

## OSUMB 2012-2013 Leadership Follow Up

### ***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 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> 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 JI-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 in 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.

Jarrold 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.

Jarrold 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 childrens 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.

Jarrold 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.

Jarrold 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.