

Exhibit F

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

Introduction to the Issue:

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

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

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

Leadership Training:

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

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

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

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

Internal training for student leaders and staff

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

External training for student leaders and staff

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

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

External training for all Marching Band Students

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

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

External training for all Athletic Band students

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

Internal training for all marching band students

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

Internal training for all athletic band students

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

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

The Caste System

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

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

March to Pay Forward:

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

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

Hazing

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

Bus Behavior

Students are instructed that inappropriate behavior is not tolerated on buses. The band's policies and procedures document also includes language about bus behavior. Situations arise on buses where participation in any activity cannot be avoided, due to the closed space and close proximity of others. All forms of inappropriate behavior, including singing songs with inappropriate lyrics, the use of vulgarity, watching inappropriate movies, and the playing of dangerous games – which could result in physical injury – were forbidden. The band staff is instructed not to allow such behaviors on buses. Before each trip, bus rules are outlined with students, student leaders, and staff, and after each trip, all students are invited to inform the

staff of any inappropriate behavior while on a trip. No questionable behavior was reported, and as a result, no disciplinary action for inappropriate bus behavior was taken in 2013.

Band Dance:

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

"Trip-Tic"

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

Drinking Alcohol on Trips

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

Nicknames

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

yielded fewer inappropriate nicknames, but did not eliminate the tradition of all inappropriate nicknames. After review of the status of this process to expel inappropriate nicknames, the use of all nicknames will cease beginning with the 2014 season. Vigilant monitoring of this cultural change will be required of staff and students.

"Midnight Ramp":

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

Gender Equity

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

Athletic Bands

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

Sexual Harassment—Romantic and/or Sexual Relationships

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

inappropriate. After consulting with the School of Music leadership, the College of Arts and Sciences human resources personnel, as well as the university's Office of Human Resources, it was decided that an alternate arrangement could not be made and the instructor was replaced.

Training and Policy Changes for the 2014 Season

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

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

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