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INVESTIGATIVE
COMMITTEE REPORT
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ATTACHMENT 1
Hi Brian,

The president has set aside time to meet with you and Archie so that the three of you, as leaders, can discuss concerns. He appreciates you coming in tomorrow for this meeting.

Thank you!

Michelle

From: Brian J. Golden [mailto:goldenbrianj@gmail.com]
Sent: Tuesday, July 29, 2014 7:19 PM

To: Compston, Michelle
Subject: Re: Confirmation for meeting with President Drake

Hi Michelle,

Thank you for the note. Per our conversation yesterday, I thought I was able to bring up to 3 individuals with me. These individuals would include:
Shelley Graf - alumni Drum Major, Dr. Paul Droste - Director Emeritus, and Gary Leppla - alumni, band parent.

Per my voicemail this afternoon, I did not know their vehicle make/model, etc. but they were still coming.

If I understand correctly, now they are not invited?

On Tue, Jul 29, 2014 at 7:02 PM, Compston, Michelle <compston.2@osu.edu> wrote:

Hi Brian,

This is to confirm the meeting scheduled for tomorrow (7/30) with President Drake. Participants in the meeting will include: You, President Drake, and Archie Griffin. The meeting will be held in Dr. Drake’s office, 205 Bricker Hall. We have arranged for parking for you in the front of Bricker Hall.

Thank you,

Michelle

Michelle Compston

Director, Scheduling and Special Projects

Office of the President

The Ohio State University

190 N. Oval Mall

Columbus, OH 43210

Phone: 614-292-2424

Compston.2@osu.edu

From: goldenbrianj@gmail.com [mailto:goldenbrianj@gmail.com] On Behalf Of Brian J. Golden
Sent: Monday, July 28, 2014 3:49 PM
To: Compston, Michelle
Subject: Re: Confirmation for meeting with President Drake
Thank you Michelle. I will let you know the names of the others as soon as I can arrange.

Just so that I am prepared, do you know who will be joining Dr. Drake?

Thanks again,

Brian

On Mon, Jul 28, 2014 at 3:16 PM, Compston, Michelle <compston.2@osu.edu> wrote:

Dear Brian,

This will confirm your meeting scheduled with President Drake for Wednesday, July 30, 10:00 – 10:30 am, in Dr. Drake’s office, 205 Bricker Hall. Please do let me know the names of the others who will accompany you, along with their car information and we will arrange for parking in the front of Bricker Hall.

Thank you!

Michelle
ATTACHMENT 2
Retaliations

The university will not tolerate retaliation in any form against any faculty, staff, student, or volunteer who files an allegation, serves as a witness, assists an alleger, or participates in an investigation of discrimination or harassment. University policy and state and federal law prohibit retaliation against an individual for reporting discrimination, sexual violence or harassment, or for participating in an investigation. Retaliation is a serious violation that can subject the offender to sanctions independent of the merits of the allegation. Allegations of or questions about retaliation should be directed to the Office of Human Resources, Student Conduct, or the Title IX Coordinator.
Mr. Afternoon,

I have been contacted by club leaders regarding an e-mail recently circulated by an alumnus opposing last month's change in Ohio State Band leadership.

Obviously, there are differing opinions regarding the university's decision, and all of us at the Alumni Association respect individual opinions as a matter of personal perspective. However, some in the Buckeye community are concerned when club leaders' personal views influence their actions as volunteer leaders. Based on the calls we are receiving, some club leaders have objected to this unsolicited information; others have forwarded it to their full club membership. Both are concerning to us at the Alumni Association. Club leaders have agreed to use alumni contact information only for approved club activities. Using email lists for broader, more personal reasons compromises the privacy of club members.

The Alumni Association fully supports the decision made by President Drake and university leaders as a result of the Office of University Compliance and Integrity's investigative report on the marching band culture. The surest path forward is in resetting the culture of the band while continuing its tradition of excellence is through pursuing clear, values-based decisions that support our students. The university's focus and actions have been and will continue to be about students and the imperative to ensure that every single person on campus is able to learn in a safe and positive environment.

While all are entitled to their personal opinions and we value diversity of views, it is inappropriate for club leaders to use member lists for non-club related activities and information. If you have questions about this matter or any other activity, please contact us.

As always, please know we are grateful for your service on behalf of the Alumni Association.

Kimberly Lowe
The Ohio State University
Kimberly Lowe Director, Alumni Clubs
The Ohio State University Alumni Association, Inc. Outreach and Engagement
Longaberger Alumni House | 2200 Olentangy River Road Columbus, OH 43210
614-292-2371 Office | 800-862-6927 Office | 614-688-4220 Fax
lowe.133@osu.edu osu.edu
ATTACHMENT 4
From: Gary Leppla  
Sent: Wednesday, August 20, 2014 11:43 AM  
To: Schimmer, Alexandra  
Subject: Re: Investigation Report

Thank you for your reply.
I am a lawyer who needs to work through the lawyers for the Administration as opposed to their Alumni Association. We asking to talk to an investigator and a lawyer who wrote the Investigation Report. That sort of request ought not go through the OSUAA.

Gary J Leppla

On Aug 20, 2014, at 11:37 AM, "Schimmer, Alexandra" <schimmer.1@osu.edu> wrote:

Mr. Leppla,

You can direct public records requests to our Public Records Office. The contact is Lauren Lubow (247-2260 or lubow.7@osu.edu).

The Office of Legal Affairs can of course be the contact on legal matters, such as the contract/licensing issues you’ve worked on with Mike Mitchell. All other communications about the Band or requests for information, such as those you state below, should go through Andy Gurd, the Chief Operating Officer of the Alumni Association, consistent with the communication channel set up by Brian Goldin, Dr. Drake, and Archie Griffin in their meeting earlier this month.

Best regards,
Alexandra

From: Gary Leppla [mailto:gjleppla@leplaw.com]  
Sent: Monday, August 18, 2014 12:57 PM  
To: Schimmer, Alexandra  
Subject: Investigation Report

Ms. Schimmer, as you know I am one of a committee of four appointed by the TBDBITL Alumni Club, Inc. to investigate all matters involving the issues, investigation and release of a document by the OSU Administration concerning the Ohio State University Marching Band and its director in July 2014. We have questions regarding the “Investigation” Report (IR) regarding the marching band “culture” and Professor Waters. With whom should we coordinate public document requests, if utilized? Should we communicate with you any possible requests for interviews with the investigator and authors of the IR as we continue to address all issues concerning the IR? With whom should we discuss, if necessary, the OSU approach to Title IX issues?

Thanks for your courtesies.
ATTACHMENT 5
FW: You are invited to the President’s Club Pre-Game Event, September 27

From:  
Sent: Wednesday, August 20, 2014 8:57 AM  
To: President’s Club

Of course. You mention football tickets.

There is a little more going on here. Thank you.

On Aug 20, 2014, at 8:24 AM, "President's Club" <presidentsclub@osu.edu> wrote:

Dear Mr. ________,

Thank you for your comments regarding the Marching Band issue.

As you requested, you will no longer receive information from the President’s Club.
Please be aware that this will affect your opportunity to purchase football tickets beginning in 2015.

Should you have additional comments or concerns, please do let us know.

Cordially,

Kendra McElroy
Manager, Donor Recognition
Given the refusal of the President to acknowledge that his decision making regarding Jon Waters was the result of a false and misleading investigation despite all evidence pointing now to that unequivocal conclusion, please remove me from any further notices from the President's Club.

Further, the release of information to the public concerning alleged "culture" and practices which even he must acknowledge were at least 80% in the past, has humiliated over 4000 living alumni of the Band, their families and friends and supporters. President Drake has done irreparable harm to Ohio State University yet he still hides behind a defective false document, refuses to discuss, and seems unable to do the right thing.

As an act of honor and truthfulness, he needs to face the truth, repudiate the report, and attempt to undo the harm done, first by restoring Jon Waters to his Director position as the No. 1 ambassador of good will for OSU. We are not going away.

On Aug 19, 2014, at 3:42 PM, "The Ohio State University President's Club" <presidentsclub@osu.edu> wrote:
You are invited to the President's Club Pre-Game Event

Saturday, September 27, 2014
3:00 - 5:30 p.m.
Drake Performance and Event Center
Main Lounge, second level
1849 Cannon Drive

We hope you can join us prior to the University of Cincinnati vs. Ohio State game.

Our event will feature a buffet meal, cash bar (beer only; one complimentary per legal-age adult), an early appearance by the Ohio State cheerleaders and Brutus Buckeye, photo opportunities and musical entertainment.

Cost is $30 for adults and $12 for children ages 3-12 (no charge for ages 2 and under).

RSVP to the Customer Service Center at 614-292-2281 or 800-762-5646 by September 19. Refunds are available for cancellations received by noon on September 22.

We look forward to seeing you!

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NEW LOCATION

Drake Performance and Event Cent
Main Lounge, second level
1849 Cannon Drive

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THE OHIO STATE UNIVERSITY

President's Club
1480 West Lane Avenue, Columbus, OH 43221-3938
Phone: 614-292-3511 | Fax: 614-247-6614
presidentsclub@osu.edu | presidentsclub.osu.edu

Manage subscription | Privacy policy
September 3, 2014

Board of Governors, TBDBITL Alumni Club
3899 Wedgewood Place Drive
Powell, OH 43065

Dear Board of Governors of the TBDBITL Alumni Club, Inc.:

Thank you for sharing your thoughts and concerns with the board. Please know that the board’s focus is squarely on the well-being of the young people entrusted to our care.

The university’s leadership has set a standard for all members of the campus community and its academic units. We must ensure a safe environment for all students and this standard requires a change in leadership.

Thank you for your support of the band. As we move forward, we fully expect the band’s excellence and culture to be strengthened. For more information, I encourage you to visit http://www.osu.edu/bandculture.

I appreciate your taking the time to write.

Sincerely,

[Signature]

Blake Thompson
Secretary, Board of Trustees
Squad Leader Responsibilities On and Off the Field

2006

ON THE FIELD

- Teach marching fundamentals and drill; help alternates to improve
- Teach music and musicianship- dynamics, rhythms, articulation, balance and blend
- Provide individual help to row members
- Have a positive attitude
- Evaluate challenges fairly
- Explain in detail and specificity why person loses a challenge
- Support other squad leaders’ decisions and decision
- Work with OSUMB Directing staff and sign-off on challenges
- Problem Solving within row and band- Communication is the key
- Be a role model: in marching and playing, learning drill charts, teaching by example
- Rehearsal discipline: Help, listen, and stay on task

OFF THE FIELD:

- Know, understand, and support policies and procedures
- No peer pressure, no hazing, be sensitive to rookies
- Time management: Be on time for game days and rehearsals
- Support the Director’s decisions
- Speak up when you see or hear inappropriate behavior or an activity that can be harmful to the band
- When in doubt, DON’T!
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 cannot participate in a rehearsal or performance due to consumption, will result in 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 Band 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 Band Staff at the appointed time and location.

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.

XX. INITIATIONS

A. There will be no initiations or hazing of any type permitted in this band. Band members taking part in any actions of this type will appear before the Band 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 (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.

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.
ATTACHMENT 9
We, the 2012 and 2013 student squad leadership of The Ohio State University Marching Band, know that the allegations reported in the Investigative Report produced in July by the Office of University Compliance and Integrity, the Glaros report, which directly led to the firing of OSUMB Director Jonathan Waters, are false and misleading. As a group of squad leaders in the OSUMB, who served under Mr. Waters, we have unique and valuable insight into how Mr. Waters instituted widespread cultural change through the band staff to the students as well as a well-received and effective cultural grassroots movement. Jon Waters is more than a director of halftime shows. He is an advocate for student safety, equality, and respect between all members. The groundswell of support for Jon would never have occurred if this was not the case.

First and foremost, sexual harassment and hazing of any kind was not tolerated by the marching band staff. Such conduct was met with a zero tolerance policy. Obviously, with a faculty to student ratio of nearly 50 to 1, it is nearly impossible for the staff through limited resources to wholly police the organization both on and off marching band time. It was up to the student leadership to act as stewards in enforcing the policies instituted by Jonathan Waters and to oversee their respective sections in addition to enforcing band policy and procedures.

We know that the “investigation” is severely flawed for many reasons, based upon our own personal knowledge and experiences. No one knows the truth better than those who saw it themselves. The lack of a representative sample size coupled with interviews of only a of few witnesses, several of whom have directly and publicly refuted the Report’s conclusions, undermines the findings and conclusions of the Report itself. Individually and as a collective group we have attached specific examples of cultural changes, sexual harassment training, and hazing training. None of this was considered by the university during their investigation. We have also included specific examples of how sexual harassment, hazing, and improper behavior were handled by the marching band staff under the leadership and direction of Jonathan Waters.

The culture of The Ohio State University Marching Band is one of determination, respect, community and volunteerism. The evidence of this positive culture is revealed in the experiences and first hand accounts of current and former band members. Our goal is to provide detailed evidence of these cultural policies ignored in the Report which directly led to the University Administration’s uninformed reaction and dismissal of Mr. Waters. We ask that the University issue public apologies to the current band, its alumni, and Mr. Waters and immediately reinstate him as the Director of The Ohio State University Marching Band. We hereby submit ourselves to be interviewed by the task force and have relevant information pertaining to this investigation. Please review the attached documents. We believe the truth is paramount.

OSUMB Squad Leaders 2012-2013

Tyler Provo: ASL, I-Row 2012
Ben Hyun: ASL, A-Row 2012
Jacob Evans: ASL, T-Row 2012
Jocelyn C. Smallwood: ASL L-Row 2012, HSL L-Row 2013
Chris Wiet: HSL, E-Row 2011-2012
Mike Johnson: HSL, L-Row 2012
Allen Sun: HSL, Q-Row 2012
David Lee: ASL, HSL B-Row 2010-2012
Andy Hall: ASL, F-Row 2012
Joshua C. Clasen, HSL, T-Row 2012-2013
Alexander Jones: HSL, S-Row 2012-2013
Nickolas S. Ater: HSL, K-Row 2012

Jaclyn Schilling: ASL, HSL, E-Row 2011-2013
Joseph Plattenburg: ASL, X-Row 2013
Matt Engle: ASL, E-Row 2013
Ross Runyan: HSL, X-Row 2012-2013
Davidson Sacolick: SL M-Row 2012-2013
George Farris: HSL, C-Row 2012-2013
Phil Kirkendall: HSL, X-Row 2012
John Joyce: HSL, R-Row 2012-14
Kelton Rieske: ASL, R-Row 2012-14
Tyler Russell: ASL, HSL H-Row 2010-2012
Jarrod Maynard: HSL, I-Row 2012
Tyler Johnson ASL, F-Row 2013
Austin Willman: HSL, I-Row 2013
Brett Samsen: ASL, J-Row 2012
Tyler York: HSL, M-Row 2012
Andrew Giljahn: ASL, C-Row 2013
Treatment of First Year Members

We could not publicly (or in front of Jon Waters or any staff) refer to first year band members as “rookies”. We were required to refer to them as first years in order to reinforce equality among ranks. Jon stressed that even a reference such as first years was a form of hazing, and not something that was supported by the OSUMB.

Beginning in 2010 directly after the band was announced, Jon and the other directors would clear the rehearsal hall of everyone except for people who had just made band and squad leaders. He would congratulate the new members and then inform them that many members of the band who were of age would likely be throwing parties that night. He would then tell them they were not at all required or even expected to consume alcohol. He noted that many of them were underage, so they they were obviously prohibited from doing so, but that NO ONE regardless of their age should feel pressured to do anything they didn’t want to do. He then encouraged them to talk to either the staff or the squad leaders if they ever had any problems. At the first practice, Jon would have all older members who abstain from alcohol stand up in their seats to show that you do not need to partake in order to gain acceptance. He then would tell of how he himself did not drink during his time in band, and said that younger members who felt peer pressure could reach out to anyone they saw standing or the directing staff for support.

All Leadership - Rookie Food and Drink Purchases

- Fall 2008 – For most rows, including my own, it was expected of all rookies to purchase snacks, meats, fruits and vegetables, sandwiches, sodas, and ice for all 2nd, 3rd, 4th, and 5th year members of the row to put in coolers during all home football games and bus trips. This was to provide much needed food and drink for members of the row for 10+ hour long game days, where time would sometimes only permit consumption of food and refreshments in the stands. Or on long bus trips with minimal stops.
- Each rookie was expected to pay for food out of their own pocket.
- Fall 2012 – When Waters became director he made the squad leaders take up a collection fund from all the members in their rows to assist in the purchasing of snacks and refreshments. This was an example of having the “students own the problem.” In an entrenched culture with senior member’s stating “I paid my dues, but now I’m a senior member so I don’t have to pay” this was a critical step to solving a problem to rookies paying more than other members of the row. This was a deep tradition within certain rows in the band that could not be turned on a dime, or without the students “owning the problem.” Jon pushed for this change when he was assistant but mandated it as director with suspension from the band for those who did not follow this rule. Huge progress was made for this in just one year.

Directors were aggressively opposed to performance of inappropriate rookie tricks. These were not idle threats
Tyler Provo, Jarrod Maynard, Brett Samsen Jl-Row 2012 - Members who refused to pay either did not eat the provided snacks, brought their own snacks, or the Squad Leaders made up the cost to provide funding from entire row. It was made clear by Waters that any row that made their first-year members pay more than an equal share would be punished.

David Lee - In addition to having everyone is the row contribute money towards snacks, in 2011 and 2012, B-Row implemented a policy that everyone (including squad leaders) had to take a turn to go out and purchase the snacks and prepare the cooler on gameday morning.

Allen Sun - 2009 moments after the band roster was announced, Jon Waters quietly pulled me aside as the rest of the rows gathered in their meeting places. He mentioned that I would have to have a permission form signed by my parents, as I was 17 at the time, and also that whatever happened on that night or any other, if I felt uncomfortable or pressured in any way I could speak with him at any time.

Allen Sun - 2012 spring, initial squad leader meeting after positions were announced, Jon mentioned the treatment of rookies and rookie names specifically. He mentioned that the squad leaders should use good judgement so that when on the field, we’re not yelling things like "HEY, __________! GET OVER HERE!"

David Sacolick - M-Row's midterm explicitly stated that it was not required, "COMPLETELY VOLUNTARY". And all of the questions were related to the band (history, P&P, script counts, etc.). There was nothing sexual in our exam.

David Sacolick - Rookie introductions on the bus did not exist after my first year. There was no marching to the back of the bus as stated in the report. Additionally it was clear that anyone could change in the bathroom if they wanted extra privacy. Entering bus by rank was discontinued after my first year. Additionally it was clear that anyone could change in the bathroom if they wanted extra privacy.

John Joyce - I am in the unique position of being the squad leader of a 53-year old woman in the marching band. As a student leader, it was difficult to imagine a 51-year old woman being part of my row socially, and I appreciated Jon's objectivity in overseeing the matter, and ensuring that I was treating her equally among the college-aged candidates. He sat me down and discussed the matter of having a 51-year old woman in my row. He was very intent on preventing any situations where well-meaning college students may do or say something around someone who doesn't feel comfortable with it. He explained that she was placed in R-Row because we were a young row and didn't have any older members left who may attempt to hold back our progress in eliminating negative traditions. Jon was proactive in identifying a band member who may have found aspects of the band offensive, responsible in placing her in a situation where she would be safe among her peers, and effective in eliminating any behavior that may have created a negative environment for her. Jon handled this situation with the utmost respect and integrity for a mutually beneficial experience between 18-20-year old college students and a 51-year old band member.
Midnight Ramp and F-Night

Frequently, squad leaders, who are voted into their position by their peers, were elected regardless of their stance on alcohol consumption or participation in Midnight Ramp - meaning they did not consume alcohol or participate in Midnight Ramp. Examples: Chris Wiet (E-Row 2012) and David Ga-Yiu Lee (B-Row 2012).

The "Secret Oath" made by all members on F-Night has been released to the public. Its main points include respect for other members, the directing staff, the university, and hard work. It also concludes with a tongue-in-cheek line stating that "...I will never, ever, cross the street without looking both ways."

MR was emphatically NOT required. Members were not required to strip down, it was far from unusual for people to wear tank tops and cargo shorts. From 2008 and back, MR was more of a secret event with minimal lighting and supervision. The directing staff took initiative to make the event a more inclusive and safe event by having lights on and providing direct supervision. This not only discouraged alcohol and substance consumption (which members would be immediately punished without question), but also decreased unsafe activity and accidents due to low visibility.

Brett Samsen - The directors, and Jon in particular, were adamant about removing alcohol from MR. One of the changes to make MR safer involved placing it on "Fesler Night," an evening where band members introduce new members to their rows via short video clips and talk about the history of their rows and instruments, and how they fit into the history of the band. This is an extremely long meeting that typically runs about 3 hours. MR occurred at the end of this meeting. During this time Jon Waters and the directing staff looked attentively for signs of intoxication. Showing up with so much as an empty flask was enough to warrant a full disciplinary meeting with Waters and the other directors.

Tyler Provo - During "F-Night" of the 2011 season I was caught by a graduate assistant with a flask. Luckily, for my sake, this flask had a broken top so it could and did not carry any alcohol so I was not punished. However, I was taken aside by all the directing staff as well as individually by Mr. Waters and questioned why I had it, and if I was drinking alcohol. I was informed that if I had been I would have been suspended for two games. These incidents were not taken lightly, especially in light of the events of recent years involving the incident of alcohol poisoning. I was treated in a completely professional manner.

Jarrod Maynard and Tyler Provo - From 2009-2012, I never saw someone participate in midnight ramp not wearing clothing, and without question 2012 was the best and most appropriate version of the event that I witnessed.
Bus/Trip Behavior

Inappropriate singing, including singing of ANY kind, was prohibited on bus trips. Directors did not tolerate even the singing of band fight songs. Direct quote "we are trying to change the culture of the band." The "songbook" existed in decades prior with a much greater frequency than existed in 2012 and 2013. Jon found one by accident during a 2012 bus trip and proceeded to shut it down - if you were found in possession of or distributing songbooks you would be suspended or terminated from the program.

In the 2013 season, at the squad leader meeting after the California trip we had a long discussion about behavior on busses. Jon was extremely upset that there had been flying 69s and games of roller bus going on. While he did not swear or scream at us, but stated that we were better than this type of behavior and needed to start acting like it. He said that if he saw or heard about that type of behavior again, there would be serious consequences.

Jocelyn Smallwood - Throughout my 5 years in band, I saw the behavior on busses change dramatically. Much of this change was a direct effect of the leadership and influence of Jon. During the entire 2013 season, I may have seen one (attempted) flying 69. The single game of rollerbus I witnessed occurred in California. When Jon heard that the game had taken place, he informed the squad leaders that this behavior would not be tolerated, and that violating those rules would result in punishment. However, he did not simply disallow these behaviors. He discussed his rationale with the squad leaders, listened to our feedback and encouraged us to take ownership of these changes so that they could truly take root. His intention was not only to change behavior, but to change attitudes as well. The report makes it sound as if these behaviors were commonplace. By the time Jon took over in 2012, many of these antics had already begun to die out naturally. His influence as head director only served to eradicate them even more quickly and efficiently.

Tyler Provo - In 2012 I remember writing and working on a research paper on the bus when a game of rollerbus was attempted. I was taking up two seats with my laptop and several books and papers and was not touched nor disturbed during this game, which ended as quickly as it began.

Jarrod Maynard - Rollerbus was an improvised game that occasionally was played among friends during the bus trips, but it was common for more than half of the bus to choose not to participate. The times that it was played were fun and safe. There were rules that the students had made up to ensure that we all were safe and having fun. To hear that the University's report states people were allegedly groped or harassed in any way is alarming and concerning to me, as it was always a fun and positive experience for myself and the people who I played with. Regardless of if it was fun or not, Jon and the staff made it quite clear before the first bus trip of the 2012 season that we would not play rollerbus in 2012. The occasional game would start up from students, only to be quickly shot down by the directors. The staff was in no way supportive of the game, and by the end of 2012 it was all but gone.
Brett Samsen - I never once participated in Rollerbus in four years in the marching band. I was never made to feel like less of a band member and it was not something which affected my band experience in any way.

David Lee - I never once participated in singing songs out of the songbook during my five years in the marching band. Like Brett, I was never made to feel like less of a band member and in no way was my band experience affected in any way. Additionally, being on Jon's bus for most of my career, I can personally attest to the fact that Jon did not tolerate inappropriate behavior on the bus. "Rookie introductions" were reduced to a simple question and answer with questions usually pertaining to the first year member's high school and their fight song. Jon stopped the practice of having the first year members march to the back of the bus. He deemed it unsafe and made sure we realized that it was unnecessary.

_Trip Tic_

Mike Johnson (L-Row 2012) - The trip tic was a marching band publication that would be distributed amongst members of the band on one of the bus rides once a year. This was an unedited, uncensored publication put together by band members and for band member's eyes only. We did not share this with the directing staff at all and were as discrete as possible about distributing and reading it. The articles in this publication could range anything from a ranking of the most attractive members in the band to commenting on other students personalities and marching abilities.

- Every year, a couple of weeks before one of the bus trips, a senior sousaphone player would create a fake email account and send out a message to all squad leaders of the band with instructions on how to submit articles for the publication. Some squad leaders then cascaded these instructions down to the members of their row via email. Members of the band would submit articles anonymously to this fake email address. The senior sousaphone player would compile everything together into 15-20 page printed publications and discretely distribute them to senior members (other rows) on each bus before the band departed. Members of the band would read these articles on the bus ride, some members completely shocked to read something that was written about themselves.

- Jon Waters had intercepted a copy of the 2012 edition of the Trip Tic. One article in particular involved one percussion player singling out another percussion player within their row. Waters took immediate action to stop all future publications of the annual Trip Tic. He investigated to find out which senior sousaphone player produced the printed copies and threatened to expel that player from band if he didn't give the name of percussion player who submitted the article. The senior sousaphone player handed over the name.

- The percussion player was required to give a formal apology to the other percussion player in front of the entire band and was put on probation within the band for several weeks.
Waters had the senior sousaphone player and myself meet in his office and made clear to both of us that the tradition of the Trip Tic needed to end immediately or we would both be expelled from the band. He wanted the “students to own the problem” and he knew that the other members of the sousaphone section would listen to us to stop the tradition from happening on future bus trips.

Both times that myself, and the senior sousaphone player, were in his office he was both stern and to the point, but never raised his voice or used explicit language.

Positive Culture

Jon worked to get buy-in from student leaders. He did not lead by fiat but convinced us that changes were necessary. “Do we need this?” This ensured that students were more accepting of his changes. Prevented these cultural aspects from going underground. Concern that traditions would continue outside of staff surveillance, and lead to issues, ie, triptik, band dance/make the band night ambulance called, needed to get squad leaders and vets to agree that change was necessary. This grassroots policy is evident in the current iteration of the marching band.

Often veteran members (4th and 5th years) were most resistant to change. Whenever Jon tried to make a changes we would call him the “fun police” because members wanted to keep some of the outdated traditions. Jon did not waver but needed time to adapt culture in order to prevent students from continuing these traditions in an unsupervised environment to which they had no control over.

Jon maintained what he liked to call an “open door policy.” He would frequently tell the band that if people had problems with anything, they should feel free to come talk to him. This included everything from opinions on changing various traditions to opinions on the music we were playing that week. He mentioned this “open door policy” so frequently that some band members would poke fun at the interest he showed in hearing everyone’s opinions on things. This is just one example of how he was attentive to the needs of students.

Jon was committed to helping the band give back to others and these were some of the most impactful experiences that we had in the band. These experiences include but are not limited to: playing for cancer patients, playing at children’s hospital, performing a charity event for the Gladden Community House, and honor flights. This was a positive culture of helping others and giving back. This type of attitude could not have existed with the negative culture that was inaccurately portrayed. Jon often quoted Woody Hayes and the ‘Pay-it-Forward’ philosophy, encouraging students to be the positive impact on our societies.

Jon believed true culture change had to be student driven (otherwise traditions would continue in alternate ways) so he devoted practice time for squad leaders and their rows to review new additions to P&P as well as set goals for the year. This helped create an atmosphere of
welcoming should any issues arise. The expectations were clear that anyone could bring forward concerns to their squad leaders or to the staff.

Jarrod Maynard - In my squad leader interview prior to the 2012 season, Jon and I discussed his vision for the band going forward. One of his biggest goals in his first year was to directly impact the existing culture. Looking back, almost everything we talked about involved how to change things for the better. It was an exciting movement to be a part of, especially with the increased publicity of the video-game show and others, but also to see the organization that I love start to shed the parts that needed to be retired. None of this would have been possible without Jon Waters. Jon was the principal agent of change within the organization, and his methods were efficient and effective. My experiences echo what I have heard countless fellow students say: "The band that I entered as a freshman was home to a far different culture than what exists today."

Brett Samsen - Jon’s decorum behind closed doors was professional and even keeled. Even under highly stressful situations (and I was a firsthand witness to several) Jon did not resort to foul language or raising his voice. It was rare, and noteworthy, for a “damn” to slip out during rehearsal.

**Alcohol Consumption**

Excessive alcohol consumption prior to the band dance was highly penalized. Jon involved the squad leaders in follow-up conversations and necessary punishments. In a specific instance, a member was removed from their squad leadership for this reason, and that their squad leader interview the next season was entirely about the student’s alcohol consumption.

If we were on band time we had to be sober. There were already rules about not drinking in uniform or on hotel property when on away trips, but we added a rule that you could not report while being intoxicated, even if we were not performing or in uniform. Added to that was that if a squad leader did not report someone being inebriated at report time, that squad leader would be punished too.

Brett Samsen - Excessive alcohol consumption was absolutely on the radar of the directing staff. In 2012 several band members showed up drunk at the annual band dance. Jon noted who these individuals were and denied them entrance. These members were subsequently held responsible, as well as their squad leaders. Members received punishment such as cleaning the band center following game days. It was understood that this behavior would not be tolerated and that repeated alcohol abuse was cause for removal from the band.

When the directing staff became aware of alcohol use during band functions, their reaction was swift and effective. Members caught drinking on buses or during rehearsal were automatically removed from their field position. Depending on the severity of the offense some were not even allowed to attend the next home game in any capacity. Jon did not turn a blind eye to alcohol abuse and confronted it head on.
Andy Hall - During one bowl game, a band member was caught drinking in a hotel room. The student was removed from his spot in the performance, and an alternate was put in his place with only two rehearsals until the performance at halftime. The bowl game was supposed to be the punished student's final game and no preferential treatment was given.

David Lee - I was a witness to the alcohol poisoning incident in 2009 that was pointed out in the initial report. The subject involved was a member of my row. At the time I was a second-year. Following that season, I was awarded a squad leader interview. During my interview, knowing I was one of the members of the band that did/does not consume alcohol, Jon asked me if there was a drinking problem. He wanted to know what we could do to fix the problem if there was one.

Sexual Harassment and Hazing

During the 2012 Squad Leader Retreat, there included over two hours of discussion on band culture, sexual harassment, alcohol consumption, and a word for word overview of the Policies and Procedures manual - which every single band member must read and sign. Jon talked extensively to the 2012 leadership about the importance of 'buying in' to a positive change. Once the students had made the band, Jon had the squad leaders go through Policies and Procedures with their individual rows, explaining things in detail. This was to show that the squad leaders not only knew the policies, but they supported them in full. After this, Jon and the staff reviewed the manual with the entire band present. Sexual harassment and hazing easily had the most time devoted to them. Jon made it clear that the band would not tolerate aspects of hazing and harassment that still lingered, and that we were better than that.

Jarrod Maynard - In 2012, there had been an incident where some senior members tried to enforce an outdated tradition that required first-years to wear their uniforms on the bus instead of changing into comfortable clothes. The tradition was challenged by some of the squad leaders and the staff on the bus (Jon was not on our bus), and the first-years were allowed to change. When Jon received word about this in the following squad leader meeting, he was extremely disappointed. He asked us if that sounded like something that we would want to be a part of as a first-year member. After some silence, during which all of us realized the truth behind this type of behavior, Jon explained that this was not who we are, and not what we were about. We were about giving young people some of the greatest experiences of their life - all of which should be positive. This was one of the countless examples of Jon working to instill change from the top down by having us 'buy in' to his change.

Another long-standing tradition in band was to have the first-year members go and get the water bottles filled during practice. During one of the first practices in 2012, Jon stopped rehearsal after he saw someone make a rookie fall out of formation to go get water. Jon said that, '...this stops now.' and that all members would be filling up the water equally from that point forward. All of these little things were crucial in bringing about full-scale change to the organization. As new members entered the band without experiencing the old culture and ideas, they had no way
to pass them on to the new members who came after them. This was made apparent to me upon returning in 2013 and talking with the band. Since we had chosen to give out lighthearted nicknames in 2012, my row had decided to not give out nicknames for the 2013 season. This would have been unheard of for any year I was ever in band, and was surprising for me to hear, but is a testament to the positive success of Jon Waters.

Brett Samsen - In four years in the marching band program I cannot recall a single instance of Jon Waters addressing an individual by an inappropriate nickname. In fact it was unusual for him to use nicknames at all. He had an excellent memory and he remembered the proper names of his students. If he did address a student by their nickname this only occurred if the nickname was benign and inoffensive.

John Joyce - I can corroborate the previous statement with a personal account: On my first day of rehearsal as a first-year member, Jon Waters knew my name. He called my name out from the top of the teaching tower for being the first one to get to my spot on the field. I was so impressed that he knew my name and I immediately felt included in the community. Conversely, this summer, going into my fifth year in the band, I was walking in front of Jon Waters wearing a jersey with my nickname “Billingsley” on the back. Jon said “Hey John, what does ‘Billingsley’ mean?” I told him it was my nickname and he responded “Oh, okay. I had never heard that.”

Co-ed Changing on band buses is not a symptom of a sexualized climate, it is only a natural consequence of having a mixed gender band. At this time the Athletic Department has not authorized funds to pay for drivable locker rooms. If members wish to change in private they have the option of utilizing the single bathroom at the end of their bus. Given that each bus houses at a minimum 42 students each wearing a complicated uniform, it is small wonder that many individuals would rather change quickly in the open and considerably better ventilated cabin of the bus. The alternative is sit for hours upon hours in a filthy and sweat soaked uniform until the band returns to Columbus. Given that the band can and does perform in all sorts of weather, from searing heat to driving rain, it is beyond unreasonable to expect students to sit in their uncomfortable and wet uniform for hours on end instead of changing immediately into more comfortable attire.

Comments and Concerns

- Among other protections, FERPA requires redaction or other protection of any information that is “linked or linkable” to students in any way that “would allow a reasonable person in the school community, who does not have personal knowledge of the relevant circumstances, to identify the student with reasonable certainty.”

- Working with the leadership team is a clear indicator that the changes were to be made for the betterment of the band, and not just as a cover for Jon’s reputation. The topic of squad leader discipline for the actions of others in the row shows just how adamant the staff was in striving for a more mature culture.
- Student leadership and accountability is a long-standing tradition of the band. These student leaders were responsible for the well being and development of their respective row’s members. Part of their duties included reporting any misconduct to staff. If misconduct reports made it to the band staff and the squad leaders did not immediately report it, they were punished accordingly along with those involved since they did not comply with the policies and procedures of the band - a lengthy document which every member must read at length and sign.
Session 1: 2:30 pm to 4:15 pm

2:30 pm  Welcome & Introductions
2:35 pm  Group Activity (Ice-breaker)
2:45 pm  Outline of Squad Leader Manual
3:00 pm  The 2013 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
4:15 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.New
         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
The Ohio State University Marching Band
Squad Leader Retreat
Steinbrenner Band Center
June 9, 2012

The NEW Generation!

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Participants</th>
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| 10:00 am | Welcome & Introductions                      | Jonathan Waters (Interim Director)  
|       |                                              | Christopher Hoch (Graduate Assistant)  
|       |                                              | Joshua Laux (Graduate Assistant)  
|       |                                              | John Brennan (Graduate Assistant)  
|       |                                              | Aaron Bell (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 |
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
The Ohio State University Marching Band

Statement of Policies & Procedures

Autumn Semester, 2012

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 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 Ohio State University. Any student dismissed from The Ohio State University is not eligible to try out for nor 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 or early September, before 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 Semester schedule commences.

B. The Marching Band is operated by the School of Music, which is a part of the College of the Arts. The Directing Staff consists of School of Music faculty 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 (Woods) 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 a student 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. Membership as a marching and playing member is limited to five years.

C. All candidates for marching membership must demonstrate musical performance ability on a brass or percussion instrument, as evaluated by a faculty member of the School of Music or a graduate teaching assistant. 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 membership decision is made 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 need to place a high priority on their 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.

H. All students MUST be registered for Marching Band through the University Registrar by no later than the first Friday of Autumn Semester.
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, there are 33 alternates (two per row and one extra percussion), a drum major, an assistant drum major, and a student staff of managers, librarians, and technicians.

B. Regulars perform at pre-game and halftime. 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. They may be removed from their positions by losing a challenge to an alternate, by poor performance in the judgment of the Directing Staff, or for an offense against band rules or policies. The Directing Staff will make all final decisions concerning personnel.

C. The alternates are expected to learn all music and marching routines each week. They 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 expected to challenge for a regular position every week (see section on "Challenges").

D. Each year, a drum major and an assistant drum major are selected at a tryout held during the spring semester. 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, with membership in the drum major squad included in this limit. The head drum major position has a two-year limit in this capacity.

E. A drum major squad consisting of up to seven members is selected during Band tryouts. The drum major squad is a voluntary group, not having the same roles or privileges of Band members and Student Support Staff. These students are required to attend designated sessions throughout the fall in order to qualify for drum major tryouts in the spring. Participation in the drum major squad is limited to two years. Attendance of these students at Band performances is limited to home football games and one road game. The drum major squad may not participate in post-season Bowl travel. Members of the drum major squad must be registered for Music 2205.01 (1 or 2 credit hours).

F. The Marching Band has no outside organizations or auxiliary groups connected with it. Outsiders are used only when a show idea creates a need for special talents not found within the band proper.

III. AREAS OF SUPPORT

A. The Department of Athletics provides an operating budget for the Marching Band. This covers musical instruments, musical arrangements, uniforms, equipment, and a paid staff of student assistants. The Athletic Department is a part of the Office of Student Services.

B. The Athletic Council and the Director of Athletics control all events connected with OSU Football games. The Director of the Marching Band is delegated the responsibility for all show content and the Assistant Director is in charge of timing for pre-game, halftime, and post-game shows.

C. The TBDBITL Alumni Club, including the Script Ohio Club, provides financial and logistical support. The Alumni Association provides assistance in scheduling out-of-town concerts, working through local alumni chapters.

D. The School of Music provides a Director, who is a faculty member assigned to the Marching Band, and may also provide an Assistant Director. The School of Music provides Graduate Teaching Assistants to work with the Director in the operation of the Marching Band. Marching Band funds are used to provide a Percussion Instructor.

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, one or two graduate assistant directors, and a percussion instructor. This group represents the core power structure of the organization.
B. Each row in the band has two student leaders, a squad leader and an assistant squad leader. Those people 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 leadership expectation.

V. BAND CONDUCTING STAFF
A. The role of the Band Conducting Staff includes writing and preparing the shows, selecting the members of the band, formulating and implementing band policy, setting rehearsal and performance schedules, and formulating trip logistics and off campus performances. Some responsibilities are delegated to the Student Support Staff.

VI. STUDENT SUPPORT STAFF
A. Members of the Student Support Staff are appointed by the Band Directing Staff and serve at the discretion of the Directing Staff. All duties are assigned and delegated by the Band Director. Student Support Staff members are considered full members of the band, receiving credit for Music 2205.01 for their work during normal rehearsal times, and receiving 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 Treasurer 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 Band Director. 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, and attendance.

VIII. SCHEDULE
A. The band rehearses from 4pm to 6pm, 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 rehearsals during the semester are occasionally necessary, and are announced well in advance. On home game Saturdays there is a marching rehearsal in the Stadium several hours before the game and the Skull Session performance (rehearsal/concert/rally) in St. John Arena follows this rehearsal. The band performs at all home football games and at least one out-of-town game per season. Off campus performances may include concerts, field shows, and parades. The Marching Band also participates in any post-season bowl games that may result 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 hours of credit for the autumn semester only. Marching band members who are dismissed from the university or are deemed academically ineligible at the end of fall semester 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, though discouraged, 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 performing, breaking band rules or violating 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 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 problems 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 the Squad Leaders will conduct the challenges. A staff member will lead the challengers and challengees in the following routines: marching fundamentals; School Songs (as selected by the Director) — 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 shortcomings can be noted and encouragement given for future challenges. Comments are to be shared with the challenger and challengee, 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 director can sit in on 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 procedure 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 week's 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 normal challenge system. 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. It the music check has not been passed prior to the beginning of practice, that position will be declared open and that band member will not be eligible to participate in challenges for that week.

2. The returning band member may only challenge for his/her previously held position. If s/he is unable to win their 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 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 checks will 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 semester 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 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 ON MONDAY THROUGH THURSDAY. Failure to comply could result in the loss of position. No charts or music will be carried on the designated day. “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 is the criteria upon which individuals' performances 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; all alternates

*A penalty drill may also be assigned by directors for disciplinary actions (tardiness, etc.) at his/her own discretion.

XVI. APPEARANCE
A. The band uniform is to be worn in its entirety, 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 clean and pressed, (shoes, whites, and brass) properly cleaned and shined; and 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, plumes, 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 dress 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. Trousers length for the uniform is four inches off of the ground while wearing marching shoes. It is the responsibility for each member to ensure that this measurement is accurate. Failure to wear either will result in a failing of the uniform inspection. If the trousers are damaged due to improper wearing 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. Hair must be of a natural looking color. No odd or crazy hair cuts are permitted. 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 Blazer dress. 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 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 KKPΩ 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 the wearing of 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. Drinking 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 cannot participate in a rehearsal or performance due to consumption, will result in 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.

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, Greys, 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.
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.
"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.
ATTACHMENT 10
Former Title IX coordinator: Ohio State mishandled band probe

August 27, 2014
Logan Hickman
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Roughly a month after Ohio State’s marching band director was fired for not doing enough to change a “sexualized culture” within the band, a former OSU Title IX coordinator came forward to say that the university has fallen short on its end as well.

Andrea Goldblum served as OSU’s Title IX coordinator from April 2013 until resigning in December. She came to OSU in 2005 as the director of student conduct.

She said she chose to leave because of internal problems with the Office of Compliance and Integrity, where her position was based. Goldblum said she felt the office wasn’t doing enough to support her in a way that fulfilled the university’s obligations to Title IX. Title IX says schools that receive federal funding can’t discriminate based on sex.

Former marching band director Jonathan Waters was fired July 24 after a two-month investigation into the marching band found a culture conducive to sexual harassment. It was determined Waters was aware or reasonably should have been aware of that culture but didn’t do enough to change it.

Goldblum spoke with The Lantern about the office’s handling of that investigation as well as a meeting with her, Waters and vice president and chief compliance officer of the Office of Compliance and Integrity, Gates Garrity-Rokus. She said things could have ended differently if Garrity-Rokus had let her do her job during that meeting.

“If somebody doesn’t stand up and say something, nothing’s going to change,” Goldblum said. “My interactions with the university thus far, it’s been about protecting people in power.”

In particular, Goldblum recalled a meeting with Waters that the former director said Tuesday he also remembers. But while Goldblum saw it as an opportunity to tackle Title IX issues, Waters said it was essentially a formality.

Later, Garrity-Rokus was not named among those who supervised the report that led to Waters’ dismissal, despite the fact that it was conducted by his office. When asked what role he played in the investigation, he said he “oversaw it” in responses emailed to The Lantern on Tuesday through OSU spokesman Chris Davey.

Garrity-Rokus oversees all compliance activity across the university and reports to senior management and the OSU Board of Trustees, according to the compliance office’s website. His experience in Title IX mostly comes from experience in general civil rights law, he said, as Title IX was an amendment to the Civil Rights Act of 1964.

“I have worked fairly extensively with these non-discrimination statutes, as a compliance officer, as a compliance attorney, and as a federal prosecutor,” Garrity-Rokus said in the responses through Davey.
Goldblum said she filed a complaint with the university about Garrity-Rokous earlier this year. The Lantern did not immediately receive that report after filing a public records request for it Monday. It has also not received Garrity-Rokous’ employment file after initially requesting it on Aug. 14 or Goldblum’s employment file after requesting it Friday.

Goldblum was not part of the investigation that led to the termination of Waters. The investigation took place after she resigned. She said, however, the probe could have been avoided if Garrity-Rokous had let her intervene earlier.

Still, she said the investigation’s conclusion that the band contained a sexualized culture was accurate based on what she had experienced and heard.

Goldblum said the investigation could have been conducted in a more “defensible” way.

Goldblum also said Garrity-Rokous stood in the way of starting real progress on Title IX issues within the band, as he sometimes criticized her for being “too aggressive” with sexual harassment issues, including those within the marching band, she said.

In one instance, Goldblum said she and Garrity-Rokous met with Waters to discuss sexual harassment issues and the marching band shortly after she started as the Title IX coordinator in 2013. She said Garrity-Rokous dominated the conversation.

Waters said Tuesday he remembered that meeting, which was the only time he ever interacted with Garrity-Rokous, as more of a meet-and-greet with Garrity-Rokous and Goldblum.

“The meeting with Gates, it was like, ‘We’re here, we have a compliance office, let us know if you need anything,’” Waters said. “There were no directives given in that meeting, there was no training offered, there was no anything. It was more of just a formal introductory meeting.”

Waters said his interaction with the OSU’s Office of Compliance and Integrity prior to his firing was “minimal” with little guidance.

“If I wanted training for the band, I sought it. If I wanted training for the leaders, I sought it. If I wanted to know who to report an issue to, I sought it. No one from compliance taught me how to do these things,” Waters said. “We were left to fend for ourselves with the rules and regulations the compliance office had.”

But despite her complaints about the compliance office, Goldblum said there are people doing quality work on Title IX issues across campus.

“There are some really, really good people on the ground working on sexual violence issues and they’re really good and they are really caring and they do it because it’s right for the students and because it’s right for the community,” she said.

This is part one of a two-part series The Lantern is running about how the band investigation was handled and how the Office of Compliance and Integrity operates.

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« Week 1 starting jobs still available for Ohio State football team
Jonathan Waters still vying to get his Ohio State job back »
Meeting about band culture draws discord

August 28, 2014
Logan Hickman
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After weeks of back-and-forth allegations between Ohio State and ousted marching band director Jonathan Waters, there seems to be disagreement about how hard the university pushed to change a “sexualized” culture within the band prior to Waters’ firing.

For one, records and interviews indicate former Title IX coordinator Andrea Goldblum and compliance chief Gates Garrity-Rokus didn’t agree on what actually happened during a meeting they had with Waters to address a sexual harassment complaint within the band.

Title IX is a section of the Education Amendments of 1972 that aims to protect against discrimination based on sex in education programs that receive federal funding.

Garrity-Rokus, Goldblum — who resigned in December — and Waters met in spring 2013 after allegations of inappropriate sexual conduct in the band surfaced. While all parties have since agreed on what spurred that meeting, each seems to have a different perspective on what actually happened when they were together.

The meeting was scheduled to ensure Waters understood his Title IX responsibilities in light of an allegation of sexual misconduct within the OSU Athletic Band, Garrity-Rokus said in a statement emailed to The Lantern Wednesday by OSU spokesman Chris Davey. Garrity-Rokus said he was at the meeting to ensure Waters understood he had to listen to Goldblum’s direction.

“The very purpose of the meeting was to support Ms. Goldblum, as the Title IX coordinator, in ensuring that Title IX requirements were followed,” Garrity-Rokus said.

Goldblum, however, said Garrity-Rokus constantly spoke over her during the meeting, preventing any real Title IX progress from happening. That kind of behavior was common for Garrity-Rokus, she said.

“I started to ask questions to get down into figuring out what had happened from their (band director’s) perspective, why it had happened and to start investigating. That’s why I was there,” Goldblum told The Lantern. “Gates just spoke over me and wouldn’t allow me to continue.”

After the meeting, Goldblum said Garrity-Rokus spoke down to her and told her she had been too aggressive.
"Gates said to me in a very condescending tone, "Andrea, you've never been a federal prosecutor like I was, so you don't understand how to do these things," she said.

But Garrity-Rokous said those weren't his words.

"I did not use the quoted language, and my tone was consistent with my intent to help her improve her effectiveness in her new role," he said.

And Waters said Tuesday he remembered the meeting as more of a meet-and-greet with Garrity-Rokous and Goldblum, rather than a chance to address any major sexual harassment concerns.

"The meeting with Gates, it was like, 'We're here, we have a compliance office, let us know if you need anything,'" Waters said. "There were no directives given in that meeting, there was no training offer, there was no anything. It was more of just a formal introductory meeting."

Waters said his interaction with the OSU's Office of Compliance and Integrity prior to his firing was minimal with little guidance.

"If I wanted training for the band, I sought it. If I wanted training for the leaders, I sought it. If I wanted to know who to report an issue to, I sought it. No one from compliance taught me how to do these things," Waters said. "We were left to fend for ourselves with the rules and regulations the compliance office had."

Garrity-Rokous said Waters never informed the compliance office of any instances of the band's sexualized culture that were found in the OSU investigation the following year. That investigation report was what led to his firing July 24, and it listed examples of issues like sexualized nicknames, mistreatment of younger band members and inappropriate behavior on band buses.

Goldblum said instances like the meeting with Waters and other internal problems within the Office of Compliance and Integrity — where her position was based — prevented her from executing proper Title IX reform within the band and across the university.

Earlier this year, a third-party attorney was assigned by the Ohio Attorney General's Office to investigate complaints of gender and disability discrimination made by Goldblum. An investigative report based on those complaints concluded there was insufficient evidence to support Goldblum's claims. The Lantern obtained that investigation report Wednesday to fill a public records request filed Monday.

The Lantern has not received Garrity-Rokous' employment file after initially requesting it on Aug. 14 or Goldblum's employment file after requesting it Friday.

Waters was fired because the report found he was aware, or reasonably should have been aware, of that culture but didn't do enough to change it.

This is part two of a two-part series The Lantern is running about how the band investigation was handled and how the Office of Compliance and Integrity operates.

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ATTACHMENT 11
Script Ohio ...Droste Pages 5-7
Thirty positions were added to the block band for the 1972 season. All of the additional instruments were added from the middle of the band down, giving the band a much fuller sound. Ten tromboniums, eight sousaphones, five alto horns, five flugelhorns, and two snare drums increased the band size to 150 pieces with 15 rows and 10 files.

The 50th Anniversary of the dedication of Ohio Stadium was observed October 21, 1972. A “50” was floated from the south end zone while the band played “Proud Century,” dubbed “Proud Half-Century” for the day. On the same afternoon, Douglas Paul Droste was born in University Hospital. Assistant Director Chuck Temple led the band at Skull Session and in pregame, while Droste arrived just in time for the halftime show.

The Rose Bowl game of January 1, 1973 was the first of four Rose Bowls in a row. The opposition was a highly touted USC Trojan football team and band. The halftime show had a drill routine ending in a salute to Coach Woody Hayes, who predicted a return trip in 1974.

The band was invited to represent the State of Ohio in the Presidential Inaugural Parade on January 20, 1973. Announcer Tom Johnson and the Ohio Republican Party provided the funding, as they did four years earlier. Once again, the band experienced very cold weather, but was honored to participate.

Two days before the 1973 Inaugural Trip, the 1972 band had its last rehearsal. A letter from Director Paul Droste was released to the band, and to the media.

The letter explained that, due to Title IX of The Higher Education Act of 1972, sex discrimination was banned in all aspects of higher education, and it was clearly stated that future auditions would be open to all students regardless of sex. Droste described the moment: “I had just finished reading a letter from President Nixon to Woody Hayes in which he had complimented the band’s halftime performance at the Rose Bowl. As my letter to the band was being passed out, the cheers changed, row-by-row, to silence, then to various utterances of disbelief.”

To the media this was a significant event, and Droste and several of the band members were interviewed. The wire services picked up the story and clippings were received from as far away as Philadelphia, Los Angeles and Hawaii. From the lively discussion that followed the announcement to the band, three major points came out clearly:

1. The ruling opening the band to any OSU student, male or female, was official. No appeals or legal action would change it.

2. It was up to the band staff and the band members to implement the decision, fairly and openly.

3. All women candidates would go through the same tryouts and be subject to the same standards as the male candidates. There would be no minimum number or quota of women students. All women would be admitted to band strictly on the basis of marching and playing abilities.
Thus, during the 1972 season, two long-standing traditions came to an end and some new traditions began. First the band was expanded in size for the first time in forty-two years. Second, women students would be permitted to participate in the band, starting in the 1973 season. In addition, a policy against playing at professional athletic events was amended as the band played for two non-OSU football games; one in Ohio Stadium at a Cincinnati Bengals v. Cleveland Browns exhibition game in September, then later a Bengals game in Cincinnati on October 29. Two weeks earlier, on October 15, the band made its first appearance at a World Series game as the Cincinnati Reds hosted the Oakland A’s. The season would conclude with another trip to the Rose Bowl and with an appearance in the Presidential Inaugural Parade.

The Ohio State University Marching Band made its last appearance as an all-male organization at the Minnesota game on September 15, 1973 (OSU 56-7). Volunteers from the 1972 band performed along with the Alumni Band.

When Tryout Week began September 16, 1973 there were eighteen women candidates; five were selected for membership. The first women members of the band were:
Lisa Bauman, trumpet, Worthington, Ohio;
Rachel Fauser, trombonium, Lakewood, Ohio;
Karen Griffith, trumpet, Pomeroy, Ohio;
Susan Johnson, snare drum, Pickerington, Ohio;
Becky Parker, trumpet, Denison, Ohio.

After the tryouts, Griffith was selected for a regular spot and the other women became alternates. However, challenges were held before the next home game with Texas Christian University on September 29, (OSU 37-3), and Griffith lost her challenge. Bauman and Parker won theirs, becoming the first women to march with the band.

The theme of the TCU halftime show was, appropriately enough, “Time and Change” — a look at six Buckeye traditions. The traditions were: first women in the band, the Doughboy statue, the TGIF — High Street tradition, the Victory Bell, Hang On Sloopy, and Script Ohio.

The Michigan game ended in a 10-10 tie with OSU being selected for the Rose Bowl by a vote of the Big Ten Athletic Directors. The band trip had a rocky start. A last minute change of airline departure time created a mad rush at 5 A.M. resulting in two of the band members missing the flight.

The second major expansion of the band took place in 1974 when the size of the percussion section was doubled from that of the old 120-piece band. I-Row now became a row of ten snare drums and J-Row, the new row, now had two cymbals, four bass drums, and four tenor duos. The addition of the tenor duos gave a new voice to the section and was especially useful in contemporary arrangements.

Dr. Charles Temple left Ohio State in the summer of 1974 to become the Fine Arts Supervisor in the Hamilton (Ohio) Public Schools. Jon Woods, who came directly to OSU from graduate study at the University of Michigan, replaced him.
If members of the OSUMB saw it coming, no one had discussed it or contemplated the change in advance. When Dr. Droste stood at the podium and announced that women would be given the equal opportunity to become members of the tradition rich organization, I recall stunned silence. Silence was followed by immediately by vigorous protests by several, but most of us were lost in our thoughts concerning the impact of the change. Incredibly as we look back, we truly had probably never considered how inappropriate it was that half of the students at The Ohio State University were barred from the opportunity to march in the greatest college marching band. Regardless of our other beliefs, frankly (and remarkably) we probably never questioned the fact...until Title IX came along.

Given the bitter protests by some of the longest serving members of the Band (a Band where no limit on years of participation then existed), it was apparent that there would be internal strife, and perhaps public strife, as a result.

My enduring memory is of Paul Droste telling the Band, older and newer members alike, "..this is the way it will be. The University will follow the law, and there will be no more discussion. Period." He shut down the nonsense and tolerated no dissent. It was a done deal.

In the days that followed, and during the forthcoming try-out week, we were swarmed with media. All the while Dr. Droste and others reminded us that the reputation of this organization was on the line. I can recall one reporter from Cleveland, from Channel 8, cornering Band members leaving the blacktop practice field, with camera in tow. I can remember his look of shock and disappointment when he was told on camera that Band members supported the change. Letters to the Dispatch and Lantern from band members followed, on both sides of the issue.

All the while Dr. Droste was the Rock. An unwavering commitment to the OSUMB and its product, to discipline in our approach internally and externally, and it became business as usual. Eventually the "old" members were sent on their way with the institution of the 5 year rule in short order. With a less than strong and focused director, the history of the OSUMB may have been embarrassing and far different. Paul held us together and kept our focus on fairness, performance and quality. The 70's were a time of pressure and change, and Dr. Droste's uncompromised focus, coupled with open-mindedness and fairness, whether it be on issues of hair length, political performances or the events of the day, was critical. What was unfairly viewed by some as an ultra-conservative organization never missed a beat.
ATTACHMENT 12
Diversity Programming Award for Ohio State Alumni Clubs and Societies

"We are strengthened by nurturing and embracing individual differences."

The Ohio State University Alumni Association, Inc. has embraced diversity as one of its core values. In keeping with this idea, we have created a diversity programming award for alumni groups. Our diversity efforts focus on gender, racial/ethnic differences, and sexual orientation.

A wide range of programs will be considered for the diversity programming award, but your proposal should reflect at least one of these ideas:
1) Fosters the elimination of discrimination
2) Celebrates diversity and a variety of ethnic traditions
3) Connects your alumni and the community through education and/or interactive activities that promote a more culturally diverse or inclusive community

The Association’s goal in allocating these awards is that members of the alumni clubs and societies will have the opportunity to become actively engaged in the project selected. We want to see alumni participating in the project. Please review the sample projects and feel free to contact our office if you have questions about the project you want to submit.

The Association welcomes applications from active, constituted alumni clubs and chartered societies.

Group name:  TBDBITL Alumni Club, Inc.
Club/society president:  Ryan Rupp
Project manager/responsible party:  
Project Title: Outreach Recruitment Initiative
Application Elements
To complete this application, please compile the following information.

1. Attach a statement signed by your officers authorizing your request and agreeing to carry it out if funded.

2. Program Narrative limited to three or fewer pages and no less than 12-point type.
   
a) Describe the project in detail - define your target audience and project timeline. When applicable use measurable goals and objectives, such as: host an event for 150 attendees, take 50 members to tour a cultural exhibit...

b) Why did you select this project?

c) Will your club/society be working with another group to implement this initiative?

d) What are the expected outcomes or benefits of this project for your club/society?

e) How will you measure the success of this program? Your results must be reported to O&E so we can measure the success of our diversity award program and share your activities with other groups.

3. Submit a detailed budget for this program. If the total cost is more than $1,000, please identify the additional income sources.

I certify that the information is true to the best of my knowledge.

_____________________________  _________________________
Club/Society President                      Date

_____________________________  _________________________
Project Manager (if different)                      Date
Program Narrative:

The Ohio State University Marching Band lacks diversity. Prior Director, Dr. Paul Droste has commented the “we have waited too long” to engage in an outreach program directed at minority students. Current Director, Dr. Jon Woods has stated his “full support” for this “terrific idea”. Both know that the issue has been discussed for decades, but no specific initiative has been developed.

While members of the TBDBITL Alumni Club Board of Governors have engaged in individual efforts over the last few months as the program has been developed, the responsible committee seeks to proceed in an organized fashion identifying particular urban school districts seeking direct contact to students as well as music faculty and administrative personnel. Often the challenge in creating an opportunity to have direct contact with the student is to trigger enthusiastic support from local band directors. The committee contemplates preparation of materials, including a brochure, as well as substantial mailings to targeted schools. Subsequent materials will be developed to assist in the program with additional materials reflecting the nature and goals of the marching band distributed to various individuals and schools, The costs will be associated with the development of the materials as well as the mailing.

The following describes the pipeline initiative and its specific charge:

1. **Goals**: To reach out to middle school/high school students in underserved communities in Ohio to cultivate the interest and skills necessary to allow an opportunity for membership in the Ohio State University Marching Band. In the belief that many communities and school programs do not provide potential marching band members with the training, support, encouragement, and facilities to develop the skills needed to enter the marching band, a standing committee will be formed to create an agenda, plan, and manner of implementation of the program to identify candidates through schools officials. The committee will develop strategies to reach out through school visits and creation of opportunities for volunteers, among the alumni and current members of The Ohio State University Marching Band, to work with interested identified candidates. The dominant goal is to increase diversity among the potential candidates for membership in The Ohio State University Marching Band. **WE WISH TO PRINT THE BROCHURE WHICH IS ATTACHED FOR DISTRIBUTION THROUGHOUT OHIO SCHOOLS WHICH WE WILL TARGET.**

2. **Committee**: A standing committee would be formed as appointed by the president of TBDBITL Alumni Club, Inc. consisting of not less than three no more than seven members, who would be charged with creating and implementing an outreach program, and the recruiting of members of the TBDBITL alumni and OSUMB students to engage in designated
activities addressed to underserved communities.

3. **Duration**: As a standing committee the effort would be ongoing in its duration, however, the committee would be charged with reporting to the full Board on a regular basis as the TBDBITL Board of Governors meetings.

Members of the Board of Governors, by comments from past directors of the band, have contemplated the creation of an outreach project over an extended period of time. The Club president, the current and past director, and other involved individuals have developed the project which has been unanimously endorsed and approved by the Board of Governors.

The alumni band will be working with the current membership of the Ohio State University Marching Band to involve them in this initiative.

The goal is to increase the diversity among the pool of candidates, and the membership, of The Ohio State University Marching Band. Historically the marching band has lacked diversity. We will know change when we see it, and we can expect to bring about that change.

**Proposed Budget:**

Brochure printing: $1000

The process has being successfully undertaken, and the goal is hopefully in sight. Pilot programs have been undertaken in Columbus Northland High School, with multiple contacts occurring at East Cleveland Shaw High School. Due to individual contacts with minority candidates occur on an ongoing basis, and a specific program for contact has been initiated. Funds obtained following application in 2009 were used to increase communication with students, fund conference calls, and undertake initial development of a recruiting pamphlet. Funds sought in the current application would be used to complete and print that recruiting brochure. Brochure will include imagery provided by the university, photographs of actual members of the band, interviews, quotes, and photographs of former band members explaining their experience as minority members of the band and related activities.

Enthusiasm is very high and the committee has been very active. We seek the opportunity to complete full color printing of our brochure. The details of our initiative have been shared at the Alumni Association’s annual seminars in 2009 as a featured program.
Diversity Survey
Your answers do not impact the status of your award application. These questions will provide valuable information that will allow the Alumni Association to evaluate the success of future diversity programming.

1. Is this your Club/Society’s first diversity program? If its is not, briefly describe what you’ve done in the past.
   This is the TBDBITL Alumni Club/OSUMB’s first diversity initiative, and it commenced 2 years ago, although uncoordinated efforts have been undertaken over a period of time. In fact, the minority population of the band was at its highest in the 1970s, largely due to an influx of students from Columbus West High School. We continue to study that issue in order to develop strategies for the current time.

2. How do you recruit new members to your group?
   We recruit new members to our group by spreading the word at meetings and through the OSUMB Alumni. We have attracted members to our group who have worked very hard in the initiative, for example, national Kappa Kappa Psi President Derrick Mills, who

3. Do you use special tactics to recruit minority members? If so, what do you do?
   Our special tact include direct outreach, skill training a model high school program, individual skill training, and an effort to make candidates feel that they would “belong” in the OSUMB.

4. Has your group identified any barriers in implementing diversity programming and/or recruiting diverse members?
   History is a barrier to implementing diversity programming in the OSUMB. Background and the style of the OSUMB is a barrier. We attempt to overcome these barriers by direct outreach, and through training.
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
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,

[Signature]

Michael V. Drake
President

cc: Dr. Jeffrey Wadsworth, Chairman, Ohio State University Board of Trustees
ATTACHMENT 14
Ohio State Surveys Band Members On Current Culture

By: Denise Yost, Multimedia Content Manager - email

http://www.nbci.com/story/26398353/ohio-state-surveys-band-members-on-current-culture

COLUMBUS, Ohio-Ohio State officials sent a survey to current band members, as alumni band members continue to send letters urging the university to reinstate fired director Jonathan Waters.

Waters was fired on July 23 after a two-month investigation by the university.

The Ohio State investigation allegedly revealed cultural issues that Waters was allegedly aware of or should have been aware of. It was further alleged that Waters failed to eliminate the "sexualized culture" and prevent it from reoccurring.

The Ohio State University Board of Trustees met Thursday, but Waters' firing was not referenced during their day of meetings.

However, in a survey presented to band members, university officials including the board of trustees and President Dr. Michael Drake are looking for responses on the marching band culture.

According to Drake's office, the task force that is investigating the culture is focused on the present and future, rather than the past. But mixed into the questionnaire are questions regarding events since 2009.

The survey asks band members:

What is your current student status?

Please indicate your current residence.

Which Band row are/were you in?

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

What is your current gender identity?

Which term best describes your sexual orientation?

What is your ethnicity?

What is your race? (Select all that apply)

(Using a scale of how strongly band members agree or disagree)

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

I feel a sense of belonging within the Band.

Band Leaders are genuinely concerned about my welfare.

Band Leaders respect what students within the Band think.

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

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.

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

(Using a scale of how often)

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

Told sexual stories or jokes that were offensive to you.

Made unwelcome attempts to draw you into a discussion of sexual matters (e.g. attempted to discuss or comment on your sex life).
Treated you differently because of your gender (e.g. mistreated, slighted or ignored you).

Made remarks about your body or sexual activities.

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

Made offensive sexist remarks.

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

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

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

Touched you in a way that made you feel uncomfortable.

(Using a scale of how strongly band members agree or disagree)

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

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

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

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

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.

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.

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

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

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

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

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

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

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

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

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

In your opinion, how often does alcohol use occur within the Band compared to other organizations at Ohio State?

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

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

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

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

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

Have you ever been asked to swear a secrecy oath to conceal offensive, embarrassing or sexually explicit Band traditions and customs?
Have you been assigned a nickname by Band members that is offensive, embarrassing or sexually explicit?

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)?

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)?

New members of the Band are asked to perform initiation activities that require offensive, embarrassing, or sexually explicit behaviors.

Have you been provided or seen written materials circulated within the Band that contain disparaging information about individual Band Members?

Have you witnessed activities that involve offensive, embarrassing or sexually explicit behaviors?

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

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

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

Have you received reference materials about sexual harassment and violence?

Do you understand the following:

The difference between sexual harassment and sexual assault

How to report sexual harassment (self or friend)

How to report sexual assault (self or friend)

How to avoid situations that might increase the risk of sexual assault

How to obtain medical care following a sexual assault (self or friend)

How to obtain counseling after sexual harassment (self or friend)

How to obtain counseling after a sexual assault (self or friend)

The general responsibilities of law enforcement and criminal investigative agencies in response to sexual assault

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

This University would take the report seriously.

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.

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

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

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

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

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

Report students who engage in sexual harassing or unwanted sexual behaviors.

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.

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

Allow personal loyalties to affect reporting of sexual harassment or sexual assault.
(Using a scale of how strongly band members agree or disagree)

Band Leaders prevent or stop sexually inappropriate behavior within the Band.
Males and females within the Band are treated equally and respectfully by Band Leaders.
Alumni influence promotes a positive Band culture.
The Band culture is heavily influenced by Band alumni.

Band Members who opt out of a tradition will receive negative treatment from other Band Members.
Some Band traditions are hidden so that activities are no longer witnessed by Band Leaders.
Some Band traditions are hidden so that activities are no longer witnessed by Band Leaders.
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.

Do Band Members or Leaders who sexually harass or assault others in the Band get away with it?

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

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

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

The assessment is described as completely voluntary, and would contribute to the task force's understanding of the band's culture.

Former and current band members have spoken out in favor of Waters, saying that the university overreacted to the concerns of a few, and that Waters was working to correct some of the questionable, decades-old traditions.
The investigation report released by the university outlined numerous activities that related to the band's culture, including Midnight Ramp, nicknames, Rookie Introductions, Rookie Midterms and Physical Challenges, Trip Tic, Songbook, and other misconduct and conditions on buses.
Current and former band members have said the report is an exaggeration, and more than 13,400 supporters have signed an online petition to have Waters reinstated.
ATTACHMENT 15
Transcript of Andrea Goldblum interview (podcast) with Joel Riley on WTVN 8/28/2014

JR: Now welcome to Andrea Goldblum Andrea is former Title nine coordinator for OSU you worked for seven, eight months at the University. Andrea, why did you leave the University?

AG: I actually worked for little over a year in that office. And I left the University because of a number of reasons. One, I felt like I'd been treated very badly. That I was discriminated against and I was not given the support to do Title Nine work the way that it should have been. I was inhibited in many different ways.

JR: That seems almost so ironic, that you work in Title Nine and you were discriminated against.

AG: The irony has not escaped me a bit. I felt like at times I was treated like an upity woman. I think they had issues with having a strong woman in that role.

JR: I would think that would be the exact person that you would want in that role. Someone who understands it and fights for it. So given that then your perspective on the University might be a little sour, that kind of treatment, was that the way you feel they treated Jon Waters too?

I: I don't know if that's how they treated Jon Waters or not. I think that Ohio State is under a great deal of pressure right now. They are still under, as far as I know, they are still under the federal investigation by the office of civil rights in the Department of Education. That's been, they've been trying to work to get that resolved for a very long time. I have not yet seen a resolution, so I think that they are under a great deal of pressure. I do think that there were issues with the band. I also think that had I been permitted to do my job there would have been an opportunity for not only myself but many people who do good work around the University to work with the band and to intervene and really make the band even better. But I was inhibited from doing that.

JR: Do you feel like given that you felt like you could have been competent enough with the other good people there it's almost like the University is on a witch hunt? They'll do whatever they have to do to get rid of Jon Waters for some reason we don't know about?

AG: I think they faced being between a rock and a hard place. There's probably somebody who is either going to sue or file another complaint. I don't know because I wasn't on the inside at that time with that second investigation I was no longer there. I think they had to do something, or otherwise they were going to get into great trouble either for violating Title Nine themselves or being sued.

JR: Are you going to pursue court action as well? Is there going to be any lawsuit between you and the University?

AG: I've considered it, and I've consulted with a number of attorneys. It is very expensive to sue. There's not a lot of attorneys who will take it on contingency. The University, their strategy is to drag it out for years. I worked enough with legal affairs there to know that that is an active strategy You have to have a lot of money to compete with that. I am still considering, I haven't retained an attorney yet because I'm still deciding.
JR: I appreciate your time and your perspective this morning.
ATTACHMENT 16
Ohio State names two interim marching band directors

By Colin Binkley

Ohio State University has appointed two music professors as interim leaders of the marching band.

Russel C. Mikkelson, director of university bands, and Scott A. Jones, the associate director of university bands, will take charge of the band in an interim leadership structure for the upcoming school year, Ohio State leaders announced yesterday. The move puts the band under closer control of the College of Arts and Sciences, through which students in the band receive course credit.

Full coverage: Ohio State Band controversy

Mikkelson will have general oversight of the band, while Jones will be in charge of compliance, Title IX and student safety. Mikkelson conducted the band at a performance last month after the firing of director Jonathan Waters in the wake of a two-month investigation into the band’s culture.

“The new temporary leadership structure will best support our students, ensure the band’s tradition of excellence continues and provide a seamless transition to a permanent band director,” Mark Shanda, dean of arts and humanities in the College of Arts and Sciences, said in a statement.

Ohio State also hired Lisa Galvin as a new associate director for the 2014-15 marching-band season. Galvin recently retired as a music teacher and assistant director of bands at Hilliard Bradley High School. She also helped arrange halftime shows for the OSU band last year.

The two leaders under Waters will keep their jobs under the interim structure. Chris Hoch will remain associate director, and Mike Smith will be assistant director.

Galvin and Hoch will be in charge of drill design, music rehearsal, administration and student staff oversight. Smith will supervise percussion, rehearsal assistance and athletic band.

“We are thrilled with the deep musical skills and commitment of the students who are participating in summer practices,” Richard Blatti, director of the School of Music, said in a statement. “Their talents ensure that the marching band will continue its unparalleled tradition of on-field excellence.”

Ohio State fired Waters on July 24 after the university found a “sexualized” culture in the band. Students in the band gave one another nicknames that were sometimes sexually explicit and performed other inappropriate pranks and traditions, the inquiry found. There was also a case of sexual assault in the marching band last year and a report of sexual harassment in the athletic band.