is your extended family, and your row is your close family.

The family uplifting culture. Everyone is open to helping each other.

The family, inclusive style it brings. I always feel so at home with my row which is nice being a freshman on such a large campus.

The feeling of belonging and family. Like I'm part of something so much bigger than myself. I feel supported of every decision I've made and know I will be in the future even after I'm done in band.

The feeling of family and togetherness achieved by hard work.

The friendship, comradery, and overall family-like mentality from row to row.

The fun atmosphere that also comes with a secure group in terms of diversity and personal safety.

The inclusion all regardless of sex, gender, creed, or personal beliefs.

The inclusivity

The life lessons I have learned. Discipline, respect, love, hard work, and family. That is the culture of The Ohio State University Marching Band. You start as a candidate fighting for a spot in the band. Those people who you fought with for your spot first become your friends and then they become your family. I have created lifelong friendships that I will cherish till the end of my days. Once you are a member of The Ohio State University Marching Band you are always a member regardless of race, gender, religion, or creed. I have never felt more welcome in an association as I did in The OSUMB.

The OSUMB is a place that we can go to for safety FROM the university, not the other way around. I feel that I am often at risk for sexual harassment during sporting events, student life events (oval concerts, OUAB events), and in class. I have NEVER felt that way when I am in the band. OSU needs to stop painting the band as a disgusting student group of perverts and harassers, and instead, look in the mirror.

The people and the camaraderie. Some of my best friends are from marching band. I am good friends with every member of my row and most of the people I meet who are or were in band are kind, intelligent people. After the people the best part is the culture of excellence.

the people being so friendly and supportive

The sense of belonging and family. I feel more loyalty to the Marching Band, it's past and present leadership, and members than I do to any other organization I have ever been involved in since birth.

The sense of family. I've known these people for about three weeks and they are all my best friends. I trust each and every one of them and I know they have my back and will support me no matter what I do.

The sense of support given to every member, and the feeling of being part of something special. Many of my best friends were met and made in the band. In my experience veteran members were always open and encouraging to new members. Band was always something to look forward to, and I never felt uncomfortable or saw anything that could be defined as harassment occur to anyone. At least among my row, any harassment or assault of another band member would never have been tolerated.

The steps that Jon went through to change it. Servant leadership and the equal treatment of every single member of the band

The strong sense of unity throughout the band, no matter your preferences, gender, or willingness to participate or not participate.

The supportive attitude and friendship of people willing to help each other out and stand up for each other: When I transitioned (transgender; [REDACTED]), all of my superiors (squad leaders, assistant squad leaders, Directors) were fully supportive, and took a proactive approach, telling the row and band that "her transitioning is not a problem, will not be a problem, and has nothing to do with our musical performance, so there's no reason for anyone to complain or make fun of it." To my knowledge, I am [REDACTED] among only about 3-4 people ever in the band who are transgendered. That support among my Band Family is amazing and cannot be replaced by anything. One can only understand that feeling by going through the rigorous tryouts to make the band, then balancing crazy busy band practice schedules with full-time classes for an entire term- we just "know" that feeling, and it can't be summarized or communicated to anyone else. That feeling of camaraderie is indescribable. That support is what I appreciate most.

The tradition and commitment to excellence

The tradition of excellence. Our culture was one of family and tolerance. We worked hours each week to pull off the impossible together. I'm a better person having been in the band. There was absolutely no discrimination of gender/race/etc.

The tradition of excellence; nothing short of a person's best effort is expected every day, hardworking nature, camaraderie, team mentality, the concept that every member is equal when we're on the field; no one person is bigger than the band, tradition of servant leadership; welcoming new members into a new family and building them up to become the future leaders of the band, the culture gives us self confidence like we have never had; I was voted "most-shy" in my high school class and the band family helped bring me out of my shell and has given me confidence and a strong sense of pride in myself that I never thought was possible.

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The traditions, the comradery, the excellence, the experiences, and the lifelong friendships that get passed down from generation to generation and allow even the newest members of the band to relate with the oldest living members of the alumni to give them things to talk about and laugh about. My father was in the band [REDACTED] and it is awesome to talk to him about band and him say "do you guys still do this?" or "do you guys still say that?". It isn't about the inappropriate things which were talked about in the initial report, but about marching techniques, practice methods, and chants said on the field on game days, etc. There are also evidences talked about that I have not experienced personally, which gives me an idea of the culture evolution (for the better) that occurred over the 30 years between our memberships.

The unity and sense of family fostered by both members and leaders of the band.

The welcoming of anyone, and kindness from all of them. I did not get in but when I was trying out/ at clinics they made me feel like a part of a huge family. And I still run into them all the time and they all say hi and talk to me.

These are top tier students and people. My second family. Before all of these negatives the band was a place in my life where nothing but good took place, which was an incredible change of pace from the difficulties college and early adulthood present. Since all of this is going on, it is no longer my happy place

This band has given me a foundation to build my career [REDACTED]. I have a family in [REDACTED] row, and I don't know what I'd do without any of them. They have shaped me to be who I am today, and I know that I would trust any of them with my life.

Tough auditions make it so everyone has earned respect, all are equal; tradition is strong, but offensive traditions are always dealt with by band leaders.

Tradition and its Accuracy

Very tight-knit.

We in the OSUMB are a family. We spend every single day in each others presence from August through December. I have made some of my closest friends while in band that I will keep in touch with for the rest of my life. The overwhelming support of the organization from current members and alumni is a testament to our sense of community. The band has taught me many life lessons, determination and drive in everything I do being some of them.

What I appreciate most about the culture of the OSUMB is that it focuses on hard-work, musicality, honor, equality, a tradition of excellence, and enthusiasm in support of our university

and our community. We are solely focused on doing our best, serving our university and community with pride and humility, and supporting one another to be our best both on and off the field.

What concerns you most about the culture of the Band?

I can honestly say that I personally had a wonderful experience in the band. I do not have concerns regarding the band culture. I do, however, have concerns regarding resources (or lack thereof) provided to the band. Please see my response to question three below. Additionally, I have concerns that what many would consider to be college culture or even culture of our society is being projected onto the marching band. The University has said that the marching band culture is "sexualized." I feel that this term is vague. Indeed, I think that we could describe college in general as a "sexualized culture." One has to look no further than current music, movies, et cetera to see that our country's culture is obsessed with sex. My concern is that the Ohio State administration sees a problem with the culture of our university, but doesn't understand how to deal with it, so instead the marching band is being used as a scapegoat. I am not aware of any campus-wide campaign for sexual abstinence lead by the University and furthermore we have student organizations such as Condom Club and various LGBTQ groups. To say these groups aren't sexualized is hypocritical. I am concerned because as a student at Ohio State I feel singled out and harassed for being a member of the marching band when the culture I experienced was so much different from that detailed by the investigation.

Absolutely nothing

After reading some of the things in the Glaros report, I reflected on my time in band. My main concern is that there may be new members that would not voice discomfort with activities (such as midnight ramp), and still would go along, feel uncomfortable, and then not participate in following years. I would hate for them to have missed out on so many wonderful experiences because they didn't feel like they could speak up. [Note: I had great squad leaders that made me feel like I could speak up if something was uncomfortable (and I never felt uncomfortable)] From what I saw, *discomfort* would be the most egregious offense taken within members in the band. I NEVER saw anything that remotely represented sexual assault. If anyone assaulted any of the girls in my row, I would have been furious and defended her to my grave along with my entire row. Seeing insinuations in this survey that sexual assault was widespread makes me sick.

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All of the objectionable things I heard about the band were "band legends" that happened before I was ever in the band. Many of these stories lead me to believe that the band culture was really improving under Jon Water's leadership.

All of these ridiculous new rules and being told how to go about things. It's making everyone uneasy and we are all so afraid of the severe punishments that we aren't even having a good time. I feel like having everyone afraid is making it hard for me to actually meet and know all of these people who want nothing more than to be like a family to us.

Before the firing of Jon Waters, I would have been most concerned about the opinions of some band members that they can make the most of their precious free time during the band season by consuming more alcohol and throwing wilder parties. However, recent events have made me more fearful of the shift to the "underground" that the culture has already begun. As the directing staff has begun to reevaluate and revise band policy, some content has simply shifted so that it is completely out of sight of the leadership, rather than out of mind of the band members. I fear that in just a couple of years, the culture will return as inappropriate as ever, or perhaps even more so just to spite the leadership that would repress it.

Concerns about how it is perceived, recent events may cause the perpetuation of untrue stereotypes.

Current members seem to be silenced or inhibited by higher ups in the university

Drinking rituals....however, it's not just a band issue....under age drinking is an issue all across the country in millions of other organizations.

Even as a relatively new member the changes are concerning to me. Due to the huge focus on hazing and sexual harassment everyone is on edge. The vets are trying to be close with rookies but have to be ridiculously careful about what they say and aren't allowed to ask rookies to do anything on the off chance that a staff member sees it as hazing. Rookies are confused by the veteran's distance from them. From my experience very little has to change with regards to sex, gender discrimination, or hazing. No one is forced to do anything they don't want to. Resources for dealing with sexual violence or damaging hazing have been made abundantly clear to every member of the band.

Having controversy distract from allowing the organization to continue to be TBDBITL and to represent this university as one of the strongest organizations this university has to offer.

Honestly nothing. There is not a single aspect of band I don't love.

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Honestly, nothing. I spent 5 years in that band, immersed in a culture that is being portrayed as negative or degrading. Never once did I feel uncomfortable or attacked. I grew not only as a student and professional but also as a young adult. My experiences in band had a greater effect than any other singular event or organization on that campus.

I am concerned that the band is going to shift towards being more of a workplace environment as opposed to an environment of friends and family who work together.

I am concerned that, due to the recent events and investigations, the sense of family will be taken away. I am afraid that soon I will not be able to be myself or have fun.

I am not concerned with the "culture" of the band, I am concerned that specific inappropriate incidences performed by specific members of the band are being brought to light and used to represent the "culture". This is offensive to me because I have never participated in anything that could be considered as sexual harassment or hazing. Now I am being confronted at my job, at school, and even by friends saying that they can't believe what I did and that they are disgusted by what the "band" does, and I then have to take the time to explain my point of view of the story time and time again. It is exhausting. I never participated in such activities (and neither did my many friends in the band) because it makes us uncomfortable to make other people feel uncomfortable. And as for the sexual acts occurring on bus rides, etc., neither my row nor I partook in them or witnessed them without putting a stop to it because in our opinion, it was just weird and inappropriate. I never liked the stereotype that band kids are 'weird' and I didn't like having to defend that statement that we are not all weird, so I never tolerated such 'weird' activities. And again, these instances occurred with few and very select people and in no way represent a 'culture' of the population. And as for actual harassment, never would anybody that I ever knew in band tolerate actual harassment and not report it. These incidences were rare, and when they occurred, they were dealt with accordingly and correctly.

I am often apprehensive about how the band occasionally acts like a sponge. The smallest shift in attitude from any corner of our membership can very quickly become the mentality of the entire organization. One simple example of this is overall morale. The stress we feel during the season is at times palpable, and I firmly believe that this occurrence is simply the nature of an organization that is as large and active as ours. Emotions run wild at times but in general, this does not cause any issues. The band hurts, the band rejoices, the band rests, and the band gets back up and marches on.

I am worried that the band atmosphere has been knocked down. The current atmosphere in the band is no longer a positive one which will make it harder for the band to focus and enjoy practice, therefore causing the performances to suffer. I also worry that their performances will suffer due to music composers not allowing the band to use their music and due to losing the great director that turned the program into the world popular band that it is.

I do not have a single concern about the culture of The Ohio State University Marching Band.

I don't think there is any more concerning issues beyond that of any college group. In fact, the band had staff and much easier access to help in any situation than other groups. i.e. in a dorm situation, an RA may not be the best or most comfortable person to bring some issue to, whereas the band staff has professional adults overseeing the culture giving trained access for students to get help at any time.

I have concerns that with the report made public, members of the band are now getting harassed. As the university has claimed they will make any attempt to stop harassment on campus, they continue to slander the band with public comments and false/exaggerated information. I personally have been offend and harassed by many remarks made after the publication of the report. Being called a homophobic sexist after everything i gained last year hurt me.

I have never had a single concern about the culture of the band.

I have no concerns with the culture of the band at this time.

I have no concerns with the culture of this band. I have found no problems within these fine individuals since I have joined. Any and all problems that came from incoming first year members were addressed quickly and effectively.

I have only positive experiences with the band and have no concerns.

I think that the band morale may be dragged down by the slight yellow journalism this year.

I was not aware of any individuals feeling uncomfortable with the culture of the Marching Band. I was not aware of any individuals that felt like they were sexually harassed. I was not aware of any instances of sexual assault, but my heart aches for the reported cases mentioned in the University's report. If those situations were mishandled in any way, and honestly, even if they weren't, additional mandatory sexual assault/harassment training and prevention would be a great idea. This goes for all tightly-knit student groups, such as Greek organizations, athletic teams, and so on.

I'm concerned that the actions of a minority of band members preceding the 2000s is going to harm the reputation of the current and recent members.

I'm not concerned about the culture if the band.

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If I had to cherry-pick, there is some condescension among upperclassmen toward rookies, but it depends on the person or row. Sometimes when a rookie makes a mistake they will be chided (way to go ROOKIE), but other times the upperclassmen take a more positive route and correct the error. My row typically displayed the latter attitude.

Intimidation, embarrassment, secrecy, the hazing of first-years, and the attitude that the higher ranking member is inherently better and right.

It being destroyed by outsiders who think that it's all sexual in nature.

It concerns me that it is under attack by my "alma mater."

It is misunderstood by the public.

Lack of a director.

Leadership without Jon Waters. Anyone who is not from the OSUMB is not qualified to lead the group.

Like all student organizations, some students feel a self-induced pressure to act or perform in certain ways in order to gain acceptance from others. As students get past their first year or two college and figure out adult life, this pressure usually wanes.

Many members of the band let their perceived prestige get to them. Many band members did not respect people who were not members or unable to make the marching band. I found many rookie names to be offensive, but often the meaning behind rookie names were secret to band leaders or even the person with the nickname. I found the "sexual nature" of the band to be no different from the general behavior of many college students. All acts of alcohol abuse and sexually offensive occurrences I witnessed were not while under Band leader supervision. Band leaders were present at the midnight ramp involving people in their underwear. I was told this tradition had existed for years and that people used to march down the ramp naked when the band was all male.

Maybe restrict the drinking a little more. Which has already happened.

My biggest concern about the culture of the band is that this farce the Ohio State Board has started, has permanently crippled the real culture of the band. How can a family culture be formed when people are forced to worry about what they can and can't say or do. Where does politically correct cross a line of its own? (It already has)

My only concern lies with the future of our culture as the university has completely bungled this situation all around from the get go and the things that make us the best marching band in hype country are in total jeopardy nod important life lessons and experiences have been stolen from future members, forever hindering the band.

n/a

Not too much, really. Thanks to Jon Waters's leadership, even since my time when he was Assistant Director, there have been many changes addressing any and all problem areas, up to the point that students jokingly referred to Jon as the "fun police," because of all questionable practices that he put the kabosh on. The only truly disconcerting thing is that the band is constantly berated/criticized/bullied and discriminated upon by the School of Music's professors, leaders, etc., to the point that it's difficult to be involved in both without receiving harassment from School of Music teachers for being part of TBDBITL. But that's a culture problem within the leadership of the School of Music, not a culture problem within TBDBITL.

I guess another thing that concerns me is that true traditions are being stripped away from them, destroying the band's culture. MR was not a problem (fully voluntary- I always went fully clothed), saying "WB" is not a problem especially considering the news story that it came from and the point of cultural pride it instills.

What concerns me most about the band's "culture" is that everything precious and dear that contributes to the morale, cultures, and tradition of the band is being stripped away from them by a bunch of lunatics trying to legislate a "politically correct" culture despite that it's a pervasive problem within America's culture and the University culture, but not within the Band Culture.

Nothin

Nothing

Nothing

nothing

Nothing

Nothing

Nothing

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Nothing concerned me about the band culture, especially in regards to sex and alcohol. The only reason that these things are being viewed as heavy influences on the culture are because we were all COLLEGE KIDS and that's what college kids do. The transition period from late pubescence into adulthood is riddled with experimentation and attempting to discover one's own identity, which often includes alcohol and sex, and 18-24 year-olds make up 99% of the band. At no point in my 4 years of band did I think that any of it had gone too far.

Nothing concerns me about the band culture. I came into the band after my brother had been in band for four years and knew full well what I was getting into and had no hesitation of trying out. I have never had any personal problems through the band culture. I have found more unity in the band than I have in my own family. Perhaps most importantly, we take care of our own and that is true unity. We protect each other and always help each other. I have never heard anyone be ostracized or not be immediately encouraged if they were having a bad day. What concerns me are the misleading questions in this survey that are as one sided as the "investigation" that was conducted by this monopolized university that uses it's overwhelming power to avoid doing the right the thing and serving justice. WB.

Nothing concerns me about the culture of the band.

Nothing has ever led me to question the current culture of the band. There seemed to have been a couple of in place opportunities for excessive criticism of individuals and of specific groups or aspects about the organization, though never anything extreme, and have since been effectively eradicated. Similarly, Stories and events from previous decades are occasionally a cause for a raised eyebrow, at the least, but that is elementarily evident to be distantly related to a culture that I have witnessed to be transformative in my three seasons alone.

Nothing that I wouldn't also apply to the groups I've been involved with unrelated to the band.

NOTHING, the band was fine before the university ruined us and Jon.

Nothing, they are all great people and deserve none of what has happened to them. And with regards to the supposed drinking problems, I never saw any underage drinking or misuse of alcohol over the course of the countless hours I spent with band members after practice. People also talk of supposed band parties that are crazy and I think that is dumb. If people party they most likely do it with those who they are friends with and I am pretty sure that if you spent a couple hundred hours with 250 people you would make a few friends who hang out after practice with. So it is dumb that people make a big deal about band parties

Nothing.

Nothing.

Nothing. I am only concerned about all of the horrible things our own university is saying about the band, all of them untrue. That is teaching students to hate the administration for good reason.

Nothing. I have not seen a problem with the culture of the band.

Nothing. I am afraid someone is going to feel left out and not feel like they are part of a family, however, that has not been the case so far.

Nothing. If the band had extreme issues with it's culture off the field, it could not do the amazing things it does ON the field.

Nothing. Of all my years at Ohio State, I've never felt more safe or welcome anywhere else on campus than in rehearsals and on game days with my marching band family. I am only concerned that we no longer have the leader of our culture change: Jon Waters. There is some animosity towards the decision to fire Jon Waters and because of that, band members feel like they are being led by brute force from the university instead of making decisions out of their own freewill. Because of that, if there is any concern about the band's culture, I'd say it would be that the culture is being hindered since the changes aren't being made internally or that the culture is no longer our culture but rather "the university's culture." The university has taken away the band's ownership of the culture change by taking away Jon Waters.

Nothing. The only thing that concerns me is what OSU is doing to the organization by making a gag order on young people and young students who can actually shed light on a delicate situation such as this. I am also concerned about the emails being sent to OSU employs that state that they "need to support the decisions and fully back the OSU Board of Trustees and President Drake" because it is some ones choice to support what side they want to choose. Not an origination's choice to tell someone to support a decision.

Nothing; the events that are "sexual" in nature are participated in by consenting adults. Consumption of alcohol occurs, of course, but we know each others limits and watch ourselves. The one case of a sexual assault that had occurred (in another section) was dealt with swiftly- that student was expelled from the band and maybe the university too.

Obviously on a college campus, students drink. I personally choose not to drink alcohol or use drugs because of the resulting behaviors I have seen in high school. I do not want to drink, but many others do. Within band hours and when we are with the organization, there is no drinking. Outside of band hours, many do drink on their own. I have never been pressured to drink, and have been commended for not drinking, but I do think that some people drink more than they should. However, it is never on band hours and so it's nothing that other students do not participate in. This is just the only group I know so far.

Occasionally Alumni are against making changes because it's "different than when they did it" which can sometimes cause tension

One isolated event does not deem the band as sexualized. I feel more victimized by the general public now because of how the university handled this. I am more concerned with how the public will treat me now in light of everything. The band did NOT have a sexualized culture.

overly influenced by the opinions and views of those outside of the band culture

People are very upset that administrators (outside of band) will not budge on their stance on actions made this summer. Administrators seem unwilling to listen and seem not to care what band members say because they have already made their decisions. Any meetings that occur seem to place the band in a negative light. This is especially true with the New Title Nine coordinator who seemed like she hated all of use when she walked in the door. I am afraid that the band culture will be impacted negatively from all of the attention that we are getting, especially because many of our meetings from people outside the band seem like they are blaming every single member of the band for everything they think is wrong with the band. I believe some band members will become so frustrated that they are being blamed for no reason, and have nobody to talk to (because the "help" seems to be against us) that the band culture will be negatively affected.

Presently, nothing comes to mind.

So much of the organization and execution of rehearsal functions are delegated to students, which creates a number of problems. Many of the problems come from student leaders not being willing to stop inappropriate behavior, and in some cases encourage it. There is a sense of entitlement among many members and an almost cult-like devotion to it and its history/traditions. When attacked, they tend to circle the wagons and get defensive. The alumni are also a huge problem and hold an inordinate amount of influence and often promote inappropriate behavior. For example, before the [REDACTED] season some veterans of my row (myself included) discussed ending some more suspect traditions on our own, including rookie names and "tricks." The group ultimately decided against doing so, largely because some members were concerned that we would disappoint some of the alumni, particularly those who provided meals for us during the season. At the time this greatly frustrated me.

Some of the rows have first year tricks that are funny, but I don't know if the people doing them actually want to do them.

That after all of these investigations are through, it will be impossible for any band members to just act like college kids. That they will instead be subject to the same scrutiny as student athletes without any of the financial benefits.

That after this so called "scandal" band culture will be changed so much to be unrecognizable to band members of the past. Our unique traditions will be gone and we will be just another bland student organization.

That important aspects of what we do will go away because of the administration and how politically correct everything has to be in the world today.

That it has been slandered.

That it is apart of a scape goat and is has a much better culture than the greek system.

That it is being labeled inaccurately in the public eye by the university itself. Before going to any length to ask what I felt about the culture of the organization which has done more for me than any other organization I've been associated with, the university publicly shamed me for things I did not do, and fired the one person who was the biggest champion for cultural change within the organization. I am concerned that an inaccurate labeling of us will result in positive traditions being eliminated simply for the sake of making a change.

that it may not exist anymore

That Jon Waters was not allowed to continue the culture change he started when he took over. My first year was [REDACTED] and my last was [REDACTED]. The changes Jon has made in that time frame were extremely positive and monumental towards a better culture.

That our reputation has been completely destroyed. I know some in the administration think that is has not, but try having to explain to your 85 year old grandmother that what you are portrayed as in the media isn't accurate. Our culture is one of pride, determination, and hard work. That's what I want to be known for, and now I am not.

That the culture has taken a step in the wrong direction since the firing of Jon Waters and the actions of all involved university officials.

That the report tarnished the culture and made me have to explain myself to friends and family that I am not a sexual deviant

That the university thinks of us as having a culture problem when in reality The Ohio State University as well as college age people in general have a culture problem. That The Ohio State University has soiled my good name and I have spent more time in the last 5 weeks explaining

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to my superior officers [REDACTED] that the real culture of the band is one of a tradition of excellence and esprit de corps than focusing on improving myself and my peers. I am concerned that all of this wasted time could be better served doing what the marching band does best: perform every Saturday and make the jaws drop of MILLIONS of people around the world; with a man dedicated to improving the image and professionalism of the OSUMB at the helm, Jon Waters.

That we are being misunderstood and that I am now being forced to live with a false tainted reputation for a group I have only been a two week member.

The amount of alcohol use before and after events. There have been times when students showed up to events drunk. The alcohol adds to a lack of judgement that causes series problems and prevent individuals from being able to take correct actions against them.

The band culture has NEVER negatively concerned me to any degree in any aspect.

The band members are their own people. A bad person outside of band that makes the band will not change due to the influences of the band culture. With the recent changes there has been so much frustration and confusion within the band. Members and staff alike do not know what to do for fear of a lawsuit or complaint. 1st year members wish they could experience the camaraderie that others have but because no one wants to fraternize outside of practice much of the connection has been lost. Older members know what the band was like, as an accepting environment, not this caricature painted by the original report. There is no longer anything worth taking pride in, and band is simply a 2 credit hour class that take up a minimum of 20 hours a week, not something worth doing anymore.

The Band's culture isn't concerning to me at all. I believe that this whole process and this survey in and of itself is an overreaction by people who are disconnected from the way that student organizations are handled. Is it a tragedy that a case of sexual assault occurred between two band students? Absolutely. But to say that this incident, and other activities that had been abolished before or during in Jon Waters' short tenure as the director of this fine organization defines the culture of this band as something other than the culture of any group of 225 college-aged students is laughable.

The culture of the Band does not concern me. The culture of the band is one of acceptance and hard work. I marched alongside men and women who identified as gay, lesbians, heterosexual, asexual, and everything in between. The Band, its leaders, and its members don't care how you identify. They simply care that you perform to the best of your abilities. My time in the Band taught me to dedicate myself to perfection in everything I do. It wasn't enough to just scrape by. Every Band member knows the phrase "One More Time," as we were often told that we would practice something "one more time," only to make a mistake and have to try it again and again, until it was perfect. The Band culture is one of unconditional acceptance and perfection, and would be impossible if the claims in the Glaros Report had any grounding in reality.

As I and others have said, the culture of the Band is one of professionalism, hard work, dedication, and perfection in everything we do. That level of performance simply can't happen in an organization fraught with sexual harassment, and harassment isn't something that happens in The Ohio State University Marching Band.

The culture of the band has had problems, some of them larger than others. I did not enjoy the drinking or the treatment I received as a first year in band. However, it taught me a lot and I am glad I had the opportunity to persevere through it. The drinking was culture shock that I would have experienced eventually through my time in college. The rookie treatment helped me learn the way the band operates on the field in order to maintain order and be successful week in and week out. As an incoming freshman I was egotistical and thought I knew everything. Though I would have told you those were the two biggest issues with the band culture, those both have improved tremendously since I started band. Drinking has decreased significantly, rookie treatment has improved a tremendous amount. The overall camaraderie and respect shared in the band has been continually improving and is as good as it ever has been. Currently, my biggest concern is having to be over-cautious. At this point, we are all unsure how to interact with each other because everything we do has been put into question. From simple conversations to systematic responsibilities that help the band operate more efficiently, we don't feel like we can act like adults and make our own decisions as a result of the attack of our culture.

The direction the band is being forced to head. I do believe there to be a difference between 'hazing' and putting yourself outside of your comfort zone around people that you need to be close to and work with. This band has many traditions that are due to our origins as a ROTC band, and I think the traditions of a chain of command, of respecting the knowledge of older members, and of being asked, not forced, but asked, to do things that are maybe risks, is okay. I worry that the band is going to become a class. I don't want the band to become a class - I want the band to be a family, much like a division in the military. I was also, however, moderately concerned with the overtly offensive 'rookie' names - I do think this is a practice that should've been changed. I also think it's entirely possible to have fun or funny rookie names that aren't overtly offensive or explicit.

The elitism

The fact that I feel like the publicity surrounding the investigation has gutted the band culture and we have to find a new one to try and replace it.

The fact that it's a fine culture and is being destroyed by a blatantly misleading report, and that we're constantly being forced to listen to unnecessary title IX lectures.

The fact that the university has now removed the one person who was working tirelessly to correct those blemishes in the "band culture" that we were historically not proud of. The band's culture is not one of sexual harassment, as alleged by the university, but rather incidents of

sexual harassment or inappropriate behavior occurred and were dealt with appropriately (to my knowledge) when they were brought to the attention of band leadership.

The fact that unacceptable actions that are separate from band activities or band events of an unbelievably small group of people who happen to be band members are attributed to the culture or everyday happenings of the band as a whole.

The hyper-sensitivity ever since the firing of Jon. The feeling of being under the microscope by everyone: the university, the media, and anyone else following the story. I understand that certain traditions must be done away with, but that feeling of 'one slip up and you're out' is pretty uncomfortable.

The lack of Jon Waters leadership at the helm of the band.

The lack of quality leadership without Jon Waters.

The lack of support from the administration of the University to band directors and student leadership.

The lack of University-level understanding of the true Band culture and the extreme jump to conclusions they made without executing a proper, full, and fair report.

The little amount the university leaders have taken to educate the band before this year. The little amount of resources the university has made available leading up to this year. When the directing staff brought in alcohol and Title IX resources along with the turnover of Dr. Woods the band's culture took huge strides in the positive and honorable lights that the public respects is for.

The negative stigma that now seems to haunt us.

The reluctance to explain the nature of the band's traditions (i.e., midnight ramp, etc). This secrecy, while intended to increase the feeling of belonging to the group, seems to have resulted in misunderstanding with the administration and especially the media. These traditions were never intended to intimidate or humiliate, were always optional, and weren't a core concern to anyone that I knew.

The students within the band are plagued by a connection to outdated and no longer tolerable traditions. These traditions are hardly mentioned or brought up (as though ignoring them will make them go away) but the students carry on how they were treated by the students that were

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their superior when they joined and the cycle continues with each generation justifying non-tolerable actions with the word tradition. The students of the band want to be role models on the field but fail to carry themselves in a personality off the field that is fitting for a role model and an icon of The Ohio University as a whole. You cannot pick and chose when you want to have your actions looked at in the scope of a role model, "They are college kids" is not an excuse, the students need to act in a manner that shows why they have earned their name as TBDBITL. In addition it is a fair note that while one does not have to partake in these activities the squad leaders of each row judge all students trying out for their row during try-outs which allows for some manipulation in the area of picking students that may or may not "fit in" to the culture that they are being exposed to, as much as they would like to say it, as someone who has been through try-outs numerous times, there is a definite and evident social factor associated with the try-out process at least for some rows and certain squad leaders.

The thing that concerns me most about the culture of the band is the tendency to get a big head. Other than that, the culture of the band is wonderful.

The thing that concerns me most is not having Jon Waters as director. I can say that rehearsals and preparations are not running as smoothly without a head director. Jon knew all of our quirks and shortcomings and was the one catalyst that was growing cultural change for the better from within. For example, cultural change towards first year members was becoming more and more positive with time. It used to be that "rookies" were looked down upon as lower class due to lack of experience. With Jon at the helm, this was changing at a comfortable rate with little resistance. Frankly now that he is gone, there is quite a bit of tension and push back from all members of the band in response to the University's immediate and forced implementation of a new culture that is hindering the chemistry of the band. Rather than having a positive environment in which to rehearse, there is a considerable amount of negativity toward University leadership.

The tryout process can be stressful and I have seen a FEW people become mentally unstable as a result

The University misunderstanding harmless nicknames and jokes made among friends in the band.

There are some jokes that are likely to make *someone* offended, however these jokes are told only in the company of people known not to be offended by such things. It is my opinion that these jokes should never be told.

There is no concern that I have regarding the band's culture. Internal respect was sometimes an issue amongst row members but directors sought out every possible way to improve those problems.

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There is nothing that concerns me about the band culture. This survey is more offensive than anything I've ever encountered in the band by assuming these behaviors are occurring while the stories have been misguided and the information completely biased.

This is not applicable.

Though there may be small changes that can be made to the culture, I do not believe that there are any big culture problems with the band. If changes to the culture are made due to the opinions of groups that do not know or associate with the band in any way, I do not believe that those changes will be received in an effective way whatsoever. This sort of action would cause unnecessary hostility within band members and would likely support a more negative culture outside of band events.

Too many people coming in to change the culture too quickly. There are things that I have called into question in the past, and many of those things are no longer done by careful decision making between directors and students. Having outside interests (including new band staff not familiar with the band traditions and culture) forcibly changing the culture is going to create an atmosphere of rebellion and cause significant drops in membership and retention. The quality of the band program will then suffer greatly, further tarnishing the prestige and reputation of this organization which has only recently been tarnished by the release of a hastily put together report that does not accurately depict the organic changes that were occurring with the band over the entirety of Jon Waters' leadership.

What concerns me about the band culture is its current path towards becoming a socially sterile environment, the current rules that have been placed on the band are very restrictive in nature and much stricter than I have seen in any organization on campus. If the band has to go through vigorous title IX training, why should normal students and especially the FOOTBALL TEAM be exempt? The University should be holding the entire campus to the same high standard, so if a relatively safe tradition such as Midnight Ramp is seen as offensive than why hasn't the Mirror Lake Jump been outright cancelled already??? The hypocrisy is very offensive to me.

What concerns me most about the culture of the band is how people are reacting to the situation we are facing this season. What happened was a very sad ordeal and many of us have faced scrutiny over the accusations made by the university. I don't believe that this gives us the right to be so negative all of the time though. Members are having a hard time talking about anything other than the investigation and it is creating a lot of negativity and anger.

What concerns me most is how afraid people are of becoming family because of what has happened. Since the definitions of hazing and sexual harassment are so open-ended, people are afraid to say anything, even if it means correcting someone so we look better on the field.

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What concerns me most is the alcohol issue among SOME members. Most members have control over their alcohol consumption but this is nothing Jon had control over as alcohol issues were always off campus. JON CANNOT BE THE BAND MOM! HE CANNOT BE OFF CAMPUS TO POLICE STUDENTS WHO GET DRUNK. WHEN WILL THE UNIVERSITY WAKE UP AND GET THEIR FACTS RIGHT??

When I joined band older members did not respect younger members as much as they did when I left (e.g. questioning their judgement, making them do things last or carry charts, etc.). The difference a few years made was stark and I credit the work of Jon Waters for the improvement. However, the improvement was not complete, and I am concerned that current members may cling to things like that mistreatment as a result of the removal of Waters. As a result of Ohio State's mishandling of this whole matter, I am worried that things such as mistreatment of new members will be driven underground as a form of rebellion against the University - and once they're underground, even hours upon hours of training will never be able to remove them.

With the allegations, it just confuses me. I'm concerned that there won't be any sort of any culture at all in the future.

What recommendations would you offer to strengthen and enhance the Band culture?

I am very concerned at how little resources the university actually provides to the marching band. The marching band requires students to put forth just as much time as a job or varsity sport. However, the resources provided to the band regarding academics, medical treatment, and compliance are either scarce (for instance there is one physical therapist for 225 band members) or practically non-existent. Instead of the band leaders having to seek out training for alcohol abuse, sexual harassment, Title IX, etc., the university should be more proactive. Even one short training session for each of these topics at the beginning of the season that is planned in advance would be beneficial. Otherwise you are leaving band leaders to fend for themselves and to set up these trainings in addition to the tons of work they already have on their plates. I would also recommend providing resources in the Office of Compliance for students to speak up. Why a few students felt uncomfortable talking to the band leaders I am unsure, but if band members who were upset and voiced complaints during the original investigation had simply spoken up during the times they felt uncomfortable, perhaps this whole situation could have been avoided (for example, if someone was really distraught about changing on the bus in front of members of the opposite sex, they should have felt comfortable to talk to veteran members, squad leaders, directing staff, or a compliance officer who could relay the concerns to the directing staff and help them form a plan for handling the situation). I would also suggest providing tutors who are readily available to assist marching

band members and providing more medical resources, including athletic trainers and perhaps even nurses.

Return the band to normalcy and bring back Jon. At the very least, the university needs to admit how they mishandled this situation and apologize.

1) find someone with more experience to do the investigative report. Even if I was not in band, finding someone who can investigate an origination and fully understand everything to know about it in about 2 months is someone who is stretching facts and not as reliable as someone who has done the job for many more years. 2) Giving the student leadership and stand body a chance to speak for themselves within the band about the current events and how they respond to it. By gagging potential wittiness to an important case such as this, you hamper any potential understanding of a problem and coming up with a solution that is beneficial to everyone. 3) giving the accused party due process and following your own damn by-laws and codes set forth in the Board of Trustees handbook and forth. You will take no time in suspending a student for forging a paper or for cheating on a test but when it comes to giving someone due process of termination, you do not give a darn. 4) letting President Drake speak to the entire band and explain himself and take questions about it. The band needs to see a figure in this that is willing to stand by a decision and answer questions about it.

Finally... The immediate re-hiring and installment of Jon Waters as director of marching and athletic bands at The Ohio State University. Yes, I know that this is not going to happen. The verdict has been made and it has been written in stone but this is the smartest thing to do. Jon was making the proper changes that the University wanted and the changes that he personally wanted to see. He told us every day we are better people and needed to be student leaders and great young adults. He made squad leaders go through private business trainers in the summer on how to be student leaders and that included different topics. He was changing everything and using examples as hammering points. He very clearly used the FAMU band hazing examples.

1). Bring back our beloved band director. 2). Stop mistreating the band. In public, OSU is thrilled to accept the publicity and fame we generate, but behind the scenes when nobody is watching, they treat us like garbage.

1. Concede that band culture was misrepresented: OSU tarnished the reputation of so many students and alumni with their Glaros report. I don't think that students will truly listen to any edicts from on high unless the university admits that they were at least partially unfair to the current band and its alumni.

2. Reinstate Jon Waters: I do think that Jon Waters was best situated to enact lasting cultural change. It is my opinion that OSU didn't give him the resources needed to manage a 225 person class that was also a 225 person fraternity. His degrees were in music education and conducting, and to address the things that OSU wants addressed (inside and outside of band time) requires more expertise and manpower. I am disgusted at the handling of this matter thus far and will digress before I get upset again.

3. Pick the fights that matter: Preventing sexual assault/harassment matters. Preventing

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alcoholism matters. Preventing sexual discrimination matters. However, excessively policing the band will just drive the isolated individuals responsible for the worst of the culture underground. Rookies getting water bottles at water breaks doesn't hurt anyone. Rookies taking "rookie midterms" on band history alone doesn't hurt anyone. Rookies having non-sexual nicknames doesn't hurt anyone. I recognize that OSU has taken a heavy hand thus far to prevent anything bad from occurring, but I loved my years in the band because that is where I grew into an adult. I stepped out of my sheltered home life and into situations I hadn't been in before. This happened in the dorms too, but I felt most safe with it in the band. I hope that the band is not decimated with rules and regulations that prevent meaningful growth for its members into adults.

4. Talk to Jon Waters: If OSU doesn't reinstate Jon, which I doubt will happen given their stonewall stance, then please, for god's sake, talk to him. He had so much insight into what would/wouldn't work to change culture. Jon was pursuing slower-working long term solutions to cultural change. Ultimately, I think these would have been more successful than the heavy handed leadership changes that OSU have taken. (see:

<http://www.forbes.com/sites/stevedenning/2011/07/23/how-do-you-change-an-organizational-culture/>)

A culture based in perfection and hard work is difficult to enhance, but if I had to change anything at all I would give the Band the excellent leadership that was taken away from it. I wouldn't let an investigation whose results have been refuted by every single one of its interviewees damage such a wonderful and inclusive organization.

The Band builds strong marchers, and strong players, but builds even stronger people. I am stronger because of the Band, and the culture of the Band is entirely to blame. The Band culture taught me to never accept defeat, to come back to try out a second year, and then a third, just for a chance at being a part of the organization. Thanks to the Band culture I didn't give up when I was cut my first year, or my second year, and I am thankful that I am now able to count myself among the Band Alumni.

The Band and its culture need its leader, and anything less is not only unacceptable, but is also disrespectful to the hundreds of current members, the Band directors and staff, past and present, and the thousands of alumni who have given years of their lives to this organization.

Act with prudence, implement change gradually and with a measured approach, don't change things unnecessarily.

Advise everyone to act ethically.

Allow Jon waters to continue to make the changes in band culture that were producing lasting effects

Allow Jon Waters to return, continuing to lead the changes he has already begun making.

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Allow the band to make changes on its own. It is impossible to change an organization like this quickly if one wishes to retain the respect and cooperation of the band and it's alumni. Things were changing for the better before any action was taken by the university.

Allow us to be college students. Allow us to make jokes about this situation. If we, as band members, cannot diffuse our anger through jokes then the only other option is to stay angry, and I don't want myself or other students in this band to be angry. I want this to be a place where we feel comfortable being ourselves and being with our friends, and acting however we'd like, with exception to activities that inhibit on the personal liberties of other, non-consenting individuals. I think that we are adults, and we deserve to be treated as such. I think the band should know that the directing staff will always be there for us, will never judge us if we have complaints, and will act on legitimate sexual harassment or sexual assault reports in the manner required of them not only by law, but also required of them as human beings. I don't disagree that the culture of the band wasn't perfect. I don't think, however, that being forced to abandon everything we have enjoyed and has been meaningful to us is at all the best way to go about this.

Always be focused on continuous improvement.

Any meetings imposed on the band about title nine should be based around informing us and not asking telling us what not to do. When we are told that we should not retaliate against others who report things we become frustrated because nobody is retaliating. Many meetings are trying to prevent things that are not going to happen and this just makes everybody who has to sit through the meetings even more upset that they are being viewed as criminals by our University.

As a first year member, I honestly don't know too much. From what I have experienced, the band is great and a very welcoming place to be. I know several things have changed over the last few years, and I am seeing the results.. I think that whatever the directors are doing now is working just fine, and I have no doubt that it will only get better.

As a university give the band the same resources as any other athletic organization. The athletic department ha been completely absent since I have been in band and there are obvious signs that the band is an after though.

As long as we as band members are able to interact and push each other to get better as people and musicians, we will continue to achieve excellence on and off the field.

Bring back John! Leave them alone! Go BUCKS!

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Bring back Jon Waters and allow him to implement the changes he was making. By firing a man trying to fix the issue, OSU is setting a precedent that they are responsible for controlling the lives of students on and off campus and implying that OSU and the band are responsible for causing sexual assault. I do not believe this is the case, but the fear and frustration are destroying any semblance of pride and connection members have.

Bring back Jon Waters to unite everyone to work towards common goals.

Bring back Jon Waters.

Bring back Jon Waters.

BRING BACK JON. Alumni and current band members alike are willing to do- quite literally- anything to see Jon reinstated. The only way to truly change the marching band culture for better or worse is through student-led change. The university's actions in firing Jon has sullied the band members' relationship with the administration to the point that it will be five years at least -when the last of the current rookies have finished their fifth year- until the relationship can begin to heal and productive steps forward can be taken.

Bring John Waters back, the one spearheading the changes in the first place. I have been around the band for a few years, I know the real reason for the culture change is him, not the university in its current attempts.

Bring Jon Waters back

Bringing back Jon Waters vitalizes/enhances the band culture, the band, and 1000s of alumni. It would bring them together unlike anything else could.

Continue allowing non-offensive nicknames and still allow the rookie members to take the oath on Fesler night to be loyal to the band and directors. These were really important when I was a rookie because I really felt a deeper sense of belonging in the group after getting a nickname and participating in f-nite

Continue to allow desired change to occur through Student Leadership and Band Members rather than solely from the Band Leaders.

Continue to do what was being done before all of this.

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Continue to spread positive word about the band. Re-evaluate the prior investigation and at least consider bring back Jon Waters. There was nobody I felt more comfortable around than him. Morale would be boosted, public opinion would be changed, and university life would be back to normal.

Continue to support the students with resources that educated them on sexual harassment or assault, as well as the options and outlets available to them if they ever need them. Then rehire the previous directing staff and allow them to work through this problem. Not only for the current students but also for the alumni who have a profound effect on the current bands culture. That is coming from an alum of two years.

Education on university policies and resources regarding drinking and sexual harassment, inclusion of leaders who are familiar with the band helping to lead in any necessary changes. The university leadership needs to realize these supposed issues (drinking, sexual jokes, peer pressure) are present in dozens of other student organizations. I know service groups such as Ohio Staters, mens soccer, womens soccer, rowing, and a few others have similar issues. Also, consistency across the university. Why do athletics coaches get free passes to swear and yell incessantly at students, yet band directors do not?

Enhance UNIVERSITY culture.

Equal treatment of our organization with other organizations across campus is my biggest recommendation. There is nothing more frustrating than knowing problems exist, seeking to fix them, and then being persecuted for those problems by having to attend seminars to educate us seemingly only because we messed up. Institutional training must be implemented for sexual harassment/assault, Title IX, Hazing, etc. We have been trained, but throughout the process it was not informational in nature, it was accusatory. Every student should have to attend these meetings and all organizations should be held to the same standards. The band has had problems with its culture that need to and have been addressed. I also believe other organizations should be looked at more closely to ensure compliance. In addition, clear direction from the administration would be helpful. The hiring of a new director will help direct our path. Currently our leadership team is caught between the administration and the students trying to make things operate smoothly. We need leadership to nurture the culture and define what that new culture will be instead of instilling superficial change which causes us to question everything we do and every action we take.

Even though we are being put down by our own university we have to stay strong together and support one another.

family

Fight the OSU board who wrongfully accused the band and its leaders.

For the band to be able to move forwards, the university needs to be the first group to 'extend an olive branch' to the alumni. Telling us to 'move on' will do nothing considering the alumni have shown in detail the problems with the report.

The university needs to do two things. 1. Remove the inaccurate 'sexualized' adjective for describing the band. The university will not be able to work with the alumni when they are using such a strong and inaccurate term to describe the band. 2. Put somebody from in-house to replace Jon Waters. Only somebody who already understands the students in the band, such as Dr. Christopher Hoch, will be capable of uniting the university, the band members, and the alumni towards a stronger future. Hiring out of house will destroy what Jon Waters has accomplished over the last two years, and cause a firestorm to occur that will make the TBDBITL alumni even more against the administration than they already are.

Give John Waters His Job Back because he was making the changes for a better band.

Help provide an environment that is nurturing, while still allowing for discipline. I like to define discipline as "doing the right thing, even in the absence of leadership". Values that are instilled by veterans, squad leaders, and directors through discipline ON the field carry over to discipline off the field. Without discipline, we cannot be successful, and in the current system, the conventional forms disciplining are not allowed. The band has it's roots in the military, and many of it's traditions reflect that rich history. Just as the military uses physical exercises and tasks to instill discipline in it's soldiers, sailors, and airmen, so too did this band.

Hire John Waters and send president Drake back to whatever dumpster he crawled out of.

Hire Jon Waters as head director of The Ohio State University Marching Band.

Hire Jon Waters back as director to help make changes he feels are necessary, because his judgment and strategies are usually effective.

Hire more staff to help the band both on and off the field. There are not nearly enough staff to provide everything that 225+ students need and deserve. A tech for each instrument and administrative/compliance support beyond just the directors and student staff.

I have some ideas as to how the band could be strengthened from a performance standpoint, but I do not see any flaws in the culture as far as how COLLEGE KIDS behave and conduct themselves when they are forced into tight quarters together for extended periods of time. The only recommendation I would make would be to make sure that the older members continue to show leadership and responsibility through their actions, and make sure that everyone is taken care and accounted for at parties, on away trips, at practices, etc. Keep the dialogue open so nothing gets bottled up and then blown out of proportion like this damned report.

I like the idea of having information available regarding sexual harassment/assault and alcohol abuse. I think squad leader leadership training is crucial. Generally, I do not think that the band culture needs enhancement. It is unrealistic to believe that a culture as large as ours is going to ever be void of conflict. Whether the conflict is sexual in nature or not doesn't matter. There will always be an ebb and flow in the norms and behaviors of people and groups. I believe that the only thing that can strengthen our culture is adversity.

I recommend reinstating Jon Waters. His mantra of "change has to come from within" was and is absolutely the most effective way to change the culture of an absurdly stubborn, 137-year old organization. The attempts at culture change this year have made no impact because they were forced upon us; instead, the traditions that the leadership hoped to eradicate are now more ingrained and meaningful than ever. In particular, the directing staff eliminated all mentions of the Band's in-house motto: "With Balls" (WB). The speech that has traditionally been passionately delivered by the head drum major during Fesler Night was postponed until the after-party, away from the watchful eyes of the directors. Now, WB is more than a motto: it is a symbol of hope that we will prevail through this ordeal no matter what the directors, the university, or anyone else may throw at us.

I recommend that the people from Title Nine leave us alone because they are tearing this family apart, and we can't grow as a community with someone asking me if I was touched inappropriately every ten seconds of my life.

I recommend that the university reinstate Jon Waters in order to allow him to continue his actions towards creating the best culture within any organization on campus. A permanent culture change is a minimum of a five year process in an organization like this and Jon was ahead of that five year curve but was cut off short of being able to complete the process.

I strongly recommend that Dr. Drake be fired and sent back to California. The Ohio State Board of Trustees file a formal and public apology to the Band, the Alumni, and hire back Jon Waters. I knew the band before Jon, and I had no qualms about the culture of old, but the changes Jon has made in his two years in charge have bettered the band, and have been supported by the band members. Both of which are important, if any significant changes need to be made. All of my comments are solely about the Ohio State Marching Band; I cannot speak on the Athletic Band.

I think general info and training regarding sexual harassment/assault or hazing would be appreciated from the university, but I think any specific changes to the band should come from the members themselves or the directing staff so that the changes are received in a positive way. I truly believe that in my █ years in the band and █ years as a squad leader, not one person has done more to enhance the band culture than Jon Waters. His leadership strategy, specifically regarding cultural or behavioral issues was extremely efficient and effective. He had a largely positive influence on even the most stubborn members by consistently showing

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understanding of students' concerns and effectively showing them specifically why the changes being made were in their best interest as well as the best interest of the band. For this reason, I wholeheartedly believe that reinstating Jon Waters would be the best step in continuing to strengthen the band culture.

I think reinstating Jon Waters is the best option to move the band forward from this. I think he is the most capable person to fix the culture and traditions and I also think he is the best option to pick up the attitude of the current band and keep the great shows coming.

I think that continuing the work that has happened over the past few years would help get rid of unproductive traditions and replace them with more welcoming and inclusive traditions.

I think that Jon Waters should be reinstated as director. He was very deserving of the job and treated all the students with respect.

I would have liked to see the University back up the Band Leaders to provide extra support instead of having one person trying to deal with all of these issues.

I would recommend a directing staff that instills upon the squad leaders the knowledge of hazing and sexual harassment and the idea that some traditions that could be perceived as offensive are not really necessary. With positive reinforcement of core values to the student leaders of the band, the culture change will happen from within the band, so that each new class is treated with more and more respect. And by the time the youngest members are squad leaders, they will have the positive experience necessary to influence the band's culture for years to come. I believe that Jon Waters was taking the right approach, and that reinstating him as band director would also continue to strengthen band culture.

I would recommend a more open discourse with the administration, which will hopefully show that the "band culture" is little different from any other close-knit college organization. Also, I would like to say that I was disappointed with the tone of this survey- many of the questions seemed to only allow answers that pointed toward there being a major problem within the band. Hopefully this patently biased survey will not be used to further harm the band members and the band administration- harm that has included publicly humiliating girls whose nicknames were published and destroying the career of one of the best directors I ever had.

I would recommend that the university spend more time listening to what the band members have to say as opposed to telling us to move on. We know that Jon Waters won't be getting his job back, but the university doesn't seem to understand that the issue isn't just with the loss of his job anymore. Our concerns have now shifted to how recklessly the university has handled the situation and the following transition. I would also recommend that whoever the band decides should be the next head band director, should be from within the existing band program. Specifically I would choose Dr. Christopher Hoch. This would allow for the smoothest

transition possible for all of the band members, and would limit the negativity and anger in the future.

I would remove offensive rookie names and rookie midterms. I am unaware if band leaders knew of the rookie midterms that often had sexual content.

I wouldn't give any recommendations the band is perfect how it is!

If we got rid of some of the extremely bad nicknames then they will be fine, however, the band itself is fine as it is

Instead of punishing band leaders for existing issues, a better choice would have been to work with them on a way to solve the problems. Alcohol can have positive affects for some people but it is not necessary for band events. Breathalyzer could even be considered to check band members before and during events.

It's fine. There isn't a problem

Jon Waters should be reinstated immediately. He should then be given the tools and the staff from the university to help him maintain order and compliance, just as the other entities of the university that are closely associated with the athletic department are given. Jon was not given the appropriate resources to allow total compliance prior to this investigation, but I believe he was doing his absolute best to curb any and all inappropriate behavior. He should be reinstated immediately, and the university should work with him to provide the band with resources and staffing to enhance the band culture. Jon is not the enemy here, and the university will not be well-served by his continued absence.

Jonathan Waters should be reinstated as the director of the Ohio State University Marching Band. He was a natural leader and cared an unbelievable amount about the well-being of each and every member as people and students, not just as band members. Jon was working to improve everything about the band, both on and off the field, and I have become a better person by participating in the band under his direction. I also feel that the morale of the band has been lowered significantly since his firing, and I personally feel that the university has failed to protect its students by allowing slanderous reports to be released. As a band member, I have received no show of support from the university to prevent me from being labeled as a sexist or perverted person. The band culture would have a large increase in morale if the university were to publicly apologize for allowing us, its students, to be subjected to the awful labels that blog authors and other people have come up with for us. We are a proud group, and it has been my dream to be in this band since I was very young. It feels terrible to have the university turn its back on me and unrightfully tarnish something that I cared so much about.

Keep doing what we have been since Jon Waters became director.

Keep the current core of staff in their positions.

Leave it be and let the directing staff and band leaders take care of the issues of the band and not interrupt on our business any longer.

less interference from university leaders

Lettuce be ourselves and do what we have been doing for past two years. Growing and changing a culture that was made 40 plus years before my entrance to this wonderful family.

Make sure the students know you are on their side by the way you treat them, not necessarily what you say. Find out what it means for a member of the marching band to feel supported.

Make the right choice and rehire Jon Waters, aka the only guy that was trying to make things right and got punished for it.

More band activities for just the band to get to know the new people. And make them feel welcomed.

More time off. Because of all the time we spend with each other, it is difficult to pick specific instances when I'm NOT around band people (other than class and sleep and assorted home life). Being around the same group of people for four months wears on us. I do think this season will be better though.

My first and only recommendation is to reinstate Jon Waters.

n/a

Never forget the core principles that Jon Waters drove into our minds: The Band is much bigger than one individual. Let today's innovations be tomorrow's traditions. The most impressionable year is the first year, don't make them regret it. One band, one sound. Pick up your feet, turn your corners square and DRIVE, DRIVE, DRIVE!!

NONE

None.

Not let the University's poor reporting and investigating ruin the culture of excellence and outreach to the community.

Nothing needed to be changed. All these meetings and lectures from the university are really messing with the culture and sense of family, we understand what they're saying but really its hurting us now.

Please make a statement that the findings of the report were not representative of the entire culture of the band, i.e. able to assume that each member of the band did all of those things in a cult-ish manner. Please state that the events documented in the report happened with a small, select group of members. And if it is decided that the leadership of the band needed to change, state that it was because the actions of that small group were not dealt with accordingly, but do not say that every member of the entire band throughout history had a 'sexualized culture' because that is untrue, as you can probably see from the firestorm of alumni accounts the past few weeks.

My suggestion to enhance the band culture is to give the band and the leadership the resources they need to act and perform at the level expected of them. It was always disheartening knowing that the band is such an iconic part of the university and thought so highly of by many people throughout the world, yet they receive less accommodations than any other organization affiliated with the athletic department. The university expected the band to comply fully with all titleIX expectations and other misconduct, yet they never had a compliance representative staffed from the university. It wasn't even until last year that the university started staffing the band center with a custodial crew to clean. We were basically expected to run the entire organization by ourselves (240+ students and 4-5 staff). We receive next to no scholarships, rarely get new uniforms, pay many expenses ourselves, and the list goes on. We are 100% on the football team's schedule, so there was never any time to change in locker rooms, and we are never provided with such luxuries. We are placed in closets, hallways or even on the streets for hours at a time. The athletic department tries to cut time out of our performances for advertisements, and we have to fight and argue constantly to prevent these things from happening. In conclusion, the way you can enhance and strengthen the band culture is to give them the accommodations and respect that they deserve and that correlates with the standards that you are holding them by.

Proper Training(not excessive) would be good (perhaps, make this mandatory for EVERY student at OSU). Support from the university and its leadership (which has been essentially fluff and non-existent up through now). To be treated like students/adults and not children, as many of the presenters have done when they come to rehearsal.

Provide full scholarships to these dedicated men and women.

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Public events and community service as well as possibly removing the "reserve" players that stand on the sidelines during performances and allowing all members to march.

Put programs in place that allows for support from University administration.

Re do the investigation and tell everyone that it was a false interpretation of who we really are. Make it right so I can now go on and have other people see why I'm so proud to be apart of this amazing group.

Re-evaluate the original investigation's findings, and reinstate Jon Waters as director. He is the best person to strengthen and enhance the positives within the band, and eliminate the remaining negatives.

Re-hire Jon Waters, admit that the university made a mistake, and to stop digging the hole deeper.

Reassuring them that the University's leadership is a bunch of arrogant, bullheaded jerks who just wanted a scapegoat, and so the band shouldn't feel ashamed of anything, because they/we have done nothing wrong, and the University leadership is just standing by a horribly written "report" that was flawed in every way. The amount of harassment The Band has received from the University, particularly the Board of Trustees, is disgraceful and shameful, and the only recommendation to The Band would be to keep their heads up in face of the defamation the University leadership has chosen to treat them with.

Recent events definitely act as a wake up call, however I personally believe the students and the traditions to be the issue as opposed to the staff. The staff could do more to flush out these issues however students must realize that their actions have consequence, even if they don't want them to. I would recommend that either a zero-tolerance or a three strike policy be enabled (depending on the level of the offense) and another staff member in charge of guiding band culture. Having an educator that knows their students more personally than just on a tower during rehearsal lends insight into what is really going on and makes changing things much easier.

Reform and education of student leadership and their values is paramount.

Rehire Jon Waters.

Rehire Jon Waters. The Band culture was not great when I first made the band [REDACTED], but I was fine with it. Jon was the driving force behind making it a better culture. Essentially, there was a culture problem, and the only person who was trying to fix it (Jon Waters) was fired.

Reinstate Dr. Jon Waters would strengthen and enhance the band culture!!!

Reinstate Jon Waters! Every single day he made changes and suggestions to make sure that the band represented the university in the best way possible. He knew we were to set the example for the entire world. Under his leadership we became a global phenomenon and it was his mission to make us the shining example of excellence and integrity that is achieved here at OSU. He knew that this band was bigger than all of us, bigger than the alumni and bigger than the thousands of marchers to come. He saw that people wanted us to fail so he did everything in his power to make us a group of impeccable values and professionalism on and off the field. It is a complete waste of time to not have him steering this band in the right direction.

Reinstate Jon Waters, and hold the University accountable for their criminal mismanagement of title IX compliance university-wide. Where was the title IX compliance department two years ago or even before Jon became director?

REINSTATE JON WATERS. Receive an apology from the Board of Trustees and the President Michael Drake as well as anyone who has portrayed us in a false negative light. The Band culture can better be strengthened if we don't feel hostility and deception from the University.

Reinstate Jon Waters. He was making great strides as director to strengthen the culture. Things were so much different for the better from when I started in [REDACTED], until my departure after the [REDACTED] season.

Reinstate Jon Waters. He was the change. Firing him may be the single greatest mistake the University has ever made. LISTEN TO THE STUDENTS!!! They are the ones who know the culture. If you have not been in the band you simply will not understand.

Reinstate Jon Waters. I believe that after all that has transpired, his presence back in the band's organization would instantly solidify the culture change he was making. Band members will go through the culture change with their hearts and not just their heads. He was the soul of the band's culture and without him, the band atmosphere seems empty. By not reinstating Jon, I believe the university is hurting the band's culture.

Reinstate Jonathan Waters immediately, so that he can continue the work he started when he was appointed Director of Marching and Athletic Bands. Jon cares more for this university, this band, and moreover, each and everyone of his students, than I previously thought humanly possible. He is the only person who can lead the band through the change in culture he started by his own initiative, unlike all of his predecessors. Our performances have reflected this. Our community involvement with the Gladden Community House, the Honor Flight Program, and most recently, Nellie's Catwalk For Kids, has reflected this. Even the performance evaluations by his supervisors in the School of Music recognize this.

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Furthermore, provide Jon and members of the band with the resources necessary to facilitate the change he started. This does not mean assuming that we "open discussing and acting out [our] favorite sexual positions with [our] best friend[s]" when we come to rehearsal, as Kelly Brennan assumed. This does not mean treating us like middle school children. This does not mean simply talking at us. Talk with us. Hear what we and Jon have to say. Treat us like adults. Upon the reinstatement of Jon Waters, issue a public apology to him, the 225 current band members, and the thousands of band alumni that have been defamed by the farce submitted by Chris Glaros, the statements made by President Drake and the Board of Trustees, and various media outlets. Only then can The Ohio State University Marching Band actually move forward, and continue our tradition of excellence.

Release a statement from the Ohio State University leadership that makes things abundantly clear that the band, as a whole, is no more flawed than any other professional organization in the University.

Rely on each other.

Returning the director would strengthen the culture; we respect Jon and his leadership of the band and were able to see him as not a baby-sitter. If we as a society are going to agree that "sexualized" culture is a bad thing, then we first need to stop looking toward pop and other icons (have you seen the music video for "Turned Down for What"?) that have a great deal of not even disguised sexual content in our culture. I think we have to critically think about why having a sex-driven culture would be bad in the first place- I assume because it can lead to things such as rape and gender discrimination that are clearly harmful. Having a candid conversation about it on perhaps the university level would perhaps be beneficial to all students- not just a single organization. Treating us and respecting us as adults while doing so, rather than sending us through another seminar where the subject is treated like it would in a middle school, may have a positive impact on the lesser-mature of our age group, which is where the problems- if any- seem to arise. Those're just my two cents though. In my view though, the culture is not one that fosters sexual discrimination or rape, but rather one built of mutual respect that creates spectacles for fans and lifetime friendships for the members.

Something as silly as the Rookie Midterm can be changed or go away. I wouldn't say that it is a necessary tradition of the band. Other than that, I do not feel that the band culture needs to be improved on -- it has taken great strides [REDACTED] to be an inclusive and family-like culture.

Strong leadership. With all due respect, Jon Waters fought Alumni tooth and nail about many things that needed to change.

Take more input from students when selecting songs to play in the athletic band

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The band culture has always been strong and supportive in my opinion. Allowing the directing staff to do their job and allow us do ours would really improve spirits amongst band members. At this point the best thing to do is allow the band staff to handle the band. They know the band and they know how to stop inappropriate behavior. People who don't know the true culture of the band tend to be a worse influence than a better one.

The band has made great strides, even since I was last in [REDACTED] to improve the culture. I don't expect a professor to control the culture of every student within and outside of scheduled class hours. I realize the band is slightly different in that they spend much more time meeting than a standard class, but it's not fair to expect the staff to both run the band, do their own work and control what happens outside of band sanctioned events. If the University expects these things out of a staff member, then they need to provide that assistance to said staff member. The University should also make it clear to band members that they are being held to higher expectations of culture and offer members more guidelines on what the university expects. As a band student, when the directors go over Policy & Procedure, outline sexual harassment training, etc. it seems as if these things are being done on accord of the Marching Band. If the University is to expect these higher than normal standards from band members, then they should be the ones explaining things at the beginning of the season.

The band ultimately needs a director and staff familiar with the deeply rooted traditions of the band, and this director must be willing to legitimately challenge these traditions in an open forum with the all of the students. If a tradition within the culture is agreed upon to be no longer appropriate or necessary, together the entire band should let those traditions simply pass to history books. Other traditions should be discussed for continued performance or modification. Ultimately, Jon Waters was the perfect person for this transition, as he knew very well what was going on in the band and what needed to be changed to allow the band to continue to be a positive environment for everyone involved. In the unfortunate event that Mr. Waters is not allowed to pick up the baton for the band once again, the band would greatly benefit from the leadership of someone who was in the band at some point during their college career. I believe Dr. Chris Hoch would be an excellent candidate for director to continue the progress of the band.

The best avenue to fix any problems that are involved in the band culture are best handled by members who have affiliation with the program.

The best way to change the culture is from within. Acknowledging that some aspects of the culture need to change is the first step. We are past that step now. That message has been received.

Culture change comes from within. It is not mandated. The members of the band have to be made to believe that every individual aspect of the change is valid and important. I am 100% sure Jon Waters knew this and was taking corrective action. Traditions were being removed - much to the dismay of the alumni. Students were behind the change. Like any great advisor or leader, Jon Waters guided the students towards this change so that they owned the change. They felt it was their initiative. That is the route to success.

My recommendation is that Jon Waters should be reinstated as Director of The Ohio State

University Marching Band. It is under his TWO YEARS of leadership that questionable, 40+ year old traditions were being modified, neutralized, or completely eliminated. Positive changes were being made in the right way. The termination of Jon Waters has stalled this progress.

The culture is fine.

The University should work with the band to make sure that all members are aware that any and all traditions should be done so to enhance the relationships between members and with the public. Furthermore the University should be sure to not approach the band's culture ignorantly and should instead work with the band's staff and alumni to understand the culture and how it can best be changed into something more appropriate for today's world.

There is nothing that could strengthen this organization more. However the university has left us blind, deaf and wandering the season with nothing but ourselves. This false help and hope you have sent to us does not help us but further cripples us. However, we are strong enough to stand back and do what we do best and amaze the world on our own because we are family. We will make it through this tough time because of who we are and what our nature is, without the resources you have provided because the university never made clear on day one what policies it has but feels like it can swoop in and correct a pseudo problem that it never clarified in policies for a freshmen's first day of school but will come in four years later and correct what they think is a problem. WB.

There is nothing wrong with the current band culture. There are issues university-wide. My recommendation would be to leave the band alone.

This current situation is fortifying our culture. Otherwise, it does not require strengthening.

To clear our names of wrongdoing, reinstate our leader and allow him to continue his molding of our future direction and allow us to operate as usual, since there was absolutely nothing wrong with the way we have done anything since I have been a part of this wonderful organization that your employer has thrown aside like a useless piece of trash

To continue on the path that the band has pursued since my last year in band.

To continue the efforts of Jon Waters, Chris Hoch and the student leadership at giving every member a voice and role in the band.

While I would prefer that Jon Waters be reinstated, I recognize that is likely impossible. Instead, I would recommend hiring someone such as Scott Jones who is familiar with the band as a permanent addition to the directing staff. Hiring someone with no prior connection simply to

appease voices calling for complete shakeup of the leadership will harm the student experience of the band irreparably, as well as cause its performance to suffer.

While moving forward keep in mind that no one is or will ever be professional all the time. People often need to blow off steam and act in ways that would otherwise be deemed inappropriate, while with their friends. The band is, in general a large group of friends.

Female

What do you appreciate most about the culture of the Band?

a strong sense of support and family and friendship

Band was really fun. Everyone was always willing to help if you needed help playing your music. It was all around a fun atmosphere to be involved in.

Everyone is so friendly and caring. If something is wrong then they will help you with your problem.

Everyone is welcoming. Regardless of a person's past, goals, personality, values, etc., we are here to make music and that bonds everyone to a very unique sense of family.

Friendship and camaraderie in the rows

How accepting it is and how people can support one another. I appreciate how people can find a home, a place to fit in, here on campus even if they can't somewhere else.

How dedicated the directors and members are. The close knit community. How it can have such high standards but still be fun. How tough yet friendly the directors are.

How inclusive and understanding it is. The squad leaders get to know you over the summer, and so they meet you where you are in terms of comfortableness with certain situations. I came from a [REDACTED], and my squad leaders and older row members took very good care of me, and warned me about things I could possibly be uncomfortable with, like Midnight Ramp, so that I could go into it fully informed and could choose to opt out if I wanted to. I grew so much in self-assurance and confidence during my time in band, and it is entirely due to the positive influences that I had in band leadership and other band members who believed in me and encouraged me as I struggled with depression and poor self-respect.

I absolutely love how I was accepted immediately into the band family. Everyone was extremely nice and including from the very beginning. I especially love the people in my row. It's great knowing that I have people that I would consider family all over campus that are always willing to help me with anything I need. I really would consider them family which makes it even greater because I've only been with them for two weeks. People in other rows are also extremely accepting. Everyone is really encouraging and nice. They are also extremely respectful. I

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haven't felt even the slightest bit pressured into anything. I know that all of this closeness has been there for years and is not something that is just coming out of the "change" happening. I wouldn't trade this community for anything.

I appreciate how the Band is like a family and how supportive the alumni and fans are of the program and participants.

I appreciate most that I can truthfully say that I know everyone's name and everyone knows my name. I am part of a closely connected group of people who care about me. I'm above 21, I don't drink, I'm a fairly conservative person (in demeanor), and very sheltered for a college student, close with my family and religious beliefs, an awful dancer, an academic overachiever, someone who eats way too much ice cream, and NO ONE has ever had a problem with any I that. I am really proud of who I am and my rowmates and friends in the band are proud of who I am too. I appreciate most the acceptance for everyone as who they are that I have only found in the band at Ohio State, not anywhere else here.

I appreciate most the community/comradery that exists within the band members. Every single person there knows what it is like to work hard and experience the tradition of excellence that is found in the band. People I have met in the band have become some of my best friends and it truly has been an incredible experience.

I appreciate that band leaders actually care about the well-being of the students and have taken actions prior to the most current incident to reduce sexual harassment within the band.

I appreciate that the band feels like a family at such a large institution (OSU). When I joined and while a member, others were very open and accepting to new members. The band is one of the best experiences of my life.

I appreciate that the band was a home away from home, it's like a family. Sure, we might have gotten mad at each other sometimes, but that sense of togetherness was always there. The directors were like our parents, squad leaders like older siblings, and the rest of us all brothers or sisters. I personally feel that we protected one another outside of a few bad apples. I always felt safe within the group, and I can't say the same for some other campus organizations or other non-Ohio State organizations.

I appreciate that the culture of the band allows us to become closer and act more as a unit rather than individuals.

I appreciate the commitment to a standard of excellence in performance and professionalism on and off the field. I appreciate the humble attitude of the band, and the friendliness towards other bands we may come into contact with at games. I appreciate that band leadership does not

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distinguish between race, sex, gender, or sexual orientation when deciding who makes the band. Those who receive top scores in playing and marching earn a spot in the band. I appreciate the incredible spirit, and soul that the marching band holds in traditions like Script Ohio, Ramp, and the playing of school songs. I appreciate how members of the band hold one another up through very difficult and heartbreaking times. I appreciate knowing that I am a member of a 225 person family. I appreciate that members of the band push each other to become better than the band we were yesterday. I appreciate that the band's true soul is embedded in the excellence and time-tested traditions of Script Ohio, Ramp, and Ohio Stadium.

I appreciate the culture of excellence the most. This band prides itself on being the best they can be, on and off the field. I appreciate being supported by everyone around me, and working hard with others to achieve success.

I appreciate the familial feel about the Band. Although this is only my first year in the marching band, I know the members of my row have my back and have my best interests at heart, whether it be on the field or outside of rehearsal/performance time.

I appreciate the feeling of family that the culture of the band offers. No other organization on campus has the types of relationships we do with each other due to the amount of time we spend and enjoy together.

I appreciate the great sense of pride that comes with putting on the uniform and marching at every home game. I love my band family. I know they would never let anything bad happen to me and I would never let anything happen to them. When I came out to my parents, they were not very supportive and made me feel alienated. But members of the band were so supportive of me and continue to celebrate my differences. I could not be in a more welcoming environment.

I appreciated my experience in the Athletic Band. I felt included and encouraged to be the best I could be by my leaders and squad leaders. Since I was in the Athletic Band, I enjoyed going to other sports than football and events around the state specifically, and I personally never had a negative experience in my time spent with the band culture.

I like that it is a second family.

I love everything about this band. I love that once I made it, the 13 members of my row became my best friends and family. I love the sense of security I have, having been in a row with my guys. I don't drink. And they never once shunned me, forced me, or berated me because of my personal choices. They loved me for who I am. I am accepted in this band, and being a part of this band has made me a more independent thinker and woman.

I love how the band becomes like a second family to you. Everyone is passionate about what we're doing and it's a fun, high energy environment.

I think the thing that I appreciate most about the culture of the band is that, as many times as it has been said, the members are so close that they become a family. I've made numerous friends throughout my time with the band, and those are friendships that will last a long while. Not only is everyone closely knit, but they are caring enough to help out new members and welcome them with open arms. Many a time I've seen squad leaders of different sections of the band stay behind after rehearsal to work with the people in their section on music, marching, and other basic fundamentals used in marching. Never once have I heard anyone call someone by an inappropriate name, seen anyone perform sexual explicit acts, or pass around inappropriate newsletters or song lyrics (lyrics which I may add, are much better than what can be heard in the music of today's pop culture).

It brings about a sense of comradery and fun within the band. I know we all love band and playing music, that is first and foremost, but all of the inside jokes we have with each-other give a sense of belonging to a bigger group. It's not meant to ostracise any single person. It's about togetherness, functioning as a group, working hard, and having fun to entertain/energize the fans with a close group of friends.

It is always a welcoming environment that provides personal support whenever I need it.

It is characterized by honor, integrity, drive, persistence, excellence, enthusiasm, camaraderie, and brotherhood.

It was moving towards a better direction and then this "scandal" happened.

My favorite part of the band culture was the nature of equality. The band didn't care about your race, religion, gender, major, or home life. They cared about your playing and marching ability, and nothing else. My gender was never a factor in my relationships within the band. I have heard more sexist comments as a student in an Ohio State professional school than I did as a band member. My row mates respected me and my wishes.

Since my first day in the band I felt at home and completely accepted by everyone in the band. The band is a very diverse group of students from gender, sexuality, and even what we were each majoring in. Never once was did I feel out-casted because of my sexuality or gender. It was a very welcoming group of students and staff and It helped me find my way in a big school like Ohio State.

That it is a group that works hard and performs well. They put a lot of their time and energy into what they do and are passionate about what they to.

That no matter what the circumstances, there's always the ability to be better than before and the drive for improvement. The positive side of the band is highly uplifting, supportive, and can be a great community when all is going well. The closeness of individuals in the band is also helpful. Knowing that there's an entire family dealing with the same struggles you are is both encouraging and helpful.

The amount of dedication and self sacrifice of the members. The work ethic is very high and the band accomplishes great things because of their focus on a goal. The members are very supportive of each other and the success of the group is valued above the success of an individual member. Also, having directors that have been members of the band - they know what is involved and the challenges faced by members. They know how to achieve the desired results but also show compassion and empathy for the effort required.

The amount of emotional support is absolutely outstanding. I had dated the guy who would later assault one of my best friends this past fall (2013), [REDACTED], and I can recall many instances where he [REDACTED] would approach me during a party and would try to convince me (several times) to sleep with him during the band season. Almost always, my assistant squad leader and a fourth year member would always come to my side and provide an 'escape' out of any conversation with [REDACTED]. My row has been my rock and taught me to have confidence in myself. If ever an offensive topic ever came up, the moment someone became visibly uncomfortable we decided to talk about something else. The band staff (including the fired Jon Waters) have always impressed upon us a culture of self respect, hard work, and many life lessons and personal qualities which will only further me in my life. When events such as the assault that took place last fall happen, they make it their personal duty to ensure that rumors are not spread around, and that respect & sensitivity is given to the situation in both the case of the accuser and the accused. Jon, Chris, Mike and Lisa NEVER pick favorites and treat everyone equally.

The band is a group of incredibly hard working people who are dedicated to each other and the university. The culture of the band reflects diligence, enthusiasm, dedication, drive, perfection, and excellence. It is because of the band that I am who I am and have grown into a successful adult in my life outside of Ohio State. Aside from my work ethic, I most appreciate my band friends who will continue to be my life long friends. These people are my friends because I have grown to trust them as they support me and accept me for who I am. They would not be life long friends if they were offensive harassers.

The camaraderie

The culture is very similar to that of a large extended family. Good and bad, its a family of your peers.

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The culture of the band is a true family and is equally supportive of all members no matter their race, gender or sexual orientation. Jon was a major leader in making sure this was always the way students felt about their time in the band.

The culture of the band is one of respect, honor, integrity, personal courage, dedication, and excellence. I appreciate that membership in this band is based solely on your musical and physical ability and has nothing to do with race, gender, sexual orientation, political affiliation, or any other variable. I appreciate that the culture fosters an environment of camaraderie and fellowship, and it allows us to take pride in what we do and what we have accomplished. I appreciate that we have the opportunity to learn and grow under the direction of some of the most talented minds and gifted teachers. I appreciate that this band is such a shining light for the university, and that through it I can feel as though I am making a difference in people's lives. I appreciate that the band afforded me the opportunity to better myself – musically, spiritually, mentally, physically, professionally, and in any other ways possible. I appreciate that the culture of hard work, dedication, and perseverance forced me to be the best I could be. Our tradition of excellence, our tryout and challenge process, and our entire way of life as a member of the band instilled in all of us a desire and drive to be the best. That will carry over to all other areas of my life and will undoubtedly help me achieve astronomical success in my career.

I don't have one negative thing to say about this band. I am so saddened to see the pall this situation has placed over the entire organization.

I hope very much that you are able to see past the lies and to the heart of what it means to be in The Ohio State University Marching Band. We are not defined by that report. That is not representative of who we are or what we do. It is not even representative of things that happened in the band. It is a series of misconstrued information formulated to reach a predetermined conclusion. And I take issue with the fact that everything after that report has been handled in such a way that indicates a continued bias toward this negativity. There has been little to no focus on discerning how band members feel about the band and their experience. There is too much focus on verifying that certain events occurred, but that is not the issue here. The issue is whether these events occurred to the extent described, and much more importantly whether those events were actually negative. I feel that every experience I had in the marching band was positive, including the now infamous "Midnight Ramp." People are looking from the outside in and at a faulty report and making judgments on our character and our integrity when they in fact know nothing about the situation. My hope is that you will start listening to current and former members when they talk about the culture of the band. The culture of the band has nothing to do with harassment, but is a welcoming and supportive environment. The people I met in band are my closest friends and some of the best people I will ever meet.

The culture of this band is one that makes you feel immensely strong as a person. It's made clear from day 1 that you are part of a long and rich history, and of traditions that will live on for years to come. We are all proud people; proud of what we've accomplished and that we're a part of something this incredible. And through this organization, my peers and I have learned to deal with immense levels of stress, manage time extremely well, and keep a surprisingly optimistic attitude at the same time. After all, music checks and challenges every week, failure

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of which will result in you being removed from your spot for the following week, as well as performing in front of 105,000 people every week can really wear on ones nerves, but it's rewarding in the end. Our work ethic is improved drastically, and we all make connections with friends that we will have for the rest of our lives. I've never gotten so much out of something this fun.

The dedication to the university and traditions of which we have such a long-standing reputation. The band adds immeasurable amounts of spirit to the school and is a huge facet of pride to Ohio State students--both in and outside of the band--faculty, and fans everywhere.

The desire and drive to be the best and be better than the past; the pride in tradition and excellence balances with humility allowing us to be supportive and appreciative of others; the sense of family and belonging that everyone is welcome to as soon as their name is called on Make the Band Night.

The extremely passionate and loyal hard workers that are involved. There is a great pride in what we do and they work so hard to make things look awesome for fans.

The fantastic people and hard work that always pays off. I consider TBDBITL my family and they look out for me all the time- on and off the field. Sometimes doing as much as walking with me back to my dorm so I'm not left alone after game day.

The feeling of a family. Everyone comes from different backgrounds and yet they put that aside and form a tight-knit group.

The feeling of belonging to an organization that accepts anyone and everyone, regardless of their background, beliefs, or characteristics. And the closeness of fellow band members, like a family away from home that will last forever.

The feeling of having another family. Having 13 row members that care about you.

The feeling of protection, acceptance, and being part of a family. It doesn't matter who you are; if you can play an instrument, you are accepted as an equal.

The loving friendships that have found with my band mates, and Jon Waters. The culture has enabled me to be myself and become a strong woman.

The open and accepting nature of the participants.

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The REAL culture of this band is one of excellence in and out of rehearsals and performances. It creates smart, strong, hard working, and disciplined men and women who succeed in life due to the values they learn by being a member. I have personally grown and matured so much since making this band, and had I not made it none of that growth could or would have occurred.

The sense of community.

The sense of family, always having a community to call o

The support, love, and respect from each member to each member.

They are like a big family and everyone takes care of and looks out for one another

They are supportive to every single member of the band, especially women in my opinion. I believe this band breeds some of the strongest women on campus and I am forever grateful to have to opportunity to even tryout for the band. Even though I am not in the marching band, I have become a stronger person not only as a student but also as a woman.

They are very supportive and positive. They would not think any less of you if you choose to opt out of something.

This is the place where I feel most comfortable. Among my band mates, I am completely accepted and loved. I can discuss anything with them without judgement. Some of these things may be sexual (we are college students, after all), but it has always taken place with the full consent and comfort of everyone involved with the discussion. This safe, open space, and the care that we all show for each other, is what makes us truly a family.

We are family

We are family and we respect each other, our selves, our organization, and our school.

We stand as one and are extremely close, like family.

We're family. Band members are always there for each other, even after the season is over or we've graduated. We don't always get along with each other, but everyone is accepted into this family once their name is read. The University keeps saying that band needs to be a positive

experience for EVERYONE. My experience was that it was once Jonathan Waters took over as head director.

What I appreciate most about the culture of the band is the camaraderie and sense of family. Every single one of these people would go out on the longest limb for me including the people with which I haven't had the time to get to know well. I have never been a part of something as amazing and loving as the band in my entire life. You will not find anywhere a group of 18-24 year olds that perform with such precision and excellence and remain so entirely focused during band time that at the same time have good clean fun with each other off band time. It is a culture entrenched in RESPECT and SUPPORT. I will be sad when I leave, as I am a [REDACTED] year. During our traditions night, I said in front of the band, "you know you're a fifth year when the people in this room become more-so your family than your actual family" and I stand behind that statement 100%. I love this band.

What concerns you most about the culture of the Band?

I am concerned that the current direction being taken by the university to "fix" certain "issues" is not only failing to address any real problem, but is really being taken too far so as to actually hurt the students. The university feels that everything about the band up to this point created a "hostile" environment for students and "hindered" their ability to learn. I would argue most vigorously that not only was that untrue, but that the university is actually creating that very situation now. These poor students, who worked their tails off to make it into this prestigious organization, are under so much additional stress and anxiety SOLELY due to the additional restrictions and trainings they have been forced to undertake. The idea that this is not hindering their educational experience and not fostering a harassing environment for our students is ludicrous. Can the administration really not see that they are making things worse? They removed the glowing role model for these students, the very person who not only supported them but provided them with the most enriching musical education and experience you could ask for, and replaced it with severe restrictions and endless "training." Such "training" included the following as an example of "hazing" and "harassment" and cited it as something that is encouraged to be reported: if you go to a friend's house and you arrive late and there are no seats left and you have to sit on the floor, that should be considered harassment and hazing. How is discussing that silly example constructive or a beneficial use of their practice time? How is that contributing to a positive environment or their educational experience? That positive environment and educational experience have already been tarnished by the university's initial report as well as their refusal to acknowledge how misguided they were and offer a real solution.

To recap for you: I had no concerns with the way the marching band was or its "culture." How could I have a problem with a culture that was so positive and rewarding and educational and uplifting? What I have a problem with is this "new culture" consisting of punishing students who have done nothing wrong, ruining their educational experience, and fostering an environment in which students fear doing anything lest they violate some obscure and inconsequential rule.

Nothing. Band culture has always been around, even in high schools, and it's something that is likely to occur anywhere. Can it become offensive? Yes, it can, but what I witnessed in my time in the band is that the leaders of the band, directors or even section leaders, will do whatever they can to make sure everyone is safe and try to prevent the offensive natures that could arise.

a very few amount of students in the band can be slightly arrogant and hard to deal with sometimes

Absolutely nothing concerns me about the culture of the band. The band is the finest organization anywhere full of professional adults that are put under immense pressure everyday yet continue to perform with perfection.

Absolutely nothing. They are legal adults and will act as they please, and if they feel that there is too much change, I fear there will be a revolt. Honestly, I am somewhat surprised there hasn't been one already.

All the elements of sexual harassment, which were already changing before this year. The ineffectiveness of the sexual harassment and sexual assault training we were required to attend was not due to any action by the band leaders, as it was run by the athletic department. It was, however, a sham of a program. The speaker they chose had no specific sexual assault prevention/awareness training, but was simply a motivational speaker. I found that completely inappropriate.

As a member of the Athletic band I have never been offended or upset by the events that occur within the band.

Honestly, what concerns me the most about the culture is how this is affecting it. I feel that this push from the university is harming the progress of our culture because people don't know what is ok and what is not ok, so instead of asking because we know we won't get a straightforward answer from the university, students are turning on each other a feel that the university is against them. I don't know what that has the potential to do to our culture, but I don't want to find out. I fear that the "culture" the world thinks we have will become the reality, when it wasn't there before. I fear we will sink to the expectation of who we are, not rise above to show the world who we really are.

I am concerned that a few distanced and skewed opinions of the band's culture has damaged the good overall culture and traditions of the program.

I am concerned that the Band will lose the precision and discipline that it has had in years past because constructive criticism/corrections can no longer be given. I'm also concerned about the

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quality of the shows that the Band will perform, because instead of focusing on the show drill, many members are more upset and disheartened because their beloved director was removed from his position. He was a father figure to many of these members, as I have heard from fourth- and fifth-year members.

I am concerned that, now that our leadership has been taken from us, that progress will come to a halt. The patronization that has been shown to us by the university has angered some students to the point that they may not represent the band as best that can (as they have been encouraged to do before).

I am most concerned for the change the band is taking now. Everyone seems to be on edge. We are very cautious about everything to make sure that nothing offends people. We are taking way too many precautions that should not be necessary. I am concerned that a lot of things that are completely innocent that we do for fun will be twisted into something with a bad back story and be put to end. It's frustrating that we have to focus more on offending people than playing music and marching. It will eventually make our band worse. I am also worried for the moral of the band. This has affected everybody negatively. I have been in the band for two weeks and have the label of a sexually driven pervert. Everybody else is in the same situation and it is very difficult for us to try to be ourselves when that's all people see us as.

I can honestly say that I have no concerns whatsoever about the culture of our band. Any negative aspects of this band that exist (for example: the amount of time we have to give to be a member, the amount of stress that music checks, challenges, and the high standards to which we are held cause every week) are directly factors that contribute to our immense successes. Without them, we would NOT be TBDBITL, and we would not earn a single one of the immense rewards we do get from this band. In the same way that one must put in an incredible amount of time, hard work, and stress to be successful in a great career, one must do the same to make this organization great, and so, rather than being negatively impacted by any one of these "negative" aspects, we learn to deal with them early, and are ready to tackle them when it comes to our careers and obstacles we come across later in life.

I can't say that I ever was concerned about anything in the culture of the band. I felt that we were all adults capable of making our own choices, and if there was something that offended a person they always had the choice to walk away or not partake in the event. From my experience, I never saw anyone harassed or bothered for not participating in something. On top of that, the majority of questionable activities happened outside of band time and at private gatherings which the university has no control over. Party life, to me, does not fall into the band culture, it falls into college culture.

I do not have any concerns about the culture of the band.

I don't have any concerns with the culture of the band. Before trying out for the band I was made well aware that absolutely no one will ever make me participate in any activity that I don't

feel comfortable with. I do however have a concern with how the entire case was handled. I believe OSU did a terrible job of allowing Jon to tell his story.

I had no concerns before the firing of Jon Waters because I was certain that he was making major strides in some of the issues that did exist within the band. Now that Jon has been fired I fear for how people will treat me as a member of the band and who will be the disciplinarian leading the charge to change the culture. Because you have put two people in charge who have not been involved with the marching band.

I have been concerned about the band's image since the Glaros report was released. People that I don't even know are shaming me and my friends for things we did not do. I am in great distress over the fact that this report may affect my chances of winning a job as a teacher. I feel that my friends in band feel the same way.

I have never been concerned with the culture of the band. Perhaps the only time I have felt concern was that initially I would not be welcomed. Yet I was proven wrong. I found the band to be nothing but an accepting and welcoming environment.

I have no concerns about band culture.

I honestly think that the band is a great organization. There do seem like a few of the traditions may need to change but in my opinion they were being addressed by the staff. This drive for change was driven with Jon Waters leading it.

I think that sometimes freshman have a hard time learning everything that's going on because very little information is provided to them about band events and common practices; even new grad assistants often have no idea what's going on.

I'm only concerned with the negative connotation being a member of the Band now has throughout the nation. I don't feel as if women are treated inferiorly or that we are subjected to harassment every day.

It's a bunch of college kids who like to get drunk and ignore--or simply are ignorant to--the effect of their words/ actions towards others. Generally, a good bit of band members are pretentious and arrogant, which unfortunately rubs off on those who didn't begin their band career that way. We're college students and want to have fun--I get it. I also get the desire to act immature while it is still "appropriate," mess around before there is too much at risk, and carry on traditions that are nearly a century old. But when a tradition begins to harm someone, emotionally or physically, it's time to let it go.

None

Nothing

Nothing

Nothing about the culture concerns me except for the way that the Athletic Band is treated. Many marching band students act like they are better than the athletic band students. Also the directors don't seem to care as much in athletic band.

Nothing about the culture of the band concerned me until after the report came out in July. We are now unaware of what we are allowed to say and do. We are afraid to have fun for fear of retaliation.

Nothing concerns me about the culture of the band. I am a female who never felt threatened during my time in the band.

Nothing, this investigation is ridiculous, blown out of proportion and has portrayed our band in the most negative, unnecessary way possible.

Nothing.

Nothing. I have never felt unsafe or uncomfortable within the band.

Nothing. The past is the past, and inappropriate things did happen, but never under the direction of Jon Waters. He was working hard to make each and everyone of us better people. Many, including myself gave him a hard time, but he would hear nothing of it, and took necessary actions to make us the best damn band on and off the field.

Only the same things that concerns me about the culture of young people in general. I always encouraged fellow band members to do only what they were comfortable with. I myself never felt pressured into doing something unsafe/sexual that I didn't want to do. However, I am sure that some of my fellow band members preferred to go with the flow rather than take a stance against the majority. Even as a first year member, whenever I refused to do something (i.e. shining a horn for an upperclassman) it was not a big deal, and I never was treated poorly for it. I did not drink alcohol until I was 21, and I was still social within the band, had a great time, and was never pressured to drink.

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Right now the only negative feature of the band is this sense of uncertainty and fear- now more than ever we feel objectified by the media and subjected to torment from our own university.

Sometimes "tradition" is an excuse for being obnoxious.

Sometimes older members can feel entitled and become spoiled; complaining about rehearsals and various ways in which directing staff push us to be better.

That it has been twisted by this university so far from the truth that each individual's personal character has been put into question in the public sphere. And for no real reason.

That it will lose its vibrance d

That the University has ruined it. I would also like to point out that I don't appreciate the wording of many of these questions. For example: I would like to say that I NEVER felt harassed or objectified as a woman in this band. Your survey angles questions like, "how effective was the training in reducing/ preventing behavior that may be considered sexual harassment?" Without giving us the option to comment that we felt the training was demeaning and unnecessary in the first place. Since the firing of Jon Waters I have yet to feel safe or comfortable in the band environment, because I am scared of the University Leadership, and what they may try to humiliate me with next.

That we will make it such a sterile environment people won't want to do it because in the end all it will be is work without the chance to have fun and be yourself.

That with the removal of Jon Waters the culture will become one of dissipating morale and consequential mediocrity.

The anger towards the university- everyone is on edge because of the exaggerated report and how we are being treated as a result

The chronic and crippling alcoholism.

The constant sexual jokes. However, I don't think this is unique to OSU's band. I honestly believe this is a worldwide "band" thing (it was true of my high school band as well).

The degrading comments being made by the university about the band program.

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The expectations placed on the members - the band is highly sought after and the performance schedule (which includes much more than football games) is grueling. The members are under-appreciated by the university.

The fact that everyone now looks down on it when it is easily the most positive culture I have ever experienced at Ohio State.

The group or pack mentality. When the majority believes something or endorses something, almost all follow. This becomes a huge issue with hazing, drinking, harassment, joking, sexual violence, etc. and leaves many people on the other side of things feeling rejected and not accepted by their own "family". It also leads to them being mistreated for what they believe. I also think that lack of understanding and lack of sensitivity to serious issues is a problem. Large issues sometimes have a tendency to be joked about, ignored, or shoved under the rug and many members act on things before thinking about the impact it may have on others. Resistance to positive change would be another concern too.

The idea that members of the university hold that the band culture encourages an atmosphere of sexual assault and harassment

The only thing that concerns me is that people think that the accusations made in the investigation are only occurring in the band. The lies mentioned in the investigation are not something that would be found within only one student organization; look at the fraternities and sororities. If the culture in the band is that bad, why is it that the police are consistently patrolling the streets where the frat houses are, especially on the weekends?

The pedestal that the band places themselves on because they believe they are better than others and deserve praise and admiration from all.

The way the university is trying to destroy it

There is a great abundance of white male privilege at Ohio State and therefore the band as well. It gets annoying, but it's really just a symptom of our greater societal problems. Turn on the television and you will see far worse in a burger commercial than you would at any band event. At least being around the male members of the band gives me the opportunity to educate them in basic feminism.

There is nothing that concerns me about the culture of the band. There is something that concerns me about the culture of American society. Every time I turn on the TV, look in a magazine or turn on the radio, I am faced with sexualized culture. I see Victoria's Secret TV ads featuring half-naked women, posing in sexual suggestive positions. I stand in line at the grocery store and see a Cosmopolitan magazine cover featuring articles on the best new sex toys, or

how to turn my partner on. I hear songs on the radio from artists like Rihanna with lyrics such as "sex in the air, I don't care, I love the smell of it". These are blatant examples of a sexualized culture that is normalized through every day exposure. The problem with the culture of the band didn't originate in the band, it originated from mainstream American culture. It's naive and unfair to believe that the band should ALWAYS be an exception to this culture already integrated and normalized in every day life. The problem of a "sexualized culture", which is not limited to just the OSUMB, is a problem that all of America has.

What concerns me is what the members (actual students) are "supposedly" up to, being as I have only really experienced the Athletic Band and could only answer to that experience. If there is truth to some of the accusations, then they need to be corrected accordingly.

What concerns me most is that the recent actions of the University's board and president will cause alumni and fans to pull out their support of the university as a whole. It is also creating an undeserved negative image for the band program.

What concerns me the most is how hard working the band members are and the sacrifices they make to be a part of the best. Sometimes it means not going to class in order to memorize your music but you do it because you love the band, you want to support your row, and you want to be excellent every day in every day.

While no one was required by anyone to drink, and no one harassed anyone to drink who didn't want to drink, the people who did drink tended to do it to excess. It is bad for the health and can lead to unsafe situations. Not between band members - the only sexual assault that I know of in all █ years of band is the one included in the Glaros report - but it makes them susceptible to dangers as they make their way home unless they have someone to take care of them. And in most cases, they are very well taken care of by fellow band members. I was walked home by many a fellow band member so that I would not have to walk alone. But it would be good if the people who choose to partake to not partake quite so much.

What recommendations would you offer to strengthen and enhance the Band culture?

A yearly required alcohol and sexual harassment seminar. Alcohol seminar for the reasons listed above, and sexual harassment just to make sure that people understand all parts of sexual harassment. People as a whole, not just the band, don't realize that once someone says "no" to dating or whatever romantic or sexual advances someone makes, they need to stop and accept it. There is no "winning them over" or being persistent until they say "yes." This is harassment, and much of society as a whole does not realize that. This is just one example, and

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not something I've actually seen from anyone in band. I just want the people in band to be paragons of respect for others as a result of having been in band, through extensive education being provided to them.

Actually speak with each member of the band at length and try to gauge the real culture, don't just have us do a survey with specific and limited responses. It shows nothing and can be misinterpreted.

Allowing Jonathan waters to resume as director and support him and the students as they go change a 40 year old culture.

Any change starts with the students, not the directors.

Bring back John Waters, and stop telling us we need help and that we're being sexually harassed. Honestly, I'm feeling more harassment from the university for being part of the band than I've felt in my entire life!!!!

BRING BACK JON WATERS. He was the driving force for change in this organization, and he deeply cares about the well-being of his students. The University leadership has shown me that they care absolutely nothing about their students, because you have deeply hurt a majority of this organization through the release of this misguided report. I have never felt more abandoned and uncared for as a student than I have in the last month by President Drake, the Board of Trustees and the rest of the University leadership. Jon Waters proved everyday that he was there for us, that he cared about us. As a female in this band, who was in a row with [REDACTED] guys, I've never felt safer than I have since I've been in band. I am a victim of sexual abuse from a high school relationship, and I was very worried coming into college that walking to class and around campus I would be unsafe. But those [REDACTED] men in my row became my big brothers, and they never failed to protect me and keep me safe.. The way to enhance the Band would be to stop tearing us down. The latest press release in response to the squad leaders statement does nothing but make the members of the band feel less cared for, and less safe. The university has shown us that they have no regard for our feelings or our opinions. It's extremely disappointing, and I now am embarrassed to call myself a buckeye due to the university's inability to correctly handle issues. Fire Drake, cut the political crap, stop making decisions based on money, and realize that you made a mistake. If you care about your students, then hire back the man who cares about us more than himself, Jonathan Waters.

Bring in a director who has had experience with this particular Band--meaning he/she has marched in it and experienced it. That is the only way these Band members will be able to get back to doing what they do best. The Band culture has been extremely tame this year so far; I have experienced none of the things described in the investigative report. Everyone feels defeated, and we are not sure what IS allowed because we were only ever told what IS NOT allowed. To strengthen the Band culture, someone needs to set a definitive line so that we know what is acceptable behavior.

Bring Jon Waters BACK

Bring Jon Waters back!! He is the only person deserving of that job. He busted his butt to make positive changes, and I would say that we are not "Moving Forward" the way we could be in his absence.

Clear Jon Waters name so the band can quit being afraid of outside people's opinions and get back to what we do best. Or rehire him, that would be great too.

Continue to monitor band activities following the reinstatement of Jon Waters in a joint attempt to aid the band in living up to its TBDBITL name.

Create more of a friendship between the different bands. Additionally, remind everyone WHY they are a part of the band and EXPLICITLY indicate what is not tolerable. Even to the extent of breathalyzers.

Don't try to fix what isn't broken.

The university keeps using the phrase "move forward." However, I do not think the university and those actually supportive of the band are on the same page with that. Based on what I've seen, the university would like to move on, as in forget what has happened and accept that is can't be changed. They would like very much for the band and its alumni to accept that Jon Waters is gone, to accept the changes the university has made to the structure of the marching band, and for all of this to just go away. That is their definition of "moving forward." However, band members would like to ACTUALLY move forward, and that can be achieved in several ways, all of which the university obstinately refuses to do. Band members, alumni, and supporters take issue with the initial report and its validity and accuracy, as well as the university's response to said report. What we would like to do is have an honest discussion and an investigation driven by the scientific method to identify what problems existed in the report itself, what actual problems (if any) existed in the marching band, fix those issues (if they exist) in a sustainable and effective manner that is not detrimental to the students, and most importantly clear the names of our beloved director and any current or former marching band members. I know the administration stubbornly refuses to listen to this, but I will say it again – the best thing that can be done for this band and these students is to reinstate Jon Waters. The university has not displayed any interest in doing any of the above. They have refused to have any further discussion with Jon Waters, they have refused to acknowledge the flaws in the initial report, they have identified certain things as "problems" in the band that are not actually so, and they have attempted to fix those alleged "problems" in a way that is actually making things worse. Essentially, they are digging their heels in, putting their fingers in their ears, and refusing to hear anything that denies what they already believe. You want my recommendation? Be self-respecting adults and own up to your mistakes. We would have so much more respect for you if you could actually do that. Take the time and the effort to truly look at the issue objectively and without a clouded lens.

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I would like you to know that I do not think this survey in any way represents a fair survey of the band and its culture. The only questions that are relevant to truly understanding the culture are these last three which give an opportunity to elaborate and use your own words. I take issue with most of the questions asked in this survey because they are leading questions that have been written with a clear objective – to corroborate the initial investigation. Why else would you ask me if band leaders usually got away with sexual assault if you didn't already believe with certainty that sexual assault occurred? Why did you ask me that instead of “did sexual assault occur?” or “was sexual assault an issue in the marching band?” You asked me to compare it's prevalence to other university organizations, but never once was I given the opportunity to refute the idea that sexual assault is an issue in the marching band. This along with numerous other questions serves to show that this survey was designed to further a preexisting agenda. Below I outline just a few of the questions I felt I needed to elaborate on further to ensure my responses were not misconstrued.

Do Band Members or Leaders who sexually harass or assault others in the band get away with it? => This assumes sexual assault or harassment is already prevalent in the band, but asks whether people are punished for it. I am not given the opportunity at any point in the survey to offer the opinion that this does not happen within the band. You are coming into this with too much bias. I'm not sure you have a real interest in actually learning about the culture, but are seeking to fabricate a survey that will corroborate the existing report.

I'd also like to talk about how I answered “Not at all likely” to the question “This University would keep knowledge of a report of sexual assault limited to those who need to know in order for the institution to respond properly.” Clearly this is not true as they made it very evident to the entire world what went on in the initial report. If there is a problem with sexual assault and harassment at Ohio State, it is with the administration and those involved with this report, NOT the members or leaders of the OSUMB. They are the ones that harassed thousands of individuals and subjected several of them to serious issues of sexual harassment because of the release of identifying information in the report.

I would also like to clarify that, while I don't recall getting specific sexual harassment “training”, that does not mean those issues were ignored. Also, I question how the university is escaping from this without any fingers pointed in their direction. This is an organization within their university – why did they not take the initiative to ensure these trainings were in place? That should be their responsibility. It shouldn't be solely the responsibility of the band leaders and students to reach out to the university about getting these things set up. The university should be actively involved in making sure it happens, and if it doesn't that should be on them and them alone. If they are going to come down on Jon Waters and the band, then they should be coming down equally as hard on themselves if not harder.

Questions regarding the prevalence of alcohol use, sexual harassment, and sexual assault: I don't appreciate having to identify “more or less or same” prevalence. I am not given the opportunity to quantify my response. I chose “about the same” for all of them because I didn't see a great change while I was in band, but I also don't think that it was a problem in the first place. It was consistently not a problem all four years I was in band. I don't want my responses to be construed as me agreeing with your clearly preconceived notion that these things were a problem. In general the survey seemed designed to prevent any opportunity to choose a response that indicated sexual assault or harassment was definitively not an issue in the band.

All

responses to questions described varying degrees of negativity, but I wasn't given a positive option to choose.

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Regarding the question asking about stripping off clothing for band events: I answered yes because this did happen. However, you did not ask me about the circumstances of the event, once again indicating that you are clearly coming into this with a bias. If you had asked, I would have told you that it was COMPLETELY voluntary, that no one was ridiculed or made to feel bad for not participating, and it was 100% nonsexual in nature. It was a fun event between close friends. I have absolutely no negative association with it, but you do. And somehow THAT makes it a negative thing...you have never even witnessed it or participated, so why is your opinion of it more valid than any of ours? I had no negative experiences with the band. Being in the band was incredibly rigorous and exhausting, but it was not negative.

In general in this survey, my acknowledgement that an event occurred does not indicate my agreement with your idea that the event was negative (ex. stripping off clothes as mentioned above). I do not give permission for my responses to be included in any statistic that indicates my corroboration with that conclusion. My response simply indicates that the event occurred (as was asked in the question) not that I thought it was negative. The question was not asked in such a way that allows that conclusion to be made. To make that comparison is simply bad science, and is exactly what happened in the other report. Hopefully that lesson has been learned.

I would also like to address the so-called issue of "secret oaths" being taken. This "secret oath" has been released to the public and clearly demonstrates that it was all in good fun and not remotely sexual or harassing. It is a clear example of how things, when taken out of context, can be completely misconstrued. I believe that is exactly what happened in this case with the marching band. Things that occurred were taken out of context and now a man's life and the reputation of thousands of individuals are permanently tarnished.

My hope is that you can take what you read in these surveys and make an informed decision with how to proceed. To recap, my recommendations are:

- Use only the written responses from this survey to help construct a true image of the band. The other questions are too biased and leading. However, it should also be noted that the three somewhat valid questions are still not comprehensive enough to get a true picture.
- Conduct an investigation driven by the scientific method to identify what problems existed in the report itself, and what actual problems (if any) existed in the marching band.
- Strive to preserve as much as possible of the band as it was, and I don't mean just from the musical side. The band's traditions and sense of community are what gives us our identity and allows us to develop into the people we will be for the rest of our lives. Be discerning and particular in your evaluation of what is actually wrong and what actually needs to be changed. Don't change things for the sake of changing them.
- Once those true issues have been determined, fix those issues (if they exist) in a sustainable and effective manner that is not detrimental to the students. As a reference point, the response from the administration is a gross overcorrection to issues that still have yet to be proven to be true systemic issues within the band itself.
- Most importantly, clear the names of our beloved director and any current or former marching band members. This will involve the university admitting the report was improperly produced, that they were wrong to release it with the student's names included, that they acted rashly in firing Jon Waters, and that the report was not representative of the true nature of Jon Waters and the members of the marching band past and present. This will probably be the most difficult thing to do since it will involve the administration actually owning up to their mistakes. I would hope they are capable of doing this.
- Once again, the best thing that can be done for this band and these students is to reinstate Jon Waters. He knows how to unite the band and produce sustainable change, he has the bands'

support, he supports them and provides a nurturing environment, he gives them a positive educational experience, and he brings the university international esteem as well as a significant amount of donations.

Education and training for band members and band staff, counselors and advisors for band members to utilize throughout the entire season, group building activities (where rows would work together to discover a common goal), safe place and zero tolerance policies, no alcohol on away trips, a more intensive and explicit policies and procedures packet, if punishment is needed, punishment that is consistent and firm instead of showing favoritism, extra support and oversight of the directing staff, resources involved with helping the directing staff in management and maintenance of policies and procedures (both outside observers and departments in OSU), more band activities for the band students that are directly for them (an opportunity for them to enjoy themselves and have fun), some form of stress relief for the band (this could be a fun event or casual event/activity), an opportunity for band members to go personal and deep with one another (many people in the band know each other, but very few know each other deeply)

Fire Dr. Drake. He has created a mess. It was so unnecessary to fire Dr. Waters and he should have his job back. He was unnecessarily fired, and if Dr. Drake felt that strongly about this situation he should have at the very least given him probation and tell him to change things or he would be fired. He is the one of the best directors I have had.

First and foremost, I would recommend that the university reinstate Dr. Waters. That would bring a major positive change to the moral of those students that stand behind him, which is the majority of both the marching and athletic bands.

Second, I would recommend that the task force be disbanded; there is nothing the task force can do on a university level without changing social and pop culture standards around the world. You can't turn on the radio to the pop music stations without hearing at least one sexually explicit song anymore. Its one thing to try and make small changes that will snowball into greater student response down the road. As the saying goes, "Rome wasn't built in a day". On that same token, you can't change a culture that these students are being introduced to as early as an elementary level, and expect them to change in the course of a semester. You can't expect a director to change the culture of 250 students in less than two years. That expectation is asinine! Many of the kids in the marching band are just that - KIDS. They are fresh out of high school, where its funny to be the one making the sexually explicit jokes. Where acting inappropriately gives you all the attention you ever wanted. Its impossible for these students to mature in the course of one summer. That's why the squad leaders have earned their positions. They have matured enough for them to be leaders both on and off the field. Being a squad leader isn't just about musical knowledge; its about knowing how to communicate with others to share a common goal. And its about knowing how to set a positive example for others. Band kids are band kids; they're just plain weird. College students are college students; its a time when they're learning what it means to be independent and making their own choices, for better or worse.

When you mix the two, you're going to get some pretty weird things that occur. Some of you on the board and task force had to (hopefully) be college students at one time. I urge you to remember what that was like. Not everyone is a saint between the ages of 17 and

25.

When you think about it, the events occurring both during and after the investigation are similar to those caused by overreacting governments after a terrorist attack. It is the objective of the terrorists to get a reaction from the government. That being said, this is usually the progression of events:

- 1) attack occurs - this case being the supposed "evil" culture of the band and the investigation made on behalf of ONE STUDENT OUT OF 250 TOTAL MARCHING BAND MEMBERS
- 2) government overreacts - firing Dr. Waters without giving him any chance to make a difference and not allowing him to fight the decision
- 3) government becomes illegitimate - students and alumni disagree and begin to oppose the university and their decision

What you really have here is a breeding ground for students and alumni to revolt; students by leaving or choosing other schools and alumni pulling out their donations (much of which has already been done).

The university can't butt in and try to control everything. Trying to change a culture that these students have known for years is going to take more than a semester. Hell, maybe even ten semesters. It isn't something that can be controlled within a certain amount of time. A college campus is about the farthest thing from a Utopian society. Each group of students that comes in and marches in that band is different, and will react differently to different actions. You all in the board and the task force are all bent up about diversity and the wonderful liberal agenda, so I'm sure you can understand that.

My third recommendation, if the university is insistent on keeping the task force, is that the force run a thorough investigation of every other student organization on this campus. You all seem to enjoy throwing around false accusations and laying blame where it doesn't belong, so I'm sure you wouldn't be disappointed in your findings.

Follow the example of Jon Waters and encourage the students to lead change. Help the student leaders understand what is important to change, engage in dialogue with them and the other band members and really listen to their side of the story and their experiences. Give the student leadership and the staff the tools, resources, and authority to bring about real, genuine change in the members so that it may last for generations to come. Understand what is inappropriate and what has been over-reacted to. WB, Midnight Ramp, and changing on buses have never been sexual or discriminatory, and other traditions that in the past have crossed lines can and should still remain but in better taste (such as rookie midterms, introductions, names, and tricks). These traditions that have been made out as perverse and harassing make members feel included. Every tradition was born in good fun and sometimes got carried away by people raised in a generation that is sexualized. Understand that it is possible to make a sexual or crude joke without creating a hostile environment, and that is how young adults are. Give this large group of young adults respect and responsibility and ownership of change. You cannot (physically, legally, morally, or practically) police them all, all of the time. While in a legal sense we are all in a classroom together, this group of people cannot be treated the same as a lecture hall. Treat them like adults by giving them respect and trust, and they will amaze you with the things they can accomplish not just on the field but off of it as well.

Give Jon Waters his job back. It would also help the band if the university would acknowledge all of the reports and responses from current and former band members that portray Jon Waters in a positive light, instead of ignoring the evidence and/or twisting the meaning to fulfill their own

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beliefs and prejudices. The Glaros report that was released was not put together well and the investigation was not conducted in the appropriate manner. Legal experts have analyzed this and can confirm that it is in fact not a good representation of what a legal report should look like. By continuing to ignore the positive evidence that has come forth in support of Jon Waters, it is in fact hurting the band. As a result, some music publishers that typically supply music for the marching band's shows have denied the band access to their music this year. The Best Damn Band in the Land is expected to uphold a tradition of excellence, and they cannot do that to the best of their ability without the proper tools. The university claims that they wish for the band to continue growing and succeeding, but their very actions have tarnished the reputation of the Ohio State Marching Band. If Ohio State truly wishes nothing but good things for the band, the repercussions of their actions cannot continue to be ignored by the President and Board of Trustees. Jon Waters is a kind, caring, responsible, and talented individual who did nothing but provide good publicity for the university and take the marching band to new heights of excellence. He deserves much better than the way he has been treated.

Give the band more ways to interact as a group during games with the players and with the audience.

Give us our director back. It's affecting our productivity and morale.

I don't believe that band culture is an issue. There are plenty of other organizations on the campus that also have a sexualized culture. If you truly want to address sexual culture, the entire campus needs to be investigated, not just the band.

I recommend rehiring Jon Water and providing him and the band with the proper training in sexual harassment and assault as well as keeping in place the changes that he already made.

I think that at this time trust with the students and the staff is important and with there being new leaders involved it will be more of a struggle to change what needs to change. Axing the trusted leader was a step in the wrong direction. Especially since he was at the for- front of all the positive changes happening

I think that strengthening the band culture will be accomplished best if the change comes from within the band. If someone new is introduced solely to try to enhance the culture, I feel as if it will be very unwelcome and people will rebel against it.

I think that the band culture is a great thing and something that I'm proud to be a part of.

I would encourage the band to begin new traditions to replace rookie names, introductions and tricks. It would be great to have traditions that strengthen the already strong bond the band has,

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and also welcomes new members in positive ways. Band members should be encouraged to talk to each other about what traditions mean, and what makes a positive, and healthy tradition.

I would just like to see the athletic band get treated with the same amount of respect as the marching band. Just because some students couldn't make into the marching band doesn't mean that they are a bad musician.

I would recommend that people realize that the band is nothing more than just some college kids having fun. The things listed in the report were very rare things that many people I know would never have participated in. I would love for a public apology to be made clearing our name. That is the biggest thing that we all want. It's the only thing that will really get us to start working the way we should again

I would recommend the band members to remain strong and united through this challenge. Also, to keep learning, creating amazing performances, and let the phenomenal skill keep shining through. Through action, show the world how incredible this program really is.

I would tell the current students to stay strong and stick together. The only thing in my eyes that has hurt the band has been the university administration's handling of this entire situation.

I'm not going to type this all out.

In order to strengthen and enhance the current band culture, I would only have the OSU higher-ups state to the public that they were fully aware that 85% (a figure our President Drake gave himself) of the report that was made public was purely historical, having existed before even 2006, and long before any of the current members of the band were made a part of it, thus restoring our image and the immense stain that has been thrown upon this organization as a whole, and upon each of us as individuals. If we're speaking about what would drastically "strengthen and enhance the band culture," I must insist that the greatest step toward this that the University could make would be to reinstate Jon Waters. I understand that, for reasons they won't provide, they have refused to consider doing so, but I am being completely unbiased and honest when I tell you that, in doing so, they are tearing this organization down, and making us take steps backward, not forward. Jon was the leading cause for much of the culture change that was happening before all of this came up, and it was changing drastically and swiftly. He led this band to astounding heights with his fantastic attitude, good humor, incredible musicianship and conducting, brilliant ideas for new shows, knowledge of how to motivate each and every one of us, and a deep-seated care and compassion for each and every one of the 225+ (including student staff) band members. If the university is honestly interested in what would be best for the band, THAT would be it. Otherwise, I have no other suggestions.

Jon Waters was one of the biggest advocates to strengthen band culture. He would be the best one to change things because students respect and listen to him.

Just as the University is currently doing, investigating through the response from all sides that this culture involves. Also, discussing and having the staff/faculty take steps to prevent any future instances.

Keep the University from slandering the band further. The fine young people in the band today did not create this situation, but they did do everything they could to fix it. The culture when I started was nothing like the culture when I left, and I am extremely proud of my band family for what they have done. Also, I would not trust the band program in the hands of anyone except Dr. Chris Hoch. He infinitely patient and considerate, the band already trusts him and listens to him, and he is responsible for the best drill and rehearsing TBDBITL has ever seen.

Leaders who are willing to fight for what is right.

Let us be so that we can move forward in our own way.

Let us continue to play and march as we always have. That is our culture and it doesn't need much of anything except the full support of is as students and the work we do to promote the university.

More university support. We are not really part of athletics but we're also not really part of arts and sciences. Everyone wants to claim us when things are going well, but we get so little support, financially, academically, emotionally. And interns of media every other time of the year. It is extremely discouraging to do so much for the university and receive so little support as students and as an overall program. The university will support Greeklife all day and athletes all night, but where is the support for the band kids? It's hard to change a culture with no university support.

My honest recommendation is to let Jon Waters come back. He is a good person, a great leader, and he knows the band. He understands how to deal with the changes the University would like to make within the band. He would be an excellent mediator between the band and the university, who I feel are growing farther apart every day.

Now more than ever the band needs to be united. I would like to see more discussions that only include the band family to bring solutions to the ongoing situation. Bringing in people from the outside often creates a sense of distrust between band members and the university. Additionally, I think band members deserve more support and respect from university officials, as we continue to work effortlessly everyday on behalf of the university, yet are consistently embarrassed by our university's decisions.

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Promote Christopher Hoch to full-time head director. Even when Waters was in charge, Chris was able to get a better rehearsal discipline out of us. He is good natured, has a strong sense of leadership and sensitivity towards those who raise concerns with different parts of the band culture that come up from time to time. Chris is able to not only demonstrate strong leadership in times of trouble but also instill a sense of leadership in everyone around him, which is all anyone can ever ask of a leader. Having students take charge of THEIR lives, THEIR band will implore more change than just hiring someone from outside of the 'OSUMB family'

Quit with all the media attention. The band just wants to do what it does best with the man who was leading them to glory.

Re-hire Jon Waters. He was taking the band to new heights and everyone I knew liked him. He's not the one to blame for this.

Re-instate Jon Waters and give him the necessary tools to continue to improve awareness of sexual harassment. I believe awareness is the problem not any one person.

Rehire Jonathan Water

REHIRE JONATHAN WATERS AND ISSUE A PUBLIC APOLOGY FOR RUINING NOT ONLY HIS NAME BUT THE NAME AND REPUTATION OF THE ORGANIZATION AND ALL OF THE CURRENT MEMBERS AND ALUMNI OF THE BEST DAMN BAND IN THE LAND.

Reinstate Jon Waters

Reinstate Jon Waters. He was making changes to long-held traditions while preserving appropriate traditions. He was leading the students and teaching them to make better decisions.

Return Jon Waters to his rightful duty as director. Harassment anywhere isn't going to disappear overnight, and he was doing all he could do in the two years he was in the position.

Stop telling us to move forward. Either that or stop dragging us through the mud and treating us like children. I am [REDACTED] years old and I have a degree. I am an adult. Treat me as one.

Support from the university

Take every trace of offensive, explicit, or sexual comment/action/innuendo, etc. that has been noticed and nip it in the bud immediately. When some of us begin to realize that there will be

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actual consequences, it might change our attitudes. I know this isn't a common opinion, but terminating Jon Waters was a good start. He didn't necessarily hurt band culture, and maybe he even attempted to make some changes, but he certainly ignored quite a bit--especially if it didn't concern one of his "favorites."

The band's name should be cleared by the university publicly. The university should formally apologize for the shame and distress it has brought upon innocent band members. Jon Waters should be reinstated as head band director so that he can continue to help us move in the right direction.

The Ohio State University should be looking at sexual assault, harassment, and other forms of negative culture in other places, not just the Ohio State Marching Band. I believe there is more of these occurring OUTSIDE THE BAND, and SHOULD be dealt with.

The rehiring of Jonathan Waters would enhance the band culture and nothing else.

To clear the name of the band and actually move forward- both the band and university.

To the university officials- Give us back our good name. This is the strongest, most united, most selfless group I have ever been a part of, and I am a proud member of TBDITL. My best friends and I have sacrificed so much for this university without so much as a dime of scholarship money- the least they can do is give us the respect to listen to our voices. Give us back our director. He is the solution, not the problem.

You have to treat them like any other group of college students at the university. If Greek life can get away with crap like this, then they need to be stopped as well. You need to show the band members that you are actually going to take sexual harassment and assault seriously at Ohio State, and that means that the precedent set by firing Jon Waters needs to be kept. If an assault happens in a residence hall, the hall director needs to be fired because "one assault is one too many". If an athlete assaults someone, the coach needs to be fired, even if that coach is Urban Meyer. It's easy to say certain actions aren't ok in a group like the marching band that has no real NCAA connections, and that OSU hasn't normally watched very closely, but if swearing at students isn't ok then all the athletic coaches need to be told so no one records them at halftime and gets them fired. Band members have traditionally been regarded as highly as the athletes without receiving any of the benefits that they do (scholarships, tutors, etc.). If you're going to act like they need to be held to the same standard then you need to make sure your athletes are acting the way you want as well. No amount of training is going to change the fact that we live in a sexualized culture. The day the report was released "50 Shades of Grey" was the top trend on Facebook. Most music is about sex, some of it even about assault and harassment. If you're going to take changing the culture of one group so seriously then you should take the time to change all of Ohio State's culture. No more music groups with sexually themed music should be allowed to play concerts on campus, the free movies shown should not have any dirty jokes or make any sexual references because they might offend someone. I think

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it's too late for this because you already fired the one who was doing this, but you need to work to change the culture from the inside out. You cannot come in as an outsider and demand that things be different. You have to put yourself in the shoes of the students, many of who feel abandoned by OSU, and think about what you would've wanted as a 20yr college student. Read the posts online by the women who have stepped forward, read alumni accounts and actually try to listen to the students this time before you make rash decisions about what needs to be done next. As an outsider you really have no idea what's going on, that's the nature of elite groups like the marching band. Also, you need to be 100% honest and transparent about your findings moving forward. If you find that the initial report was flawed, then you need to admit that or you're going to continue to alienate a huge group of students. I think that you should interview as many people in person as possible. I know you want data to plug into a computer to spit out some answer about how we're all a bunch of perverts, but I think that to gage the true culture you need to speak with people, and more than just 10 people. Finally, you should learn the difference between the marching and athletic bands here at Ohio State. They may be in the same department, and share a rehearsal space, but they are very different. I have never been in the marching band, but have been in the athletic band every semester I have been at OSU. The fact that you would send me this survey and ask me a bunch of questions about a group I'm not even in shows how little you even care about doing a good job with this. I chose not to answer any questions that made specific mention of being in "the band" since I'm not. I didn't want to skew the data. I could answer questions about the directors, more general cultural statements, and my personal experiences with assault and harassment so I did. Referring to the marching band as "the band" is inconsiderate of the hundreds of students who are getting sucked into this crap when we have done nothing wrong. I would love to tell you about the amazing culture of the athletic band, however you never asked.

Decline to answer

What do you appreciate most about the culture of the Band?

Everything. It has made me a better person and I will stand for that until the day I die.

I appreciate that the band culture is fluid; it is not set in stone. The culture has evolved from a good ol' boys club to be a modern music ensemble that embraces every member (regardless of differences in race, skin, sexual orientation, etc) and is bound by the common goal of performing exciting pregame and halftime shows during the football season.

The culture of the Marching Band made me into the man I am today. It provided me with a group of 14 individuals who I now respect, appreciate, and love as if they were my own brothers and sisters. When I made the band I immediately felt like I belonged somewhere on campus and the leaders who were there for me my first year helped pave the way for my own success at Ohio State outside of the band. The band alumni who were in band long before I was helped me appreciate how great the organization is and without a doubt in my mind is the best student organization on campus. It was before the investigation and will be long after the investigation regardless of the decisions the University will make about the future of the band.

What concerns you most about the culture of the Band?

I am most concerned by the amount of power the director has. The director serves as judge, executor, and legislator. I do not think it is ok for one person to harness powers that are usually divided amongst a few branches of government. I think the director does need to have the ultimate and final decision in several issues (such as tempo, what to have on music checks, etc), but a line needs to be made so that the students can talk to the director without fear of having the director retaliate against them.

Nothing has ever concerned me about the culture of the Band. The culture of the Band can't be blamed for the bad actions of one or two individuals. Any negative actions performed by a band member to another member or an individual outside of the band is not at all related to the culture of the band.

People who have never been a member of the band assume that they can learn about it from the outside. You will never get a clear picture of what this band is until you are in it.

What recommendations would you offer to strengthen and enhance the Band culture?

I think the band culture is improving on its own. A lot of people are realizing that some activities that used to happen are very dated and should not be repeated.

Let the members of the band, both past and present, speak for themselves when an issue such as the Glaros Report is made public. It's easy to judge something from the outside without ever taking the time to get to know it. If there is one thing that could strengthen the Band culture right now it would be to bring back Jon Waters as Director of the Marching Band.

Stop attacking it.

APPENDIX

TAB I

[REDACTED]

From:
Sent:
To:
Subject:

From:
Sent:
To:
Subject:

[REDACTED]

[REDACTED]

Begin forwarded message:

From: [REDACTED]
Date: August 12, 2014 at 5:33:25 PM EDT
To: [REDACTED]
Subject: TBDBITL Message

Wasn't sure if you have been receiving these messages from TBDBITL Alumni Assoc:

To: [REDACTED]

Dear TBDBITL Alumni,

The TBDBITL Alumni Club Board of Governors continues to work tirelessly on behalf of the generations of members (including Jon Waters) that have been misrepresented, dishonored, and insulted with the release of the unbalanced Investigation Report nineteen days ago. Having convened again recently; we continue to review all information, taking all necessary and appropriate actions right now including continuing our own investigation, and we will pass along any new information as we learn it.

As you write letters in support of the OSUMB and Jon, we encourage you to continue to do so in a mindful and respectful way. Your letters are catching people's attention in a positive way. Please see the guide that follows this letter for more helpful information.

In a little over a month, the TBDBITL Alumni will stage what will likely be our largest Reunion ever. Over 650 people have registered to march so far, and more are registering everyday. In fact, many are registering just to show their support for the Club and the OSUMB but will not be present. The Reunion Committee is working with the OSUMB staff right now on all the particulars in what should be an exciting and perhaps memorable Reunion.

****Final reminder - Carolyn Pettit, mother of current Drum Major Dave Pettit, is organizing a meeting for parents (past and present) tonight, Tuesday August 12 at 6:00 p.m at the Upper Arlington Library 2800 Tremont Rd Upper Arlington, Friends Theater.**

For more information on how you can help, please visit the following resources:

Info - <http://www.westandwithjonwaters.com/>

Legal fund - <http://www.marchingforwaterslegalfund.com/>

General fund - <http://www.gofundme.com/c59v9c>

Petition - <http://www.change.org/petitions/osu-board-of-trustees-reinstate-jon-waters-as-director-of-marching-athletic-bands>

**TO THOSE WHO WISH TO WRITE LETTERS TO BETTY MONTGOMERY,
ASKING TO BE INTERVIEWED AS PART OF HER INVESTIGATION INTO
THE MARCHING BAND'S CULTURE**

This outline is intended as an aid to those who wish to write letters asking to be interviewed as part of the task force investigation of the Marching Band's culture, to be forwarded to Betty Montgomery, who heads the task force. It is not to tell you what to say, but rather to help you with how to say what you wish. It is simply a list of suggestions. Most important, it is essential that your letter be in your own words, and that no one say anything that is not absolutely true.

1. Introduce yourself to Ms. Montgomery. As you believe useful, this may include your education, employment and marching band experience.
2. If true, specifically tell Ms. Montgomery that you have information relevant to the task force's work, ask to be interviewed about it and say that you will describe it briefly in your letter. Also if true, tell her that it would be impossible to tell her everything or relate important details in your letter, so a personal interview is imperative.
3. If you have an opinion about the band's culture, and in particular, an opinion about whether it fosters sexual harassment, hazing or is otherwise sexualized, tell Ms. Montgomery about it. It would be useful to describe the qualities that you believe best describe that culture.
4. If you have read OSU's report about the band's culture, and have an opinion about its validity, tell Ms. Montgomery your opinion. It may also be useful to explain the reasons for your opinion.
5. If you are aware of specific efforts by Jonathan Waters to improve marching band culture, prevent inappropriate conduct and/or discipline band members who engaged in such conduct, tell Ms. Montgomery about them. Similarly, if you are aware of specific efforts by Jonathan to instill leadership qualities in squad leaders or other band members, or to encourage them to engage in charitable or other community activities, tell Ms. Montgomery about them.
6. All letters should be addressed to:

Hon. Betty D. Montgomery
MacMurray Petersen & Shuster LLP
6530 W. Campus Oval
Ste 210
New Albany, Ohio 43054-7069

We suggest that you mail a hard copy of your letter to Ms. Montgomery, but in case you wish to email a copy to her, as well, her email address is:

agbdlm@aol.com

7. Please send a copy of your letter to:

David F. Axelrod
Shumaker, Loop & Kendrick, LLP
Huntington Center – Suite 2400
41 South High Street
Columbus, Ohio 43214

Please include a note indicating whether Mr. Axelrod may share your letter with the press.

APPENDIX

TAB J

[REDACTED]

From:
Sent:
To:
Subject:

From:
Sent:
To:
Subject:

[REDACTED]

[REDACTED]

Begin forwarded message:

From: [REDACTED]
Date: August 26, 2014 at 8:09:55 AM EDT
To: [REDACTED]
Subject: OSUMB

More from TBDBITL:

From: Postmaster@tbdbitl.com
Date: August 26, 2014 at 1:03:48 AM EDT
To: [REDACTED]
Subject: TBDBITL - Talking points about the University's firing of Jon Waters
Reply-To: postmaster@tbdbitl.com

To: [REDACTED]

Talking points about the University's firing of Jon Waters:

Five Facts:

1. The Investigation Report is an attack on all current and former band members not just Jon Waters. It grossly distorts band culture, which is one of precision, discipline, hard work and mutual respect. Otherwise, the band could not possibly put on its highly complex and precise halftime shows.
2. To the extent that occasional issues arose, Jon Waters was part of the solution, and not the problem. Current and former band members have publicly confirmed that Jon Waters tolerated no inappropriate behavior of any kind.

3. In his last personnel evaluation, Jon Waters received the highest possible rating, including accolades for causing cultural change within the band.

4. The Investigation Report has been repudiated by those involved in the investigation. Current and former band members have stated publicly that the Report bears no resemblance to what they said when they were interviewed. Others who were discussed in the Report have stated publicly that it got the facts wrong.

5. The university's conduct is unconscionable. Jon Waters was summarily fired without any opportunity to defend himself, and without any severance package of any kind.

TBDBITL Alumni Board of Governors
TBDBITL Alumni Club

APPENDIX

TAB K



Sort



Status



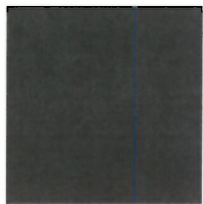
Photo



Check In



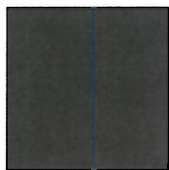
Wish you could see this post?



[Redacted]

shared [Redacted]
status update.

8 mins ·



[Redacted]

10 hrs ·

TBDBITL alumni and members - we have been asked to NOT fill out the poorly worded/confusing/leading survey we received via email until Jons legal team has been able to review it. Spread the word.



Like



Comment



Share

APPENDIX

TAB L

[REDACTED]

From:
Sent:
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Subject:

From:
Date:
To:

Subject:

Begin forwarded message:

From:
Date:
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Subject:

[REDACTED]

Begin forwarded message:

From: Postmaster@tbdbitl.com
Date: September 25, 2014 at 10:28:08 PM EDT
To: [REDACTED]
Subject: TBDBITL - President's Update (Thursday 9/25)
Reply-To: postmaster@tbdbitl.com

To: [REDACTED]

THINGS YOU NEED TO KNOW

* Next week is of particular interest to the TBDBITL family. It is expected (but not confirmed) the Montgomery Marching Band Task Force will release its report. As noted in the TBDBITL Alumni Club

Investigative Committee (IC) Report released on September 12th, the assignment given to the Task Force was to review the university's Title IX process and oversight as well as to provide counsel on Title IX compliance issues. The deal the university cut with the U.S. Department of Education and announced on September 11, 2014 all but makes this purpose of the Task Force and its subsequent efforts obsolete.

As also noted in the TBDBITL Alumni Club IC Report, the Task Force was selected by the university and asked not to reopen the university's original "report." Couple this with now reported inconsistent investigatory techniques used by the Task Force to formulate its report, a sentiment uncomplimentary to the true TBDBITL culture is expected. As such, the leadership of the TBDBITL Alumni Club, including the IC, does not hold out hope that the Montgomery Report will result in anything other than a feeble attempt to conduct an assessment of the band's culture. Be prepared for this but don't let it discourage you or deter your efforts. Stay focused on the task at hand.

* It has been almost two weeks since The TBDBITL Alumni Club released its Investigative Committee (IC) Report. This afternoon, we released an Op-Ed to all local, regional, and national media outlets highlighting the main points of the Club's IC Report.

THINGS YOU CAN TAKE ACTION ON NOW

* The TBDBITL Alumni Board of Governors encourages you to do the following:

Ohio residents - write to your state senators and state representatives so you can be heard by your elected officials.

Send them your letters or write new ones:

<http://www.ohiohouse.gov/index> - Bottom left, type in Zip, click search

<http://www.ohiosenate.gov/senate/index> - Bottom, left, type in Zip, click search

<http://watchdog.ohio.gov/Home.aspx> - Another resource for state of Ohio residents

Helpful tips for legislator letters:

- o Be respectful

- o Mention OSU is a state institution and funded by taxpayer dollars

- o Talk about how Jon Waters was fired based on a flawed, unbalanced report

- o Ask for an independent investigation to be conducted regarding the university's actions

When you send your letters, please email a copy to: Contact@tbdbitl.com

It is important to "inventory" how many letters are sent to whom. We need to hold people accountable if they do not take action.

* For those of you that have written letters to the OSU Board of Trustees and fear they may not have reached their intended destination, please redirect previously written and all newly written letters to the following address:

TBDBITL Alumni Club
PO Box 14769
Columbus OH 43214-0769

We will see to it that your letters are delivered.

Helpful tips for Board of Trustees letters:

- o Be respectful
- o Talk about how Jon Waters was fired based on a flawed, unbalanced report
- o Call for the Board of Trustees to repudiate and disavow OSU's Investigation Report and to reinstate Jon Waters immediately

When you send your letters, please email a copy to: Contact@tbdbitl.com

It is important to "inventory" how many letters are sent to whom. We need to hold people accountable if they do not take action.

* INFORMATION

Please donate:

Personal fund- <http://www.gofundme.com/c59v9c>

Legal fund- <http://www.marchingforwaterslegalfund.com/>

Please sign the petition:

Petition - <http://www.change.org/p/osu-board-of-trustees-reinstate-jon-waters-as-director-of-marching-athletic-bands>

Currently, there are over 14,000 signatures. The goal is to get 15,000 or 20,000 signatures as soon as possible.

More Information:

<http://tbdbitl.com>
<http://www.westandwithjonwaters.com>

Our honor defend,

TBDBITL Alumni Club Board of Governors
TBDBITL Alumni Club

APPENDIX

TAB M



The Ohio State University Marching Band

Squad Leader Responsibilities On & Off the Field 2012 Season

ON THE FIELD

- Teach marching fundamentals and drill, help alternates improve
- Help to teach music and musicianship- dynamics, rhythms, articulation, and blend
- Provide individual help
- Always have a positive attitude
- Challenges:
 - *Evaluate challenges firmly but fairly
 - *Explain why person loses a challenge
 - *Support each others' decisions
 - *Work with OSUMB Directing staff and sign-off on challenges
- Problem Solving within row and band- Communication is the key
- Be a Role Model: marching and playing, knowing charts, teaching by example.
- Have positive rehearsal discipline: Help, listen, and stay on task

OFF THE FIELD:

- Know, understand, and support Policies & Procedures
- No peer pressure, no hazing, be sensitive to rookies
- Time management: Be on time for game days and rehearsals
- Support the Directing Staff's decisions
- Speak up when you see or hear inappropriate behavior or an activity that can be harmful to the band

APPENDIX

TAB N



The Ohio State University Marching Band

Statement of Policies & Procedures *Autumn Semester, 2013*

I. MEMBERSHIP

- A. Membership in The Ohio State University Marching Band is earned on a competitive basis during tryout week. Candidates must be enrolled on the Columbus campus or branch campuses, or at an area University with a "reciprocal agreement" with Ohio State, to be eligible for tryouts and membership. All band members and candidates must be in good academic standing with the University. Any student dismissed from The Ohio State University is not eligible to try out for or participate in marching band. All candidates, including returning members and squad leaders, are tested and evaluated before the membership of the band is selected and announced. Tryout week takes place in late August, prior to the start of autumn semester classes. Participation is a requirement for membership in the band. Rehearsals begin the day following tryouts, and continue daily until the autumn quarter schedule commences.
- B. The Marching Band is supported financially by the College of the Arts and Sciences, the Department of Athletics, and the Office of the President/Office of Business and Finance. The directing staff consists of School of Music staff and graduate teaching associates. The Marching Band is listed in the official course offerings as a course offered by the School of Music (Music 2205.01 for undergraduates, Music 7780.04 for graduate students, and Music 2205.01 for student staff and the drum major squad). All band members are required to register for this course. Students in any curriculum or major area, including continuing education, may register for Music 2205.01. A prerequisite requirement for tryouts and membership is that students must commit to attendance at tryout week, all before school rehearsals, and participation in the entire performance schedule including a post-season bowl game and related activities. **All band members and student staff must be registered for Music 2205.01/7780.04 by the first Friday of autumn semester (August 23, 2013).** Membership as a marching and playing member in the band is limited to five years.
- C. All candidates for membership must demonstrate musical performance ability on a brass or percussion instrument, as evaluated by qualified persons invited by the director. All candidates must also demonstrate a high level of physical coordination and endurance, and an ability to adapt quickly to the OSU style of marching. The candidate's ability to learn and memorize music and specific marching routines is also evaluated, along with his or her level of enthusiasm, willingness to work hard and improve, and ability to accept criticism. Student squad leaders teach the marching fundamentals and evaluate the candidates. The final decision on membership is made solely by the director, with input from the other members of the directing staff and the squad leaders.
- D. Membership is an honor and privilege, and involves the sacrifice of time and effort. Members must place a high priority on academic and social responsibilities. Since the band is a voluntary organization, a high level of performance and cooperation is expected.
- E. All tryout information (the list of marching band fundamentals, the music to the OSU school songs, audition sheet, and schedules) is sent to registered candidates in mid July.
- F. The OSU Marching Band does not discriminate membership on the basis of gender, religion, race, national origin, or any other area covered under Title IX of the Federal Law.

II. MEMBERSHIP BREAKDOWN

- A. The block band consists of 192 marchers (16 rows of 12 each), all of whom are called "regulars." In addition to the regulars, 33 alternates (two per row and one additional in the percussion section), a drum major, an assistant drum major, a drum major training squad, and a student staff of secretaries, managers, librarians, and technicians.
- B. Regulars perform during pre-game and halftime shows. They are joined by the alternates for post-game shows, parades, and other performances as needed. The regulars must perform at a consistently high level to retain their positions. A regular may be removed from his or her position due to the following: losing a challenge to an alternate, poor performance in the judgment of the directing staff, or for an offense against band policies and procedures. The director will make all final decisions concerning personnel.
- C. The alternates are expected to learn all music and marching routines each week. For various reasons, planned or unplanned, alternates are to be ready to substitute for regulars on short notice. One of the directing staff will be assigned the responsibility for the alternates. All alternates are required to challenge for a regular position every week (see section XI on "Challenges").
- D. Each year, a drum major and an assistant drum major are selected at a tryout held during the spring quarter. These individuals must be enrolled as a student at The Ohio State University and must have been a member of the drum major squad for a minimum of one year. Drum majors are bound by the same five-year membership limit as the other band members. Membership in the drum major squad is included in this limit. The head drum major position shall have a limit of two years.
- E. A drum major squad consisting of up to seven members is selected during band tryouts. Students on the drum major squad are considered band members in full standing. They are required to rehearse with the drum majors and the band during the autumn semester in order to qualify for drum major tryouts in the spring semester. Members of the drum major squad will fill in positions in the band alternate ranks at rehearsals and performances at the discretion of the directing staff. Participation in the drum major squad is limited to two years. Members of the drum major squad must be registered for Music 2205.01 (2 credit hours).
- F. The marching band has no outside organizations or auxiliary groups connected with it. Outside performers, artists, and others may be used when a performance creates a need for special talents not found within the band proper.

III. AREAS OF SUPPORT

- A. The College of Arts and Sciences, the Department of Athletics, and the Office of the President/Office of Business and Finance provides an operating budget for the marching band. This budget covers operational and staffing needs of the Marching and Athletic Band Program.
- B. The director of the marching band is delegated the responsibility of overseeing all performance content, membership, advancement, and mission of the Marching and Athletic Band Program. The Associate Director, Assistant Director, Percussion Instructor, and Graduate Assistants serve and help to administrate the Marching and Athletic Band program under the supervision of the director.
- C. The TBDBITL Alumni Club, including the Script Ohio Club, provides financial and logistical support. The Office of Advancement and a Development Officer are responsible for raising funds for the Marching and Athletic Band Program. The Alumni Association provides assistance in scheduling out-of-town concerts, and working through local alumni chapters.
- D. The operational budget provides salary support for the Director, Associate Director, Business and Operations Manager, Percussion Instructor, and one Graduate Assistant. The School of Music provides salary support for one Assistant Director and one Graduate Assistant.

IV. CHAIN OF COMMAND

- A. The Ohio State Marching Band's organizational structure reflects its roots in the military tradition. The band's conducting staff consists of one director, one assistant director; graduate assistant directors, and a percussion instructor. This group represents the leadership core of the organization.
- B. Each row in the band has two student leaders; a squad leader and an assistant squad leader. The squad leaders are in charge of their row and report directly to the directing staff. Students are expected to work cooperatively with squad leaders as the final step in the chain of command. Longevity adds another important band tradition. Each year adds experience and the expectation of increased leadership and the expectation to pay forward.

V. BAND CONDUCTING / DIRECTING STAFF

- A. The role of the band conducting / directing staff includes writing and preparing the shows, selecting the members of the band, formulating and implementing band policy, setting rehearsal and performance schedules, formulating trip logistics and off campus performances, and overseeing all operations of the Marching and Athletic Band Program.

VI. STUDENT SUPPORT STAFF

- A. Members of the student support staff are appointed by the director and operations manager and serve at the discretion of the directing staff. Student support staff members are considered members of the band in full standing. The student support staff receives academic credit for Music 2205.01 for their work during normal rehearsal times, and receives payment for time spent before and after rehearsals to complete their duties.
- B. The head student secretary serves as secretary to the directing staff and supervises a student support staff of librarians and copyists. The head student manager oversees all equipment (issuing, repair, and maintenance), and supervises a student staff of managers, a seamstress, audio-visual technicians, and instrument repair people. The head record fund manager oversees all merchandise sales and bookkeeping.

VII. SQUAD LEADERS

- A. Squad leaders are appointed by the director. Criteria for selection include a favorable vote from the members of the row, and an interview with the directors. Each row will have a squad leader and an assistant squad leader.
- B. The squad leader group, consisting of all squad leaders and assistants, the head band secretary, the head manager, head treasurer, the drum major and assistant drum major, will serve, as requested by the directing staff, in an advisory capacity, discussing band policy and special situations.
- C. Specific duties delegated to Squad Leaders include: assisting the Directing Staff in conducting marching drills and grading candidates during tryout week; assisting with the weekly challenges and music checks; uniform and instrument inspections; recruiting; facilitate with row communications; providing on-the-field and off-the-field leadership to members of the row; and assuming responsibility for the actions of the row during all rehearsals, performances, and trips. An effective squad leader is a superb role model for the highest effort and accomplishment in marching, playing, discipline, attendance, and citizenship.

VIII. SCHEDULE

- A. The band rehearses from 4:10 pm to 6:15 pm, Monday through Friday during Autumn Semester. Rehearsal times for games occurring prior to the start of autumn semester will be determined and announced by the Director. These rehearsals are required for participation in the Marching Band. Extra or extended rehearsals during the semester are rarely necessary, and are announced in advance. On home game Saturdays there is a rehearsal several hours before the game and the "Skull Session" performance in St. John Arena follows this rehearsal. The band performs at all home football games and at a

number of away games each season. Off campus performances are also required, and may include concerts, field shows, and parades. The marching band also participates in post-season bowl games, resulting from a successful football season.

IX. GRADING

- A. Grading for the Marching Band is based on the following criteria:
 - 1. Music checks
 - 2. Attendance
 - 3. Adherence to the course syllabus, band policy, and uniform and instrument inspections.
- B. Marching band offers two credit hours for the autumn quarter only. Marching band members who are dismissed from the university or are deemed academically ineligible at the end of fall quarter will immediately become ineligible to participate in any band performances. This includes post-season bowl games and pep band events.

X. ABSENCE AND TARDINESS

- A. All absences will be cleared through the director in advance. Last minute illnesses and emergency situations will be reported to the director or secretary by telephone (614) 292-2598 or e-mail (osumb@osu.edu) before the rehearsal begins. No standing class or work conflicts will be permitted. Individual problems will be handled by the director on an individual basis where no policy covers the situation.
- B. Any absence or tardiness will result in an alternate replacing a regular. The regular, upon his or her return to rehearsal, must report to the director for assignment. The decision for reassignment will be based upon past absences and tardiness, the validity of the excuse, and the progress of the show in relation to the performance date. Student staff must adhere to the same policy.
- C. Early dismissals from any rehearsal are highly though discouraged, and must be cleared in advance by the director in writing. The student must check out with a member of the directing staff prior to leaving the day of the early dismissal.
- D. If a regular is absent on the Friday afternoon or Saturday morning rehearsal before a game, the director, after consulting with the row's squad leader, may replace that regular with a qualified alternate.
- E. The directing staff may suspend or dismiss a band member or replace a regular at any time, for reasons to include but not limited to: poor marching and/or playing performance, violation of band policies and procedures or established university policy, illness, injury, rehearsal attitude, or overall improper behavior.
- F. Unexcused absences are not permitted. Any member missing a rehearsal, without permission, will forfeit his or her regular position for one week and must challenge to regain it. Alternates will lose their right to challenge for one week. Excused absence requests must be submitted **THE NEXT DAY OF ATTENDANCE** following the date in question. Failure to do so will result in an automatic unexcused absence.
- G. Any band member who misses a performance without permission will be suspended and will lose his or her position in the band for a period of time to be determined by the director. Suspended members may not wear the uniform or perform with the band. An interview with the director or the entire directing staff is necessary in order to have the suspension lifted. Any band member who is late for role call for a performance will forfeit right to march ramp and will have to challenge the next week to regain their position. Any band member late for field rehearsal will not march pre-game or halftime that day, will be made an alternate, and must challenge to gain a regular position. Disciplinary action will be at the discretion of the director.
- H. Squad leaders will communicate any attendance issues to the director on a daily basis at the beginning of rehearsal (4:00 PM). Band members must be **seated in the rehearsal hall** at the time of attendance to be counted present. Only student staff members performing official duties may remain in the instrument room, manager's office or secretaries' office at the time of attendance. Communication between the squad leaders

and director is necessary to make this system work efficiently. Failure to communicate attendance problems will result in disciplinary action at the discretion of the director.

XI. CHALLENGES

- A. Challenges will be held before the first rehearsal of a new show or subsequent performance of the same show.
 - 1. As in the circumstance where a show may be repeated 2 weeks later, challenges should be held the Monday following the original performance so that if a personnel change is made, the maximum amount of practice time is afforded to that person. (This is an effort to avoid giving a new person only one week to prepare for a drill when two weeks are available.)
- B. Alternates must challenge regulars who play the same instrument and part. Part change consideration must be approved by the director prior to marching band try-outs. Final approval will be determined by audition. A challenger can only challenge one position per week. All challenges will be one-on-one; however, two alternates may challenge any open position. There will be no ties. The challenger must be better than the regular in order to win the challenge. Cross-row or sister-row challenges may occur only when an open position or extenuating circumstance exists.
- C. The directing staff and squad leaders will conduct challenges. A directing staff member will lead the challenge participants in the following routines: marching fundamentals; school songs (as selected by the directing staff member in charge) — marching and playing; the Ramp Entrance — marching and playing; and the tryout block drill — marching and playing. The squad leaders will observe these routines and evaluate the challenge by means of a written form. Squad leaders may also have a short period of time at the end for their own routines or tests (marching only, no playing).
- D. During the challenge, the directing staff will be assigned to specific rows and will observe the entire process. Squad leaders will present their recommendations for approval to a directing staff member. The final decisions will be made by the directing staff. Once approved, the results will stand and a Directing Staff member will handle all problems and appeals. The written forms used for evaluation, signed by the squad leader and a directing staff member, will be filed by the band secretary for future reference. Squad leaders are to make written comments so that areas of improvement can be noted and encouragement given. Comments are to be shared with the challenge participants, along with an explanation of the reasoning that led to the final decision.
- E. If a regular or alternate involved in a challenge is absent on Monday, they forfeit their ability to win or wage a challenge, respectively. If a regular or alternate is absent due to extreme circumstances on the challenge day, the Director will consider the validity of the excuse and may, at his discretion, reschedule the challenge for the following day. When in extreme cases, a written medical excuse or equivalent must accompany the excuse form. The challenge must be rescheduled before the next rehearsal.
- F. If a band member feels they are being treated unfairly by a squad leader a member of the directing staff can observe a challenge.

XII. OPEN POSITIONS

- A. An open position will be declared by the director on the basis of a regular's illness, personal emergency, or disciplinary action. Whenever a regular is removed for disciplinary action, that band member must participate in the challenge process to regain his/her position as a regular. Open positions will be posted on Monday. Any alternate playing that instrument and that part may challenge for the open position. Positions that become open later than Monday will be filled by the director.
- B. At the end of each week, the band member that has taken over an open position has two options: 1) Remain the regular in that position for the next challenge; or 2) May challenge for any other position for which s/he is qualified. The vacated spot will be declared open again.
- C. The returning regular must pass the previous week's music check before they may participate in the challenge process. If there is an excused absence on Friday, the

regular must play and pass the music check on the following Monday in order to be eligible to challenge that day.

- D. The music check may be rescheduled by the director in case of extenuating circumstances. Band members removed for disciplinary reasons can regain a regular position in the band only through the following procedure:
1. The band member must pass the previous week's music check. If the music check has been rescheduled because of extenuating circumstances, the music check must be completed before practice on Monday. If the music check has not been passed prior for the beginning of practice, that position will then be declared open and that band member will not be eligible to participate in the challenge process for that week.
 2. The returning band member may only challenge for his/her previously held position. If s/he is unable to win that challenge in the first eligible week, then s/he may challenge for any spot the following week.
 3. If there are no other band members challenging for his/her previously held position, the returning band member still must participate in the challenge process. The returning band member will be added to a challenge in another row on the same part and must not finish last to regain his/her regular position. If s/he is unable to regain a regular position, s/he will become an alternate for the next week and will be placed in a row by the director. The open position will be filled by the band member that finished second in the challenge.

XIII. MUSIC CHECKS

- A. All playing members of the band are required to memorize all music assigned by the directing staff. Music checks will be held on the day before a game or performance, unless otherwise announced. Squad leaders will be checked by the directing staff at 4 o'clock, and then squad leaders will check their rows. The squad leaders will make the initial determination of who does or does not pass the check. Squad leaders must report the results of music checks to the assigned secretary. Failed music selections should be identified at that time. Band members who fail music checks will lose their regular position for the following week. Any alternate who fails a music check will lose his right to challenge for one week.
- B. Failing music checks during the regular season will lower the quarter grade by one-half a letter for each failure. Any person failing three music checks during the season will be dismissed from active participation in the band for the remainder of the season. Members failing a music check may appeal to a designated directing staff member. Only one appeal will be given and the decision of the directing staff will be final.
- C. Members holding a regular position who are excused from band during the time of a music check must make up that check on the Monday following the absence in order to retain their position.

XIV. REHEARSAL PROCEDURE & ATTITUDE

- A. PROPER COURTESY AND RESPECT TO OTHER BAND MEMBERS AND BAND STAFF IS EXPECTED AT ALL TIMES. INAPPROPRIATE TALKING DURING REHEARSALS, NOT PAYING ATTENTION, OR A NEGATIVE ATTITUDE DURING REHEARSALS OR PERFORMANCES COULD RESULT IN LOSS OF POSITION. A POSITIVE REHEARSAL ATTITUDE REFLECTS CONSISTENT WORK ETHIC AND APPROPRIATE REHEARSAL DISCIPLINE AT ALL TIMES.
- B. ALL MEMBERS ARE REQUIRED TO CARRY CHARTS ON THE FIELD MONDAY THROUGH THURSDAY. Failure to comply could result in the loss of position. No charts or music will be carried at grey day rehearsals. "Gray day" rehearsals require all members to wear matching clothing. Marching clothing includes: band hats with old plumes and official matching gray sweat clothes.
- C. Any student found to be under the influence of alcohol or drugs during a rehearsal or performance will result in disciplinary action, which could include suspension or expulsion from the band, as well as the University.

XV. SHOW EVALUATIONS

A. After seeing the game films on Monday, the squad leaders will evaluate themselves and their individual row members' performances. Members who are guilty of a mistake will march a penalty drill. Below are the criteria upon which an individual's performance will be evaluated.

1. **Major mistake/100 yards** – playing in a rest, losing a hat, going the wrong way, losing a uniform part or instrument, noticeably sticking out of formation, false start, stops (marking time), missing horns up or down, failed inspections, not having charts when required/asked Monday-Thursday.
2. **Minor mistake/50 yards** – any self inflicted mistake not listed above, and all alternates

*A penalty drill may also be assigned by directing staff for disciplinary actions (tardiness, etc.).

XVI. APPEARANCE

A. The band uniform is to be worn in its entirety, and never in an incomplete manner. A band hat or beret is to be worn with the uniform while outside. Band members are responsible for keeping the uniform and its parts cleaned, pressed, and shined. Band members are also responsible for keeping all other accessories in good condition. Inspections will be conducted before each performance.

B. Members will supply their own black shoes (plain-toed military oxford shoe designed to be polished to a high shine (perma-shine preferred), black socks, white short-sleeved shirts (plain standard collar: no button-down, tab, or fancy design), long black tie, red beret, spats, plume, and white gloves. Berets, spats, plumes, gloves, black suspenders, and ties (double Windsor knot) may be purchased from OSUMB. A matching set of gray sweat clothes is required for grey day rehearsals and may also be purchased from Kappa Kappa Psi. Other items for wear, such as jackets, t-shirts, etc. are optional. Only official grays are to be visible while in the gray uniform. The gray uniform must be clean and free from stains. There is to be no jewelry worn (aside from wedding, engagement, and 5th year rings) and the proper grooming rules should be followed (SEE BELOW).

C. A belt or suspenders are to be worn with the uniform at all times. Failure to wear either will result in a failing of the uniform inspection. Trouser length for the uniform is four inches off of the ground while wearing marching shoes. It is the responsibility of each member to ensure that this measurement is accurate. If the trousers are damaged due to improper wear the band member will pay out of pocket to replace. Suspenders are available in the manager's office. Long sleeved shirts are to be rolled up so the sleeves do not show. No jewelry is to be worn above the neck while in uniform.

D. Good grooming is essential with a military uniform. All hair is to be off of the ears and collars (cut, pinned, or greased), and underneath the band hat. Hair must remain in place whether the hat is on or off. Sideburns are to be trimmed no lower than the bottom of the ear and may not be bushy. Mustaches are to be neatly trimmed, and may extend no further than the corners of the mouth. Beards, extended mustaches, and goatees are not permitted at any time including while in an official band uniform. Make-up, jewelry, sunglasses, and other "non-uniform" items are not permitted. The use of tinted prescription sunglasses is discouraged unless medically necessary or required. Wrist watches (black, silver, or brown band) are permitted. The only jewelry items permitted to be worn are wedding, engagement, or 5th year rings.

E. Inspections will be held on Saturday mornings. Members who do not pass the inspection of their instrument and accessories (including drum keys, sticks, mallets, pennants, and bits) uniform or grooming, or who report late will be required to perform a penalty drill. Two or more violations of inspection will result in the lowering of the students' grade one half letter for every infraction thereafter.

F. A plain black blazer is required for trips and pep bands, and is to be supplied by the band member. A blazer patch must be purchased from KKΨ and affixed to the blazer pocket in an appropriate manner; this does not include, staples, safety pins, etc.

- G. Appropriate attire when wearing Blazers includes: white dress shirt or blouse and OSUMB tie; medium heather gray dress slacks; black socks or black hosiery; and black dress shoes. All grooming requirements apply as well. No hats of any kind are to be worn while in blazer uniform, however, sunglasses are acceptable. Jewelry is permitted in the Blazer uniform.

XVII. EQUIPMENT

- A. All band members will assume responsibility for University-owned equipment and musical instruments issued to them. All equipment must be properly signed out by a student staff or directing staff member. THE REPAIR OR REPLACEMENT COST OF ANY LOST, STOLEN, DAMAGED, OR MISSING INVENTORY SHALL BE THE SOLE RESPONSIBILITY OF THE STUDENT TO WHICH IT WAS ORIGINALLY ISSUED. All equipment is to be returned to the band upon request, or following the last performance of the football season. This includes: instruments, instrument parts, uniforms, uniform parts, straps, sticks, mallets, slings, flip folders, music, etc. Failure to do so could result in a grade report of "incomplete" or a hold placed on student records.
- B. Lockers are provided for musical instruments (except sousaphones and some percussion), uniforms, and personal items. SECURITY IS A CONSTANT CONCERN. LOCKERS MUST REMAIN LOCKED! The mailboxes in the band room are to be used for music and charts only. Music will be cleared daily from stands, chairs, etc. Do not store bits, valve oil, raincoats, or old charts in the boxes — this space is needed daily for new music, charts, etc. THE STAFF RESERVES THE RIGHT TO CLEAR STANDS AND STUFFED MUSIC BOXES! It is the responsibility of every band member to see that the rehearsal room is kept clean and presentable. PLEASE SEE THAT YOUR AREA IS SPOTLESS EACH DAY AS YOU LEAVE REHEARSAL.
- C. NO FOOD OR DRINK IS PERMITTED IN THE BANDROOM AT ANY TIME (THIS INCLUDES ROW COOLERS). Row coolers should be brought in and out of the stadium through the main band room entrance and not through the band room. Row coolers are to be stored in the locker rooms.
- D. All public and private areas are to be kept clean in conjunction with staff assigned cleaning areas. Needed equipment (window cleaner, paper towels, vacuums, etc.) can be requested from the secretaries. Plastic trash bags are located under the sink in the snack area.
- E. Any band member who fails to turn their equipment in on time will have their grades withheld. After all means for recovery of that equipment have been exhausted, the matter will be turned over to the police.

XVIII. PEP BANDS

- A. ALL PEP BANDS REPRESENT THE UNIVERSITY IN AN OFFICIAL CAPACITY AND MUST BE APPROVED BY THE DIRECTOR. All requests are to be submitted in writing (by completion of the Pep Band Request Packet, available in the band office), to the director for his approval. Criteria for approval will include: availability of members on a voluntary basis, scheduling, transportation, and appropriateness. Permission will not be granted for political events or obvious commercial promotions.
- B. Pep bands playing at approved events may wear uniforms (if appropriate) or band blazers and be identified as Ohio State students and band members. University-owned musical instruments and music may also be used. Band members playing for any non-approved event should not attempt to identify themselves as part of the OSU Marching Band. This includes wearing band uniforms, band jackets or blazers, or clothing representing the OSUMB. The use of University-owned musical instruments or music at such events is also prohibited. Members are strongly urged to avoid a potential compromise of their position by not accepting invitations for, or participating in, any non-approved events.
- C. Pep bands are not to be used on a regular basis by a non-university organization as this would be in conflict with the activities of the American Federation of Musicians, a program extension of the AFL-CIO. Pep band approved events will be posted by a graduate

assistant and either a staff member or student leader will be appointed and be held accountable to see that the groups' performance and behavior is conducted in an exemplary manner. The leader must submit a report to the director at the conclusion of the event. **BAND MEMBERS WHO DO NOT ADHERE TO THIS POLICY WILL BE SUSPENDED AND WILL LOSE THEIR POSITION IN THE BAND FOR A PERIOD OF TIME TO BE DETERMINED BY THE DIRECTOR.**

- D. Band members will be assigned to perform at various events throughout the season. It is the responsibility of those selected to the pep band to arrive on time and represent The Ohio State University Marching Band in an appropriate manner. In the event that an assigned performer can not attend the designated pep band, it is up to that individual to find a replacement on the same part and inform the director that is organizing the pep band. Failure to participate or find an adequate replacement will result in an unexcused absence.
- E. Files will be selected for certain pep band events – these are required performances. Any time a conflict arises where a substitute may be necessary, the individual must make up the event and replace themselves for that specific event.
- F. Consuming alcohol is prohibited at all pep band events where the band is in any of the official band uniforms.

XIX. TRIP POLICIES

- A. Alcohol is not allowed on or under band buses at any time. The use of drugs or other illegal narcotics is strictly prohibited. **ALCOHOL AND DRUGS ARE NOT PERMITTED TO BE STORED OR CONSUMED ON HOTEL/MOTEL PREMISES. THIS INCLUDES INDIVIDUAL ROOMS, HOTEL/MOTEL BARS, AND ALL OTHER PUBLIC AREAS ON THE HOTEL/MOTEL PROPERTY. STUDENTS FOUND IN VIOLATION OF THIS POLICY WILL BE SUBJECT TO BAND DISCIPLINARY PROCEDURES AND/OR UNIVERSITY LEGAL ACTION.** Band members are to respect the property of other schools, hotels, restaurants, and public or private facilities. When in a recognizable group, whether in uniform or not, band members are responsible for appropriate behavior, being in control of their actions, and showing respect for outsiders and other band members. **ALL DAMAGES TO PROPERTY WILL BE PAID FOR BY THE OFFENDER(S).**
- B. Any student found to be under the influence of alcohol, or who cannot participate in a rehearsal or performance due to consumption, will face disciplinary action. Penalties could include suspension or expulsion from the band, as well as the University.
- C. Specifically forbidden are row initiations, hazing, excessive drinking, excessive noise, and curfew violations. Band members who do not follow these policies and squad leaders who are lax to enforcement or who do not report problems promptly to the directing staff will be subject to disciplinary action; including loss of position.
- D. When curfew is in effect, all squad leaders must take row attendance and accurately report to the directing staff at the appointed time and location. Those found in violation of curfew will be subject to disciplinary action. Squad leaders who fail to report accurate attendance will also be subject to disciplinary action.
- E. Traveling behavior is as follows: Inappropriate bus or airplane behavior including excessive noise, offensive language, hazing, or any activity creating an unsafe or socially uncomfortable environment could result in disciplinary action, including suspension or expulsion from the band. Respect for the bus driver, the bus, guests, and property of any transportation company is expected.
- E. Singular students of the opposite sex may not be together, and without others, in a hotel room at any time.
- F. Any band member who misses a band departure time must provide their own transportation to the next event. Discipline will be at the discretion of the director.

XX. INITIATIONS

- A. ALL INITIATIONS OR HAZING OF ANY TYPE ARE PROHIBITED IN THE BAND. Band members taking part in any actions of this type will appear before the Directing Staff and the appropriate University Officials. Penalties could include suspension and expulsion from the band, as well as University or legal sanctions. State law and University rules and regulations strictly forbid hazing of any form.

XXI. SOCIAL BEHAVIOR

- A. Any behavior or activity that could be interpreted as demeaning or harassing to band members or outsiders (sexual or otherwise) is strictly forbidden. Consumption of alcohol is limited to those individuals who are of the legal drinking age, and in approved areas. Smoking is not permitted in any band uniform, including greys, blazers, and full dress uniform. Proper behavior and respect for the rights of others will occur in all band activities, including buses and motels, rehearsals, performances, football games, and social events. Penalties could include suspension and expulsion from the band. In accordance with University and band department mandates, smoking and alcohol use, either while in University facilities or while in uniform (including Blazer, Grays, and Full Dress Uniform) is strictly prohibited.
- B. Any band member(s) found to be representing the band inappropriately in a public or private form, including, but not limited to: online forums, web sites, and social media and networks, will be subject to the disciplinary action at the discretion of the directing staff. Students may not engage in a media interview with regard to the band without the permission of the director.
- C. Appropriate discussion with bus leader should be instituted when showing videos on busses.

XXII. MEDICAL COVERAGE

- A. The Band, Athletic Department, or University does not provide free medical insurance coverage. It is the responsibility of each student to pay for their own medical insurance and/or medical expenses. All students must sign a release of claims before being permitted to participate in band. This policy includes rehearsals, performances; trips, official band functions, and bowl games.

XXIII. BAND WEBSITE

- A. The Website of The Ohio State University Marching & Athletic Bands is designed as a convenience for members of the band program and the staff. The website is also used by the public for promotional purposes, informational purposes, and for recruitment of new students to the program. The use of any material, including, but not limited to, photographs and music on the website is for educational use solely by current students enrolled in The Ohio State University Marching & Athletic Band Program. Content and material on the website may not be used by students or the public for financial gain, resale, or any other such purposes. Students MAY NOT share publicly, online or otherwise, any material in the password-protected "Members Only" section of the website. Violators of this policy are subject to disciplinary action by the band staff and by the University Legal and Judicial Affairs systems.

XXVI. OFFICE POLICIES

I. BAND OFFICE POLICY

A. OFFICE PROCEDURES:

The band office is off-limits to all band members during regular business hours. Members are to report to the band office window for service.

B. MUSIC AND CHARTS:

Every band member will be given the appropriate charts and music needed for a given week. For every additional copy of charts and music which are requested, the band member will be charged a copying fee in order to help compensate for the cost of paper used. The prices are listed below:

Music	Cost
School Songs Packet	\$0.25
Warm-Up for Brass	\$0.10
Warm-Up for Percussion	\$0.15
Percussion Packet	\$0.50
Warm-Up for A-Band	\$0.05
Other Sheet Music/Information (per page)	\$0.05
Charts	Cost
Pre-game (per page)	\$0.05
Halftime (per page)	\$0.05
Any Other Items (per page)	\$0.05

****Make Note: A record will be kept throughout the season containing those names of people who owe money. No matter how small the fee, you will be held responsible for paying the necessary amount before the end of the quarter. Reminders will be given out on a biweekly basis until your fees are paid. Thank you for your cooperation****

C. USE OF BANDROOM OFFICE PHONE:

The phones in the band offices may not be used unless an extreme emergency arises.

D. COPIER AND OFFICE SUPPLIES:

Use of the photocopier and other office supplies is restricted to the directing staff, student staff, and other authorized personnel.

E. USE OF MAIN OFFICE COMPUTERS

The computers in the band office may only be used by the student staff unless you wish to use the computers for a band related activity *and* you are given permission by one of the secretaries.

II. EQUIPMENT MANAGERS' OFFICE POLICY

A. UNIFORM POLICY AND PROCEDURE

1. Each member of the Ohio State University Marching Band will be issued a university owned uniform. This uniform will include pants, jacket, hat, overcoat,

raincoat, cross-belts, brass buckles and breast plate, eagle Ohio hat emblem, and garment bag. The staff reserves the right not to issue any or all parts to a member.

2. Each member will be required to provide their own black dress shoes (no stitching on the toe), black socks (not navy blue), white dress shirt (no button down collar, short sleeve preferred), black blazer, **black tie, **red beret, **beret patch, *blazer patch, **game plume, **spats, **white gloves, and *official OSUMB practice sweats (including shorts and T-shirt).

*items sold through Kappa Kappa Psi ** items sold through OSUMB

3. Each band member will be required to sign a uniform bond card as a prerequisite to the use of any university owned equipment. This bond card shall include the inventory numbers which appear on the uniform items. Band members will be held legally responsible for all uniform items which appear on their bond card. Any items which are lost, stolen, or missing will be replaced at the expense of the band member to whom the items were issued.

4. Uniforms will be issued prior to the first game of each football season at a time and in a fashion to be determined by the director and head manager. Uniforms will be returned upon request of the director and head manager at any time. Each band member must turn in all uniform items issued to them at the time announced. Any items which are damaged beyond "reasonable wear and tear" or missing will be reported to the band member who is responsible for said item(s) within 10 days of turn-in. Upon notice being given, band members will have 14 days to replace or pay for missing or damaged equipment. Once this two week time frame has passed, this equipment will be considered stolen property and will be reported to the police (violators will be subject to prosecution). The university reserves the right to place a hold on the records of any student in possession of university property.

5. Uniform inspection will be conducted on a regular basis prior to OSUMB performances. Officers affiliated the Ohio State University Reserve Officers Training Corps (ROTC) or the OSUMB directing staff will be responsible for inspecting the squad leaders and student staff prior to home football games. Squad leaders will be responsible for inspecting their rows. Any members who do not pass inspection will be assigned to march a penalty drill. Members with severe or repeated offenses will be penalized in the following manner: regular members will become alternates; alternates will lose their right to challenge during the following week.

6. **BORROWED ITEM POLICY:** If borrowed uniform items are necessary to pass inspection, band members will be given these items to pass inspection, providing that the items are returned or paid for in full before the next performance. Penalty for not meeting this condition with borrowed items will result in failure of inspection, along with the consequences listed above. Squad leaders will be notified of delinquent members each week. This will include a count of total items borrowed for the season so that squad leaders can help frequent borrowers to remember their uniform parts.

B. CARE AND MAINTENANCE OF UNIFORM

1. **JACKET, TROUSERS, AND OVERCOAT:**

Dry clean only!! DO NOT iron any of these items!!! Belt or suspenders must be worn with the uniform at all times. This will prevent splitting the inseam of the trousers. Failure to wear the belt or suspenders will result in failing the

uniform inspection. Suspenders are available in the Manager's Office. This policy is mandatory.

2. GLOVES:
Gloves should be washed on a regular basis. Use warm water and detergent. Tumble dry. Do not bleach.
3. HAT:
 - a. Remove all metal pieces to prevent rust.
 - b. Remove silver hat band before cleaning to prevent color bleeding.
 - c. Hand wash with a mild liquid cleaner diluted with cold water on all parts of the hat. There are many products designed for such purposes, such as Woolite or mild dishwashing detergent.
 - d. Scrub soiled parts gently with a toothbrush to remove dirt particles.
 - e. Allow the hat to drip dry. DO NOT place in a dryer or near artificial heat.
 - f. The vinyl and plastic materials are such that they may be cleaned with a non-abrasive polish to restore the original luster. Armorall and Pledge are designed specifically for polishing vinyl and plastic.
 - g. DO NOT dry clean, use spot-cleaning chemicals, or bleach on any part of the hat.
 - h. Keep rain cover on hat when not in use.
 - i. When packing for travel, NEVER put the hat in the garment bag.
4. BRASS:
Can and should be cleaned on a regular basis. Glass cleaner and silver polish (which is available in the managers' office) can be used for this purpose.
5. PLUMES:
Plumes should be stored in the protective tubes at all times. Plumes should also be stored in a dry environment. Do not allow the plume to get wet (use plastic cover).
6. CROSS-BELTS:
Cross-belts should be washed in warm water with detergent (i.e. Woolite). DO NOT put cross-belts in drying machines. DO NOT use bleach. **Should always be kept in their provided mesh bag and may be washed in this bag as well.** If there is any damage done to the cross-belts beyond reasonable wear and tear the band member will be responsible for reimbursing the uniform office for the cost of those cross-belts (SEE BELOW). Reasonable wear and tear is at the discretion of the Uniform Managers.
7. GARMENT BAG:
No tape, or other identifying marks to denote name or row number will be permitted. Shoes and hats are not to be stored in the garment bag at any time. The student staff reserves the right to remove such items at any time.
These bags are new and any items not permitted to be stored in them may result in unnecessary wear and tear, which will result in replacement costs.
8. SPATS:
Spats can be washed in a washing machine. To prevent scratching of buttons, spats should be turned inside-out and snapped shut.

III. INSTRUMENT OFFICE POLICY

A STUDENT I.D. CARD WILL BE REQUESTED AS A DEPOSIT FOR BORROWED ITEMS. THE STUDENT I.D. WILL BE RETURNED WHEN BORROWED ITEMS ARE RETURNED.

- A. The instrument room is off-limits to all band members during regular business hours and rehearsals. Members should report to instrument managers for service.
- B. A bond card must be filled out legibly for all equipment issued. This includes instruments, mouthpieces, straps, sticks, etc. This bond card shall include the inventory numbers which appear on all items. Band members will be held legally responsible for all items which appear on the bond card. Any equipment which is lost or stolen will be replaced at the expense of the band member to whom the equipment was issued.
- C. Only student staff and directing staff can issue instruments.
- D. No instruments will be issued over break without written permission of the director.
- E. Any repairs beyond reasonable wear will be paid for by the band member to whom the instrument was issued.
- F. All instruments must be returned on the announced due date, or at the request of the director. **NO EXCEPTIONS!** Each student is responsible for all equipment issued and must return the equipment specifically issued to him/her. Any equipment which is damaged beyond "reasonable wear and tear," or missing will be reported to the band member who is responsible for those item(s) within 10 days of turn-in. Upon notification, band members will have 14 days to replace or pay for missing or damaged equipment. Once this two week time frame has passed, this equipment will be considered stolen property and will be reported to the police (violators will be subject to prosecution under university and federal laws). The university reserves the right to place a hold on the records of any student in possession of university property.
- G. No tape, or other identifying marks on cases to mark name or row number will be permitted. **The student staff reserves the right to remove such marks at any time.**
- H. Some suggestions for maintenance and care include:
 - 1. Move all tuning slides everyday after rehearsal in order to prevent stuck slides.
 - 2. Wash the mouthpiece once a week.
 - 3. Should a suspected problem arise, bring the instrument to the instrument room staff immediately.
- I. ***When traveling, Trumpets, Euphoniums, Flugels, & Mellophones will be placed in special traveling cases. Each member will place their instrument in the case and store their individual cases in the appropriate location. The student staff will load and unload these cases while on the trip, but will not be responsible to pack or load individual instruments into cases or to load the cases onto the truck from the band center. It will be the responsibility of the row to ensure proper packing and unpacking of each traveling case.***

XXVII. REPLACEMENT PRICING INFORMATION

****ALL PRICES ARE SUBJECT TO CHANGE**

A. 2013 OSUMB UNIFORM PRICE LIST

OSUMB jacket (custom tailored)	\$285.22
OSUMB trouser	\$119.43
OSUMB hat	\$75.00
Eagle Ohio hat emblems (custom made)	\$25.00
Plume holder	\$1.00
Clear plastic plume dust covers	\$0.10
Black rain covers for hats	\$2.00
Rainfair black Nylonair raincoat	\$45.00
Rainfair black Nylonair extra coat pouches	\$3.00
Holloway wool lined surcoats	\$85.00
White web cross belts (custom made)	\$24.00
Nickel finish breast or waist brass (separate)	\$12.00
Tote carry-all garment bag (custom made)	\$22.00
Wishbone high impact plastic hanger	\$2.00

B. 2013 UNIFORM ACCESSORY PRICE LIST

Game plumes (custom dyes 2-color)	\$10.00
White spats (Bayly brand 27 oz.)	\$8.00
White gloves (OSU style, 30-weight cotton)	\$5.00
Red beret	\$20.00
Diamond Ohio beret patch	\$2.25
Black neckties	\$10.00
Suspenders	\$3.00
Pennants (hand-made)	\$15.00
Blazer Ties	\$20.00

C. 2013 INSTRUMENT ROOM PRICE LIST

Practice Eb Cornet	\$1,200.00	Mouthpiece.	\$35.00
Game Eb Cornet	\$2,600.00		
Practice Bb Trumpet	\$1,700.00	Mouthpiece.	\$35.00
Game Bb Trumpet	\$2,200.00		
Practice Flugelhorn	\$1,200.00	Mouthpiece.	\$35.00
Game Flugelhorn	\$1,700.00		
Mellophone	\$1,700.00	Mouthpiece.	\$40.00
Trombone	\$1,700.00	Mouthpiece.	\$50.00
Baritone	\$1,900.00	Mouthpiece	\$50.00
Sousaphone	\$6,000.00	Mouthpiece	\$75.00
		-Bits	\$50.00
		-Neck	\$55.00
		-Pouch	\$40.00
Snare Drum	\$500.00	Sticks	\$15.00
		Strap	\$15.00
Tenors	\$1,200.00	Mallets	\$30.00
		Strap	\$15.00
Small Bass	\$650.00	Mallets	\$50.00
Large Bass	\$750.00	Mallets	\$60.00
Cymbals	\$500.00	Straps	\$5.00

*All Cases 10% of Instrument Price

"THE VOICE OF EXPERIENCE"

- 1. Negativity spreads; those who don't know may believe what they hear instead of what they see.**
- 2. The band doesn't change as much as you do. The most impressionable year is the first one.**
- 3. The band is an emotional group; expect some ups and downs.**
- 4. Everybody has feelings, even the Squad Leaders and Band Staff; when the band is criticized, everyone feels it.**
- 5. There is always room for improvement; constructive suggestions should be welcomed, even if they hurt a bit.**
- 6. Anybody can be a critic — this takes no skill or background, and bears no responsibility.**
- 7. More drive and spirit in rehearsals means a better performance with fewer mistakes.**
- 8. For the benefits received, expect some sacrifice. All for one, and one for all — or, know what is best for the band and do it.**
- 9. When in doubt, DON'T. When problems exist, ask yourself whether you're part of that problem or the solution.**
- 10. Poor rehearsal discipline negatively affects the performance level of the entire band.**
- 11. No pain, no gain.**
- 12. Adjust to the situation. Be flexible and agreeable to change.**

THE OHIO STATE UNIVERSITY MARCHING BAND
STATEMENT OF POLICIES AND PROCEDURES
August, 2013

I have read and I fully understand the policies and procedures of The Ohio State University Marching Band.

Print Name _____

Row _____

Signature _____

Date _____

*Membership in The Ohio State University Marching Band is official only when this form is signed and submitted.

XXIV. CONDUCTING STAFF ASSIGNMENTS, 2013 SEASON

JONATHAN WATERS, DIRECTOR:

- In charge of all personnel decisions;
- Makes and implements all policy decisions;
- Responsible for all budget and scheduling decisions;
- Organize and maintain fiscal records, including requisitions and purchase orders;
- Principal liaison with OSU Athletic Department;
- Principal liaison with other campus organizations;
- Coordinates staff work assignments;
- Principal field conductor (West Sideline);
- Coordinates pre-game and halftime show planning;
- Coordinates indoor music rehearsals and outdoor field rehearsals;
- Responsible for music selection for all public performances;
- Supervises all off-campus trips;
- Final authority on all music checks and absences;
- Final authority on pep band matters;
- Final authority on all matters concerning equipment;
- Coordinates efforts of student office staff;
- Coordinates band block game passes;
- Responsible for Trombone/Baritone sectional rehearsals;
- Oversees all copyright clearance matters;
- Coordinate financial awards and Band Scholarships;
- Pep Band Conductor;
- In Charge of Facilities Scheduling;
- Coordinate Manager's Room operations and inventory;
- Coordinate Secretarial Staff Assignments

CHRISTOPHER HOCH, ASSISTANT DIRECTOR:

- Field conductor (East/West Sideline);
- Assist with indoor music rehearsals and outdoor field rehearsals;
- Pre-game and halftime charting as assigned by director;
- In charge of field show timing, including attendance at Athletic Department Timing Meetings;
- Coordinate ticket orders for Parents Game;
- In charge of football media guide preparation;
- Coordinate OSUMB recruiting efforts;
- Coordinate skull session floor pass operations as needed;
- Coordinate video taping of performances with Athletic Department;
- Pep Band Conductor;
- Assist director with administrative tasks as needed;
- Oversee Band Website;
- Oversee Facility Maintenance;
- Coordinate Buckeye Invitational and recruitment efforts;
- Coordinate Instrument Room operations and inventory;
- Co-Director, Alumni Band;
- Responsible for Sousaphone/Baritone sectional rehearsals
- Organizes Heine Competition

CHRIS HOCH, GRADUATE ASSISTANT DIRECTOR:

- Assistant field conductor;
- Assist with indoor music rehearsals and outdoor field rehearsals;
- Pep Band conductor as needed;
- Coordinate photography efforts with Ed Crockett;
- Run music sectionals for the assigned music sections;
- Coordinate and supervise alternates at outdoor rehearsals and performances;
- Coordinate efforts of student managers;
- Responsible for Mellophone sectional rehearsals;
- Assist director with administrative tasks as needed;
- Pre-Game and Half time charting as assigned by the director;
- Responsible for obtaining copyright clearances;
- Coordinate Recruiting efforts as assigned by the director;
- Assist with Squad Leader Music Checks;
- In charge of football program page preparation and submission;
- Secure Copyright clearances;
- Assist with Athletic Bands

KYLE HUSTON, GRADUATE ASSISTANT DIRECTOR:

- Assistant field conductor;
- Assist with indoor music rehearsals and outdoor field rehearsals;
- Pep Band conductor as needed;
- Run music sectionals for the trumpet section;
- Coordinate and supervise alternates at outdoor rehearsals and performances;
- Coordinate efforts of A-V personnel;
- Responsible for Trumpet sectional rehearsals;
- Assist director with administrative tasks as needed;
- Coordinate Recruiting efforts as assigned by the director;
- Assist with Music Checks;
- Coordinates part and score copy work for band;
- Assist with Athletic Bands

GARY HODGES, PERCUSSION INSTRUCTOR:

- Assistant field conductor;
- Responsible for all personnel decisions in the percussion section;
- Responsible for all percussion equipment concerns and repair;
- Responsible for overseeing and writing of percussion parts for all arrangements;
- Responsible for Percussion sectional rehearsals;
- Responsible for percussion sectional rehearsals;
- Assists in indoor music rehearsals and outdoor field rehearsals;
- Coordinate Band Awards for 4th and 5th year members

TOM COOK, BAND DEPARTMENT SECRETARY

- Oversee Athletic budget;
- Handle Correspondence for Band Department;
- Type Itineraries and Schedules;
- Help Secretaries with Recruitment;
- Assist Head Secretary with needs

XXV. STUDENT SUPPORT STAFF ASSIGNMENTS, 2010 SEASON

██████████, HEAD SECRETARY

- Daily operations of main office;
- Supervise secretarial staff;
- Prepare tryout information and procedures;
- Assist the Director with trip preparations (rooming lists, flight manifests, per diem, etc.);
- Assist in the enactment of OSUMB and OSUAB recruitment;
- Oversee copying and distribution of charts, music, and other materials to the band;
- Purchase supplies;
- Assist with the preparation of press guides;
- Aides the Assistant Director in preparation of the Buckeye Invitational;
- Oversee the preparation of band mailings;
- Assist the Director with other administrative tasks as needed;
- Oversee Rehearsal Hall chair set up;
- Oversee room cleaning in the Band Center

██████████, HEAD MANAGER

- Responsible for uniform and instrument inventories;
- Oversee Manager's office daily operations;
- Oversee Audio/Visual operations;
- Primary liaison between managerial staff and director;
- Assist with logistical planning for performances and trips;
- Assist with purchasing of new equipment;
- Supervise the construction and implementation of props for halftime shows;
- Oversee rehearsal set-up and logistics.
- Help with facility maintenance

██████████, HEAD RECORD FUND TREASURER

- Responsible for record fund operations and logistics;
- Oversee all financial assets from accessories and recording sales;
- Assist with logistical planning for performances and trips;
- Development of new merchandise;
- Responsible for recording and merchandise inventory;
- Responsible for sales and promotion of recordings and band merchandise;
- Maintain records of all profits and expenditures in record fund office

██████████, LIBRARIAN

- Maintain Library database;
- Maintain library music and folders;
- Copy music and scores for all shows (Marching and Athletic Band);
- Assist the Secretaries as directed

AUDIO/VISUAL MANAGERS

- Maintain music and film library;
- Responsible for film and recording library;
- Responsible for planning and execution of all necessary A/V equipment for pregame and halftime;
- Make practice recordings for use for outdoor rehearsal and music memorization;
- Collect material for and oversees production of the season DVD;
- Duplicate fundamentals and recruitment DVDs;
- Oversee A/V equipment use during indoor and outdoor rehearsals

INSTRUMENT ROOM

- Responsible for Instrument Inventory;
- Distribution of Instruments throughout academic year and Summer Sessions;
- Oversee loading and unloading of instruments for trips;
- Overall care and maintenance of instruments, while not in possession of band members;
- Documentation on repair of each instrument;
- Finding alternate sources of repair if necessary;
- Recommend purchase of equipment related to instruments and repair supplies

INSTRUMENT REPAIR

- Responsible for all repairs to brass instruments;
- Assist with inventory;
- Finding alternate sources of repair if necessary;
- Recommend purchase of equipment related to instruments and repair supplies

APPENDIX

TAB 0



The Ohio State University Marching and Athletic Bands

From Excellence to Eminence: A Proposal For a New Band Staffing Structure

Submitted by:

Rick Shaffer, Business Operations Manager

Jon Waters, Director

April 21, 2014

Introduction

The Ohio State University Marching and Athletic Bands (the Band) is a highly-regarded and extremely visible University asset performing at numerous athletic games, University events, community outreach engagements, and public and private concerts. Over the years, the Band has provided world-class music education and a positive academic experience for students; provided unprecedented entertainment for fans; served as key partner in the University's overall recruitment portfolio; enhanced the University's community outreach efforts through outstanding performances; integrated technological innovations to interface with its creative and educational components; and has forged key partnerships within and outside of the campus community. Under the leadership of nine directors during its one-hundred-and-thirty-six-year history, the Band has embraced a philosophy of "tradition through innovation" to improve the Band music and the marching technique, and has introduced ideas and technology that will forever change the landscape of Band education and performances.

The 2012 and 2013 band seasons catapulted the Band onto a world stage and have positioned it to be the preeminent leader in the field of marching bands. While the focus of the organization will always be the music education and academic experience of the Band students and providing state-of-the art entertainment and performances for fans, the Band must address its very limited administrative and operational capabilities if it is to maintain the demands in its current state and to continue its upward, positive organizational trajectory. As the Band continues to explore new initiatives (new partnerships, additional revenue streams, technology, etc.), it must have a solid administrative and operational foundation to support current and new ventures and to achieve organizational compliance, soundness, and to reduce organizational risk.

To this end, this proposal seeks a three-year, additional commitment of salary and benefits funding to hire two full-time, administrative staff (A&P) at a proposed total maximum cost of ~\$126,000 in year one; ~\$155,000 in year two; and ~\$162,000 in year three. This is a total three-year additional commitment of ~\$443,000. These amounts include benefits, projected benefit increases (2% per year), and projected annual salary increases (3% per year). It is our goal to absorb the cost of these positions beginning in FY18 through additional revenue streams, a decrease in student wages, additional revenue from the "Dot the i" campaign interest income, by utilizing strategic budgeting and procurement techniques, and through improved management of assets. By providing this additional support, the College of Arts and Sciences will see a return on its investment as the Band will seek to attain the following organizational objectives:

- Reduce organizational risk and achieve administrative and operational compliance and soundness by reassigning key administrative, operational, and technical functions to non-student staff and through the implementation of continuous quality improvement standards
- Provide unparalleled customer service and communication to band members, band recruits, donors, fans, and the general public by analyzing and improving all aspects of the customer service and communication components of the organization
- Decrease the reliance on current levels of funding by initiating additional and on-going revenue streams through key internal and external partnerships that lead to donor opportunities, research opportunities, and the monetization of current and new activities
- Proactively liaison and partner with University Communications, Arts and Sciences Communications, and Athletics External Relations to fulfill media requests and to develop a strategic communications and marketing plan that will enable the Bands to continue on-going media exposure and to capitalize on the public demand
- Establish the Band as the world leader in technology utilization within the band industry by fostering student engagement in technology capture and through central coordination of technology development, integration, and implementation

Achievement of these objectives will align the Band's academic and performance objectives with the administrative and operational functions, thereby allowing for a more holistic and integrated approach to establishing organizational vision, mission, goals, and objectives. With the approval and support of this proposal, the Band will be more strategically poised on its path from excellence to eminence.

Background

The Band has operated with a very lean organizational structure throughout its long and successful history. The Band has traditionally been staffed by a director, an assistant director (now an associate director), two graduate assistants, a host of volunteers, and twelve student staff. The directing staff, comprised of the director, associate director, and graduate assistants, is responsible for the music education, writing marching drills, the creative process to produce halftime shows, conducting the Band, organizing pep bands, and the administration of the program. Prior to 2013, the assistant director served as the liaison to Athletics for Band travel logistics and was responsible for managing the Band budget. Athletics and the School of Music provided budget reports to the Band director and the directors and student staff would spend from the various funds to procure necessary supplies and services. The student staff (~12) has been responsible for a majority of the administrative and operational functions of the Band.

Up until 2013, this organizational structure went unchallenged and was accepted as “normal” or “the way it should be.” In other words, this is the way the Band has always operated so why would/should anyone question or change it? As a result, the Band’s leadership accepted this structure, making it work in whatever way possible, without questioning its effectiveness, efficiency, or its strategic importance vis-à-vis the Band’s mission. Moreover, even as many organizations lacked focus on internal controls, including segregation of duties and safeguarding assets prior to 2002, most changed their staffing structures and/or business practices to accommodate and adjust to the Sarbanes-Oxley Act of 2002. This sweeping legislation was enacted as a result of some very significant and high-profile financial catastrophes in a few major, publicly-traded corporations (e.g., Enron, WorldCom). Although not binding on non-profit organizations, the University, like many other non-business entities, incorporated and adopted many of the components of the law into its daily business practices. While it is likely that ASC, the SoM, and Athletics made changes to their internal operations to accommodate the University’s requirements, the *Band’s* internal operations saw little, if any, change.

While it’s hard to say exactly why the Band staffing structure remained unchanged prior to 2013, it is possible that the continued, amazing performances overshadowed the need for anyone to question the administrative and operational structure of the organization. Certainly, when the fans, campus community, and general public see great performances, it is logical to think that the behind-the-scenes operations of the organization would have to be as great or better and that the staffing level was adequate.

Over the years, as the organization continued to evolve adding complexities and volume, the student staff continued in key roles taking on more and more responsibilities. As a result, the structure became normalized. Even if the directing staff had recognized any dysfunction vis-à-vis the staffing structure, it would not have been feasible for the Band leadership to put forth a proposal for additional staff due to the lack of budget. In addition, it is possible that the political environment played a role in the Bands structure. With an ambiguous reporting line, the Band was placed between Athletics and the School of Music/Arts and Sciences. Moreover, with the Band’s all-encompassing presence, it had many non-transparent reporting lines as the Band, in a sense, reports to many key units on campus. As a result, during Dr. Woods’ long tenure, the Band was somewhat isolated as Dr. Woods attempted to balance all of the political demands and potentially strained relationships. Sadly, Dr. Woods’ mental health declined during his last years as the Band director. Jon Waters, assistant director at the time, had to fill the void. Essentially, Jon was fulfilling two roles in an extremely demanding and complex organization. Although Jon was likely the “functioning” director, Jon was not in the position to fix all of the aforementioned issues. Furthermore, he would not have had the authority to request additional staffing.

Despite these factors, season after season, the Band staff has been able to make it work, often through reactive (not proactive) processes, resulting in non-compliance, an increased level of organizational risk, lost revenue, and below average customer service. The fact that the Band has done what it has done over the years speaks to the tremendous efforts and hard work of the Band members, student staff, the directing staff, and the volunteers. Although it has been made to work up until now, the organization simply cannot continue in its current structure. To continue in it would be to inhibit the strategic capabilities of the Bands and to limit the very real possibilities for future growth and self-sustainability. Most importantly, the Band students are impacted when the appropriate staffing mix is not in alignment with organizational needs. Simply put, the organization has evolved and grown and cannot continue to function with its current staffing structure.

All of this said, the organization is definitely moving in the right direction. Once named interim director, Jon advocated for the Band's first full-time, non-directing staff member: the business operations manager. As well, Athletics, Arts and Sciences, and Business and Finance agreed to a new funding model for the Band governed by a Memorandum of Understanding (MOU). With salary and benefits funding guided by the MOU, Rick Shaffer was hired as the business operations manager in January 2013. Rick has made a positive impact on the organization and was able to effectively manage the most complex travel logistics the Band has experienced to date. As well, he was instrumental in advancing Jon Waters' vision for the Band by effectively coordinating the unprecedented level of media/PR requests, which included a commercial for a major computer company, as well as the largest amount of procurement activity ever experienced in any previous Band fiscal year.

It is important to note that as a result of the MOU, the various responsibilities of the business operations manager position outlined in the MOU, and the position description itself, all of the fiscal, HR, and travel duties that used to be coordinated in part by Athletics and in part by the School of Music/Arts and Sciences, are now part of Rick's duties. As Rick has completed his first year with the Band, he has been able to assess and observe the Band's administrative and operational functions and has determined that the organizational structure does not support the current or future state of the organization and will hinder its ability to continue upon an upward path. While this is primarily due to a student-dominated administrative and operational staff, it is also impacted by the conclusion that the requirements and scope of the business operations manager position far exceed a 1.0 FTE.

Student Staff

As the student staff performs a significant amount of key administrative and operational duties, this section focuses on a few of the key responsibilities of the student staff roles. It also outlines what the future roles of the student staff will be under a new structure.

Student Staff—Current

The student staff (n=12), considered the non-performing members of the Band, is responsible for a significant amount of very key and critical administrative (communications, special events, office duties) and operational work (managing the instrument office, the uniform office, the merchandise, and AV). Many of the roles and responsibilities of the Band's student staff mirror those assigned to full-time, management-level staff in units across campus. While student employees are utilized in almost all OSU units, the level of autonomy, independence, and responsibilities of student employee positions were never intended to be what they are in the Band's student staff.

For example, the Band Instrument Office, located on the third floor of the Band Center, is managed by one part-time student employee. The Instrument Office houses the most critical and most highly valued assets (cumulatively) than any other area of the Band Center with approximately 500 musical instruments in inventory valued at close to \$2M. The role of the part-time student Instrument Office manager is to check out musical instruments to band members, alumni, and the general public with over 3,000 touch points overall per year. As well, the role is responsible for receiving damaged and/or non-functioning instruments for either in-house or external repair, with over 300 repairs/year (including in-house and external repairs). Assigning this level of responsibility to a student employee is not consistent with the level of responsibility intended for a student position. Moreover, as instruments are the most important and valuable assets to the Band, and as the University requires tracking of theft-prone, non-capitalized assets, having a part-time student(s) in charge of this very important task puts the organization at risk. Similar roles in the School of Music and the Department of Athletics are held by at least one full-time A&P staff member.

Not only is the Instrument Office responsible for tracking musical instrument inventory and the process of checking instruments out/in to students, the office is responsible for iPads. Just this past season, the Band purchased 45 new iPads and will purchase iPads for all Band members this summer (245, including student staff). Managing the iPad inventory valued at over \$100,000 should not be the responsibility of student employees and Rick simply does not have the time to oversee this nor would his physical location accommodate it.

In addition to the Bands Instrument Office, the Uniform Office, with over \$500,000 in inventory consisting of over 5,000 individual items, is managed by a part-time student staff member with the assistance of three other student staff. The primary responsibility is to fit the band members with uniforms, maintain uniforms and uniform parts inventory,

fix/repair damaged uniforms via various sewing methods, and create, build, and manage props. As this office is critically important to the Band operations, it should not be managed by a part-time student employee. These assets are too critical and too risky to have students managing them. For comparison purposes, a similar role in the Department of Athletics is held by a full-time, A&P staff member.

Another key function of the student staff is to serve as the audio visual technicians to record rehearsals, halftime shows, edit film, assist the directors with sound needs, and to manage the newly-purchased Band rehearsal hall AV system, valued at \$100,000. As the importance of the AV role has become extremely important in this era of new technology, it is not an area that the Band can afford to be managed by student staff. The future state of the AV office will only grow more complex as the task of programming and setting up the iPads will be incorporated into the responsibilities of the AV Office. In addition, we are currently exploring live streaming with the OCIO to live stream rehearsals onto iPads while on the practice field so that instructors can provide instruction with instantaneous feedback regarding drill position for formations. The Band must have a full-time staff member partially devoted to this activity—a trained professional who can conduct the AV activities and provide management and training to the students, but also offer a strategic vision to assist the directors with incorporating cutting-edge educational technology into the classroom. Other units on campus with live productions as part of their activity have full-time staff dedicated to AV and technology.

On the administrative side, the student staff is also responsible for several key duties which are typically the responsibility of a full-time staff member. The Band's head secretary, the title given to a student in the front office who serves in an executive assistant role, assists the director with maintaining his calendar, answers the Band's main phone line, as well as the Band's main email address. The other students in the main office copy music, coordinate very complex special events, correspond with students, post student grades, assist with the Band tryout scoring process, coordinate the menus for game day and order the food, as well as a numerous list of other key administrative duties. The students do not report until 3PM during fall semester and at 4PM only two days per week during spring. This leaves the front office unstaffed to answer the phone, provide assistance to walk-in students, recruits, and the general public. With the past two seasons, phone and email traffic has increased by at least 50%. Not being able to answer customers in a timely manner will negatively impact recruiting efforts, the upcoming development campaign, and does not reflect positively on a very visible face of the University. Most importantly, with the high-profile and demanding schedule of the Band's director, not having an executive assistant to handle his calendar, draft correspondence, and perform other executive level administrative tasks hinders his ability to focus on the student education, conducting, creative process, donor development, and overall administration of the Band. These duties are too critical to the Band to have them managed by part-time student staff. Most units on campus have at least one full-time staff position devoted to administrative duties.

Student Staff—Future

While the Band will continue to employ students, the key administrative and operational duties will be moved to permanent, full-time staff. Those tasks delegated to student employees will be more closely managed. In addition, performance expectations and goals will be established and monitored throughout the year and performance evaluations will be incorporated into the student performance management cycle.

As well, in conjunction with the director, the business operations manager will assess the staffing needs and will determine if all student staff are needed prior to rehearsal and after rehearsal and adjustments will be made accordingly. As well, the business operations manager will assess the need for the entire student staff to travel with the Band. This could potentially decrease the amount spent on student wages/benefits and the travel expenses for away game travel.

What Has Changed and Why Does the Band Need Additional Staff?

The issue of the staffing structure has been brought forward to ASC and SoM leadership and discussions have ensued. One question that has been repeated is “What has changed that has led to requesting additional staff?” In other words, the Band has operated with its current staffing structure for decades and just last year added a new position, the business operations manager, so why is the Band seeking additional, full-time staff now? This is an obvious question to ask.

To answer this question, it is very important to understand that while numerous administrative, operational, and business functions of the Band have evolved and changed, one constant has remained: The Band has student staff in key positions that they should not be in. Moreover, the volume and scope of the duties they perform cannot be absorbed by the current level of full-time staff (i.e., the business operations manager and the directing staff). Certainly, student employees are vital to most units on campus. However assigning critical, management-level tasks to students puts the organization at significant risk. In this regard, it’s not about what has changed; rather, what should have been changed some time ago.

In addition to the fact that very key administrative and operational functions are performed and managed by student staff, there are several aspects of the organization that have changed/evolved over the past few years that add further justification for additional staff. Each will be described briefly below. Please note that this list is not comprehensive.

Business Operations Manager

One of the significant changes in the past year was the creation of a new, full-time staff position—the business operations manager. This is the first, non-directing, full-time staff position the Band has had. Rick Shaffer was hired into the position in January 2013. Rick has twenty-three years of experience at OSU in fiscal, HR, business operations, and compliance roles and has worked in four units prior to joining the Band: The College of Nursing; College of Optometry; College of Food, Ag, and Environmental Sciences; and Ohio Sea Grant/Stone Lab. Rick also studied organizational behavior and performance management in his graduate program. Also worth noting is that Rick has no previous experience or affiliation with the Band.

Rick has been able to assess and observe the Band’s administrative and operational functions with a fresh set of eyes during his first year with the Band. Taking a strategic approach to all administrative and operational aspects of the Band, Rick has made significant strides in attempting to address administrative and operational deficiencies. However, to effectively address all of them, the right staffing mix/structure is needed. Since Rick started, he has averaged 60 hours per week, worked many weekends and holidays, and has not been able to use his allotted vacation which will result in the loss of almost three weeks of vacation at the end of April.

As this is a brand new position, it would be short-sighted to think that the position would solve all of the issues and fill all of the voids, known and unknown. In fact, Rick was told during the interview process that while the general framework of the position was structured as a best guess at what the role should be, it would take someone to come in, own it, build upon it, and make it their own. Rick has certainly done that. Unfortunately, due to the unprecedented level of travel and performances, the lack of attention to internal controls over the years, the voluminous media/PR requests and associated details, the need to have someone assist with scheduling Jon’s meetings, and many other mission-critical responsibilities pointed out in the items below, Rick’s budget management and fiscal duties have not been kept up with to the level that Rick expects. As these are activities that aren’t as visible as the others (although more, or as equally important), Rick has had to prioritize a great deal and these duties have had to be pushed down the list just in order to get through the other more visible and pressing matters. For example, Rick has put off the processing of a personal reimbursement in the amount of \$7,000 in order to complete other pressing matter. This poses a risk to the organization as fiscal matters are crucial. Rick must have the time to fulfill the role and perform the required duties effectively. As the business operations manager is critical to the Band, the position has to have an organizational structure and environment that facilitates its success. As a result, the directing staff positions will be able to thrive and flourish which leads to overall organizational success.

Transition

Jon Waters was named the Band director in February 2013. Whenever there is a leadership change, organizational change follows. That is the case with the Band. Jon has a bold vision for the Band that incorporates cutting-edge innovation; world-class, elaborate performances with a focus on superior fundamentals; creating rewarding and positive Band member/student experiences; increasing the amount of scholarship funding available to Band members; adding and improving upon the knowledge of the marching band community; building the Band fan base by enhancing the fan/public experience; increasing University exposure; developing new internal and external partnerships; increasing the quantity and quality of Band recruits; and facilitating the Band's path to eminence. While the Band of the past may have required the director role and assistant director role to monitor budgets, manage funds, become fiscal, compliance, and overall operations experts, this certainly cannot be the model moving forward. Not only is this expectation of these roles outdated and inefficient, it puts the organization at risk. It is the equivalent of asking a sociology professor to teach neuroscience. Moreover, it does not offer what the organizations needs in these positions. These are highly visionary and leadership roles that must focus a great amount of time and effort to the creative process and to educating the students. Certainly, the overall budget authority rests with the director; however, he should not be tasked with the myriad details required to manage all of the Band's funds, maintain fiscal and operational soundness, and plan travel logistics.

The Role of the Associate Director

Chris Hoch is the associate director of the Band. He was hired permanently into this new role (previously the role was an assistant director title) in September 2013. The position was revised and includes administrative and operational components (i.e., student recruitment, overseeing the instrument repairs); however, it is significantly different than the previous assistant director of the Band. That position incorporated more logistical responsibilities that are now handled by the business operation manager. Jon's vision for the associate director is to focus more on the creative process, music education, managing/mentoring the GA's, as well as handling administrative duties that were not previously required or were not clearly defined.

The 2013 Band season was extremely demanding due to the implementation of the iPads, increased travel, increased media demands, and the pressure on the directors to create halftime performances that were as or more successful than the 2012 season. Transitioning to the new iPad technology was, and will be, an adjustment for all. Additional time was spent providing on-going training to the squad leaders and simply trying to adjust teaching drill formations from a paper process to an electronic one. In addition, the demand for enhancing the fan experience and improving upon the prior year's success increased the time spent on the creative process. To say that the music, drill writing, interactive announcing, and props became more critically important in 2013 is an understatement. The entire process was much more intense and demanding as was reflected in the tremendous success of the season.

Throughout the season, there was much more time spent on getting the timing of shows and the Band playing in the stands exactly right. There were on-going, weekly discussions with Athletics about the issues regarding canned music being played over the Band during the games which took adjustments to the process of the Band playing while seated. As well, Athletics personnel were watching the timing of the shows much more intensely due to halftime announcements and honorary events which caused halftime to become very tight. This required an additional focus on show timing during rehearsals and in planning. Finally, a newly-installed system in the rehearsal hall caused for additional training during the very busy fall semester. All of these factors led to an increase in Chris's workload.

With the increasing demands of the Band, Chris's (and Jon's) role will become much more intense. Specifically, the creation of halftime shows will increase in complexity as there is pressure to explore continue and build upon the success of the 2013 season. The formations, music, and props will grow in complexity and additional time will need to be dedicated to each. In addition, with Jon's vision to add external instrument experts to each section of the Band, as well as adjusting to a new percussion arranger, there will likely be an adjustment period in managing the changes. Jon's vision for the Band will require Chris to increase his recruiting efforts, including making visits to high schools, presentations to various bands, and developing a program to bring schools to the Band Center for presentations and interaction with Band members. As well, Chris will be expected to explore writing scholarly articles for possible publication, and writing a marching band techniques textbook. Chris will also take a more active role in overseeing the repairs of instruments.

Strategic Budgeting and Procurement

In the past, the Band has used the same vendors for purchasing instruments, uniforms and uniform parts, and other supplies. Rick has worked closely with Jeff Ulrich, OSU Purchasing strategic buyer and contract manager, to determine if there are existing contracted vendors for purchasing these items and/or solicit bids from vendors. This strategic effort has saved thousands of dollars in recent purchases. For example, this year's Spring Game jackets were obtained at a cost that was \$5,000 less than what was paid in 2013. Through continuing these efforts, the Band could easily save \$20,000 per year. Rick will work on developing a strategic plan and a strategic budget to coincide.

Tom Cook

Upon Rick's hire, Tom Cook's role with the Band changed. Whereas in the past Tom handled a variety of tasks, he is now limited to the Youth Concert advertising and payment processing, assisting with Buckeye Invitational, and assisting with Drum Major tryouts—informing local media of the date/time. As the Band has evolved, Tom's ability to provide the Band with the right mix of skills is limited. Therefore, it would not be an option to increase Tom's responsibilities vis-à-vis the Band, especially since he will retire in one year.

Increased Development and Outreach

Although not directly stated in the MOU, the Band has been expected to perform at various outreach and development events. For example, last season, the Band performed at three "But For" functions. One in Los Angeles as part of the trip to Cal; one in Cincinnati at the Spring Game; and one in Cleveland. As the "But For" campaign continues, it is likely that requests for the Band to perform will continue.

Athletics

The role the Athletics Business Office once had with the Band has changed. The Athletics Business Office used to coordinate all Band travel, arrange for buses, planes, lodging, etc. That is now handled by Rick. As well, they used to manage the Band funds that were "owned" by them. They no longer manage the budget (except for post-season travel). Rick and Jon have put a lot of time and effort into improving the Band's relationship with Athletics. As Athletics is a key, strategic partner, it is very important that the Band continue and improve upon this relationship. This takes time and well-thought-out strategy. As stated by numerous Athletics personnel, the Band/Athletics relationship has never been better.

New Database

The Band's database that had been used for over ten years crashed in the spring of 2013. We worked with a vendor to develop a customized database that would incorporate all operational areas so that all areas are using the same system. This allows for consistency across the areas as well as facilitating cross-training. The database has yet to be fully launched in part due to the student staff not having time and Rick not having adequate time to analyze processes and develop process flow maps that incorporate use of the database. The database will be a great tool once fully implemented.

Sarbanes-Oxley Act

While not a recent change as the Sarbanes-Oxley Act went into effect in 2002, it is a recent enough change when considering the history of the Band's staffing structure prior to 2002 and after. That is, there have been no changes to the Band's business operations after the legislation was enacted. So, in this sense, it is something new to the Band's operating procedures (e.g., asset management, internal controls). For example, the cash handling procedures and recording of accounts receivable need to be completely revised and improved as currently, accounts receivable is not being recorded in the University ledger as required per University policy. As well, there is no inventory system in place for the thousands of Band cd's. Finally, consistent, routine reconciliations are not being done. While many of these items are Rick's responsibility, he has not had the time to dedicate to them.

A New MOU, Budget, Performance Obligations and Key Stakeholders

A new, four-year MOU signed by Athletics, Arts and Sciences, and Business and Finance went into effect at the beginning of FY14. The business operations manager is assigned the role of managing the MOU and the various duties outlined therein, including performance obligations and travel logistics for post-season travel. The MOU represents a dramatic

change to the Band's previous funding model. Given the key stakeholders and outlined obligations, including being a good steward of the new budget, it is incumbent upon the business operations manager to manage this agreement well. Unfortunately, with the current staffing structure and added responsibilities, Rick has not been able to devote the required time to doing this successfully.

Band's Profile

That the Band's profile and visibility escalated during and after the 2013 Marching Band season is an understatement. In fact, the media requests (filled and unfilled), the Apple commercial, YouTube hits, and the various communications that came from people around the globe represents an unprecedented amount of exposure for the Band (or for any other marching band in the world) and the University. According to OSU Communications, the Band media coverage generated over \$16M in ad impact exposure. While we cannot predict the future, one thing is certain: the Band has forever changed the marching band landscape. Furthermore, the unprecedented exposure has put the Band in a great position to increase its fan base, recruitment of new members, and continue to be a tremendous asset to OSU. Already in discussions for next season (and to begin in June) is a documentary to be produced by HBO, two different NBC Today Show segments, an article in Business Week, a University public service announcement, and an article in the fall issue of the Alumni Magazine. Clearly, the media/PR engine has not lost momentum, which bodes well for the Band and the University.

Building/Space Coordination and Utilization

Utilizing space in its most useful capacity and aligning usage with the function of the organization, its operations, and program mission is an issue that most units across campus now accept as having a strategic impact. Clearly the University has changed the way it approaches capital improvements and overall space utilization with its adoption of the University Framework Plan. While the University focuses on this issue from a macro level, units are tasked with doing the same on a micro level. In the Band's world, this means focusing on space in the Steinbrenner Band Center.

Since being hired, Rick has observed several misalignments between space and operations. Last year, there was focus on getting adequate office space and refurbishing the front office. This year, we would like to merge the Merchandise Office and the Uniform Office to reduce cash collection points to just one and to better utilize the Merchandise Office space. In addition, expanding the entrance and exit size on the second floor to accommodate a more efficient process for exiting from the Band Center to the practice field as well as reducing the damage to instruments due to the small size of the door is a project we will move forward with. There are several other changes and Rick has been working with stadium facilities personnel and space engineers. The goal is to develop a project plan and then prioritize the projects over a span of 3-5 years.

iPads and Band Technology

A project involving iPads was introduced by two students in the spring of 2013. The project was piloted during the 2013 season and a full deployment of iPads will start with the 2014 season. This will require a tremendous effort to not only manage the distribution and retrieval of the iPads, but also procuring them, loading the appropriate software onto them, training on the use of them, and tracking them in the asset management system.

New technologies are also being introduced to the Band. The use of a new mobile app is being considered, live streaming of rehearsals, and the development of an iBook for possible use in school systems in the state.

Janitorial Services Contract

Unlike most units across campus, the stadium does not follow the University budget model for POM; rather, utilities, janitorial services, and general maintenance are paid directly by Athletics based on actual use. This favors the Band as we are not charged for space, heating, or lighting. We are, however, responsible for paying for janitorial services as the level of service offered by the stadium crew is inadequate. We are now paying the company that handles the stadium's game-day cleanup for cleaning services and Rick has to manage those payments. As well, Rick serves as a quasi-supervisor to the custodian ensure he is cleaning the facilities based on schedule and task.

Increased Attention on Travel Logistics

Not only did the Band's travel increase in 2013, the complexity of the logistics and the details became greater than they have been in the past. As charter planes have tightened their tolerance of weight loads, a very meticulous manifest must be created as well as identifying exact pieces of luggage to be loaded underneath the plane and to be carried on. All of this must be planned and communicated with great precision. Rick spent many hours planning detailed travel plans so the Band students would have great experiences and not be impacted by poorly-planned travel logistics. The many hours that went into the planning paid off as the Band members commented that past year's travel was the best ever in terms of travel coordination and logistics.

Cheer Team Travel

As the cheer team travels with the Band, Rick must coordinate all travel details with the cheer team. For example, for the Orange Bowl travel, Rick had to work with the interim cheer coach to determine their performance requirements and plan bus schedules to accommodate them. In addition, the cheer team would often want meals with the Band so we had to account for their numbers when planning food purchases and subsequently process an expense transfer through Athletics to recoup the funds. The Band and the cheer team get along very well and it makes sense to combine travel, but this used to be coordinated by Athletics; now it is coordinated by Rick.

Student Life –practice field MOU

As Student Life has started asking for repayment per the MOU re: the practice field, several meetings have been scheduled and attended by Rick and Jon. This issue will continue until resolution can be reached and a payment plan will need to be developed. This is an issue that resurfaced in 2013.

Special Events

The number of special events has grown over the past few years, up from ~5 per year to over 10 per year. The following special events have been added within the past three years: Annual Band Picnic; Annual Band Banquet; Squad Leader Training Session; Campus Campaign Band Event; Band Camp/Clinic; and the High School Football Playoff Event (new in Dec 2014). These events, some involving >400 guests take a great deal of time, planning, and coordination. In an organization that was already inadequately staffed, adding these events has stretched staff even further.

Increase in Post-Season Travel

The new college football playoff system will start in 2014. This will add to the post-season travel schedule. In 2014, a Big Ten Hockey conference was formed and the Athletic Band traveled to MN for the Big 10 Hockey Championship. This will continue in the future and the Band will need to attend. As the sporting events evolve, it is entirely possible that additional post-season events will be added and will require Band attendance.

Student Issues

While there are likely to be on-going issues with students in any organization and certainly one with a student population of close to 500, this past year has presented a few, very involved student issues. While the matters are confidential, two involved very serious allegations with respect to sexual misconduct. The time involved in the process was significant. The issues were handled primarily by the director; however, the business manager was involved as he had to balance the intense media exposure with the on-going investigations so as to avoid negative press.

As well, Athletics now requires the Band to attend sexual harassment and misconduct training and we have to coordinate speaking engagements with the Office of Compliance and Ethics on the subject. The environment has changed drastically since the Penn State incident so the Band leadership must be properly trained to act accordingly in the event of allegations. While this past year's incidents hopefully won't occur in the future, the Band leadership must be prepared in the event that it does.

Student Wages

In the past, the student staff was paid through Athletics via a quarterly stipend. This is a direct violation of the Federal Labor Standards Act (FLSA) and was corrected by Rick in July 2013 (to coincide with the beginning of FY14 and the effective date of the MOU). Whereas in the past, the students signed a pay sheet on a quarterly basis prepared by Tom Cook, this year students had to complete bi-weekly timesheets through the eTime system. Rick is the approver of the

timesheets and has to review each before approving, even though he does not have direct interaction when the second floor student staff. As a result, the number of approvals for paying students increased by over 300%. In addition, we had to revise the Band syllabus to include a non-performing Band member track. This change, although required to be in compliance with federal law, increased student wage expense from ~\$20,000/year to ~\$70,000/year.

This change is significant because not only did student wages increase, the MOU did not account for this increase as the FLSA issue was not discovered until Rick investigated it. As a result, the \$1M budget amount did not take this into consideration as it was an unknown issue at the time the MOU was drafted.

Tresona

The Band has a contract with Tresona to manage its music copyright and license clearances to allow the Band to arrange and play the music chosen for halftime shows, etc. As well, there is a contract with Tresona to manage the Band's YouTube videos and digital downloads of tracks on its cd's. The contract requires Tresona to pay the Band a percentage of revenue based on YouTube advertisements on a bi-annual basis and a percentage of revenue of digital download sales on a quarterly basis. Managing the payment amounts and the schedule of payments has not been done in the past. Rick is now tracking this to ensure payments are made.

Stadium Seating

At the end of the 2013 Marching Band season, the Band was informed by Athletics that the additional Band seating in the south bleachers can no longer be used for Band guests (e.g., Band parents, donors). The additional seating is for Band staff and Band recruits only. This is the policy for all Athletics sports teams.

The Band will be required to purchase tickets in the Band section for guests. Therefore, this activity will have to be managed by Band staff. Since the Band has historically allowed for "seating with the Band" to be used by several community organizations in fundraising, we will now have to coordinate the payments from those organizations and assign specific games that they can purchase tickets for. The management involved in this will be significant.

As well, to address the issues experienced last season in the last two rows of seating in the Band section (these two sections are students seats and there were incidents of intoxication, vomiting, etc), the Band will purchase these sections from Athletics and offer them to the parents of Band members. The sale and payment of these seats will have to be coordinated by Band staff.

Trademark and Licensing

As the Band must purchase logo'd apparel, there is an established process that has been in flux over the past year. Rick has spent a lot of time trying to get clarification from Trademark and Licensing on what is best described as "murky" contract language re: OSU's contract with J America. This represents a change from the past as the Band used to purchase most of its apparel from a local vendor. That relationship has been severed and we're now trying to establish new relationships with contracted apparel vendors. Rick has spent a lot of time trying to bring the Band into compliance in this area. There have been on-going email communications and meetings to resolve a number of issues involving Trademark and Licensing.

In-House Dry Cleaning

As part of the effort to reduce out-of-pocket expenses to Band members, one of the primary reasons for the new Band funding model, Band members are no longer required to coordinate and pay for uniform dry cleaning. Instead, uniforms must be collected by the student staff, placed into bags with each Band member's name assigned to each bag, and the pick-up day/time must be arranged with the dry cleaning company. As well, the pick-up and drop-off of the uniforms by the dry cleaning company has to be arranged and managed. The coordination and management of this activity takes a great deal of time. This activity will become more complex as the Band will likely use three different dry cleaning companies in an effort to decrease its spend on this service. By offering Presidents Club membership through Athletics (coordinated by Mark Mangia), the Band obtains two free uniform cleanings per vendor valued at >\$36K per year.

Band Website

The Band website requires on-going updates. In the fall of 2012, the Band began accepting on-line payments for tickets to the Buckeye Invitational and will expand this on-line payment process to other activities in the future (parent game tickets). As we try to improve upon our communication efforts, the Band website becomes crucial. Updates to calendars and information will need to be made daily. As well, we need to incorporate Athletic Band events and schedules as well as pep bands, neither of which is currently being included on the website. Every unit on campus has embraced the impact of digital communications and websites are essential to successfully providing information and communicating effectively with the organization's customer base (e.g., students, donors). The importance and power of websites have grown exponentially over the years; the Band's ability to stay current, however, has not.

In addition, the Band's website has been integrated into its database. As a result, facilitating the downloading of information from the website into the database will become necessary.

Media and OSU Communications

The number of media requests has significantly increased. The Band's media exposure for the 2013 season was tracked by OSU Communications—see Appendix F. For all of the media requests, Rick must coordinate and filter the requests through OSU Communications. In the past, the Band director was able to accept or deny requests with sharing the requests through that office. Rick has coordinated this activity since being hired. The meticulous details and coordination involved in this activity represent at least a .25FTE. Rick will continue to manage this very critical activity.

Athletics Liaison

While the Band has always had someone in Athletics assigned to oversee the Band, this past year there was a change in the liaison role. The role is now held by Denny Hoobler. Denny has a much more hands-on approach and meets with Rick frequently. In fact, during the end of the football season and into the post-season, Denny was meeting with Rick sometimes as frequently as four times per week. While Rick and Denny (and other Athletics personnel) have a great working relationship, the time spent meeting with Denny was more than what was required by other Athletics liaisons in the past. In order to maintain an effective partnership with the Band, Rick will continue to be the contact for the Band liaison.

Asset Management

Managing assets is a challenge for most OSU units. In the past, the Band has not tracked non-capitalized assets, which, by definition, would include all Band instruments, regardless of cost. This will be a huge project to get the instruments recorded into PeopleSoft or whatever process ASC decides to adopt. As replacing instruments was the Band's third largest spend last season, it is imperative that we track these assets more precisely. The amount of time needed to track over 500 instruments and manage the inventory process, including the Band's database will be significant.

Props

As ticket sales to ticket events, namely football, are declining nationwide, Athletics is focusing a lot of time on the fan experience and ways to maintain and increase attendance. The Band plays a key role in this and Jon is committed to making the halftime shows part of the solution mix to maintain and increase ticket sales. While the Band performances, including animated and moving formations are key, so too are the props used. Lasts year's banners were much more elaborate than in years past. As well, the use of pyrotechnics (i.e., fireworks) increased from previous years. With the popularity of night games amongst fans and, more importantly, since Urban Meyer prefers them, it is likely that the number of night games will increase in the future. In fact, next year's schedule will likely have four games starting at 8pm. A different prop mix will likely be created by the directing staff including glow-in-the dark items (assuming the new stadium lighting can accommodate). As well, fireworks will become a staple which will increase the cost of props and also the time needed to prepare, coordinate, and manage them.

Exploring New Revenue Streams and the Monetization of the Band's Activities

One area Rick has been working on is analyzing the potential for new revenue streams and the monetization of existing Band activities. Based on Rick's experience, many OSU units fail to explore new revenue streams, many that could be quite profitable. A list of these potential revenue streams currently being discussed are shown in Appendix B.

Management of Pep Band Payments

While the Band has always made special appearances with subsections of the Band (i.e., pep bands), invoicing for associated fees and tracking the payments has not managed. As a result, there was no mechanism in place to ensure that payments were made or that payments were made in compliance with OSU policy. As the pep band requests have continued to increase, especially after last season's success, Chris Hoch will manage this process. Rick will continue to manage the deposit process associated with pep band payments.

While the activities detailed in this section do not represent all that has changed over the years, it does capture how significantly the number and scope of these activities has changed. Even with the hire of the business operations manager, the volume and complexity is too great to absorb with the Bands current staffing level.

Proposal

In order to take these key administrative and operational duties out of the hands of student employees and into the hands of full-time staff, we are proposing the creation of, and funding for, two new staff positions. One position will serve as the executive assistant to the director, communications coordinator, and special events coordinator. The second will serve as the technology/AV coordinator and Instrument/Uniform Office Manager (See Appendix A for position descriptions and proposed salary ranges). This proposal seeks a three-year, additional commitment of salary and benefits funding for these administrative staff (A&P) at a proposed total maximum cost of ~\$126,000 in year one; ~\$155,000 in year two; and ~\$162,000 in year three; total three-year additional commitment = ~\$443,000. These amounts include benefits, projected benefit increases (2% per year), and projected annual salary increases (3% per year). It is our goal to absorb the cost of these positions beginning in FY18 through additional earnings revenue streams, a decrease in student wages, additional revenue from the "Dot the i" campaign interest income, and by utilizing strategic budgeting and procurement techniques. See Appendix C for the proposed staffing structure.

Justification

The purpose of this section is to justify the need for additional positions. To do this, five objectives have been developed that will guide the Band's future administrative and operational functions. Each objective will be expanded upon by providing a background, identifying issues, solutions, and describing the impacts that will be achieved.

Objective 1: Reduce organizational risk and achieve administrative and operational compliance and soundness by reassigning key administrative and operational functions to non-student staff and through the implementation of continuous quality improvement standards.

Background

Throughout the Band's history, part-time, non-performing, student Band members (called the "student staff") have been hired to manage and conduct very critical administrative and operational functions, including managing game-day operations; managing vital assets—instruments and uniforms; overseeing instrument, uniform and merchandise inventory; coordinating large and complex special events; communications; and managing the AV operations.

Issues

The organization cannot operate efficiently and effectively with a student staff responsible for key administrative and operational functions. Asset management, compliance, cash handling, accounts receivable management, fund management, customer service, communications, and overall operating soundness cannot be achieved. The risk is extremely high, especially given the Band's very public and very visible profile. A business operations manager was hired in January 2013 to focus primarily on the fiscal and budgetary matters, coordinate all travel and logistics, and to oversee the operations. Unfortunately, the business operations manager cannot keep up with all of the administrative and operational functions. The scope is too large for one position.

Solution

Adding additional, full-time, professional staff will address many of the issues. Hiring two additional A&P staff and revising the business operation manager's position description to more accurately reflect the needs of the position is needed. With a team of full-time, administrative and operational staff led by the business operations manager, we will reassign the key and critical administrative and operational duties of the Band to non-student staff.

The Band will continue to employ student staff to handle various administrative and operational duties. However, with the addition of two, full-time staff, the student staff will no longer operate autonomously and independently with little supervision. Instead, they will report to one of the two new staff members, based on their area of responsibility. Rick will maintain overall supervision and will hire new student staff with the assistance of the new staff members. As well, Rick will work with the new staff to develop a performance management system for student staff.

During the 2014 Band season, we will begin to experiment with limiting the number of student staff that report early and stay late. We will also begin utilizing "D-Row" members more effectively. This will save on student wages. By 2015, we will have a model in place whereby only three student staff report early and stay late. The others will report at the same time as the Band members which will save on student wages as student staff are enrolled in the course and cannot be paid during class time.

We will also begin exploring the possibility of limiting the number of student staff traveling with the Band. We may consider basing it on seniority and need. This will reduce the overall travel expense of the Band.

Impact

Decrease in the overall organization risk as the control environment will be greatly improved. Increase savings by decreasing waste.

Objective 2: Provide unparalleled customer service and communication to band members, band recruits, donors, and the general public by analyzing and improving all aspects of the customer service and communication components of the organization.

Background

The Band has staffed its main office (the reception area) with part-time student employees. During the Marching Band season, the front office student staff report at 3pm and leave at 7:30pm; during Spring Athletic Band season, they are here two days/week (depending on what days Athletic Band is scheduled), typically from 4pm – 7pm. One of the main functions assigned to one of the student staff is to answer the main phone and email to the main Band email address.

Issues

By not having phone coverage until 3pm during the fall semester and only two days/week during spring semester, the phone calls cannot be answered. Customers (Band members, recruits, donors, University leaders, and the general public) do not get a live person when they call, unless the business operations manager can manage to pick up the phone. As a result they get a voicemail and have to leave a message. The student staff retrieves the messages and then delivers the messages to the appropriate individuals. As well, they forward emails from the main email address. Often, the messages are lost and customers get no response. Such poor customer service is not in alignment with the public image of the Band. Band members and general public deserve superior customer service given the Band's very visible and public profile.

Solution

Add an administrative associate (full-time, A&P staff) so that the phone can be answered regularly, emails can be responded to and the Band can set the bar for providing outstanding customer service.

Impact

By providing superior customer service via the hiring of a full-time staff member, the Band will be able to answer calls from Band members, donors, University leaders, et al. In doing so, the image of the Band will improve which will impact the Dot The i campaign success and will reflect positively on the Band. Ultimately, it will improve the Band's overall performance.

Objective 3: Decrease the reliance on current levels of funding by initiating additional and on-going revenue streams through key internal and external partnerships that lead to donor opportunities, research opportunities, and the monetization of current and new activities.

Background

Throughout the Band's history, funding for the Band's personnel, operating, and travel expense came mostly from private donations, along with some funding from the Athletics Department. In 2014, a new funding model was introduced as part of a four-year Memorandum of Understanding, which established a \$1M operating budget as well as an additional commitment to cover the salary/benefits of a business operations manager position. This was a bold effort to fund the Band and decrease the almost exclusive reliance on development dollars to fund operations and personnel expenses. A priority for the new budget was to decrease the out-of-pocket expenses of Band members.

Issues

As the Band ends its first year (FY14) working with the new funding model, several issues have emerged. First and foremost, the budget is not enough to meet the on-going personnel and operating expenses of the Band. As well, as it has been determined that a new staffing structure is needed, which will hopefully allow for the hiring of two additional, full-time staff, the current budget level will not support the additional salary/benefit expense.

In addition, the business operations manager has pointed out several areas where the Band could monetize its activities. These opportunities need to be explored and developed. To do so, however, would take additional time and effort on the part of the business operations manager.

Solution

The hiring of two additional staff will allow the business operations manager to dedicate time to researching and developing efforts to add additional revenue streams into the Band's funding mix.

Impact

Reliance on on-going funding from Athletics, Arts and Sciences and the University will be significantly decreased. As well, the additional revenue will allow the directing staff and the business operations manager to continue to reduce the out-of-pocket expenses to the Band members. In addition, improving facilities, upgrading instruments and uniforms on a rotating basis will be possible. It is also possible that the additional revenues can be used to provide scholarships to Band members. See Appendix E for new revenue opportunities being explored and discussed.

Objective 4: Proactively liaison and partner with University Communications, Arts and Sciences Communications, and Athletics External Relations to fulfill media requests and to develop a strategic communications and marketing plan that will enable the Bands to continue on-going media exposure and to capitalize on the public demand.

Background

The 2013 Marching Band season was a tremendous success for the Band. From the amazing halftime shows to the incorporation of iPad technology, the outpouring of public support via emails, phone calls, etc. was huge. As well, the media coverage was unprecedented in OSU history and in the field of marching band. See Appendix G for a summary of the media requests. We are so fortunate to have had the media coverage that we did. It not only promotes the Band, but it promotes the College of Arts and Sciences, the School of Music, the University, the city of Columbus, and the state of Ohio. No other band in the county or the world has ever experienced anything like what the 2013 OSUMB experienced.

Issues

While the continued stream of media requests is wonderful for the program and the Band members, we simply cannot keep up with the demand. Rick Shaffer dedicated at least 50% of his time coordinating the media/PR requests and during some weeks, it was close to 70%. The amount of planning with the producers, the stadium facilities folks, OSU Communications, ASC Communications, ASC development, just to name a few is significant. The media attention will continue for the foreseeable future and it has to be managed effectively and strategically.

Solution

Rick will be the one assigned this duty as he has developed great working relationships with all relevant parties and knows now how the processes work. This is a critically important responsibility and must be handled with great care. The time spent on this will continue to impact the amount of time Rick can spend on his other duties. By hiring an administrative associate to handle the duties outlined in that position, Rick will have some additional assistance to make sure that he can dedicate the time required to media/PR coordination.

Impact

The positive publicity and exposure will assist the timing of the Dot The i campaign kickoff, which will be key in soliciting gifts. As well, showcasing the hard work and dedication of the student band members will significantly increase the student experience. Finally, the University will benefit from increased exposure as it seeks to attract and retain students.

Objective 5: Establish the Band as the world leader in technology utilization within the band industry by fostering student engagement in technology capture and through central coordination of technology development, integration, and implementation.

Background

Over the years, the Band has been a leader in band innovation. Among these are: floating and animated formations; measured-step marching; script writing; and the fast cadence with a high-knee lift. Brass instruments especially designed for marching band were also first used at Ohio State. The most recent revolutionary innovation involving technology was introduced to the Band came last season: the use of iPads. With the success of the pilot program, new iPads will be given to all 225 Band members for the 2014 season. As well, a few Band students are currently exploring developing applications for mobile devices and developing an iBook for use in classrooms across the state (and country) and we are also working with the OCIO, Office of Distance Learning, and ASC IT to explore live streaming rehearsals to iPads.

Issues

The Band has tried to manage innovation and technology by placing Band members in charge of projects, using our AV student staff, asking Band alums for assistance, and with the assistance of the directing staff. The technology and innovations in the Band are going to continue. Next year, we will deploy iPads to the full Marching Band thanks to the gift of a generous donor. Ryan Barta and Charlie King are the students who introduced the idea and have “owned” the project. Charlie will graduate this semester and will be leaving for Seattle; Ryan will graduate in the fall and will be leaving for a position TBD. This project is too big in scope to try to manage it internally as we don’t have the staff to handle it nor do we have the expertise. As well, as technology will continue to be a part of the Band, being able to foster innovation and manage the outputs won’t be possible with the staff we have and it is too much of a burden to place on Band students to manage. Finally, given that a private donation was given to implement the iPad program to the full band, and given that the program has received international exposure (i.e., media coverage), this must be managed flawlessly and professionally. It is our obligation to do so.

Solution

The technology coordinator position will manage, oversee, and assist with all Band technology including our AV operation (40% of the position).

Impact

The Band will be able to successfully manage the iPad program as well as continue to explore new, cutting-edge, and innovative ways to introduce technology into the Band. This will allow the Band to be the leader in the field in Band technology. We may also be able to explore additional revenue as we are discussing the possibility of consulting with other band programs to assist them with introducing iPads into their band programs.

Conclusion

In order for the Band to sustain its current state and position itself to take the organization to the next level, it must change its current staffing structure. Most importantly, key administrative and operational duties traditionally performed by part-time, student employees must be managed by full-time staff. The Band is a strategic, highly visible University asset and the organizational risk is too high compared to the cost of adding additional staff.

The new MOU outlining a new funding model and the creation of a new position was great first step in addressing the needs of the Band. After operating in year one with the new funding and the business operations position it has been determined that the Band needs additional full-time staff if it is to move from excellence to eminence.

Appendixes

- A. New Staff Positions
- B. New Revenue Streams

Appendix A—New Staff Position Descriptions

University Title (Suggested): Administrative Associate 1 **or** Program Coordinator

Working Title: Executive Assistant and Administrative Coordinator—Marching and Athletic Bands

FLSA Status: Exempt

Pay Range (Suggested): \$43,000-46,000

Reports to: Director (Jon Waters); dotted line to Business Operations Manager (Rick Shaffer)

Function

Serves as executive assistant and communications & special events coordinator and for the Marching and Athletic Bands.

Position Description and Breakdown of Duties

Under the direction of the director with a dotted reporting line to the business operations manager, serves as the executive assistant to the director and coordinates the communications and special events functions of the The Marching and Athletic Bands (the Band). This position is a key member of the Band's administrative and operations team focusing on a variety of high-level duties. The candidate will embrace the Band's principle of "tradition through innovation" and provide superior customer service to perform, delegate, and oversee the following job duties in a quasi-autonomous and independent manner within an extremely high-profile, fast-paced, and multi-faceted organization.

Administrative—40%

Serves as executive assistant to the director of the Band; composes and edits complex and/or confidential correspondence; manages complex schedules and calendars including the director's calendar, the Marching Band fall schedule for all performances, fall and spring Athletic Bands for all performances; answers phones and assists students, recruits, and the general public visiting the Band Center; assists with the development of presentations using Mac and PC software; develops, maintains, and communicates a comprehensive calendar system that encompasses all Band schedules; serves as Band database expert—administrative modules—to input information, retrieve information for mass mailings and mass emails, and to organize and manage musical scores and parts, row assignments, and to record information on future Band recruits; assists with implementing an electronic classroom attendance system to efficiently record attendance to be analyzed by directors in determining Band member grades; uses SIS to record grades; uses Carmen to post information, as needed; coordinates the completion of Band medical liability forms by all Band members and maintains for use throughout Band seasons; researches, implements, and manages effective room scheduling system for all Band Center rooms; works with colleges and universities that have reciprocal agreements with OSU (e.g., Columbus State Community College, Columbus College of Art and Design) to provide information to students attending those schools regarding Band course availability and eligibility (i.e., tryouts for Marching Band; enrollment in Athletic Band); assists Band students with electronic excuse form process and obtains director's approval for all absences; drafts and distributes student excuse letters for Band members' absences of University courses when required to miss for various Band performances; coordinates summer recruitment activities by hiring, training, and supervising Band members to work at the Band recruitment booth; utilizes iPad, database, and electronic calendars to communicate updates and schedule changes; assists with the development and integration of an electronic scoring process for Buckeye Invitational, Drum Major tryouts, and Marching Band tryouts; utilizes iPad technology and Band database to provide music and marching drills to band members; assigns work to student admin assistants; utilizes eTime system to approve student timesheets; uses performance management tools to assess and evaluate the performance of student staff; provides feedback regarding performance; assists with capturing Summer Session participant information and creates follow-up correspondence for recruitment purposes; maintains extremely clean and organized work environment at all times and works with janitorial staff to establish routine cleaning protocol for floors and work

surfaces; serves as expert user of Band copier and fax; makes copies; coordinates copier repairs and supply orders; assists with travel logistics for the Band; utilizes eRequest system to order supplies.

Communications—30%

Serves as Band communications coordinator to develop and manage effective communication strategies utilizing multiple communication platforms including new media (social networks, blogs, podcasts, search engine optimization, etc.) to maximize the reach and impact of all Band-related communications; tracks metrics related to social media and maintains information for reporting purposes; uses various methods to communicate with an ever-expanding customer base including current Band members, Band recruits, university leaders, high school band directors, alumni, donors, media contacts, and the general public; serves as liaison to School of Music Communications Office, ASC Communications Office, the Department of Athletics Communication Office, and the Office of University Communications to ensure effective communication of all relevant information related to the Band; manages Band website to provide up-to-date, impactful information on Band; utilizes Band database/website integration to maintain external communications with Band recruits; works with School of Music to advertise events with local media outlets and internal communication outlets (e.g., OSUToday); assists with the development, management, and distribution of Band techniques videos for Band members and Band recruits for deployment via mobile applications; assists with the development and oversight of an interactive display system utilizing iPads in the Steinbrenner Band Center lobby area for guests and visitors showcasing Band performances, history, and members; participates in development of Band marketing initiatives.

Special Events—20%

Coordinates, plans, and manages complex special events with large numbers of attendees throughout the year, involving students, recruits, parents, donors, and the general public, including the following: Bands Night, Annual Band Banquet, Gladden Community event, Buckeye Invitational band competition, Band's Traditions Night, high school playoffs band event (2014 and 2015, then a two-year rotation), Annual Band Picnic, Campus Campaign event, Summer Sessions, College Band Director National Associate Symposium (every four years), Squad Leader Leadership Training Sessions, Squad Leader Retreat; researches and reserves facilities for events; works with facility personnel to achieve desired room arrangement and room décor for events consistent with director's vision and performance needs; utilizes University contracted vendors to order food for special events, including game-day meals based on projected number of attendees; works with associate director, business operations manager, and development officer to create a process to manage requests for Band game day experiences (e.g., seating with the Band in the stadium) for Band recruits and donors; facilitates floor seating schedule for Skull Sessions and checks in attendees prior to entrance onto floor; actively participates in pre-game Band operations meetings to communicate relevant information to student staff to provide positive game-day experiences for fans and Band members, emphasizing the importance of customer service; works with associate director, director, and graduate assistants to schedule and conduct on-site tours of Band center for Band recruits, donors, and the general public; coordinates with the Athletics stadium tour personnel to be available to present Band information, Band videos in rehearsal hall, and to answer questions of visiting guests; develops surveys related to special events and Band member experience and uses survey results to make improvements to processes and customer experience.

Miscellaneous and Projects as Assigned—10%

Assists with all Band operations, including instrument room and uniform room and all game-day operations during the football season and other sporting events; assists with management of key control; assists with building coordinator duties; may assist with loading instruments which requires ability to lift instruments weighing >60 lbs.; completes additional duties and projects as assigned.

University Title (Suggested): Admin Associate 1 **or** Program Coordinator

Working Title: Technology Coord and Instrument/Uniform/Merchandise Office Manager—Marching and Athletic Bands

FLSA Status: Exempt

Pay Range (Suggested): \$44,000 - \$48,000

Reports to: Business Operations Manager (Rick Shaffer); dotted reporting line to Director (Jon Waters)

Function

Coordinates the development, planning, implementation, and management of all Band technology and manages Instrument and Uniform Office of the Marching and Athletic Bands.

Position Description and Breakdown of Duties

Under the direction of the business operations manager, serves as a key member of the Marching and Athletics Bands (the Band) administrative and operations team to develop, plan, implement, and manage all Band technology and to manage Band Instrument and Uniform Office. The candidate will embrace the Band's principle of "tradition through innovation" and provide superior customer service to perform, delegate, and oversee the following job duties in a quasi-autonomous and independent manner within an extremely high-profile, fast-paced, and multi-faceted organization.

Technology Coordinator—40%

Serves as coordinator, expert user, and manager of all Band technology, including iPads and associated apps, Band Rehearsal Hall equipment, field equipment, and all audio visual (AV) technology; develops expertise in the Band program, instrumentation, and the use of all Band technology to advise directing staff on the use of Band technology and assist directors with the development of efficient, effective, and cutting-edge learning/teaching tools for Band students to enhance the learning process; manages Band iPad program and assists Band members and directors with use; participates as a member of an on-going, innovation workgroup comprised of Band students and university staff to foster technology innovation including the expanded use of iPads, the development of mobile applications, and the application of new software; works with Band recording engineer on special projects related to Band performances, including game-day performances, Band concerts, and performances with special guests; works with internal and external offices and/or vendors to manage repairs of Band equipment; works with business operations manager to develop training protocol for student AV assistants; advises director on the use of technology to enhance halftime shows; oversees and assists with the use of camera equipment to record halftime shows and other performances and works with ASC Communications, University Communications, and YouTube partner to post videos on contracted YouTube channel; oversee and assists with editing rehearsal film footage and posts links for Band members to view; uses creativity in the development of footage to produce season DVD's; uses knowledge of sound equipment to oversee and assist with the generation of quality sound in various facilities based on needs of the directors; works with University departments and offices to assist with the development and management of the live streaming of Band rehearsals for use with iPads; recommends purchases of supplies and equipment related to Band technology; serves as liaison to School of Music AV Office, ASC IT Office, OSU Distance Learning, and external vendors/groups to integrate the latest technology into the Band courses, including Marching Band Techniques, taught spring semester; maintains extremely clean and organized work environment at all times and works with janitorial staff to establish routine cleaning protocol for floors and work surfaces; provides on-going, direct supervision of student staff working in the Band AV Office; manages AV operations on game days, sporting events, and other performances; develops checklist to ensure inclusion of all Band technology equipment when Band travels.

Instrument Office Manager—30%

Provides day-to-day management of the Band Instrument Office, with an inventory of approximately 500 musical instruments and approximately 200 instrument parts (e.g., mouthpieces) and serving over 800 customers annually (Band members, alumni, Band recruits); serves as expert user of the Band database—inventory module—to record instruments checked out to Band members, alumni, or Band recruits and to manage return of instruments per agreed upon terms; works with business operations manager to improve processes, including arranging office hours to accommodate the needs of Band members; works closely with associate director to determine in-house or external repairs of instruments and provides reports on the status of repairs; assists with minor repairs of instruments; tracks instruments out for repair using Band database and verifies return; inspects work with associate director to ensure completion to standards; works with the business operations manager to develop a strategic instrument refresh cycle;

works with associate director and Band fraternity and sorority to develop instrument cleaning schedule to prolong the useful life of instruments; manages asset inventory for the Band including iPads, musical instruments, and computers and utilizes appropriate ASC and university processes and software for asset tracking (i.e., PeopleSoft); maintains appropriate asset management forms; works with Band volunteer staff to coordinate truck loading and unloading; may be required to drive truck to away games and various performance sites; works with business operations manager to coordinate Band truck logistics; arranges for the use of cargo vans, as needed, to transport instruments from the Band Center to various Athletics facilities and other locations; assists with the management and operation of the Band golf carts, providing training to students on proper operating procedures; manages Instrument Office operations on game days, at sporting events, and at other performances; maintains extremely clean and organized work environment at all times and works with janitorial staff to establish routine cleaning protocol for floors and work surfaces; assists with the loading and unloading of Band instruments on buses and/or instrument truck; develops checklist to ensure inclusion of all instruments when Band travels; assists with the hiring of student staff working in Instrument Office; assigns work to student staff assisting with Uniform Office operations; provides on-going, direct supervision of student staff working in the Instrument Office.

Uniform Office Manager—20%

Provides day-to-day management of the Band Uniform and Merchandise Office, with an inventory of approximately 5,000 individual uniform items and serving over 800 customers annually (Band members, alumni, Band recruits); serves as expert user of the Band database—inventory module—to record uniforms checked out to Band members and tracks return of items; uses database to track inventory levels to determine uniform parts needing ordered; works with business operations manager to improve processes, including arranging office hours to accommodate the needs of Band members; works closely with associate director, business operations manager, and director to determine the need for new uniforms and works with vendors to obtain samples for decision making; assigns work to student staff assisting with Uniform Office operations, including sewing projects and prop painting; works with associate director to coordinate schedule for props team; maintains Band CD inventory; oversees inventory on mobile cart used to sell CD's at Skull Sessions and various Band performances; follows established cash handling procedures for all transactions; prepares deposit form for cash, checks, and credit cards and provides to business operations manager on daily basis; works with business operations manager to develop Band uniform refresh program; assist Band members with uniform needs; maintains extremely clean and organized work environment at all times and works with janitorial staff to establish routine cleaning protocol for floors and work surfaces; manages Uniform Office operations on game days, at sporting events, and at other performances; develops checklist to ensure inclusion of all uniform parts when Band travels; assists with the hiring of student staff working in Uniform Office; assigns work to student staff assisting with Uniform Office operations; provides on-going, direct supervision of student staff working in the Instrument Office.

Miscellaneous Duties—10%

Assists with all game-day operations, including Skull Sessions; travels with Band, as needed; provides superior customer service to vast customer base and assists with customer service training for all operational student staff; assists with travel logistics for the Band; utilizes eRequest system to order supplies; conducts tours of Band Center; attends and assists with all Band special events; completes projects as assigned by business operations manager, associate director, and director.

Appendix B—New Revenue Streams

Activity	Description	Projected Annual Revenue	Projected Implementation
IMG Sponsorship	Corporate sponsorship of: Buckeye Invitational; Youth and Public concert; Halftime shows, etc.	\$50,000	August 2014
*Skull Sessions	Sell premium seating at Skull Sessions—floor seating; season pass and per session	\$60,000 (we are in discussions with Athletics re: revenue split, if required)	2014 MB Season
OSU's "KickStarter"	Mirrors the concept of Apple's KickStarter app; On-line pledging for OSU activities, research, scholarships, etc.	\$20,000	August 2014—coordinated by Mark Mangia
Space Rental	Market use of rehearsal hall for musical groups/bands, etc.	\$5,000	Fall 2014
Field Trips	Field trips for schools to visit band center, meet a couple of Band members, Chris/Jon presentations	\$5,000	Sept 2014
Live Streaming	Work with Athletics and Big 10 Network to provide livestreaming of Band halftime show to individuals with paid subscription	N/A—have not explored market, etc. Still waiting to hear from Big 10 Network to see if possible	August 2014
Dot the i Campaign	This is a development campaign over the next 7-10 years to endow Band operations	Goal: \$20M (in principal) Projected 3-year Income Distribution: Yr 1: \$10K; Yr 2: \$40K; Yr 3: \$60K	2014-2024
On-Line Merchandise	Working with Trademark and Licensing, LIDS, and J America to launch a Band apparel and merchandise website	\$20,000	August 2014
*Summer Sessions	Tues/Thurs marching techniques throughout the summer. Will charge for season and per session to non-Band members	\$15,000	\$15,000
Band Camp/Clinic	Will be a 2-day, non-overnight day camp for inaugural year 2014; 4-day overnight camp in the future	\$8,000-\$12,000	Summer 2014
*Drum Major Clinic	One-day clinic in spring; on-going clinics in winter	\$3,000	Fall 2014
Research	OSSB/Optometry; Wellness/Nursing; Neurology/Medicine—all being explored	\$10,000—via release time for Jon or Chris	2014-2016
On-Line Auction	Similar to Athletics on-line auction site	\$5,000	August 2014
OSU Community Outreach Grants	Grant through OSU Extension to fund various initiatives such as iBook development project	\$50,000	Spring 2015
Technology Consulting	Work with OCIO and Apple to discuss technology consulting with other Marching Band Programs	\$10,000	Spring 2014
Leadership Presentations	Work with College of Food, Ag, and Environmental Sciences Department of Ag Education, Communications, and Leadership and/or John Glenn School of Public Policy and Management Leadership/MAPS	\$5,000—Jon's time via transfer or a donation to the Band	Fall 2014

*These are not new activities; rather, they are ones that have not been monetized in the past but will be in the future

Total Projected New Revenue: \$280,000

APPENDIX

TAB P

From: Hoobler, Dennis [hoobler.1@osu.edu]
Sent: Friday, January 10, 2014 12:07 PM
To: Waters, Jonathan; Shaffer, Rick
Subject: FW: Sexual Harassment/Violence Education Session - January 22, 2014

Jon/Rick:

I spoke with Miechelle Willis about this and she feels that all marching band members and athletic band members need to attend.....Student Affairs, Legal Affairs and Compliance would like as many of the members to attend as possible. Let's discuss the first of the week. Please let me know if you have any questions....Thx.

From: Willis, Miechelle
Sent: Friday, January 10, 2014 2:30 PM
To: _ATH Head Coaches; _ATH Assistant Coaches
Cc: Jarmond, Martin; Shelton, Thornton E. (TJ); Oman, Janine; Richard, Shaun; Smith, Eugene; Voltolini, Brian; Egelhoff, David; Howe, Emily B. (Beth); Archie, Douglas; Singleton, Jason J.; LaPalombara, Paia; Hoobler, Dennis; Waters, Jonathan; Goldblum, Andrea
Subject: FW: Sexual Harassment/Violence Education Session - January 22, 2014

Coaches,

On **January 22, 2014, at 6:30pm**, all student-athletes are required to attend a sexual violence/harassment education session that is being put on by the Athletic Compliance Office, in conjunction with the Ohio State Student Wellness Center. Attendance is **mandatory** for all student-athletes; practice does not count as an exception to attendance.

- **What:** Sexual Violence/Harassment Education Session with Motivational Speaker Kwain Bryant
- **When:** Wednesday, January 22, 2014, at 6:30pm
- **Where:** Mershon Auditorium (1871 N. High St.)
- **Who:** All Ohio State Student-Athletes

This session will be led by Ohio State student-athletes who also work as Peer Educators, and motivational speaker Kwain Bryant returning to discuss sexual harassment/violence prevention and provide campus resources for student-athletes who have been involved in or have witnessed sexual harassment/violence. This topic is incredibly important and relevant to all students and student-athletes at Ohio State. Please pass this information along to your student-athletes and remind them that attendance for this education session is **mandatory**.

Miechelle Willis

Exec. Associate Director of Athletics, Student Svcs & Sports Admin.
Ohio State University Athletics | 1001 Fawcett Center
2400 Olentangy River Road | Columbus, OH 43210

T 614.688.3280

F 614.292.0506

willis.102@osu.edu

OhioStateBuckeyes.com

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APPENDIX

TAB Q



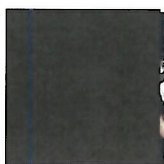
humpdayharassment



basketball team win games

#HumpDayHarassment

#twitterlessGloppy



[REDACTED]

5m

[REDACTED] Yours is much better.

#HumpDayHarassment



[REDACTED]

5m

Probably going to disagree with
everything said here

#HumpDayHarassment



[REDACTED] retweeted

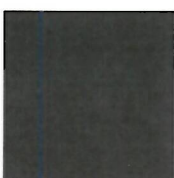


[REDACTED]

6m

I'm here because???

#HumpDayHarassment



[REDACTED]

7m

Just kick the women out of band

#HumpDayHarassment



APPENDIX

TAB R



The Ohio State University Marching Band

Squad Leader Retreat

Saturday, June 18, 2011

The Ohio Union: Round Meeting Room

"NOW...More Than Ever!"

9:00 am	Welcome & Introductions Dr. Jon Woods Director Jonathan Waters Assistant Director Christopher Hoch Graduate Assistant Marc Parulekar Graduate Assistant Joshua Laux Graduate Assistant Aaron Bell Percussion Instructor
9:05 am	Group Activity (Ice-breaker)
9:10 am	Outline of Squad Leader Manual
9:15 am	Attitude is Everything You Are A Squad Leader, Now What? Reflections on leadership and attitude.
9:30 am	Summer Sessions Redesign of Schedule (No Candidate Left Behind) Leadership Syllabus Teaching Carpool Social Media
10:00 am	Fundamentals Video Session Review of marching fundamentals for consistency and continuity
10:45 am	Recruiting Session Car Pool Technology Social Media Recruitment Powerpoint Creation E.News Row Recruiters
11:30 am	Lunch (On your own)
12:30 pm	Goal Setting Session Brainstorm, identify, and set goals for your row Group Discussion
11:00 am	The Band Culture Open discussions on hazing, alcohol and social behavior
2:00 pm	Policies & Procedures Session Review of Policies and Procedures
3:00 pm	Retreat Concludes



The Ohio State University Marching Band

Squad Leader Retreat

Steinbrenner Band Center

June 9, 2012

The NEW Generation!

10:00 am	Welcome & Introductions Jonathan Waters Christopher Hoch Joshua Laux John Brennan Aaron Bell	Interim Director Graduate Assistant Graduate Assistant Graduate Assistant Percussion Instructor
10:05 am	Group Activity (Ice-breaker)	
10:15 am	Outline of Squad Leader Manual	
10:20 am	The Mission Statement Who are we?	
10:45 am	Summer Sessions Redesign of 3-Hour Schedule Leadership Syllabus Teaching Carpool Social Media	
11:15 am	Fundamentals Video Session Review of marching fundamentals for consistency and continuity	
12:00 pm	Lunch (provided)	
12:30 pm	Recruiting Session Car Pool Technology Social Media Recruitment PowerPoint E.News Row Recruiters	
1:00 pm	Goal Setting Session Brainstorm, identify, and set goals for your row Group Discussion	
1:30 am	The Band Culture Open discussions on hazing, alcohol and social behavior	
2:10 pm	Policies & Procedures Session Review of Policies and Procedures	
3:00 pm	Go to Woody Hayes Center	



The Ohio State University Marching Band

Squad Leader Retreat

Cedar Point
May 10, 2014

Session 1: 2:30 pm to 4:15 pm

- | | |
|---------|--|
| 2:00 pm | Welcome & Introductions |
| 2:35 pm | Group Activity (Ice-breaker) |
| 2:45 pm | Outline of Squad Leader Manual |
| 3:00 pm | The 2014 Season Mission Statement
Who are we?
The Band Culture: Open discussions on hazing, alcohol and social behavior |
| 3:45 pm | Summer Sessions
Redesign of 3-Hour Schedule
Leadership
Syllabus
Teaching
Carpool
Social Media |
| 4:00 pm | Session 1 Ends |

Session 2: 7:30 pm to 10:00 pm

- | | |
|----------|---|
| 7:30 pm | Fundamentals Session
Review of marching fundamentals for consistency and continuity |
| 8:00 pm | Recruiting Session
Car Pool
Technology
Social Media
Recruitment PowerPoint
E.News
Row Recruiters |
| 8:30 pm | Goal Setting Session
Brainstorm, identify, and set goals for your row
Group Discussion |
| 9:00 pm | Policies & Procedures Session
Review of Policies and Procedures |
| 10:00 pm | Session 2 Ends |

APPENDIX

TAB S

Fesler Night 2013

– SL

– ASL

█: All rookies now rise.

█: Are you excited?

█: Scared stiff?

█: Well maybe you should be,

█: Because Fesler has arrived

█: Fesler would like to extend a welcome to everyone, especially rookies

█: But first , rookies: raise your right hand and repeat after us

█: I will keep the events of this evening / from reaching anyone / outside of this band room, or the band family.

█: I will keep a good public image.

█: I will obey the directors of the OSU Marching Band.

█: I will respect and obey my squad leaders.

█: I will not hesitate through a cross-over.

█: I will pick up my feet / turn my corners square / and Drive, Drive, Drive!

█: And I will never...

█: Ever...

█: Cross the street without looking both ways.

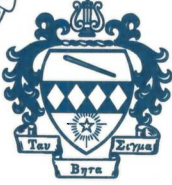
█: You may be seated.

APPENDIX

TAB T



Kappa Kappa Psi



Tau Beta Sigma

April 13, 2011

Dr. Russell Mikkelsen, Director of Bands
Eta Chapter, Kappa Kappa Psi
1899 College Road
104 Hughes Hall
Columbus, OH 43210-1170

Dear Dr. Mikkelsen:

We regret to inform you that we have received allegations that the Eta Chapter of Kappa Kappa Psi at the Ohio State University may be guilty of violations of Fraternity Alcohol and Risk Management Policies. As a result the National Council of Kappa Kappa Psi has voted to place the Eta Chapter on SUSPENSION.

While under Suspension, the chapter cannot hold meetings, have social or service events, or wear Kappa Kappa Psi letters without the express permission and supervision of the Director of Bands. The chapter cannot conduct any membership education activities while under Suspension. Unless the Suspension status is lifted or express approval is granted by the National Council, no active chapter members can attend Workshops, Precinct Meetings, or District Convention.

A representative of the National Council will be selected to investigate these allegations. We will be contacting you to ask your assistance to schedule appointments and meetings with those who would contribute to a full disclosure of facts related to the allegations. We would specifically request an opportunity to meet with the Dean of Student Affairs, officers of the Eta Chapter, and the entire chapter, including meetings with recently initiated members.

If you have any further questions or concerns, please don't hesitate to contact me here at the National Headquarters.

Sincerely,

Alan L. Bonner, Lt Col, USAF (Ret.)
National Executive Director
Kappa Kappa Psi

Derrick Mills
National President
Kappa Kappa Psi

cc: Nick Bechtel, Chapter President
Dr. Jon R. Woods, Sponsor
Kappa Kappa Psi National Council
Office of the President / Office of Student Affairs
North Central District Governors
North Central District President / Vice President

National Honorary Band Fraternity & Sorority Headquarters

Post Office Box 849 ~ Stillwater, OK 74076-0849 ~ Phone 405/372-2333 ~ FAX 405/372-2363 ~ kkytbs@kkytbs.org

APPENDIX

TAB U

From: Waters, Jonathan [waters.33@asc.ohio-state.edu]
Sent: Saturday, June 09, 2012 9:19 AM
To: Bulla, Jennifer
Subject: ESPN Hotel room mini bar charges

Hi Jen,

I am here at a squad leader leadership retreat and I pulled aside the two students with the room charge for scotch in the hotel. After a long talk face to face, and asking several times if they drank anything from the room mini bar, they have assured me that they did not. They indicated that the bar had been opened and that it looked like some alcohol was missing. They were adamant that they did not drink in the hotel. We have band rules about no alcohol being consumed in hotel rooms as well and I don't believe that they would break that rule. The bottom line is that I believe them...especially these two. They are 4.0 GPA students, two of our very best, and I do really believe that they did not drink the alcohol from their room mini bar.

Is it possible to dispute the charge? Let me know what can be done.

Thanks,
Jon

--

Jonathan Waters

Interim Director
The Ohio State University Marching & Athletic Bands
1866 College Rd.
Columbus, Ohio 43210
Mobile: (614) [REDACTED]
Office: (614) 292-2598

From: Waters, Jonathan
Sent: Friday, June 22, 2012 7:51 AM
To: Bulla, Jennifer
Subject: Re: Mini Bar charges in NYC

Great thanks.
Have a great weekend!
Jon

Sent from my iPad

On Jun 22, 2012, at 10:48 AM, "Bulla, Jennifer" <BullaJ@buckeyes.ath.ohio-state.edu> wrote:

Thanks for understanding. Monday is fine – see you then!

jen

JENNIFER (JEN) BULLA

Assistant Business Manager - Travel | Ohio State Athletics
Fawcett Center 3rd floor | 2400 Olentangy River Rd. | Columbus, OH 43210

T 614. [REDACTED]

C 614. [REDACTED]

F 614. [REDACTED]

[REDACTED]@osu.edu

OhioStateBuckeyes.com

*"Ability is what you're capable of doing. Motivation determines what you do.
Attitude determines how well you do it." Coach Lou Holtz*

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From: Waters, Jonathan [<mailto:waters.33@asc.ohio-state.edu>]
Sent: Friday, June 22, 2012 10:48 AM
To: Bulla, Jennifer
Subject: Re: Mini Bar charges in NYC

Totally understand...I will be over Monday ...is that ok?
Jon

Sent from my iPhone

On Jun 22, 2012, at 9:40 AM, "Bulla, Jennifer" <BullaJ@buckeyes.ath.ohio-state.edu> wrote:

Jon:

Given the mini bar charges are alcohol, the consensus is no University funds (including discretionary) can cover the expense.

Understand you support the kids and don't want to hold them financially responsible, but for us to rectify appropriately I need to receive personal payment from someone very soon. I need to meet both end of month and fiscal year deadlines next week. The total bill for the 3 rooms was \$70.90.

Let me know when you can head over and I will try and be here to meet you.

Thanks,
Jen

JENNIFER (JEN) BULLA

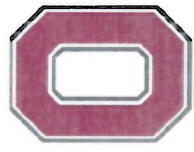
Assistant Business Manager - Travel | Ohio State Athletics
Fawcett Center 3rd floor | 2400 Olentangy River Rd. | Columbus, OH
43210

T 614. [REDACTED]
C 614. [REDACTED]
F 614. [REDACTED]
[REDACTED]@osu.edu

OhioStateBuckeyes.com

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." Coach Lou Holtz

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THE OHIO STATE UNIVERSITY

OFFICE OF STUDENT LIFE

Trends and Consequences of Alcohol Use

Results from the 2009 and 2014 NCHA



NCHA

- National College Health Assessment – II
 - Random sample of 10,000 undergraduate and graduate students at Ohio State every 2-3 years
 - Topics include health and wellness
- Today's Presentation
 - Undergraduates on the Columbus campus
 - 2009 and 2014 data



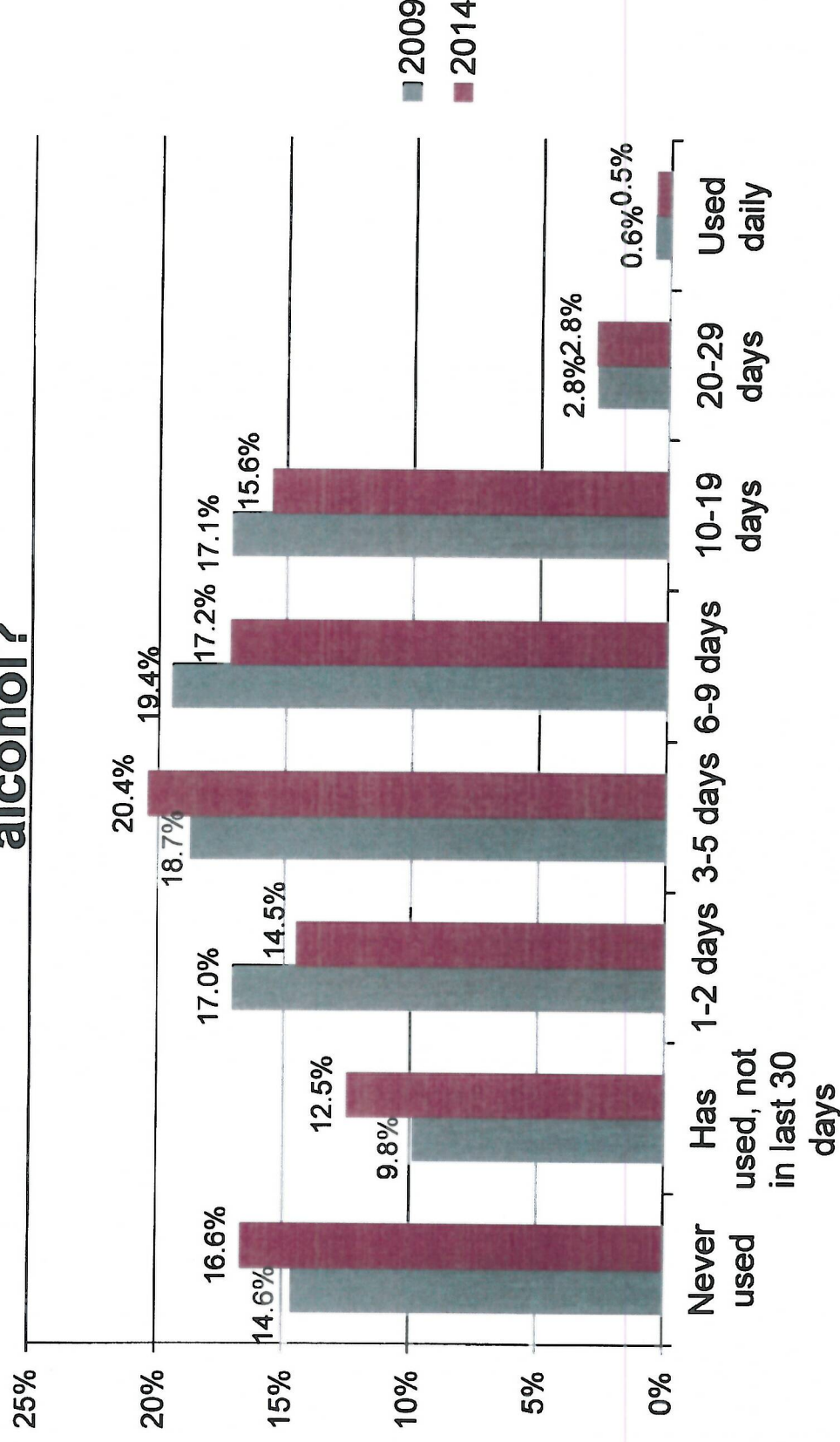
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Trends in Alcohol Use



Within the last 30 days, on how many days did you use alcohol?



Change over time is not statistically significant at $p < .05$ level; $N = 2,341$

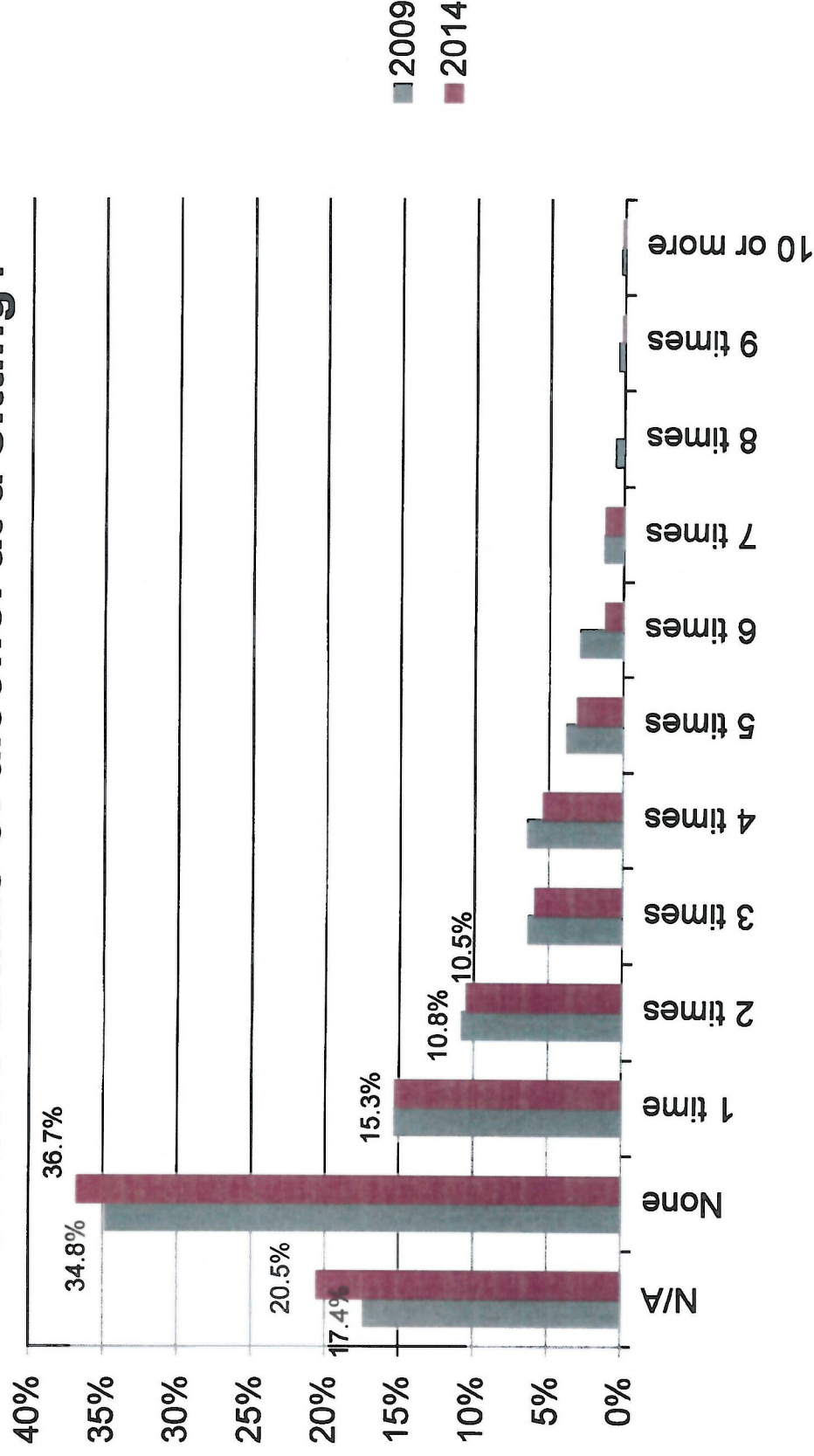


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Over the last 2 weeks, how many times have you had 5 or more drinks of alcohol at a sitting?



Change over time is not statistically significant at $p < .05$; $N = 2,360$

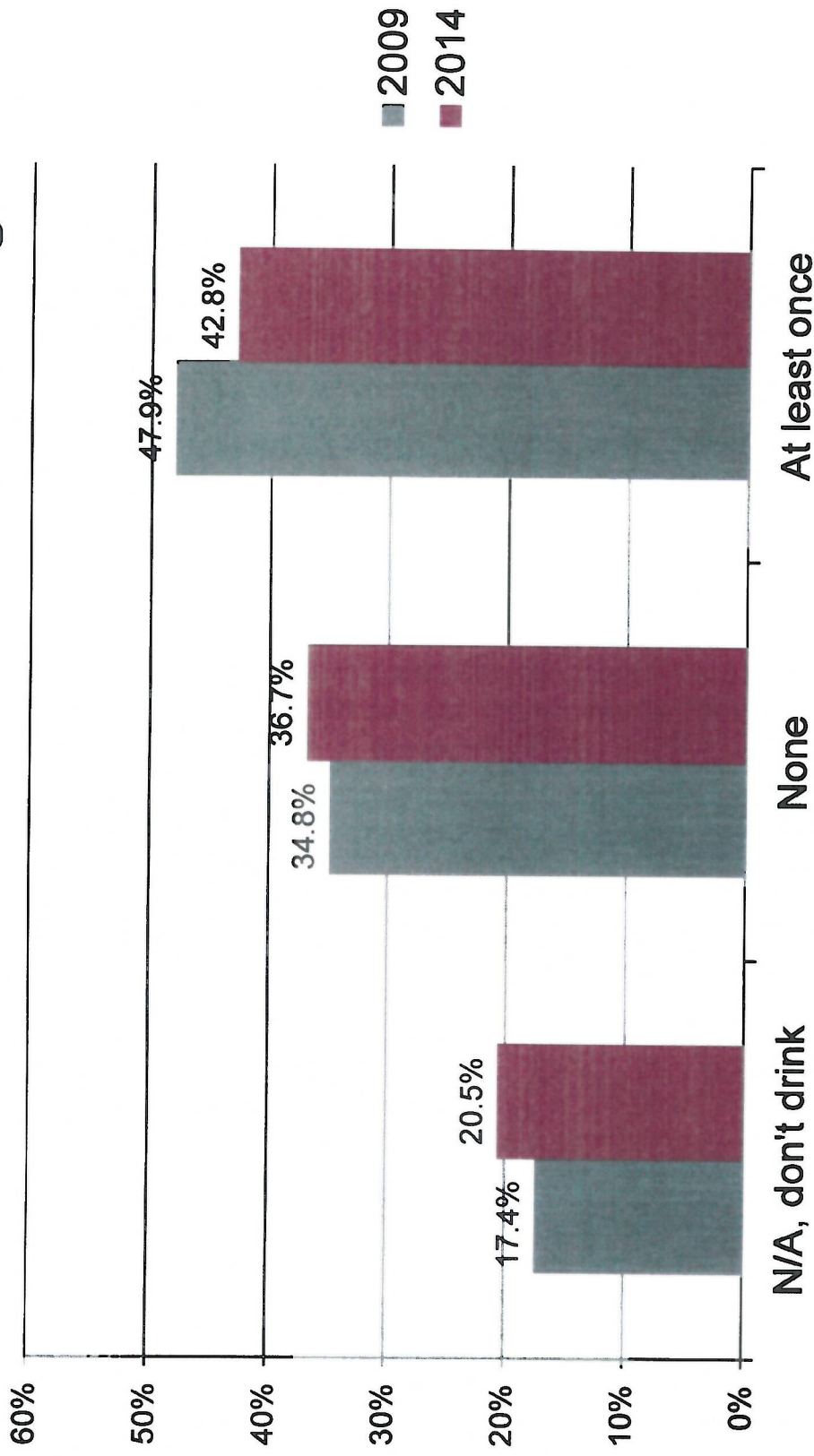


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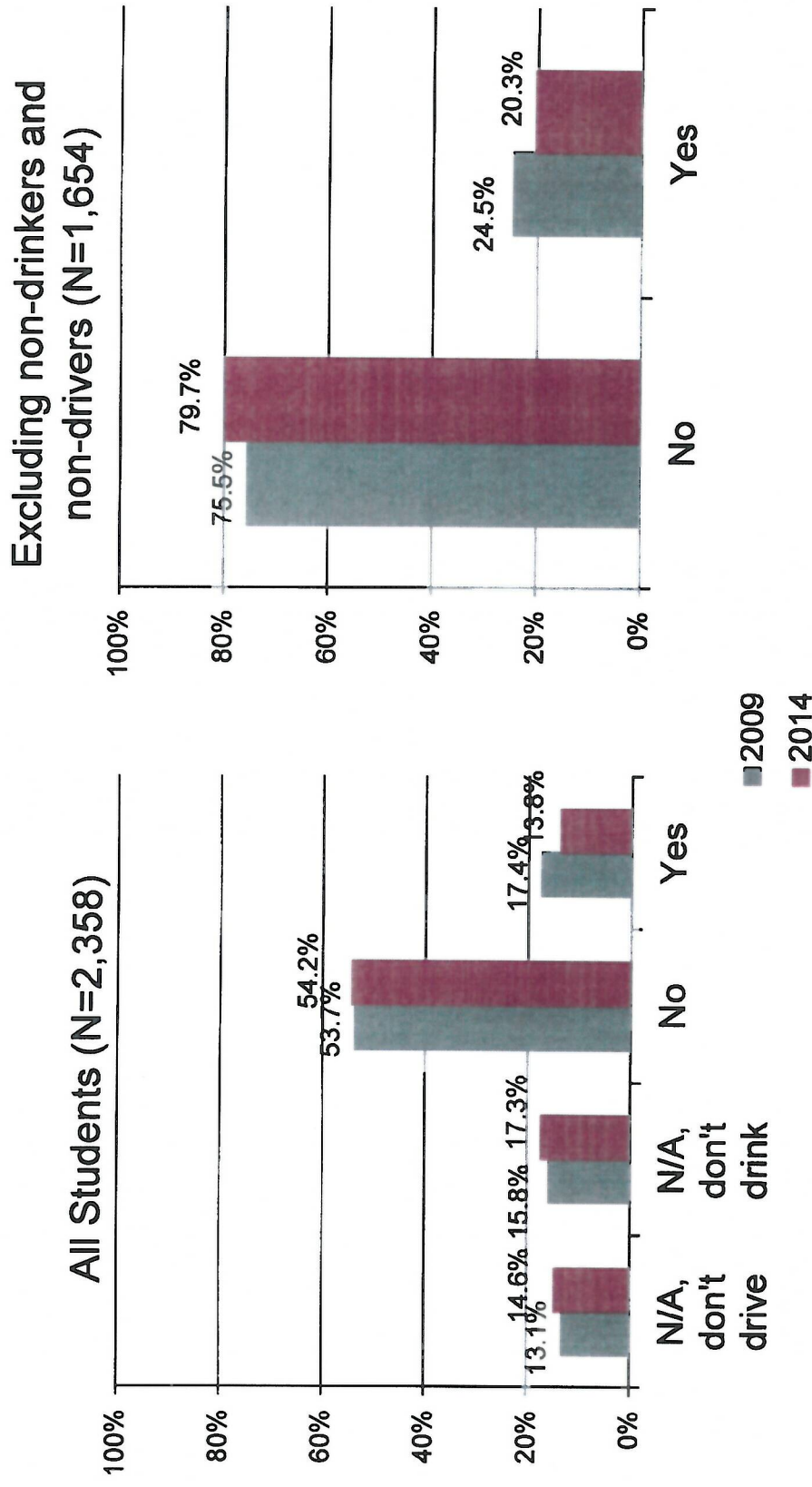
Over the last 2 weeks, how many times have you had 5 or more drinks of alcohol at a sitting?*



**Change over time is statistically significant at $p < .05$; $N = 2,360$



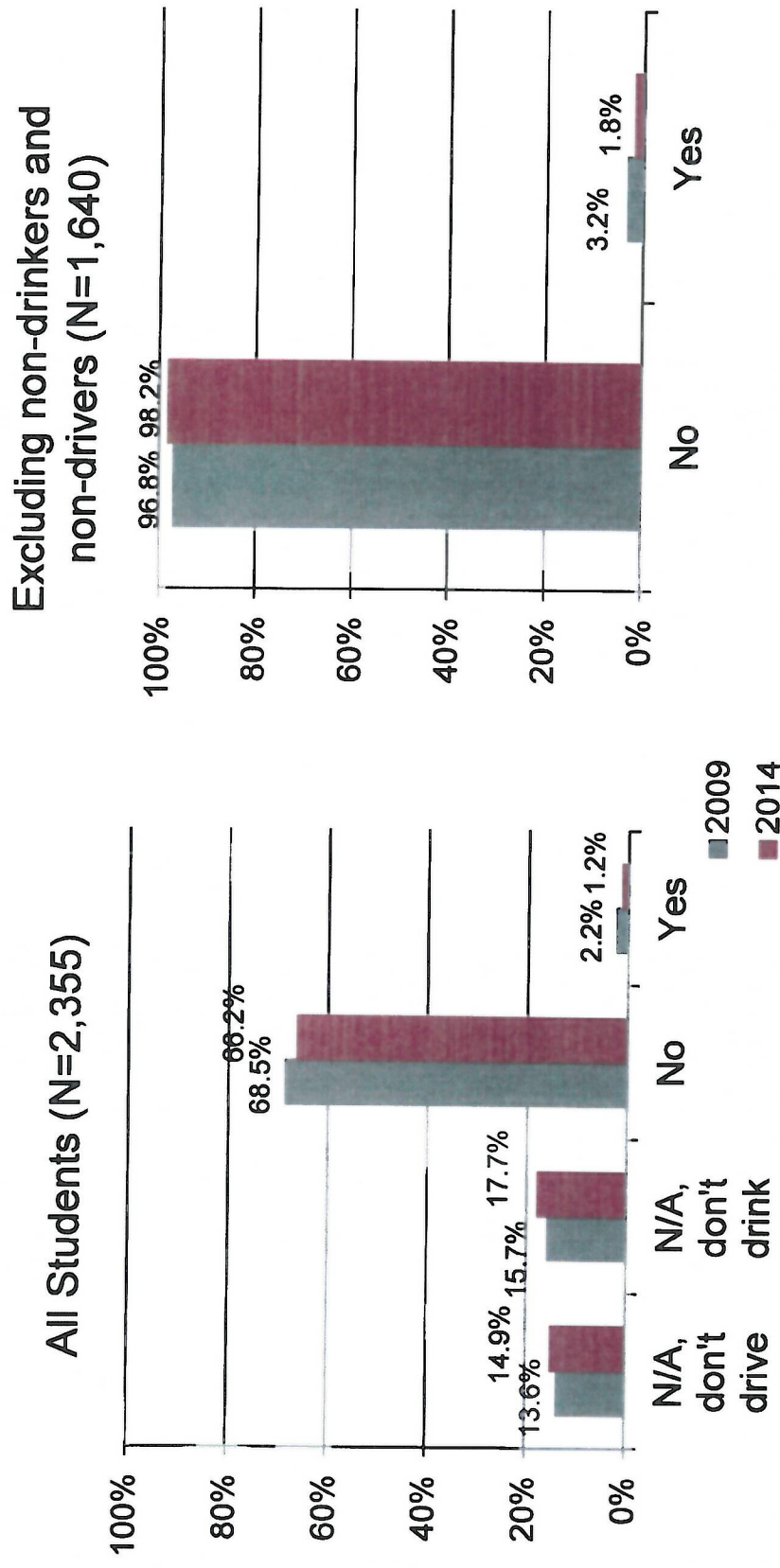
Within the last 30 days, did you drive after drinking any alcohol at all?



Change over time is not statistically significant at $p < .05$ level



Within the last 30 days, did you drive after having 5 or more drinks of alcohol?



Change over time is not statistically significant at $p < .05$ level



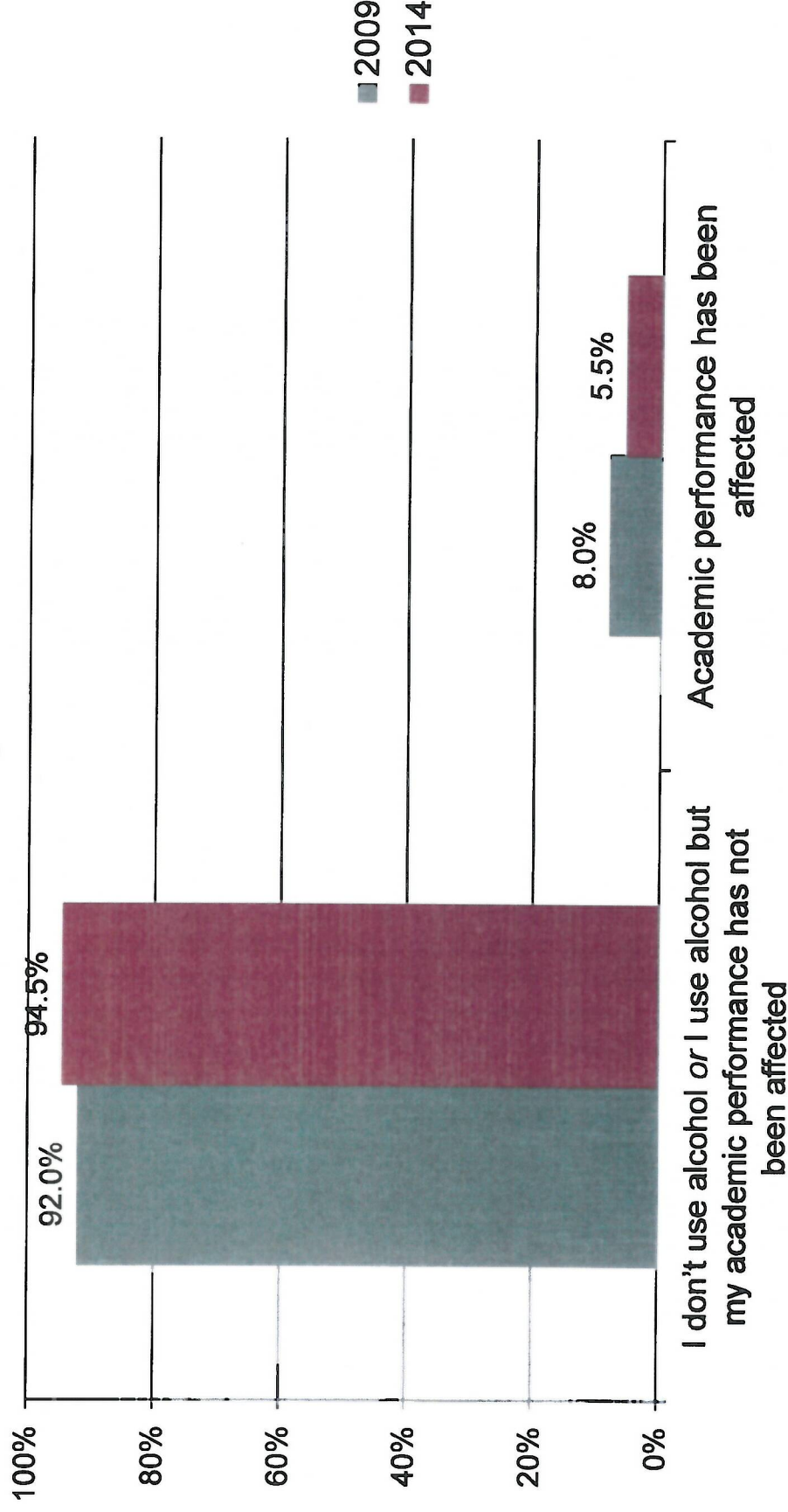
THE OHIO STATE UNIVERSITY

OFFICE OF STUDENT LIFE

Consequences of Alcohol Use



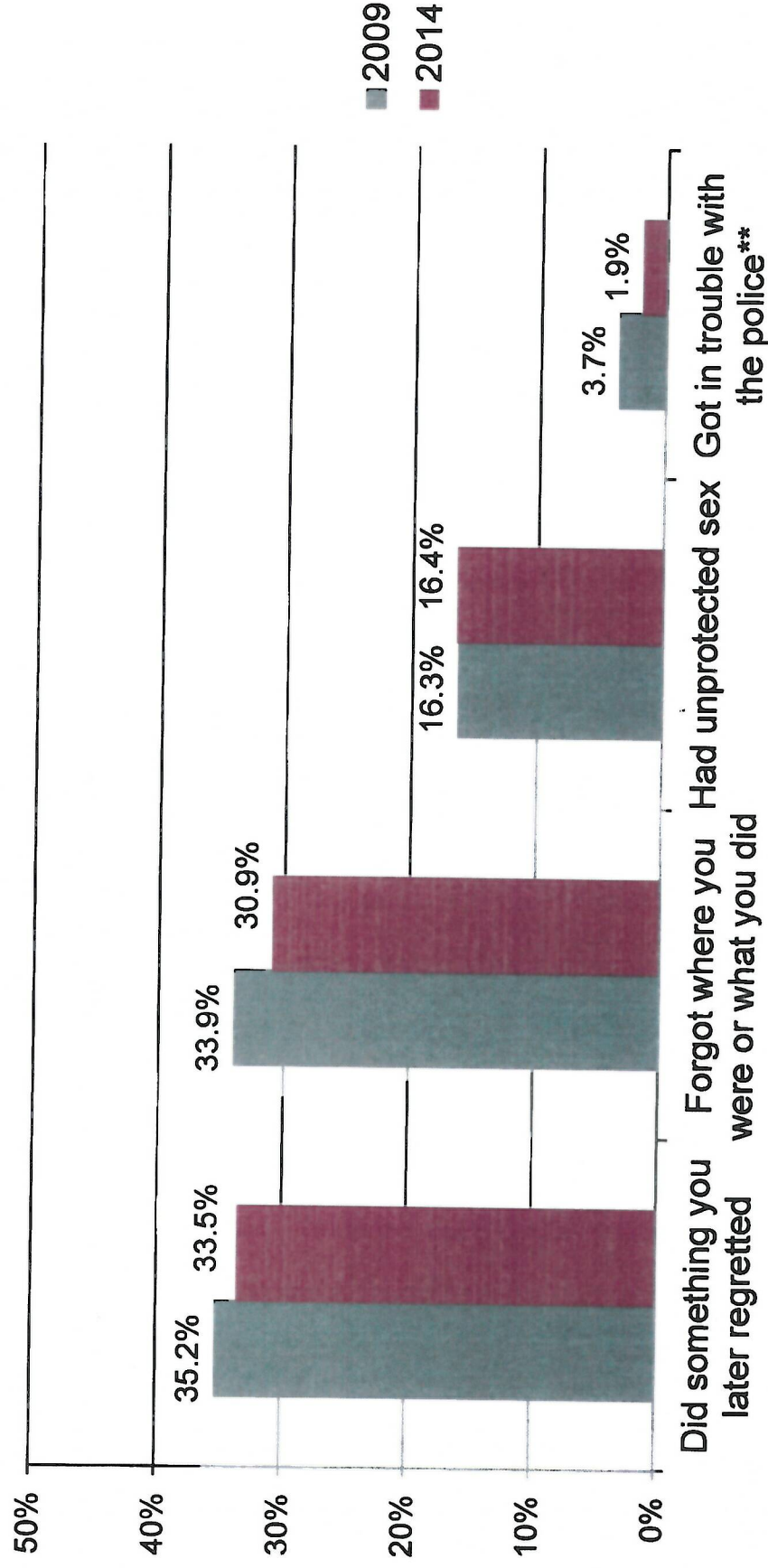
Within the last 12 months, has alcohol use affected your academic performance? **



**Change over time is statistically significant at $p < .05$; $N = 2,354$



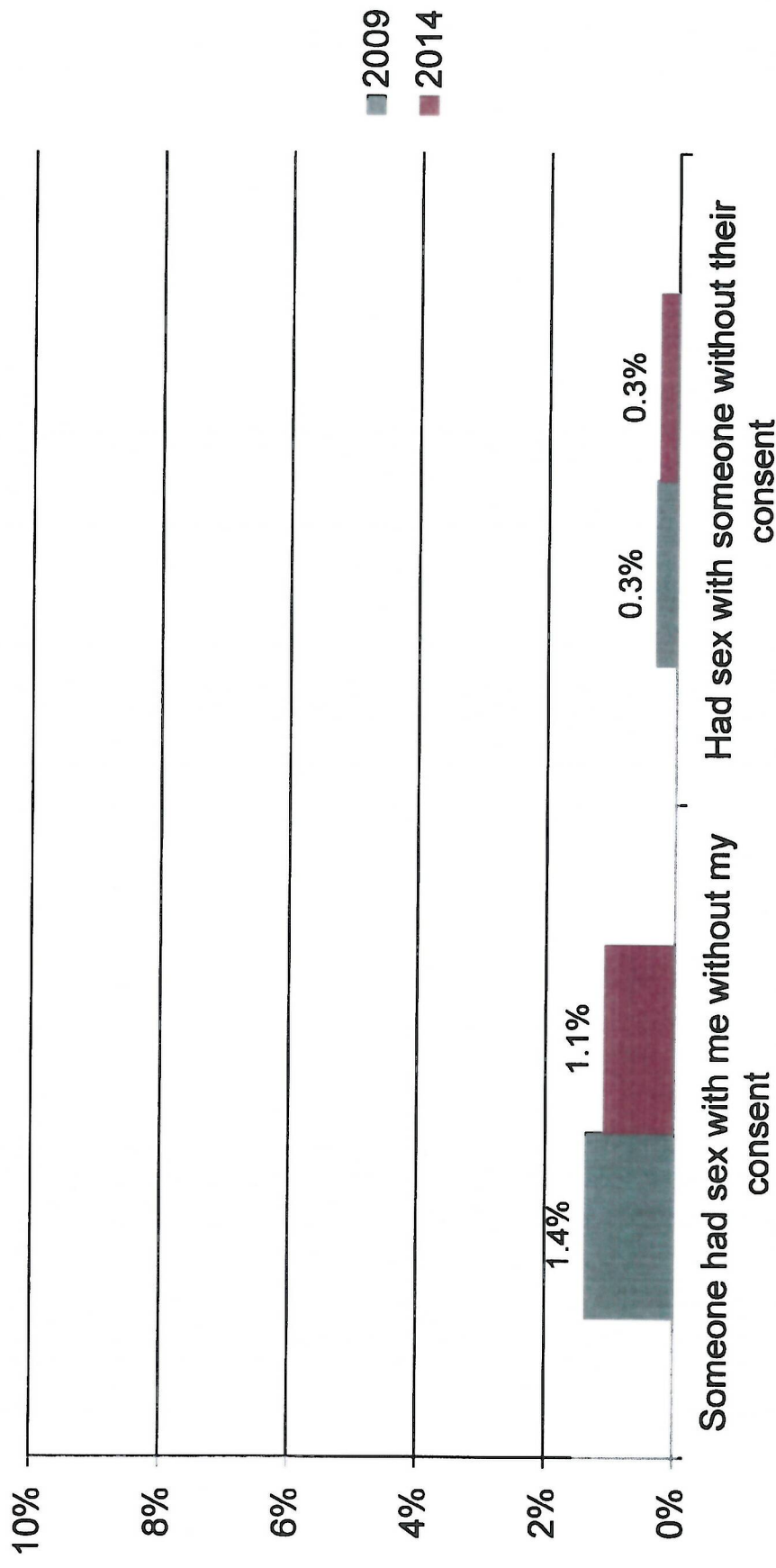
Within the last 12 months, have you experienced any of the following when drinking alcohol? (% Yes)



****Change over time is statistically significant at $p < .05$**



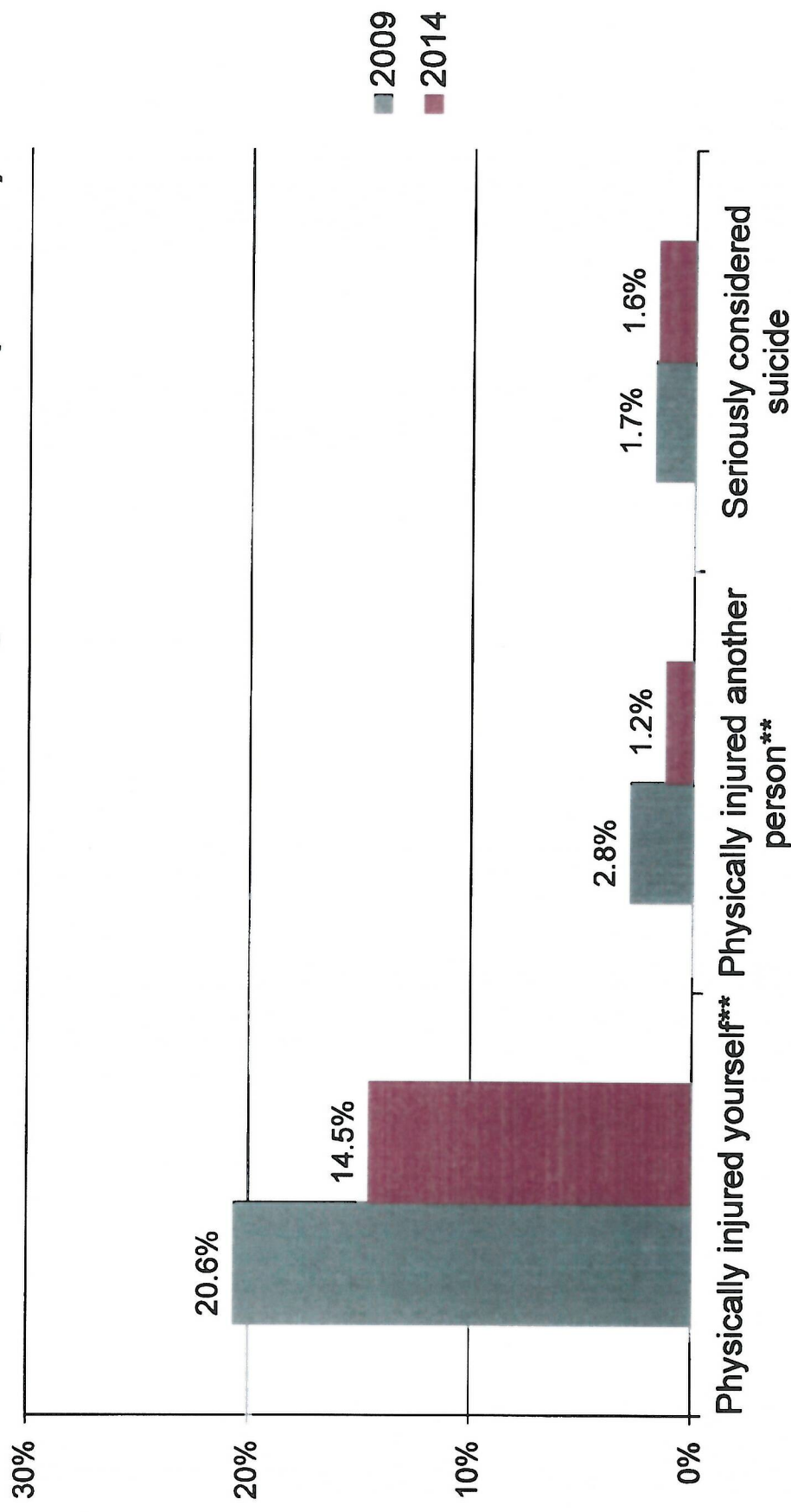
Within the last 12 months, have you experienced any of the following when drinking alcohol? (% Yes)



Change over time is not statistically significant at $p < .05$



Within the last 12 months, have you experienced any of the following when drinking alcohol? (% Yes)



****Change over time is statistically significant at $p < .05$**



Conclusions

- The percentage of students who do not use alcohol has declined, but not significantly
 - Almost 30% of students never drink or didn't drink in last 30 days
- Binge drinking *has* significantly declined over time
- The percentage of students negatively affected by alcohol use is declining
 - Statistically significant declines in affect on academics, trouble with police, and physically injuring self or others



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- Thank you!

- Questions?

Anne McDaniel, PhD

Associate Director of Research & Data Management

mcdaniel.145@osu.edu

APPENDIX

TAB V

2013 Performance	Depart date	Report time	Return date	Arrival time **
Campus Campaign (for OSU faculty and staff)	8/24/2013	3:45PM		
Buckeye Kick-off (for students)	8/24/2013	7:00PM		
Buffalo - home game	8/31/2013	*		
Lake Erie Bicentennial	9/1/2013	5:30AM	9/2/2013	2:30PM
SDSU - home game	9/7/2013	*		
Cal - fund raiser and away game	9/12/2013	4:00AM	9/15/2013	8:30AM
Florida A&M - home game	9/21/2013	*		
Bengals - pro game	9/22/2013	5:00AM	9/22/2013	5:45PM
Wisconsin - home game	9/28/2013	*		
President's Cup	10/2/2013	5:15PM		
Gladden Event - fundraiser	10/3/2013	7:30PM		
Buckeye Invitational - high school band competition	10/12/2013	5:30PM		
Homecoming Parade	10/18/2013	6:00PM		
Iowa - home game	10/19/2013	*		
Penn State - home game	10/26/2013	*		
Purdue - away game	11/2/2013	4:00AM	11/2/2013	10:00PM
Van Wert - concert	11/7/2013	2:30PM	11/8/2013	12:00AM
Columbus - Concert	11/8/2013	7:45AM	11/8/2013	11:45AM
Recording session	11/8/2013	3:30PM	11/8/2013	8:30PM
Columbus - Concert	11/10/2013	12:45PM	11/10/2013	5:15PM
Illinois - away game	11/15/2013	5:00PM	11/16/2013	11:30PM
Indiana - home game	11/23/2013	*		
Meet the Team night	11/24/2013	6:45PM		
Michigan - concert and away game	11/29/2013	8:00AM	11/30/2013	10:30PM
BIG 10 Championship game	12/6/2013	5:50PM	12/8/2013	4:00AM
Orange Bowl	1/1/2014	1:00PM	1/4/2014	7:00AM

* Report time for home games is 6 hours before game time.

** Times taken from itineraries. Actual arrival times were typically 1-2 hours later than expected based upon the itinerary.

Excludes pep band assignments.

APPENDIX

TAB W


```

graph TD
    EDM[Executive Dean and Vice Provost  
David Manderscheid] --> D1[Div. Dean  
Arts & Hums  
Mark Shanda]
    EDM --> D2[Div. Dean  
Nat & Math Sci  
Peter March]
    EDM --> D3[Div. Dean  
Soc & Behav Sci  
Gifford Weary]
    EDM --> D4[Assoc. Exec. Dean  
Curriculum and Instruction  
Steve Fink]

    D1 --> AD1[Associate Deans  
Chadwick Allen  
Valarie Williams]
    D1 --> AD2[Assistant Dean  
Garrett Heysel]
    AD1 --> AAS[African Am & African Studies  
Ike Newsum]
    AD1 --> ART[Art  
Michael Mercil (int)]
    AD1 --> AEA[East Asian Languages & Lits.  
Mark Bender]
    AD1 --> ENG[English  
Sebastian Knowles]
    AD1 --> FIA[French & Italian  
Jennifer Willging]
    AD1 --> GL[Germanic Languages & Lits  
Bernhard Fischer]
    AD1 --> HS[History  
Peter Hahn]
    AD1 --> HOS[History of Art  
Andrew Shelton]
    AD1 --> L[Linguistics  
Shari Speer]
    AD2 --> AAC[Art Admin, Education & Policy  
Deborah Smith-Shank]
    AD2 --> CL[Classics  
Benjamin Acosta-Hughes]
    AD2 --> CS[Comparative Studies  
Barry Shank]
    AD2 --> D[Dance  
Susan Petty]
    AD2 --> DES[Design  
Mary Anne Beecher]
    D2 --> AD3[Associate Dean  
Christopher Haddad]
    D2 --> AD4[Assistant Dean  
Andrea Ward Ross]
    AD3 --> AST[Astronomy  
Brad Peterson]
    AD3 --> CB[Chemistry & Biochemistry  
Susan Olesik]
    AD3 --> ESS[Earth Sciences, School of  
W. Berry Lyons]
    AD3 --> EEOB[EEOB  
Libby Marschall]
    AD3 --> MAT[Mathematics  
Luis Casian]
    AD4 --> MIC[Microbiology  
Mike Ibba]
    AD4 --> MG[Molecular Genetics  
Anita Hopper]
    AD4 --> PHY[Physics  
Jim Beatty]
    AD4 --> SSI[Statistics  
Mark Berliner]
    AD4 --> SEI[STEM Education Initiatives  
Chris Andersen]
    D3 --> AD5[Associate Dean  
Kathleen McGraw]
    D3 --> AD6[Assistant Dean  
Deborah Haddad]
    AD5 --> AN[Anthropology  
Clark Larsen]
    AD5 --> CS2[Communication, School of  
Caroll Glynn]
    AD5 --> ECO[Economics  
David Blau]
    AD5 --> GEO[Geography  
Dan Sui]
    AD6 --> PS[Political Science  
Rick Hermann]
    AD6 --> PSY[Psychology  
Richard Petty]
    AD6 --> SOC[Sociology  
Zhenchao Qian]
    AD6 --> SHS[Speech & Hearing Science  
Robert Fox]
    D4 --> AEC[Assoc. Exec. Dean Academic Svcs  
Asst Exec Dean Mary Ellen Jenkins]
    D4 --> CS3[Chief Administrative Officer  
John Nisbet]
    D4 --> COM[Communications Services  
Libby Eckhardt]
    D4 --> DA[Development and Alumni  
Emily Alonso-Taub]
    D4 --> IT[Information Technology  
Diane Dagefoerde]
    D4 --> SRD[Strat. Recruitment and Diversity  
Asst. Dean Patrice Dickerson]
    D4 --> SP[Student Programs  
Ann Rottersman]
    D4 --> UP[University Press  
Malcolm Litchfield]
  
```

The organizational chart for the College of Arts and Sciences, University of North Carolina at Chapel Hill, is structured as follows:

- Executive Dean and Vice Provost: David Manderscheid**
 - Div. Dean Arts & Hums: Mark Shanda**
 - Associate Deans: Chadwick Allen, Valarie Williams
 - African Am & African Studies: Ike Newsum
 - Art: Michael Mercil (int)
 - East Asian Languages & Lits.: Mark Bender
 - English: Sebastian Knowles
 - French & Italian: Jennifer Willging
 - Germanic Languages & Lits: Bernhard Fischer
 - History: Peter Hahn
 - History of Art: Andrew Shelton
 - Linguistics: Shari Speer
 - Assistant Dean: Garrett Heysel
 - Art Admin, Education & Policy: Deborah Smith-Shank
 - Classics: Benjamin Acosta-Hughes
 - Comparative Studies: Barry Shank
 - Dance: Susan Petty
 - Design: Mary Anne Beecher
 - Div. Dean Nat & Math Sci: Peter March**
 - Associate Dean: Christopher Haddad
 - Astronomy: Brad Peterson
 - Chemistry & Biochemistry: Susan Olesik
 - Earth Sciences, School of: W. Berry Lyons
 - EEOB: Libby Marschall
 - Mathematics: Luis Casian
 - Assistant Dean: Andrea Ward Ross
 - Microbiology: Mike Ibba
 - Molecular Genetics: Anita Hopper
 - Physics: Jim Beatty
 - Statistics: Mark Berliner
 - STEM Education Initiatives: Chris Andersen
 - Div. Dean Soc & Behav Sci: Gifford Weary**
 - Associate Dean: Kathleen McGraw
 - Anthropology: Clark Larsen
 - Communication, School of: Caroll Glynn
 - Economics: David Blau
 - Geography: Dan Sui
 - Assistant Dean: Deborah Haddad
 - Political Science: Rick Hermann
 - Psychology: Richard Petty
 - Sociology: Zhenchao Qian
 - Speech & Hearing Science: Robert Fox
 - Assoc. Exec. Dean Curriculum and Instruction: Steve Fink**
 - Assoc. Exec. Dean Academic Svcs: Asst Exec Dean Mary Ellen Jenkins
 - Chief Administrative Officer: John Nisbet
 - Communications Services: Libby Eckhardt
 - Development and Alumni: Emily Alonso-Taub
 - Information Technology: Diane Dagefoerde
 - Strat. Recruitment and Diversity: Asst. Dean Patrice Dickerson
 - Student Programs: Ann Rottersman
 - University Press: Malcolm Litchfield

APPENDIX

TAB X



HRA 32793

School of Music

Office of the Director
110 Weigel Hall
1866 College Road
Columbus, OH 43210-1170

Phone (614) 292-7664
Fax (614) 292-1102

January 30, 2013

Jonathan Waters
110 Weigel Hall
1866 College Rd.
Columbus, OH 43210

Dear Jon,

I am pleased to offer you the position of Director of Marching and Athletic Bands with the School of Music in the College of Arts and Sciences at The Ohio State University. The offered position is a full-time appointment beginning on February 1, 2013 at a salary of \$150,000. You will be paid monthly.

As Director of Marching and Athletic Bands you will be responsible for meeting all expectations associated with the position, including the following performance objectives.

- Work within the fiscal parameters as established by the Director of the School of Music, as administered by the OSUMB Operations Manager
- Represent The Ohio State University, the College of Arts and Sciences, and The School of Music with integrity and professionalism
- Uphold and protect the traditions for excellence which have been established by the Marching and Athletic Bands
- Oversee the musical preparation, visual design, instructional methodologies, and personnel decisions required of a nationally recognized athletic band program
- Instill in the students the highest standard for their personal conduct, on and off the field, and in their interactions with internal and external constituencies
- Collaborate with School of Music faculty and staff whenever called upon to support and assist with mutually beneficial projects and fund raising
- Meet regularly with the Director of the School of Music
- Advocate for student academic needs and make informed decisions when committing the band to any and all performances

Your performance will be reviewed on annual basis by the Director of the School of Music and the Dean of Arts and Humanities.

The position offered is an unclassified position, not subject to the provisions of section 124.34 of the Ohio Revised Code. Accordingly your employment is at-will, and may be ended at any time by either you or the university. The Ohio State University Office of Human Resources website <http://hr.osu.edu> contains the university's human resource policies, including those for unclassified employees. The rules, regulations, and policies of The Ohio State University, as

well as applicable state and federal law govern your employment. Please familiarize yourself with these.

In addition, this offer is contingent on the university's verification of credentials and other information required by law, university policies, and/or unit policies, including but not limited to a criminal background check.

You may indicate acceptance of this position by signing below and returning a signed copy of this letter to me at the above address. Please feel free to call me if you have any questions about the department or the terms of this offer. I am delighted to offer you this position and look forward to our continued work together.

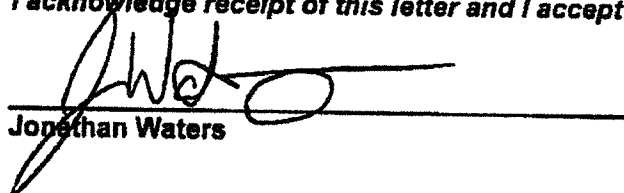
Sincerely,



Richard L. Blatti
Professor and Director
The School of Music

cc: Sarah Burson
Jennifer Prak

I acknowledge receipt of this letter and I accept the position offered


Jonathan Waters

February 8, 2013
Date



College of Arts and Sciences

2013/14 Performance Review & 2014/15 Performance Plan
Performance Review for the period 4/1/2013 - 3/31/2014

Employee Name: Mr. Waters

Unit Name: School of Music

Classification: Senior A & P

Empl ID#:

Reviewing Supervisor: Richard L. Blum

University Hire Date: 9/01/2000

Date of most recent position description review (recommend annually):

To enter text, place cursor in highlighted box and type. Use drop down menus to select the rating for each category and to provide an overall rating in the final section of the form.

Exceptional	Performance consistently exceeded expectations. Demonstrated expertise. Modeled desired behaviors for others. Trained and led others in this area. Employee was an exceptional contributor to the success of the department, college, and university.
Exceeds Expectations	Performance often exceeded expectations. Demonstrated advanced knowledge. Modeled desired behaviors for others. Trained or led others in this area. Employee was a major contributor to the success of the department, college, or university.
Achieves Expectations	Performance consistently met expectations, and on occasion exceeded expectations. Employee is proficient and performance is satisfactory. Employee was a contributor to the success of the department, college, or university.
Below Expectations	Performance short of standards. Employee either did not hire or did not consistently meet expectations. In some cases, employee is making progress but not yet proficient. Improvement needed in one or more areas of performance, behavior or results.
Well Below Expectations	Performance repeatedly and significantly short of expectations. Immediate action toward improvement should be taken.

Service Orientation

Representative expectations for this category

- Effectively and respectfully serves varying needs of staff, students and/or clients. Coordinates and manages.
- Effectively listens to team members and others.
- Responds quickly to inquiries and requests, and provides appropriate assistance.
- Takes ownership of work and does not shirk responsibility.
- Identifies, takes action, and solves problems at the point where they occur.
- Results oriented, focused on unit, college and university strategic goals. Contributes to team.

Comments

Rating for Category: EXCEEDS EXPECTATIONS

Examples of Effective Behavior

Mr. Waters is consistently courteous, poised, and professional regardless of stressful circumstances, demanding deadlines, and strong personalities. These qualities are also due to the high visibility of this position and the demands of the College's many constituencies. He is skilled at juggling many plates at once and delegates properly to a dedicated staff. He is a good listener and reacts to criticism and feedback in a positive and calm manner.

Areas for Growth - Improvement

Due to the ever-evolving scope of this position, and particularly in light of the additional tasks of increasing engagements, development opportunities, and public relations, I am concerned that the business of the director, namely looking the good, designing the path, fostering the growth, and advancing the music, is being overshadowed. It is my hope that these duties can be held to a minimum in the performance of the band remains the No. 1 priority.

Collaboration and Teamwork

Representative expectations for this category

- Embraces diversity, people, perspectives and contributions.
- Displays integrity in interactions.
- Consistently builds and enhances work relationships.
- Works collaboratively and shares information.
- Provides solutions instead of blame or retaliation.
- Demonstrates a positive attitude. Creates a team.

Comments

Rating for Category: EXCEEDS EXPECTATIONS

Examples of Effective Behavior

College of Arts and Sciences

2013/14 Performance Review & 2014/15 Performance Plan
Performance Review for the period 4/1/2013 - 3/31/2014

Mr. Waters demonstrates a positive attitude consistently makes a good first impression and works hard at establishing relationships. Jon is confronted with many years of "tradition" and many well meaning alumni whose proclivities and excesses need constant but gradual attitude adjustment. Jon has already begun to address these predispositions and is courageous in tackling some of the more extreme views head-on. Waters has tried very hard to keep the SOM informed of his world - an ever revolving, highly active, and interconnected sphere of decisions, protocols, and politics. Communication with the SOM and ACS has improved over the last year but could still be better especially with regard to the frequency of reports to those who need to be in the know.

Areas for Growth or Improvement:

Last year I made the statement that the philosophy of "fording the wagons" (as a coping mechanism for dealing with unwelcome news or problem situations) should yield to the practice of transparency and collaboration for all concerned. Jon has improved the situation, especially as the media has increased its interest in the band program, and he continues to put the students first in making the many decisions confronted by OSUMB leadership.

Change and Innovation

Representative expectations for this category:

- Displays adaptability, flexibility, and ability to work through changes within unit/division/college
- Seeks new and innovative methods of completing assignments. Positively challenges the status-quo
- Seeks and integrates feedback from others and integrates feedback, new knowledge and methodologies to advance self and university
- Reacts / assumes additional or new responsibilities. Choose a rating

Comments:

Rating for Category: **EXCEPTIONAL**

Examples of Effective Behaviors:

Last year, I reported that the innovation experienced by the Marching and Athletic Bands during the 2012-13 season was nothing short of remarkable. This point is even more significant when one realizes how challenging it is to introduce any changes into the culture of the bands, particularly where the alumni are concerned. I have never witnessed football crowd reactions like I did this season, nor have I felt this kind of buzz around one of our university ensembles in 25 years on this faculty. This is largely due to Jon's creativity, his knowledge of the medium, and the rapport he has with these students. Truly inspirational! Based on that appraisal, I may run out of superlatives to describe the 2013-14 season - the band continues to surpass everyone's expectations and the media coverage which has followed OSUMB this year is extraordinary.

Areas for Growth or Improvement:

We continue to be challenged by the time and energy it takes to deal with the media circus and public inquiries which flood the Steinbrenner Band Center. We desperately need more administrative support to handle this escalation, either within our office or elsewhere at the university, e.g. Arts Communications.

Functional and Technical Skills

Representative expectations for this category:

- Demonstrates job knowledge and skill set necessary to perform job
- Uses sound judgment
- Uses effective communication skills and appropriate methods of communication
- Accuracy and quality of work product
- Complies with unit, college and university policies and procedures, and legal requirements
- Keeps information and records organized and accessible to others, as appropriate
- Proficient with equipment, systems and software necessary to function in current position
- Accomplishes agreed upon workload
- Attendance & punctuality. Choose a rating

Comments:

Rating for Category: **EXCEPTIONAL**

Examples of Effective Behaviors:

By artistic, musical and educational standards Jon is at the top of his game. He maintains the "machinery" of the operation well and is constantly trying to make it more efficient. The hiring of a new Operations Manager has certainly had a positive impact on this. Record keeping, compliance with university policy and organization can all be pointed to with pride. The interface between funding sources, the evaluation by the Athletic Department, the Band Program, the College and the School of Music all point to an operations and a budget model which seems to be working efficiently.

Areas for Growth or Improvement:

None

College of Arts and Sciences

2013/14 Performance Review & 2014/15 Performance Plan
Performance Review for the period 4/1/2013 - 3/31/2014

Leadership

Representative expectations for this category:

- Successfully manages established budget, employing cost effective measures
- Integrates objectives, opportunities and resources, effectively prioritizes and balances workload
- Anticipates unit needs and takes action
- Provides direction, then empowers employees with the authority, responsibility and resources to achieve results
- Effectively coaches, develops, challenges and mentors team members
- Holds staff accountable through timely performance feedback, counseling or improvement plans. Choose a rating.

Rating for Category: **EXCEPTIONAL**

Comments

Examples of Effective Behaviors

Jon is a naturally gifted leader and he supervises a large and complex operation with grace and efficiency. This is no small task and we are fortunate to have him and his team leading this marching and athletic band program.

Areas for Growth or Improvement

Some concern has been expressed that each and every member of the leadership team carry his/her share of the load. Performance reviews for the year are in process and will hopefully address some of these concerns.

College of Arts and Sciences

2013/14 Performance Review & 2014-15 Performance Plan
Performance Review for the period 4/1/2013 - 3/31/2014

Overall Performance Summary and Comments:

Jon Waters is pursuing his dream as the director of the OSUMB and Athletic Bands, this is apparent in every engagement with the public, with administration, with the media, with the School of Music, and with the Athletic Department. He continues to fortify the precepts and tenets of our university band program and is working well with all constituencies. I am proud of the changes Jon has made in the way the OSUMB and Athletic Bands operate and look forward to an even healthier environment for our students than ever before.

CHOOSE AN ITEM.

Overall Rating **EXCEPTIONAL**

Employee Comments (Attach a separate sheet if necessary)

Signatures

My supervisor and I have met to discuss this evaluation. (Signing this form indicates only that the form has been reviewed with you and that you have received a copy. It does not imply agreement.)

450F08D/SCBA487

Employee Signature

Date

Supervisor Signature

Date

Chair Director Signature

Unit HR Initials

College of Arts and Sciences

2013/14 Performance Review & 2014/15 Performance Plan
 Performance Plan for the period of 4/1/2013 – 3/31/2014

Employee Name

Empl ID#

2013 – 2015 Performance Objectives

Supervisors - Use this tool to plan performance for the upcoming year. Examine the needs of the unit and review any areas for improvement you identified earlier in this performance evaluation and establish at least three SMART objectives below. Objectives can include behaviors for improvement, tasks or projects for completion, or stretch assignments. Discuss and agree to priority, resources and timelines and provide a copy of these goals to the employee. Objectives can be set during the performance evaluation discussion, or during a separate performance planning meeting, but should be completed no later than May 31, 2014. SMART Goals are as follows:

Specific Objectives focus on specific results that are easily identified when they are achieved and when they are not.
Measurable Establish metrics for the objectives: time, quality, quantity, etc.

Attainable Objectives should be challenging yet realistic.

Relevant to the position and the individual employee and **results-oriented**.

Time-bound Objectives describe a clear time frame for completion OR can be broken down into steps with multiple due dates relevant to the position and the individual employee, and results oriented.

Objective 1 Develop a hiring strategy for additional administrative support

Result Desired TBD

Timeline for Completion 1 year

Objective 2 Manage expectations of various diversity entities requesting service from the Director

Result Desired TBD

Timeline for Completion year

Objective 3 Manage professional staff for greater efficiency and delegation of specific assignments

Result Desired TBD

Timeline for Completion year

Objective 4

Result Desired

Timeline for Completion

Objective 5

Result Desired

Timeline for Completion

College of Arts and Sciences

2013/14 Performance Review & 2014-15 Performance Plan
Performance Plan for the period of 4/1/2013 - 3/31/2014

2014 - 2015 Professional Development Objectives

Development Opportunities

Proficiency Expectations

Timeline:
Completion

Signatures

My supervisor and I have met to establish these performance objectives and I understand what is expected of me.

Employee Signature

Date

Supervisor Signature

Date

Chair/Director Signature

Unit HR Initials

Richard Batti 6/2/14

6/3/14

APPENDIX

TAB Y

File OSU School
of Music
Marching Bands
2/25/13

**Memorandum of Understanding
Between the College of Arts and Sciences, the Department of Athletics
the Chief Financial Officer, and University Advancement
Regarding Support for the OSU Marching and Athletic Bands**

This memorandum of understanding (MOU) is intended to memorialize the funding sources to be provided by the College of Arts and Sciences, the Department of Athletics, the Chief Financial Officer and University Advancement to provide a stable base of annual budget funding for the marching and athletic bands (the Band) under one administrative unit (the School of Music) and to establish the number of annual band performances and related obligations of the band to the University.

In order to effectively and efficiently manage the Band's operating and travel budget, all funding sources will be consolidated under one fiscal org within the School of Music in the College of Arts and Sciences.

The Band operations manager will manage the administrative, fiscal and business operations of the marching and athletic bands, as well as the scheduling of events and related travel arrangements. Annual funding for the salary and benefits for this position will be provided 50% by the College of Arts and Sciences and 50% by the Department of Athletics.

In addition, \$1,000,000 will be provided annually as follows to support the Band's operations:

College of Arts and Sciences	\$350,000
Department of Athletics	\$350,000
Chief Financial Officer	\$300,000

STANDARD ATHLETIC PERFORMANCE OBLIGATIONS

**NUMBER OF
GAMES/EVENTS**

Home Football Games	8
Skull Sessions	8
Home Men's Basketball Games	15
Home Women's Basketball Games	15
Home Women's Volleyball Games	15
Home Men's Ice Hockey Games	15
Spring Football Game	1
Olympic Sports *	15

* This category includes additional conference and NCAA post-season tournament requests for Olympic Sports.

The Band will not be charged for facility use, standard equipment set up, audio support, security/Redcoat staffing and clean-up costs for these athletic performance obligations. The Band will be responsible for all band production expenses including uniforms, instrumentation, props, special effects (as approved by Athletics) and hospitality costs.

POST SEASON ATHLETIC PERFORMANCE OBLIGATIONS (If OSU is a participant)

Big Ten Conference Football Championship	1
Post-Season Football Bowl Games	2
Big Ten Conference Men's Basketball Tournament	4
Big Ten Conference Women's Basketball Tournament	4
NCAA Men's Basketball Tournament	6
NCAA Women's Basketball Tournament	6

For post-season Athletic Performance Obligations the operations manager will work with the Department of Athletics business office to establish a supplemental travel budget, outside the scope of this MOU funded by Athletics. The operations manager will be responsible for all transportation, meal and lodging arrangements for the band travel party.

The Band will be responsible for facility rental fees, staffing costs, and other miscellaneous event expenses for all band-specific events held in OSU athletic facilities (e.g. Band Invitational, camps and/or clinics). The Band will receive a 25% discount off the standard special event facility rental rate schedule charged to all other campus units.

ADDITIONAL PERFORMANCE OBLIGATIONS: (Not to exceed)

Special Events (at the discretion of the Director of Athletics)	3
IMG personal band appearances	10
Nationwide Insurance	2
Huntington Bank	4

All additional performance obligations will be coordinated by the operations manager and are subject to student availability, an assessment of the academic calendar impact (i.e. avoiding finals week events), and are further subject to final approval by the Band Director. Requests will normally be made a minimum of three weeks in advance of the proposed event. Travel and production expenses will be evaluated on a case by case basis, but for all events within Franklin County costs will be covered within the scope of this agreement.

OTHER CONSIDERATIONS

Subject to the University's prior written approval, IMG shall have the non-exclusive right to sell Multi-Media Rights to corporate sponsors for OSUDA special events that include the spring game and skull sessions.

Nationwide has the right to have its Sponsor ID appear on four (4) banners at Skull Sessions prior to home games at Nationwide's cost.

Nationwide is to be given ten (10) reserved Skull Session floor seats and two (2) public address announcements at Skull Sessions.

Nationwide is also to receive a half-page acknowledgment in the official Skull Session program.

Huntington Bank is to be provided 4 unique occasions with the pep band (or subset thereof) and Brutus Buckeye (appearing together) for a special event of Huntington's choice. At these events, the band will play for at least 15 minutes.

PERFORMANCES BEYOND THOSE LISTED IN THIS AGREEMENT

As it is customary for the Band to respond to appearance requests to provide other University and external performances throughout the year and beyond those listed in this MOU, a nominal charge and expense reimbursement will be assessed to the requesting unit based upon the nature of the performance (i.e. internal to the University versus external), the number of band members involved and the site of the venue (e.g. transportation, meal(s) and set-up costs).

A fee schedule for these ad hoc performances will be developed and updated annually by the operations manager. However, due to the direct financial relationship between the Department of Athletics and the Band, Athletics will receive a 25% discount off the standard event price being charged to all other campus units.

This agreement will be in effect as of July 1, 2013 and continue until June 30, 2017.




Eugene D. Smith
Associate Vice President
and Director of Athletics
Department of Athletics

2-18-13
Date



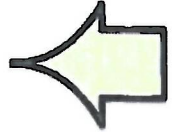
Joseph Steinmetz
Dean
College of Arts and Sciences

2/2/13
Date



Geoff Chatas
Senior Vice President for Business and Finance
and Chief Financial Officer

2-22-13
Date



APPENDIX

TAB Z

Response to OSU Marching Band Incident
From: Jonathan Waters [waters.33@osu.edu]
Sent: Wednesday, September 09, 2009 4:51 PM
To: ago1dblum@studentlife.osu.edu
Cc: Edward Adelson; RUSSEL MIKKELSON; spears-mcnatt.1@osu.edu; John W. Roberts; [REDACTED]; Jonathan Waters
Subject: Response to OSU Marching Band Incident
Attachments: Letter of Response to Andrea Goldblum.docx; Untitled attachment 58069.txt

Andrea,
Please see the attached response to your prior email.

Please call me if you have questions.
614-[REDACTED]

-Jon Woods

Andrea Goldblum
Director
Office of Student Judicial Affairs
The Ohio State University

September 9, 2009

I have just had a conference with Dr. Ed Adelson, Interim Director of the OSU School of Music, Jon Waters, Assistant Director of OSU Marching and Athletic Bands, and [REDACTED], Graduate Assistant Director of the OSU Marching and Athletic Bands to discuss the situation addressed by your email regarding a police report and the OSU Marching Band. We are concerned that there are a number of allegations in the report that, to our knowledge, are not true.

The event in question has been a tradition with the band since at least 1960. It is called "Fesler Night and Midnight Ramp." The purpose of this event is to welcome new members, and to highlight the many positive traditions of the OSU Marching Band. This year, the event was held on Monday, September 7 and began at 6:30 pm in the Steinbrenner Band Center at Ohio Stadium. All band members and directing staff were present. The Fesler Night event ended at 10:00 pm. The finale, "Midnight Ramp" was held at 12:00 am. This features the band marching down the ramp and playing the fight song at midnight. The event takes 15 minutes to complete. Over the years we have notified the stadium superintendent, their staff, the OSU Police, and other administration about the band's playing in Ohio Stadium at midnight. The stadium officials granted permission this year to again hold this tradition.

Each year, a marching band directing staff member is assigned to oversee this event for liability purposes. This year, Graduate Assistant Director [REDACTED] was appointed to oversee the event.

We are concerned that the allegation that the OSU Band "snuck into Ohio Stadium and had an unauthorized party with alcohol" is untrue. To my knowledge, and through the report of [REDACTED], no alcohol was served or consumed in the Band Center. It is, however, unfortunate that a band student came to the stadium in an intoxicated state. [REDACTED], seeing that the student was in distress, immediately dealt with this situation by calling 911. The Squad Leaders of the student's row went to the hospital with him, and they initiated contact with the student's parents.

Upon the arrival of the OSU Police and after the student was taken to the hospital by the paramedics, [REDACTED] had difficulty convincing them that the band was not trespassing, and that he was not "serving alcohol." The assumptions by the police are inaccurate, as [REDACTED] produced a stadium gate key given by the stadium officials to prove that the band was granted access to the field. [REDACTED] made several unsuccessful attempts at 12:30 am to contact my assistant, Jon Waters and me. Once the police officers determined that the situation had been a "tradition" with the band, and due to the additional verification of this tradition by a 27-year veteran of the OSU Police

department who arrived later, [REDACTED] was released. [REDACTED] locked the band center doors and secured the facility for the night.

I was not aware of the situation until the following morning. Upon hearing the news, I called the student's mother. I was unable to reach her and left a voice message for her. The following morning, I immediately called my staff together, along with the student (who had been released from the hospital), and the student's squad leaders to deduce the facts in matter and to take appropriate disciplinary action. The action taken was as follows: The student lost his opportunity to march with the band for two weeks. It is the policy of the band that squad leaders are responsible for row members even though they were not involved with the student's consumption of alcohol. Therefore, the squad leaders lost their halftime marching privileges for the football game. These are very severe consequences for our student leadership.

Please be assured that the OSU Marching Band is sensitive to our image and the image of The Ohio State University. I believe that the OSU Police misunderstood this situation and that the actions of [REDACTED] were appropriate and helped to save a band student. We adhere to a rigid band code of conduct and to the OSU Student Code of Conduct. I sincerely hope that the problem has been appropriately addressed, and am open to any suggestions you might have. Please know that we will pass on to the band members that these types of situations will be handled through the University Disciplinary System.

If you have further questions or concerns, my staff and I are available for a meeting at your convenience.

Thank you for your kind attention to this matter.

Dr. Jon R. Woods
Director, OSU Marching Band

3Re 9-8-09 Party in the Band Room - reference OSU Police report #09-4265
From: Jonathan Waters [waters.33@osu.edu]
Sent: Thursday, September 10, 2009 9:14 PM
To: Whiteside, Eric
Subject: Re: 9-8-09 Party in the Band Room - reference OSU Police report #09-4265

Captain Whiteside,

Thank you so much for your email. We are dealing with this situation, however, I am concerned about many of the facts stated in the report below. Please be aware that this tradition dates back to at least 1960 and that it has nothing to do with alcohol, nor sneaking into the stadium. It is called "Midnight Ramp" and involves the band marching into the stadium and down the field at midnight. The entire event takes 15 minutes at most.

Most concerning is the fact that [REDACTED]'s story was so drastically distorted in the report. [REDACTED] is the Graduate Assistant Director for the OSU Marching and Athletic Bands. He was appointed by Jon Woods and myself to oversee the event in the stadium on Monday night. Whenever we have band students in the stadium (regardless of the time) we appoint band staff to be present for purposes of liability. This event had also been cleared with all of the stadium officials and proper permissions were granted to continue this tradition. [REDACTED] was given the key to unlock the ramp gate to allow the band onto the field. To quote from the report...[REDACTED] stated that he was the OSU Assistant Band Director and it was tradition for the band members to sneak back into the stadium when it was closed. It appeared that an unauthorized party involving alcohol had taken place inside the band room. [REDACTED] stated that it was an unauthorized event and that Dr. Woods was unaware of this event. The officer most definitely misunderstood or misinterpreted the information that [REDACTED] gave to him. It is most definitely NOT the tradition to "sneak" into the stadium. [REDACTED] has a key, as he is on the staff, and he had the ramp gate key. [REDACTED] was the appointed staff member to accompany the band in the stadium and the midnight ramp tradition. He was there for liability purposes and THANK GOD he was. In fact, [REDACTED]'s presence was EXACTLY WHY he was appointed by Jon Woods and I to attend...for liability. It is false to say that [REDACTED] admitted this was an "unauthorized event and that Jon Woods was unaware of it." Let me make this point as clear as possible...Jon Woods and I were both aware of it, as we appointed [REDACTED] to oversee it. This event has been accompanied by staff for decades and I have attended the event at least 4 times in the last 10 years. Furthermore, I will attest to the fact that there was no alcohol served or consumed in Ohio Stadium or in the Steinbrenner Band Center. [REDACTED] also confirms this fact. In our investigation, we deduced from many interviews with students that no alcohol was brought to Ohio Stadium. Unfortunately, [REDACTED] came to the stadium under the influence of alcohol. At this point, I can only surmise that [REDACTED] was the only student who needed medical assistance because of alcohol. I don't believe that any other students were arrested for underage consumption, and at this point I can't determine which students, if any, came to the stadium having had alcohol.

If it is true that [REDACTED] was disrespectful to an OSU Police Officer, I will certainly deal with him like we dealt with the student who came to Ohio Stadium in an intoxicated state. I can assure you that no band student will be permitted to show disrespect to law enforcement.

I am not sure how the officer involved in issuing the report so dramatically turned the details of the event into falsehoods. I would

3Re 9-8-09 Party in the Band Room - reference OSU Police report #09-4265
like to speak to the officer if you think that would be appropriate.
Please know that we have disciplined the student who was intoxicated
and taken to the hospital. It is the opinion of our staff, and most
vociferously, it is my opinion that [REDACTED] acted with integrity,
caring and intelligent speed in calling 911 when he saw the student in
distress. He should be commended for his efforts and for his quick
response. We could be dealing with a FAR WORSE situation if [REDACTED] had
not been so thoughtful in his response.

Please know that we are trying to protect the integrity of the OSUMB.
The false nature of the information in this report tarnishes that
integrity. Is there anything that you can do to correct the facts
about the band in the report? And equally important, is there
anything that can be done to correct the misinformation alleged about
our staff member [REDACTED]?

Thank you again for your help in this matter and for your concern for
The Ohio State University Marching Band. Please let me know how I can
help with this incident.

-Jon Waters
Assistant Director, OSUMB

On Sep 9, 2009, at 2:17 PM, Whiteside, Eric wrote:

> Mr. Waters,
>
> I think we may have already met, but my name is Captain Eric
> Whiteside of the Ohio State University Police Division. I oversee
> the patrol operations and came across an arrest report from 9-8-09
> that you may find interesting. I here is a synopsis of the incident.
>
> On 09-08-09 at 0028 hours Officers were responded to the Ohio
> Stadium on a report of a student ([REDACTED]) who was heavily
> intoxicated and passed out in the men's restroom. [REDACTED] was
> unresponsive to questions and the officers could smell the presence
> of an alcoholic beverage. [REDACTED] was transported to OSU Main
> Hospital for treatment. [REDACTED] was given a summons for
> Offenses Involving Underage Persons M-1 and was cited into court on
> 9-15-09.
>
> Here is another report supplemental report narrative that was
> written by another officer.
>
> The responding officers also came across numerous college students
> stumbling and carrying each other out of a door on the eastside of
> the stadium. It appeared that some type of event was going on in
> the stadium because the lights were on and the doors were unlocked.
> I approached a medic who was talking with a student later identified
> as [REDACTED]. [REDACTED] was being very uncooperative and told
> the medic that he did not have to give her his information. I asked
> [REDACTED] what was going on in the stadium and he stated that he did
> not know. [REDACTED] was being very evasive in answering questions
> concerning the event that was going on inside of the stadium. [REDACTED]
> stated that it was tradition for the OSU Band to be in the stadium
> and that he did not have to provide his personal information to
> anyone. [REDACTED] refused to answer the question on how he and everyone
> else got into the stadium. I escorted [REDACTED] back upstairs to the
> 2nd floor where I met with a [REDACTED].
>
> [REDACTED] stated that he was the OSU Assistant Band Director and it was

3Re 9-8-09 Party in the Band Room - reference OSU Police report #09-4265

- > tradition for the band members to sneak back into the stadium when
- > it was closed. It appeared that an unauthorized party involving
- > alcohol had taken place inside the band room. ██████ stated that it
- > was an unauthorized event and that Dr. Woods was unaware of this
- > event. While speaking with ██████, ██████ was extremely
- > uncooperative and kept stating that this was tradition and that we,
- > the police, should have better things to do. ██████ also stated that
- > he did not care if we took him to jail because he was not going to
- > tell us anything about what happened in the stadium. Several
- > attempts were made to contact Dr. Woods concerning this incident but
- > I kept getting his voice mail.
- >
- >
- > while only ██████ is facing criminal charges, we are sending all
- > three individual through the student judicial process. Being a
- > former night watch officer, I am somewhat familiar with some of the
- > "traditions" of the band, but I was not aware of any event that
- > involved the use of alcohol. It appears that this event violated
- > university policy regarding alcohol and resulted in a student going
- > to the hospital for a possible case of alcohol poisoning.
- >
- > Please let me know if yo have any additional questions.
- >
- > Captain Eric Whiteside
- > The Ohio State University Police Division
- > Office: ██████
- > Main# 292-2121
- >

2Re 9-8-09 Party in the Band Room - reference OSU Police report #09-4265
From: Jonathan Waters [waters.33@osu.edu]
Sent: Friday, September 11, 2009 7:21 PM
To: Whiteside, Eric
Subject: Re: 9-8-09 Party in the Band Room - reference OSU Police report #09-4265

Captain Whiteside,

Thank you for your note. The part of the report that is most upsetting is the comment that was allegedly stated by [REDACTED] that this event was an unauthorized event and that Dr. Woods did not know about it. This is absolutely 180 degrees away from the truth. It was Dr. Woods and I who cleared this event with the stadium crew and it was Dr. Woods and I who appointed [REDACTED] to be present at the event. We had total knowledge about this event and gained permission to have it weeks ahead of time. I can speak with 100% certainty that [REDACTED] would have not made this comment. [REDACTED] does not have anything to lose with the band members...he works for the staff of the band. I think that it is quite possible that the officer misunderstood what [REDACTED] was saying and had the facts wrong. I really think that that part of the report needs to be amended.

Perhaps it would be beneficial if we spoke to the officer who filed the report. Please advise. The report has gotten out to many in the university community and the rumor is that our GTA had an unauthorized party with the band and served them alcohol in the stadium. That is now the public perception. This report has defamed the character of [REDACTED] AND the members of the OSU Marching Band. Unfortunately, this report has dragged [REDACTED]'s name and the name of the Band through the mud because of misinformation. I REALLY think that this needs to be addressed immediately. We can make ourselves available next week for a meeting.

Thank you again for your understanding.

-Jon

On Sep 11, 2009, at 11:41 AM, Whiteside, Eric wrote:

> Mr. Waters,
>
> I am happy to hear the you were already aware of the situation and
> conducting an internal review. We appreciate the timely and personal
> attention you gave the case during a busy week. It demonstrates your
> commitment to the values you outlined in your email.
>
> If [REDACTED] was the individual that called 911, I certainly
> commend him for his actions. However, there appears to be some
> disagreement between him and the police officers at the scene to
> what was said and occurred. I will concede that mistakes happen and
> sometimes report narratives do not effectively communicate what
> actually stated. But our departmental policy requires officers to
> accurately report facts. Police reports are a matter of public
> record and our officers use them to testify in court cases under the
> penalty of perjury. A police officer who knowingly places false
> information in a criminal incident report would face severe
> disciplinary action by our agency.
>
> It should also be noted that the OSU Police Officers who responded
> to the scene are independent observers with no personal stake in the
> incident. While I don't know how you conducted your investigation,
> it sounds like the people you interviewed had something to lose. As

2Re 9-8-09 Party in the Band Room - reference OSU Police report #09-4265

- > a law enforcement professional working in the criminal justice
- > field, it is common for suspects to be dishonest during interviews.
- > I can't speak for the rationale or integrity of anyone you spoke
- > with, but I would guess that they saw all of their hard work to get
- > on the band in jeopardy. Or, they were concerned that they violated
- > the trust placed in them.
- >
- > I had an opportunity to review the letter that Doctor Woods sent to
- > Andrea Goldblum. The 27-year veteran of the OSU Police Division is
- > Lieutenant George Spence. I had an opportunity to speak with him
- > this morning about the incident. As mentioned in the letter, he was
- > actually at the scene and supports the observations and statements
- > recorded by Officer Spears-McNatt. I have no problem if you wish to
- > speak with either individual about the incident. If they feel that
- > something needs to be amended, I am sure they will take the
- > appropriate steps. If there is still disagreement, I am confident
- > that we can get the matter resolved through the student judicial
- > process in a fair and impartial manner. I would also suggest that
- > someone from the band contact us prior to the event next year to
- > help minimize potential problems.
- >
- > Feel free to contact me if you need anything else.
- >
- >
- > Captain Eric Whiteside
- > The Ohio State University Police Division
- > Office: 292-8093
- > Cell: 732-9920
- >
- >
- >
- >
- > From: Jonathan Waters [mailto:waters.33@osu.edu]
- > Sent: Friday, September 11, 2009 12:14 AM
- > To: Whiteside, Eric
- > Subject: Re: 9-8-09 Party in the Band Room - reference OSU Police
- > report #09-4265
- >
- > Captain Whiteside,
- >
- > Thank you so much for your email. We are dealing with this
- > situation, however, I am concerned about many of the facts stated in
- > the report below. Please be aware that this tradition dates back to
- > at least 1960 and that it has nothing to do with alcohol, nor
- > sneaking into the stadium. It is called "Midnight Ramp" and
- > involves the band marching into the stadium and down the field at
- > midnight. The entire event takes 15 minutes at most.
- >
- > Most concerning is the fact that [REDACTED]'s story was so
- > drastically distorted in the report. [REDACTED] is the Graduate
- > Assistant Director for the OSU Marching and Athletic Bands. He was
- > appointed by Jon Woods and myself to oversee the event in the
- > stadium on Monday night. Whenever we have band students in the
- > stadium (regardless of the time) we appoint band staff to be present
- > for purposes of liability. This event had also been cleared with
- > all of the stadium officials and proper permissions were granted to
- > continue this tradition. [REDACTED] was given the key to unlock the ramp
- > gate to allow the band onto the field. To quote from the
- > report... [REDACTED] stated that he was the OSU Assistant Band Director
- > and it was tradition for the band members to sneak back into the
- > stadium when it was closed. It appeared that an unauthorized party
- > involving alcohol had taken place inside the band room. [REDACTED]
- > stated that it was an unauthorized event and that Dr. Woods was

RE 9-8-09 Party in the Band Room - reference OSU Police report#09-4265
From: Whiteside, Eric [whiteside.6@dps.ohio-state.edu]
Sent: Monday, September 14, 2009 8:45 AM
To: 'Jonathan Waters'
Cc: 'Goldblum, Andrea R.'
Subject: RE: 9-8-09 Party in the Band Room - reference OSU Police report#09-4265

Mr. Waters,

As I mentioned in my earlier email, you are welcome to contact Officer Spears-McNatt or Lt. George Spence about this report. I did have an opportunity to speak with them about your concerns. Both individuals are standing by their observations and the information as written in the report. Additional police officer witnesses include: Officer Kevin Huff, Officer Brandon Yankanin, Officer Bhavin Patel and Officer Brad Lusk.

I am sorry to hear that you feel that the good name of the OSU Marching Band is being dragged through the mud. The Police Division places the highest importance on integrity and it is disheartening to see our officers accused of defamation and reporting falsehoods.

The mission of the OSU Police Division is to provide for the safety of the university community. In this particular case, our officers observed numerous college students stumbling and carrying each other out of the stadium. The safety of these students is at risk as they navigate campus streets or suffer from the effects of alcohol poisoning. Having these students come from a sanctioned event could cause liability concerns for the university.

If requested by Student Judicial, all of the police officers listed above would make themselves available for testimony about the incident. They are required under departmental policy to be honest and truthful and would be severely disciplined if they were not. I have shared a copy of this email with Andrea Goldblum. We would be happy to work with her organization to find a successful resolution.

Captain Eric Whiteside
The Ohio State University Police Division

From: Jonathan Waters [mailto:waters.33@osu.edu]
Sent: Friday, September 11, 2009 10:21 PM
To: Whiteside, Eric
Subject: Re: 9-8-09 Party in the Band Room - reference OSU Police report #09-4265

Captain Whiteside,

Thank you for your note. The part of the report that is most upsetting is the comment that was allegedly stated by [REDACTED] that this event was an unauthorized event and that Dr. Woods did not know about it. This is absolutely 180 degrees away from the truth. It was Dr. Woods and I who cleared this event with the stadium crew and it was Dr. Woods and I who appointed [REDACTED] to be present at the event. We had total knowledge about this event and gained permission to have it weeks ahead of time. I can speak with 100% certainty that [REDACTED] would have not made this comment. [REDACTED] does not have anything to lose with the band members...he works for the staff of the band. I think that it is quite possible that the officer misunderstood what Mr. Huston was saying and had the facts wrong. I really think that that part of the report needs to be amended.

Perhaps it would be beneficial if we spoke to the officer who filed the report. Please advise. The report has gotten out to many in the university