The policies in this report are well-thought-out, balanced and fair. They not only clearly articulate the punitive measures for violations of the hazing policy, but also offer incentives to promote adherence and support for the university's goal of respecting the self-worth and safety for all students.

Drury University has created a report that will not only support the mission of your institution, but one that can easily be adopted by other schools as well.

- Jim Naumovich, Commissioner
Great Lakes Valley Conference

### Executive Summary

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-3</td>
<td>Executive Summary</td>
</tr>
</tbody>
</table>

### Committee Members

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Committee Members</td>
</tr>
</tbody>
</table>

### Charge—Timeline

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Charge—Timeline</td>
</tr>
</tbody>
</table>

### Recommendations

**Strengthening and Clarifying Policies**

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-9</td>
<td>A. Policy, Definitions, Sanctions</td>
</tr>
</tbody>
</table>

#### a. Community Standard Handbook

### Empowering Students to Lead a Culture of Change

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-9</td>
<td>B. Student-Athlete Annual Survey</td>
</tr>
</tbody>
</table>

#### a. Student-Athlete Annual Survey

### Student Leadership Training Retreat

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-11</td>
<td>C. Student Leadership Training Retreat</td>
</tr>
</tbody>
</table>

#### a. Athletic Team Captains
#### b. Greek Leaders

### Athletic Team Educational Sessions

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-14</td>
<td>D. Athletic Team Educational Sessions</td>
</tr>
</tbody>
</table>

#### a. Athletic Code
#### b. Athletic Handbook
#### c. Greek Covenants

### Campus-Wide Education and Training

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-17</td>
<td>E. Integration into the Academic Curriculum</td>
</tr>
</tbody>
</table>

#### a. CORE 103 / 104
#### b. Freshman Orientation
#### c. Student Honor Code

### Creating Accountability at All Levels

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-23</td>
<td>F. Reporting Obligation and Resources</td>
</tr>
</tbody>
</table>

#### a. Employee’s Duty
#### b. Student Resources for Reporting

### Development of Team/Group Team-building Activities

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>G. Development of Team/Group Team-building Activities</td>
</tr>
</tbody>
</table>

### Moving Forward and Next Steps

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>H. Moving Forward and Next Steps</td>
</tr>
</tbody>
</table>

#### a. Measurement and Outcomes
#### b. National Opportunities to Share Plan and Outcomes
EXECUTIVE SUMMARY
OVERVIEW OF THE BLUE RIBBON COMMITTEE ON HAZING

The physical and emotional impact of hazing is undeniable. Studies have reported that 71 percent of those who are hazed suffer from negative consequences. Hazing has a profound negative impact on those who experience it, and this weakens the fabric of the university community as a whole. In January 2017, following a reported hazing incident involving members of Drury University’s men’s swimming and diving team, President J. Timothy Cloyd directed that a committee be formed to study current university policies and procedures regarding hazing incidents on campus. In addition, President Cloyd tasked this committee to develop a comprehensive program for Drury’s campus that would, at a minimum, significantly improve efforts to prevent hazing of Drury students, but with the ultimate goal of eradicating hazing not only on Drury’s campus but college and university campuses across the country. It was a lofty goal, one which the committee embraced and resolved to find a new way forward.

Specifically, the committee’s mandate was to review previous hazing education efforts and to learn from and build on those efforts while developing an action-oriented plan that could serve as a national model for other institutions of higher education. The committee believes the importance of this work is far-reaching. As a university dedicated to the development of ethical, moral and virtuous leadership, we have a responsibility to give students the critical thinking and leadership skills they need to succeed in life and their careers. Drury has an opportunity to speak to broader aspects of our culture and perceptions or misperceptions around the ideas of conformity, leadership and responsibility. As such, hazing requires the engagement by all parts of our campus, particularly student athletes, coaches and university administration in order to make enduring progress in stemming the serious problem of hazing.

To affect change, the committee began with the premise that education alone is not enough. Consequently, this report and its subsequent recommendations are focused on creating a program that changes behavior through action, empowerment and accountability. The actions of Drury University leadership, student athletes, the broader student body and everyone who touches this university must reflect a commitment to solving the problem of hazing not just through learning, but through doing.

Hazing is something affecting all of higher education and even areas outside of education that speaks to broader aspects of our culture and perceptions or misperceptions around the ideas of conformity, leadership and responsibility. As such, hazing requires the engagement by all parts of our campus, particularly student athletes, coaches and university administration in order to make enduring progress in stemming the serious problem of hazing.

Empowering students every year to play an active role in making and maintaining a substantive behavioral effort to prevent hazing while engaging all members of our community in defining the normative culture as completely non-accepting of hazing is key to success. The committee understands that change will not happen overnight; progress will take time and will require the continued and consistent commitment of leadership. The committee also understands the importance of making changes swiftly that can move us in the right direction. Readers will note throughout the report that Drury University implemented many of the recommendations as this report was being prepared. Finally, the committee acknowledges the need to continually evaluate the effectiveness of the approach and detailed tactics outlined in this report and to make ongoing adjustments as needed to ensure results continue to be effective in eradicating the practice of hazing.

The Blue Ribbon Committee met multiple times throughout the 2017 spring semester, reviewing a variety of resources and materials identified as being essential components of a comprehensive hazing education program. Following that review, the committee established 16 subcommittees to serve as smaller working groups to develop and make recommendations on key components. As a result, the following framework was established which provided the key principles guiding development of this plan. Those principles were:

Student Ownership: Overall, the plan must have student input and ownership. Students must know their input was a priority in shaping the program.

Education: Education should be the centerpiece of the plan. Keeping all members of the university community apprised and educated of all aspects of hazing is critical. Additionally, the plan must have the necessary components to ensure a sense of responsibility and accountability.

Implementation and Timeline: The plan compels a disciplined approach to developing and implementing each recommendation, along with a realistic timetable.

Measurement of Effectiveness: Documenting the outcomes of each area is essential in measuring the success and effectiveness of the plan.

Deliver Model to Internal and External Constituents: Share the completed plan with members of the Drury community, as well as local, regional and national audiences.

Subcommittees worked on these specific topics:
- Policy phrasing, definitions and sanctions
- Amending annual survey for student athletes
- Leadership training for athletic team captains and Greek leaders
- Bolstering athletic team educational sessions
- Reporting obligation—employees, students and others
- Expanding the Athletic Code of Conduct
- Incentives for team building activities
- Student input and forums
- Academic integration
- Bystander intervention education and training
- Integration of Student Honor Code
- Fiscal plan and budget
- Information from external resources
- Transparency and communication
- Outcomes and measurement
- National opportunities to share plan and outcomes
When President Timothy Cloyd established the concept of engaging a Blue Ribbon Committee on Hazing to develop a comprehensive plan for our campus, he gave the committee the following charge:

Develop a national model for NCAA teams and college campuses throughout the country that will include a comprehensive set of standards and action items that will serve to not only educate and train, but each year affect positive behavioral and cultural reinforcement with the goal of eradicating the practice of hazing on college campuses across America.

Timeline for Implementation
The 17-member committee met regularly throughout the spring 2017 semester. In addition to this, the subcommittees met to work on specific goals and strategies that were identified by the larger group.

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<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 30</td>
<td>First meeting of the committee; establishment of key areas and assignment of members to subcommittees to address each area</td>
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<tr>
<td>February 10</td>
<td>Follow-up meeting; reports from subcommittees regarding findings and progress</td>
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<td>February 17</td>
<td>Preliminary update and presentation to Executive Committee of the Board of Trustees</td>
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<td>February 24</td>
<td>Committee meeting; reports from sub-committees; development of timeline and efforts to make first steps forward; establishment of a preliminary budget for the committees’ portion of the plan</td>
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<td>March</td>
<td>Subcommittees continue to work and refine plans</td>
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<td>March 21</td>
<td>Committee members meet with coaches</td>
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<td>March 24</td>
<td>Committee meets to give updates from subcommittees</td>
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<td>April 20</td>
<td>Final committee meeting for the semester; progress report to the Board of Trustees</td>
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<td>May 9</td>
<td>Report to the All Sports Committee of the Board of Trustees</td>
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<tr>
<td>May 12</td>
<td>Report to the full Board of Trustees</td>
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<tr>
<td>June-July</td>
<td>Refinement and preparation of the final committee written report</td>
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<tr>
<td>August 17</td>
<td>NCAA team captains retreat to develop core covenant and establish team-building activities, work with external facilitator; first event/educational activity from the plan</td>
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<td>August 19</td>
<td>Hazing presentations for returning athletes of fall sports, Greek students, residence life staff and new freshmen</td>
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<td>Fall</td>
<td>Bystander Intervention education included into all Freshman CORE 103/104 courses</td>
</tr>
<tr>
<td>January</td>
<td>Retreat for new Greek leaders to develop core covenant and establish team-building activities, work with external facilitator</td>
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</tbody>
</table>
Extensive changes were made to reporting obligation policies, the Athletic Handbook, the Student Honor Code and the Community Standards Handbook to provide clarity and reinforce Drury University’s zero-tolerance approach to hazing. Further, the policies were revised to include more explicit hazing terminology, examples and more uniform sanctions and disciplinary actions for offenders.

The Athletic Handbook was modified to directly address hazing incidents by individuals, teams and other organizations to more effectively reinforce a zero-tolerance stance on hazing. Specific reporting obligations, disciplinary measures and sanctions were added to the handbook.

Additionally, the reporting policies were reexamined and rewritten to provide a clear explanation of employee, student and other persons’ responsibility in reporting hazing incidents. Formal reporting channels and references have been added to policies to further ensure that all hazing incidents are properly reported. Likewise, a bad-faith complaint policy is also in place to better protect innocent persons or organizations from being falsely accused.

Lastly, a new Student Honor Code that includes moral statutes and language reinforcing mutual respect campus-wide has been established. All freshmen are required to sign this honor code as part of freshman orientation at the beginning of the school year. The Student Honor Code operates as a first line of defense against all immoral and unethical acts a student may be inclined to participate in, including hazing, sexual assault, bullying, and drug and alcohol abuse.

These changes are noted throughout the report, along with clarifying reasoning and methodology. Full policies may be found in the appendix.

Note: Recommended changes to existing hazing policies have already been implemented as of the writing of this report.

Drury University recognizes there can be varying levels of hazing severity. To appropriately and effectively counter all hazing incidents with justice and fairness, the university has acknowledged three specific levels of hazing (subtle, harassment and violent hazing) and developed strict disciplinary sanctions for each level. Each sanction is reflective of a zero-tolerance approach to hazing, while balancing fairness with discipline. Definitions and specific examples of subtle, harassment and violent hazing, and their respective sanctions are as follows:

### Hazing examples

Some examples of hazing may include, but are not limited to:

**Subtle hazing:** Behaviors that emphasize or accentuate a power imbalance between students or groups in a negative manner. Examples may include: deception, assigning demerits, silence periods with implied repercussions, deprivation of privileges, requiring students to perform duties not assigned to other students, socially isolating students, random tests of information, name-calling, requiring students to refer to other students with titles while they are identified with demeaning names and expecting certain items to always be in a student's possession.

**Harassment hazing:** Behaviors that confuse, frustrate, and/or cause undue stress to some members are considered harassment hazing. Examples may include verbal abuse, threats or implied threats, line-ups, asking students to wear humiliating attire, stunt or skit events with degrading, crude or humiliating acts, personal servitude for existing students and sleep deprivation.

**Violent hazing:** Behaviors that have the potential to cause physical and/or emotional harm. Examples may include: forced or coerced alcohol, drug or food consumption, beating, paddling or other physical acts, branding, forced or coerced ingestion of substances, water intoxication, expecting illegal activity, abductions and kidnapping.

**Sanctions**

Specific sanctions were identified for violations of each level of the hazing policy. Previous sanctions were identical for each level of hazing, with the penalties graduating only for multiple breaches of the policy by an individual student. The committee felt that this may have given the impression that students were able to violate the policy up to three times. Based on the committee’s recommendation, it was agreed upon to have specific sanctions imposed for each level of hazing, and that there would be no tolerance for more than one violation by an individual student. These changes would support the university’s strict stance on hazing incidents.

For certain violations, standard sanctions are already in place. The following sanctions are standard for any hazing violation. Drury University reserves the right to modify or change any standard sanction dependent upon the severity and nature of the violation.

**Subtle hazing:**

- Community Service: A minimum of 20 hours of community service
- Counseling: Referral to Director of Counseling Services
- Fine: A minimum $100 fine assessed to student account
- Education: Required participation in Bystander Intervention Training
- Campus Housing: Release from on-campus housing with no refund for the entire semester
- Parent Notification: Formal parent notification as allowed by FERPA
- Loss of participation and privileges in campus organizations
- Community Service: A minimum of 20 hours of community service
- Counseling: Referral to Director of Counseling Services
- Fine: A minimum $500 fine assessed to student account
- Loss of participation and privileges in campus organizations
- Parent Notification: Formal parent notification as allowed by FERPA
- Campus Housing: Release from on-campus housing with no refund for the entire semester

**Harassment hazing:**

- Community Service: A minimum of 40 hours of community service
- Fine: A minimum $500 fine assessed to student account
- Loss of participation and privileges in campus organizations
- Campus Housing: Release from on-campus housing with no refund for the entire semester
- Parent Notification: Formal parent notification as allowed by FERPA
- Loss of participation and privileges in campus organizations

**Violent hazing:**

- Fine: A minimum $500 fine assessed to student account
- Disciplinary Suspension: Separation from the University for a minimum of one semester
- Parent Notification: Formal parent notification as allowed by FERPA
- Loss of participation and privileges in campus organizations
- Disciplinary Suspension: Separation from the University for a minimum of two semesters to permanent disciplinary expulsion from the university.
The committee also outlined additional sanctions for groups or teams that violate Drury’s hazing policy. The term “teams” was added to include athletic teams that might potentially violate the policy.

Hazing: Organization, Group, or Team Violation
When a student group, organization, or team violates the hazing policy, sanctions may include, but are not limited to, the following:

» Compliance program: Require groups or teams to undergo a multi-session anti-hazing program. All costs associated with the program are the responsibility of the group. A minimum attendance level will be set ahead of time and must be satisfied to complete this sanction.

» Social and campus probation: Prohibit groups from organizing socially or holding any school events for a minimum of one semester.

» Withdrawal of recognition: When a group or team has been found responsible for a major hazing incident (jeopardizing the health or well-being of any persons), the university may withdraw recognition of that group for a specified time.

To reinforce the seriousness of hazing and Drury University’s commitment to having a safe, community-minded campus, reference was also given to the recent revision of the Missouri statutes, which now classifies serious hazing as a Class D Felony.

Missouri law classifies Hazing as a Class A misdemeanor unless the act creates a substantial risk to the life of the student or prospective member, in which case it is a Class D Felony. As of January 1, 2017, under state law, consent is not a defense. The full Missouri statute on hazing is at the following link:

http://www.moga.mo.gov/mostatutes/stathtml/57800003651.html

The full policy, including sanctions and reporting obligations and resources, is published in the Community Standards Handbook. The handbook is available in both hard copy, and online. Each new freshman residential student is given a copy when they move into the residence hall. Upper-class students receive a postcard that summarizes the contents of the handbook and includes the link to the online version. The Community Standards Handbook is found on the Drury website accessible through MyDrury by students, faculty, and staff. A complete copy of the policy is located in the appendix and through the following link:

www.drury.edu/hazing

To avoid false disciplinary actions and better align with existing Title IX policies, the hazing policy was augmented to incorporate information regarding retaliation, amnesty, and bad faith complaints, which the committee felt was missing in the existing policy. We recognized Title IX policies as a guide for best practices. Title IX has been in existence for more than 40 years and therefore, serves as a proven model for reporting and disciplinary actions.

Retaliation
It is a violation of this policy to retaliate against any member of the University Community who reports or assists in making a complaint of sexual misconduct or who participates in the investigation of a complaint in any way. Persons who believe they have been retaliated against in violation of this policy should make a complaint in the manner outlined in this section.

Amnesty
The University recognizes that an individual who has been drinking alcohol or using drugs may be hesitant to report hazing incidents. To encourage reporting, the University will not take disciplinary action for drug or alcohol use against an individual reporting a hazing incident, either as the complainant or as a witness, provided that these conduct violations did not and do not place the health or safety of any other person at risk. The University may, however, require the reporting individual to attend a course or pursue other educational interventions related to alcohol and drugs.

The University’s commitment to amnesty in these situations does not prevent action by police or other legal authorities to an individual who has illegally consumed alcohol or drugs.

Bad Faith Complaints
While the University encourages all good faith reports of hazing, the University has the responsibility to balance the rights of all parties. Therefore, if the University’s investigation reveals that any claim was knowingly false, the complaint will be dismissed, and the person who filed the knowingly false complaint may be subject to discipline.

In addition to this, we have developed a web page that focuses specifically on hazing education resources. The page includes the full policy, sanctions, reporting guidelines and obligations, and resources available for support.

www.drury.edu/hr/staff-handbook/715-hazing-policies-and-resources

RECOMMENDATIONS:
STRENGTHENING AND CLARIFYING POLICIES

A Policy, Definitions, Sanctions — Community Standards Handbook
The Blue Ribbon Committee found it necessary to develop a better survey vehicle that appropriately addressed issues specific to hazing. Further, the committee addressed the timing of the survey administration, now having the student-athletes complete the survey at the end of their respective season, rather than at the end of the academic year. This change will allow student-athletes to provide more realistic answers and, in turn, provide administration and coaches more realistic data to address any issues more effectively.

The committee also believed it was necessary to develop more effective leadership training events in order to promote trust and equality amongst student-athletes and Greek organizations, leaving less reason to participate in hazing practices. Moreover, student-athletes and Greek members participate in Green Dot Bystander Intervention programs, earning them a Green Dot Certification they may include on their professional résumé.

Student-Athlete Annual Survey

A subcommittee of the Blue Ribbon Committee worked on updating and revising the survey that is administered each year to our student athletes. Members of this committee included student athletes, coaches, and athletic administrators. The result is a more comprehensive survey, which incorporates more student-centered questions to gain a higher level of student input, with the inclusion of open-ended opportunities for responses. Additionally, the survey has more questions to address the issue of hazing within athletic teams, including questions regarding the reporting of hazing incidents, and how the university handled the case after being reported.

These additional items included the following:

- The anti-hazing information received by my team was beneficial
  - strongly agree; agree; disagree; not applicable
  - comment:

- The coaching staff on my team reinforced and supported Drury’s anti-hazing policies
  - strongly agree; agree; disagree; not applicable
  - comment:

- The sexual assault and Green Dot bystander training received by my team was beneficial
  - strongly agree; agree; disagree; not applicable
  - comment:

- The coaching staff of my team reinforced and supported Drury University’s Title IX and Sexual assault policies
  - strongly agree; agree; disagree; not applicable
  - comment:

- I have witnessed hazing as a Drury student-athlete
  - strongly agree; agree; disagree; not applicable
  - comment:

- I have reported an incident of hazing
  - yes; no; other (please specify)

If you reported a hazing incident, where did you report it? Please list the people/places you informed about a hazing incident you were made aware of.
  - not applicable; other (please specify)

If you reported a hazing incident, was the issue handled in a way that made you feel as if the issue had been properly addressed?
  - yes; no; not applicable; other (please specify)

Regardless of whether you have reported or witnessed hazing at Drury, do you feel as though the training you received about hazing made you comfortable in your ability to spot and address a hazing incident?
  - yes; no; not applicable

Who would you feel most comfortable talking with about an incident of hazing?
  - my head coach; my assistant coach; a captain on my team; my teammates; a professor; administrator; other (please specify)

The committee also addressed the timing of administering the survey. In the past, the survey was given to all student athletes at the end of the academic year. Moving forward, members of each team will complete the survey at the conclusion of their respective season. Each coach will get a copy of the results, which will be discussed at their end-of-year evaluation meeting with the Athletic Director.
LEADERSHIP RETREAT
The 2017 retreat began with an off-campus event at Leadership Ranch in Republic, Missouri. This outdoor experience incorporated research done by Daniel Goleman in his book, Emotional Intelligence. Participants were asked to identify and manage their own emotions and the emotions of others. Students were led through the low challenge course to enable them to focus on group skills that highlight the importance of communication, trust, support, and teamwork to be successful at tasks.

Following the Leadership Ranch event, an external facilitator led the team captains through exercises that resulted in the establishment of a Core Covenant for 2017-2018. This Core Covenant is a comprehensive document that captures the goals, vision, mission, and accountability measures that will govern the way that team captains execute their jobs both on and off the field. This concept is based on the material found in Pat Riley’s book The Winner Within—A Life Plan for Team Players.

New criteria, as well as a consistent timeframe, were established in the Athletic Department for the selection of team captains. An important, new strategy requires coaches to submit the names of two upperclassmen who will serve as their team captains for the upcoming academic year by April 15 to establish effective leadership well before the next school year. The two student-athlete members of this subcommittee developed a comprehensive list of values and attributes to be used in selecting team captains. These include honesty and trustworthiness, being the voice of the team, ability to create unity on the team, and knowing the difference between being outspoken and being a leader. These characteristics will be communicated and reiterated to head coaches every year in mid-March, ahead of the April 15 selection.

The newly named captains will meet each May. They will be given information about the expectations and role of a team captain, and be required to participate in a full-day retreat in August before classes begin. Athletes will be allowed to move back to campus early to participate in this requisite experience. The goals of the retreat include:

- Creating a foundation for teamwork
- Prescribes terms for the help and support of others
- Helps captains shoulder their own responsibilities
- Creates equal footing
- Binds captains together
- Creates a foundation for teamwork
- Expresses, understands, and executes
- Mediates between coaches and players; making sure expectations are expressed, understood, and executed
- Forming a support and friendship network
- Staying dedicated to the process and this group of captains
- Building personal bonds...resulting in core values.

The primary outcomes of creating a unified Core Covenant for all team captains are:

- Helps captains shoulder their own responsibilities
- Creates equal footing
- Binds captains together
- Creates a foundation for teamwork
- Expresses, understands, and executes
- Mediates between coaches and players; making sure expectations are expressed, understood, and executed
- Forming a support and friendship network
- Staying dedicated to the process and this group of captains
- Building personal bonds...resulting in core values.

Captains will share their newly formed Captain’s Covenant with the coaching staff to ensure that the coaches know the standards being set by the team captains and can reinforce the importance of upholding the standards.

Following the retreat, the captains will share the Covenant with their teams, in which they develop team-specific items for inclusion, as well as expectations from the coaching staff. This forum provides an opportunity to receive feedback and gain buy-in from all teammates. Teams

ATHLETIC TEAM CAPTAINS’ COVENANT

COMMUNICATION
Relaying and sharing information within teams/groups. Sharing of covenant values to create buy-in; having/facilitating hard conversations; mediating between coaches and players; making sure expectations are expressed, understood, and executed.

TEAMWORK
Working together towards a mutual goal that could not have been achieved individually. Brainstorming together with other captains to find ways to improve an athletic team that applies to all situations. Teamwork makes the dream work!

TRUST
An honorable commitment to honesty and integrity and words and actions to ourselves and others. Do not micromanage, do not lie, do not cheat (and do not tolerate those who do); show words through actions.

RESPECT
Value and appreciate all members of the team. Understanding differences; listen to other ideas/thoughts; abiding to the team rules; continue to give your best effort/attitude in and out of practice/competition; have the ability to be coachable.

LOYALTY
An unwavering sense of commitment, support and reliability for your teammates. Taking what we accomplished and learned at our retreat and putting it into practice; maintaining and growing the relationships we built; staying dedicated to the process and this group of captains throughout the year(s); holding each other accountable.

RELATIONSHIPS
Intentionally connecting with everyone on a deeper level to build individual bonds...resulting in core values. Maintain personal relationships — find and make time for shared experiences.
Each year, educational sessions will be implemented for each team to complete by the second week of September. Previously, all athletes have met in a large gathering to review these topics. Moving forward, presentation of team educational sessions will be in smaller groups for a more individualized and personalized approach. These sessions will consist of topics including NCAA compliance, review of the Athletic Code of Conduct and review of the Student Athletic Handbook. One of Drury’s trained, Green Dot Program facilitators will present a bystander intervention module.

The Drury Athletic Code of Conduct has also been revised to include a zero-tolerance statement regarding hazing, and the possible sanctions imposed should an athlete violate the campus hazing policy:

11. All Drury student-athletes shall demonstrate respect for their teammates, other student-athletes and the Drury University student community in general. Hazing or harassment of any kind will be the grounds for possible dismissal from your team and/or the cancellation of your athletics grant-in-aid. These ethical considerations should include respect for another’s personal health and acknowledgement of their particular strengths and weaknesses; and appreciation of their value in terms of personal integrity; a respect for their possible differing points-of-view; and the overall goal for all concerned to reach the highest degree of personal, academic, and athletic excellence.

Revisions were made to the Student-Athlete Handbook to include a section on hazing (p. 20) and will reinforce the Athletic Department’s zero-tolerance for hazing. It also states that those violating the hazing policy will be dealt with severely. The handbook includes the reporting process, and the designated university officials for which to report an incident of hazing, as well as the link for submitting an anonymous report.

Hazing
The Drury University Athletic Department has zero-tolerance for hazing activities and those violating this policy will be dealt with severely. Hazing is defined as any action or situation that recklessly or intentionally, on or off campus, endangers the mental or physical health or safety of a student, or willfully causes the destruction or removal of public or private property for the purpose of initiation or admission into, or affiliation with, or as a condition for continued membership in any organization. The term shall include, but not be limited to the following:

» Physical punishment, contact, exercise, or sleep deprivation that causes excessive fatigue and/or physical or psychological shock;
» Forced or coerced transportation of individuals;
» Public humiliation, ridicule, indecent exposure or ordeal;
» Coercing or forcing illegal acts;
» Coercing or forcing acts that are immoral or unethical;
» Blocking an individual’s academic, athletic, health or person success;
» Personal servitude;
» Mental harassment;

Drury University has taken a comprehensive approach to eradicating hazing on its campus, providing a model for others to apply in their own institutions. The University’s focus on action, empowerment, and accountability moves well beyond traditional efforts of standalone policy changes and educational initiatives, making it more likely to change culture and create student, faculty, and staff buy-in. As the facilitator of the initial athletic team captains retreat, it was obvious that students were aware of the work of the University to combat hazing and develop a supportive environment across the athletic department and campus.”

- Scott A. Smith, M.Ed.  
Director of Leadership Development  
Sigma Nu Fraternity, Inc.

Each chapter will be required to have representation from their president or vice president, new member educator and standards/risk management chair. The Interfraternity Council (IFC) president and vice president, and Panhellenic president and vice president, will also be required to present.

In addition to the leadership retreat, team captains will be able to connect their experience to the classroom. By participating in the retreat, each captain will receive one Engaged Learning credit (all Drury students are required to complete two Engaged Learning credits to fulfill graduation requirements). Captains must also enroll in an academic class for one credit (PDEV 282: Leadership and Team Dynamics). This course is one of the core requirements for the completion of the Drury Leadership Certificate, notated on academic transcripts.

A parallel leadership retreat will be held each January before the beginning of the Spring semester for leaders of our Greek chapters. At Drury, Greek chapters change leadership at the start of the calendar year. Each chapter will be required to have representation from their president or vice president, new member educator and standards/risk management chair. The Interfraternity Council (IFC) president and vice president and Panhellenic president and vice president, will also be required to present.

“Drury University has taken a comprehensive approach to eradicating hazing on its campus, providing a model for others to apply in their own institutions. The University’s focus on action, empowerment, and accountability moves well beyond traditional efforts of standalone policy changes and educational initiatives, making it more likely to change culture and create student, faculty, and staff buy-in. As the facilitator of the initial athletic team captains retreat, it was obvious that students were aware of the work of the University to combat hazing and develop a supportive environment across the athletic department and campus.”

- Scott A. Smith, M.Ed.  
Director of Leadership Development  
Sigma Nu Fraternity, Inc.
» Sexual harassment,
» Deception,
» Threat of social exclusion,
» Any activity that involves the use of alcohol or any controlled substance,
» Any activity that is not in accordance with the University’s established policies.

A person commits a hazing offense if the individual:
» Engages in hazing;
» Solicits, encourages, directs, aids or attempts to aid another in hazing activities;
» Intentionally, knowingly or recklessly permits hazing to occur;
» Has firsthand knowledge of the planning of a specific hazing incident involving a student and fails to report the plan to the athletics department to prevent the hazing;
» Has firsthand knowledge that a specific hazing incident has occurred, and knowingly fails to report it to the Athletic Director or other appropriate official of the institution.

Initiation activities, even those that involve optional participation, are considered hazing as an individual may not feel empowered to refuse participation.

The Department of Athletics at Drury University supports only those activities which are constructive, educational, inspirational, and that contribute to the intellectual and personal development of students. Drury University Athletics unequivocally opposes any situation created intentionally to produce mental or physical discomfort, embarrassment, harassment or ridicule. Missouri law classifies hazing as a Class A misdemeanor, unless the act creates a substantial risk to the life of the student or prospective member, in which it is a Class D Felony. As of January 1, 2017, under state law, consent is not a defense.

Students and any other persons who wish to report a hazing incident should contact the appropriate university administrator or staff member. Students should be aware that all employees at the university have an obligation to report hazing incidents that they become aware of or witness.

An anonymous report can be made at www.drury.edu/informationreport. The following persons have been designated to receive reports of hazing incidents on the Drury campus:

- Tijuana Julian
  Dean of Students
  417-873-7215 | tjuilan@drury.edu

- Mark Fisher
  Vice President for Athletics
  417-873-7294 | mfisher005@drury.edu

- Andrew Goodall
  Director of Residence Life and Student Conduct
  417-873-6871 | agoodall@drury.edu

- Rob Neiss
  Director of Greek Life and Student Activities
  417-873-3061 | rneiss@drury.edu

Please see the Drury University Student Handbook for specific sanctions. Individuals involved in hazing will also be subject to disciplinary action by the University and Athletic Department. Disciplinary action may include:
» Immediate suspension from the team;
» Withdrawal or cancellation of financial aid;
» Permanent dismissal from the team;
» Dismissal from the University.

Finally, when teams are in violation of hazing, the sanctions may include, but are not limited to, the following:
» Compliance program: Teams are required to undergo a multi-session anti-hazing program.

Withdrawal of Recognition
When a team has been found responsible for a major hazing incident (jeopardizing the health and well-being of any persons), the university may withdraw recognition of that group for a specific time period.

Greek Covenants
Each fall following formal Greek recruitment, the Greek Life Office has traditionally scheduled a workshop for all new sorority and fraternity members entitled Greek 101. Topics have included the responsibilities and benefits of membership, integrating members into the entire Drury community and comprehensive risk management strategies.

Through this workshop, each new Greek chapter member will become Green Dot Certified. Additionally, the president, risk management chair and social event chair of each chapter will receive specific training on risk reduction strategies.

This past spring, the Intra-Fraternity Council and Panhellenic Council revised their bylaws regarding hazing education to include statements that reinforced a zero-tolerance of hazing during and post initiation ceremonies for new members. This was the result of each member researching their own chapter’s national organization’s policies and views regarding hazing. Specifically, the concept of “consent is not a defense” was added to the Panhellenic and IPC bylaws, mirroring the policy of Drury University as well as Missouri state statutes.
RECOMMENDATIONS:
CAMPUS-WIDE EDUCATIONAL TRAINING

Integration into the Academic Curriculum | CORE 103/104
| Freshman Orientation | Student Honor Code

Upon arriving at Drury in August, all new incoming first-year students are required to enroll in and complete two online training courses:
1. Haven: Understanding and Preventing Sexual Assault
2. AlcoholEdu: Making Safe and Healthy Decisions

These must be completed by the time classes begin, and students will receive another email asking them to complete a survey after they have been on campus for six weeks. Haven helps support and serves as a beneficial supplement to, the efforts of the Green Dot program, which provides students with the knowledge and tools needed to reduce violence - specifically sexual assault.

Three years ago, Drury University began the process of implementing the Green Dot Bystander Intervention Program throughout our campus. The Green Dot Program was established at the University of Kentucky to teach students how to identify situations that could lead to an act of violence (represented on incident maps by a red dot) and shows them how to intervene safely and effectively. A “green dot” represents any behavior, choice, word or attitude that promotes safety for all university citizens, and communicates intolerance for violence. This nationally recognized violence prevention organization utilizes bystander intervention and peer-to-peer educational initiatives to reduce power-based personal attacks on college and university campuses.

Drury currently has five, certified Green Dot instructors. Beginning with the Fall 2017 semester, these five individuals will present the introductory Green Dot curriculum to every first-year student CORE 103/104 class within the first four weeks of classes. The Green Dot curriculum has been adapted and revised in two ways:
1. To include specific material regarding prevention of hazing in athletics, Greek Life, student organizations and academic groups/clubs.
2. To integrate the Student Code of Conduct and Honor Code as the philosophy behind policy and practice, which informs expectation of behavior and social norms on campus.

In addition to focusing on student education, the Green Dot facilitators have developed a customized Bystander Intervention Program for faculty and staff focused on hazing prevention. This program is tailored to empower and educate faculty and employees on how to prevent, intervene with and report incidents of power-based personal violence (PBPV) in both individual and group contexts, while serving in their respective areas such as academic advising, student organization advising, supervision of student workers, teaching and coaching.

Components of this training for faculty and staff will include:
» Identifying factors that can be spotted in student interactions
» Providing current statistics and trends for each freshman class, as reflected in the Haven IMPACT report

» Overview of motivational interviewing techniques to support and elicit clarifying information from students
» Providing education on best practices for health group team building activities for use by the students/organizations/teams that they advise
» Familiarization of definitions and terms associated with PBPV, specifically for hazing, underage drinking, and sexual assault
» Review of reporting flow charts for both Hazing and Title IX incidents
» Review of Drury web pages for Hazing and Title IX resources

Opportunities for delivering this educational module for faculty and staff:
» Professional Development session sponsored by Human Resources Office
» New faculty and staff orientation
» Offered in conjunction with HR during new employee orientation
» Presented at fall faculty retreat prior to the beginning of classes

Two years ago, a student Honor Code was developed and approved by the Student Government Association, and endorsed by the Board of Trustees.

“As a member of the Drury University community, I vow to treat others with respect. I will not violate other’s right to learn and thrive in a safe, respectful environment, and by extension I will not bully or intimidate others. Honesty will guide my every action. I will not condone anyone that compromises the Drury Honor Code.”

This Honor Code will become the centerpiece of all student conduct and will shape the essential characteristics of what is expected of students who live, work and learn in the Drury community each year. There will be a special ceremony for all freshmen beginning in the Fall of 2017, in which the Honor Code will be introduced, and will include a special signing ceremony by each CORE class, along with their professor and Orientation Leaders. The service will become one of the freshman rituals, and will include the following:
» Statement from the Executive Vice President & Provost regarding the importance of the Honor Code as it pertains to Academic Integrity
» Statement from the Executive Vice President for Student Affairs/Dean of Students regarding the importance of the Honor Code as it pertains to Behavioral Integrity
» Standing and reciting the Honor Code by the entire freshman class
» Signing of the Honor Code pledge cards/Honor Code banner by the entire freshman class.

The leadership retreats for Athletic Team Captains and Greek Leaders will also incorporate sessions of the importance of the Honor Code.
The previous hazing policy was enhanced to include an extensive reporting protocol for employees of Drury University. Additional resources, webpages and duty clarification have been or are being developed to ensure all persons employed by or associated with the university are made aware of and confident in their duty of reporting all hazing-related incidents. A list of the appropriate university officials who have been designated to receive reports of hazing is also included in the policy. For employees, this policy is posted within the Staff Handbook, found on the Human Resources webpage (www.drury.edu/hr) under section VII: Employment Policies.

A link for the Campus Conduct Hotline can also be found on the HR webpage, as well as in the Community Standards Handbook for students. A link to the anonymous reporting form is also included in the policy.

Reporting Hazing Incidents

Employee's Duty to Report

All University employees have an obligation to report hazing to a university administrator or staff member when they receive a report of such conduct, witness such behavior, or otherwise obtain information about such conduct. This includes employees who may have a professional license requiring confidentiality if they are not employed by the University in that professional role. Employees should file a report as soon as possible after obtaining relevant information. An employee not reporting hazing incidents, or not reporting promptly, as required by this policy may be disciplined accordingly, up to and including termination.

Students and Other Persons

Students and any other persons reporting a hazing incident should contact the appropriate university administrator or staff member. Students should be aware that all employees at the University have an obligation to report hazing incidents that they become aware of or witness.

Confidential Reporting

An anonymous report can be made at: www.drury.edu/informationreport. Employees cannot fulfill their reporting obligation by using this anonymous mechanism.
**REPORTING OBLIGATIONS FOR ALL DRURY UNIVERSITY EMPLOYEES**

Students can speak with anyone at any time. Reporting is always an option for them. The students are encouraged to pursue whatever routes will be most helpful for their recovery.

**KNOWLEDGE OF INCIDENT OF HAZING**

*Does the student need medical attention?*

- **YES**
- **NO**

*Does the student want to talk confidentially?*

- **YES**
- **NO**

*_CONFIDENTIAL*

Help the student contact one of these resources.

- **DRURY UNIVERSITY**
  - Safety and Security (417) 873-7400
  - Emergency (417) 873-7911
- **Executive Vice President for Student Affairs/Dean of Students** (417) 873-7215
- **Vice President for Athletics/Assoc. Director** (417) 873-7204
- **Director of Residence Life and Student Conduct** (417) 873-6871
- **Director of Greek Life and Student Activities** (417) 873-3041

*_NON-CONFIDENTIAL*

Help the student contact one of these resources.

- **DRURY UNIVERSITY**
  - Safety and Security (417) 873-7400
  - Emergency (417) 873-7911
- **Executive Vice President for Student Affairs/Dean of Students** (417) 873-7215
- **Vice President for Athletics/Assoc. Director** (417) 873-7204
- **Director of Residence Life and Student Conduct** (417) 873-6871
- **Director of Greek Life and Student Activities** (417) 873-3041

*ANONYMOUS REPORT of Hazing*

Online form available at [www.drury.edu/wes tiêu](http://www.drury.edu/westip)

*Campus Conduct Hotline* (866) 943-5767

*Does the student want to make a report?*

- **YES**
- **NO**

*Tell the student you are obligated to report the incident... Do they still want to talk with you?*

- **NO**
- **YES**

*If you are not a licensed psychological or counseling professional in the Counseling Center at the University, you would report what you know to detail, as was previously discussed.*

*Does the student want to talk with someone else?*

- **NO**
- **YES**

**SUPPORT AND REPORTING OPTIONS FOR VICTIMS OF HAZING**

You can speak with anyone at any time. Reporting is always an option. Choosing one route does not exclude other options. Recipients should pursue whatever route will be most helpful for recovery.

**HAZING INCIDENT**

*Would you like to speak to someone?*

- **YES**
- **NO**

*Would you like to make an Anonymous report?*

- **YES**
- **NO**

*CONFIDENTIAL or not obligated to report*

- **DRURY UNIVERSITY**
  - Safety and Security (417) 873-7400
  - Emergency (417) 873-7911
  - Executive Vice President for Student Affairs/Dean of Students (417) 873-7215
  - Vice President for Athletics/Associate Director (417) 873-7204
  - Director of Residence Life and Student Conduct (417) 873-6871
  - Director of Greek Life and Student Activities (417) 873-3041

*EXTERNAL RESOURCES*

- **Springfield Police** (417) 864-1800
- **Emergency** (417) 873-7511
  **Drury Springfield Police Substation** (417) 873-7562

*NON-CONFIDENTIAL Obligated to report*

- **DRURY UNIVERSITY**
  - Safety and Security (417) 873-7400
  - Emergency (417) 873-7911
  - Executive Vice President for Student Affairs/Dean of Students (417) 873-7215
  - Vice President for Athletics/Associate Director (417) 873-7204
  - Director of Residence Life and Student Conduct (417) 873-6871
  - Director of Greek Life and Student Activities (417) 873-3041

*EXTERNAL RESOURCES*

- **Springfield Police** (417) 864-1800
- **Emergency** (417) 873-7511
- **Drury Springfield Police Substation** (417) 873-7562

*ANONYMOUS REPORT of Hazing*

Form available at [www.drury.edu/westip](http://www.drury.edu/westip)

*Campus Conduct Hotline* (866) 943-5767

*Would you like to speak to someone?*

- **YES**
- **NO**

*Would you like to make an Anonymous report?*

- **YES**
- **NO**

**SUPPORT** a available through the Student Counseling Center, Chaplain’s office, and external resources. See confidential reporting information.
The committee recognized that to eliminate hazing activities, the university should be intentional in creating positive experiences for students to use as a way to build bonds. Further, the committee believed that students would more readily participate in these activities if they planned the events themselves. Therefore, the committee recommends that the university provide a framework and incentives for students to use in planning their activities. After teams and Greek chapters have attended training and educational sessions outlined in this document, they are encouraged to plan and implement positive and meaningful team building activities. These activities should be formulated and shaped while keeping in mind the values learned in the Captains’ and Greek Leaders’ Retreat. The activities should also reflect the specific components found in each group’s Core Covenant. These activities should be well planned, and include specific desired outcomes and results that will benefit the team or chapter as a whole.

Chapters and teams are encouraged to apply for a team building grant* (up to $500) to help support their efforts. Applications will be reviewed by the Athletic Director and Dean of Students, along with their designated staff members. Following the completion of the funded activity, each team or chapter will submit a reflection and self-evaluation of the event. The Athletic Director and Dean of Students will review these self-assessments, and those that are exemplary will be recognized at the annual spring awards ceremony.

Following the implementation of the educational and informational programs outlined in this document, the “Measure and Outcomes” subcommittee will analyze the findings/results based on these new programs. Information will be evaluated using the following tools:

- Annual surveys for student-athletes
- Statistics found in the Annual Safety Report (Clery Report)
- Number of reported incidents
- Number of Bystander Intervention Presentations
- Haven Impact report
- Specific questions found on the Student Satisfaction Survey
- Specific questions found on the Missouri College Health Behavior Survey (MCHBS)

Members are also committed to finding opportunities to share this plan, and our experiences in developing the plan, as well as the outcomes of our work. Efforts are underway to submit proposals and secure presentation opportunities at national venues. These include:

- National Swimming Coaches Association
- Great Lakes Valley Conference
- NCAA
- Association of Student Conduct Administrations
- National Association of Student Affairs Administrators
- International Communication Annual Conference

All supplemental and supporting documents are included in this appendix in order of reference number as found in the report. In efforts of protecting the environment, you may view all documentation digitally by visiting www.drury.edu/hazing. As of this printing, all changes and recommendations noted in the report have been made to all policies and documentation found herein.

5. Athletic Code of Conduct www.drury.edu/communitystandards/pdf/AthleticsCOC.pdf
9. Employee’s Duty: www.drury.edu/hr/pdf/hazing_reporting.pdf
10. Application for Team-Building Grant www.drury.edu/communitystandards/pdf/grant.pdf
12. Supplemental Materials and Methodology (Unreferenced) www.drury.edu/communitystandards/pdf/Methodology.pdf
“Drury University has become a leader in the difficult national conversation concerning hazing. The work of their “Blue Ribbon Committee” will be a model for many of our institutions.”

- Jake B. Schrum
  President, Emory & Henry College
  Past President, Southwestern University
  and Texas Wesleyan University