



VAN DERMYDEN MADDUX
Investigations Law Firm

CONFIDENTIAL

CLIMATE SURVEY REPORT

University of California, Davis
Report Concerning California Aggie Marching Band
August 2, 2019

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I. Brief Introduction

Van Dermyden Maddux Law Corporation (VMLC) was engaged to conduct an independent climate review for University of California, Davis (UC Davis). The review arose from allegations of hazing, assault and misconduct brought forward by individuals associated with the Cal Aggie Marching Band (CAMB or Band-uh!). The first phase of the review was a survey of current and former members of CAMB.¹ This report (Report) summarizes the information gathered from the survey.

VMLC transmitted the survey electronically to 574 current and former members of CAMB on June 18, 2019. The survey closed on July 2, 2019 with a 58% response rate.

Consistent with representations to the survey respondents, the results are anonymous. With respect to the narrative responses, we have collated and categorized over two thousand narrative responses, and from those identified issues and themes. We selected a sampling of quotes that are reflective of the comments as a whole. All quotations in this Summary are directly from the survey responses. We did not include information that could be identifying. Nor did we include any information that was directed at or about a particular individual.²

II. Factual Background

A. Cal Aggie Marching Band History

CAMB was established in 1929. According to its website, CAMB's vision statement is "[...] A student-run volunteer organization dedicated to providing support for UC Davis and is committed to student development and camaraderie through excellence in musical entertainment and the embodiment of Aggie Pride." It has grown from just a few members to its current size of approximately 300 dues-paying members. CAMB welcomes all students to participate in the organization, even if they have never played an instrument.

In its 90-year history, CAMB has long been considered the "spirit of the Davis campus." However, the organization has not been without its challenges. For example, in 1961, UC Davis' student body voted to make CAMB an all-male band. According to CAMB's handbook, *Joy of Marching*, this policy was not reversed until 1972 when federal law forced the reintegration of women.³ The band again faced public scrutiny in 1992 when sexual harassment complaints were brought against the student director, and in 2008 when then-staff-director Thomas Slaybaugh filed a sexual harassment complaint and spoke to the media about his concerns.⁴

¹ The second phase of the review consists of follow-up interviews with individuals who raised specific and detailed concerns, as well as a selection of survey participants who indicated a willingness to be interviewed. The information from those interviews will be presented in a separate report.

² We have provided the campus with any information about conduct on the part of a particular individual which might violate policy and trigger a duty to further investigate. UC Davis will review the information to determine next steps, if any, in addressing those complaints and concerns.

³ *Joy of Marching* contains information about the organization's history, policies, and formal traditions. Each member receives a copy when they join, and they are encouraged to read it.

⁴ <https://www.sfgate.com/news/article/Director-files-complaint-about-UC-Davis-band-3191281.php>

B. CAMB Organizational Structure

Formal Organizational Structure. CAMB is almost entirely a student-run organization, governed by a 12-member Officer Council, including a student director, manager, drum major, and others. The Council is elected by the organization's membership. Each of CAMB's ten instrumental sections are led by two students. In addition, a Staff Director and Staff Coordinator, each UC Davis employees, advise and oversee the band.

Informal Organizational Structure. In addition to this formal governance structure, there exist informal organizational roles. These roles are not granted democratically, but rather chosen by existing leaders based on commitment shown to CAMB through attendance, spirit level, and other criteria:

- **Band Parent.** Each new member of CAMB is assigned a "band parent," typically a sophomore band member. This informal lineage operates in a similar manner to Greek campus organizations. Each band parent is a returning CAMB member who serves as a point of contact for the incoming band members, or "kids," to utilize for support through the transition into CAMB.
- **Coats/Yackets.** The Coats, also known as Yackets, are a group of five or six selectively chosen, dedicated CAMB members. The group takes their name from the unique band uniform coats they wear, passed down from former members over a period of decades. Typically, Coats are responsible for leading songs at parties. Coats generally serve in the position until they leave the band. At such time, they select the CAMB member who will replace them in the group. Historically, Coats have been permitted to wear their unique uniforms during performances, and wear them while participating in the retreat.
- **Mav Committee:** The Mav Committee is an unofficial committee of students who plan parties and respond to concerning behavior at parties. The identities of Mav Committee members are not known by the full membership.

C. CAMB Traditions

1. Informal and Formal Traditions

CAMB has many formal and informal traditions, summarized next.

Formal Traditions. There are traditions sanctioned by CAMB. They include the freshman retreat. This retreat features the "Marching Test," where incoming members are encouraged to practice a marching routine to perform before they are admitted into the band. As part of this process, they are instructed to keep their uniform caps in perfect condition. However, freshmen later discover there is no marching test. They are led to Putah Creek and instructed to dunk their caps into the water, and then wear them until the cap molds to their head. The purpose of this tradition is purported to be so new members can "always carry a bit of UC Davis with them everywhere they go." Other formal annual traditions include "Battle of the Bands" on Picnic Day, where CAMB invites other university marching bands to compete. According to *Joy of Marching*, CAMB also

traditionally plays certain songs such as “Aggie Fight,” “Roll Big CA Roll,” and “Ragtime Cowboy Joe.”

Informal Traditions and Social Activities. CAMB members host many types of informal social events. While such events are not included in the official CAMB calendar, witnesses agree they occur at predictable times from year to year and are planned in advance.

- **Awards.** Certain awards are given to new CAMB members on an annual basis. Examples of these awards include the “Red Hot Freshman” award and the “Wise-Ass Freshman” award.
- **Mavs.** Mavs are large social gatherings that occur off band time. Generally, individuals not in CAMB are not permitted to attend these parties, with the exception of CAMB alumni. During Mavs, the Coats will stand up at the front of the party to lead the group in songs from the Hymnal.⁵ As will be noted in this Report, it is disputed as to which songs they sing, or the extent to which the songs have been modified to be more appropriate.
- **Bondings.** Bondings are social gatherings that take place in a single section, or sometimes up to three sections at once. Bondings are planned and hosted by section leaders.
- **Barn.** For Barn, freshman members are called to meet by their section leaders, under the guise of a small social event. Once together, section leaders ask freshman to enter a vehicle and submit to being blindfolded or close their eyes. The section leaders then drive to a rural location. The freshman, with their eyes still covered, are asked to navigate on foot a short distance through dark, muddy terrain. Then, it is revealed to be a large party in a barn. Both current bandsmen and alumni are present, and there is typically live music and alcohol.
- **Cabin.** On an annual basis, CAMB members take a trip to stay in a cabin, typically near Lake Tahoe. Each section has their own cabin. Sometimes section alumni are invited, or alumni stay in a separate cabin.
- **Fortnight.** Fortnight is the two-week period leading up to Picnic Day in spring quarter. During this period, there is an increased quantity of both official CAMB rehearsals and performances as well as social gatherings. The night before Picnic Day, freshman members are surprised with a “Midnight Rally,” when upper bandsmen play music for freshman members and then ask them to join in.

2. “On Band” Time and “Off Band” Time

In *Joy of Marching*, band time “includes but is not limited to, games, rehearsals, performances, retreat, travel, or any related activity reasonably perceived to be a CAMB activity. This can be further defined as the moment you arrive to the band room for a call-time, to the time you are formally dismissed.” Off band time starts after CAMB members are dismissed from rehearsals, performances, or other official CAMB events.

⁵ The *Jolly Roger’s Piece Core Hymnal* [Hymnal] has been passed down by the Coats since the early 1980’s.

As will be reflected in this Report, many of the survey participants emphasized the importance of the distinction between band time and off band time in their narrative responses to the survey. These participants' general view was that incidents of sexual harassment and other potential policy violations that occur "off band time" should not reflect on the organization as a whole, but rather should be considered as isolated incidents unrelated to CAMB.

3. CAMB Code of Conduct

The CAMB Code of Conduct, contained in *Joy of Marching*, provides the following, (typed verbatim):

1. I understand that my actions represent UC Davis, the Department of Campus Recreation, and the California Aggie Marching Band.
2. I understand that the presence, consumption, and influence of alcohol and/or illegal substances are strictly prohibited during any CAMB activity. "CAMB Activity" includes but is not limited to, games, rehearsals, performances, retreat, travel, or any related activity reasonably perceived to be a CAMB activity.
3. I will practice good community building skills at all CAMB activities. I will conduct myself to maintain the highest degree of principles, integrity, and dignity of UC Davis, and the CAMB as a whole.
4. I understand that participation in the CAMB is an opportunity and a privilege, not a right.
5. I will not haze anyone as defined in California State Law SB1454, I respect the dignity of all persons.
6. My actions will never deliberately jeopardize the safety and well-being of bandmen, staff, or others.
7. I will follow all policies and procedures described and outlined in the CAMB "Joy of Marching," Constitution, as well as University P&P.

III. Initiation Of The Climate Assessment

From October 2018 to May 2019, several concerns were brought to UC Davis' attention both through an internal complaint process, as well as from external media sources.

A. Formal Complaints

Homecoming 2018. During Homecoming 2018, three individuals filed complaints of sexual harassment against members of the Cal Aggie Alumni Marching Band (CAAMB). After learning of these concerns, Campus Recreation and the Harassment & Discrimination Assistance and Prevention Program (HDAPP) learned one alumnus was responsible for two of the three alleged incidents. That alumnus was permanently banned from performing with CAMB. The University

additionally suspended all activities with CAAMB beginning in December 2018. This suspension is still in effect as of the date of this Report.

October 2018 Complaint Against the Coats. In October 2018, HDAPP received a complaint against the six Coats for bullying and leading “inappropriate” and “uncomfortable” songs at social gatherings. In response, the Coats were placed on probation. The probation listed the following terms of agreement:

- Coats may not wear uniform pieces referred to as “Yackets” during off-band time.
- Coats must create a new mission statement to be approved by the staff director.
- The Coats must present a seminar on community and ethics to the band.

April 2019 Inquiry by Aggie. During the first week of April, both UC Davis Recreation and HDAPP were asked about a range of concerns provided to The California Aggie newspaper (*Aggie*) by anonymous sources. Staff Director Josh Garcia interviewed 18 students, and HDAPP additionally interviewed five students in response to these concerns.

B. Media Reports

On April 4, 2019, the *Aggie* ran an article, titled: “Accusations of hazing, assault, general misconduct within Cal Aggie Marching Band-uh! come to light.” In the article, past and present members of CAMB alleged that a toxic culture existed within CAMB, with sexual assault, freshman hazing, widespread drinking and alumni misconduct all significant issues. The sources, named and unnamed, also alleged that CAMB leadership, from student leaders to hired employees within the Campus Recreation program, have failed to adequately address these allegations when raised in the past.

On May 23, 2019, after UC Davis had contracted with VMLC to undertake this review, the *Sacramento Bee* published an article, titled: “Binge drinking, raucous parties and trauma from sexual encounters shadow UC Davis marching band.” The *Sacramento Bee* article, like the one in the *Aggie*, reported a band culture of drinking, harassment and hazing. The *Sacramento Bee* article also included several allegations of sexual assault against unnamed current CAMB members and alumni members of the band.

On May 29, 2019, following the release of the *Sacramento Bee* article, Vice Chancellor for Student Affairs Emily Galindo released a statement that CAMB would be placed on interim suspension “pending the completion of the independent review of recent allegations of misconduct.”

C. Notification Of Climate Review

On June 18, 2019, Vice Chancellor for Student Affairs Emily Galindo sent the following message to band students describing the goal and purpose of the climate review. She wrote, (typed verbatim):

Students of CAMB,

As you are aware, the University is undertaking a climate review of the Cal Aggie Marching Band (CAMB). We understand the current suspension is difficult, but the reported concerns are serious and warrant this interim action. We hope you will continue to support the University's next steps to promote a safe and inclusive environment for all members of the CAMB.

The climate review will consist of two phases: a survey sent to current and former CAMB members and follow up interviews with a smaller group of individuals. You will receive a message from tnn@vmlawcorp.com via [SurveyMonkey](#) with a link to the survey later today. The survey is designed to identify what CAMB is doing well as an organization, and what can be improved to make CAMB stronger and safer. Every member's participation in the survey is important to the process. I strongly encourage each of you to take time out of your busy schedules to provide candid and thoughtful feedback. The survey should take no longer than 15 to 20 minutes to complete. Your survey results will go directly to the outside firm that is conducting the climate assessment; the University will not see your individual survey results. Please complete the survey by **Tuesday, July 2, 2019.**

The second phase of the review consists of in person one-on-one interviews with members of CAMB. Those who would like to be interviewed can volunteer and provide their contact information through the online survey. The outside reviewers will select individuals for interviews based on the information provided in the survey. It may not be possible for all who volunteer to be interviewed. The reviewers will also independently ask some CAMB members to participate in interviews.

We understand that some CAMB members have expressed concerns about retaliation. The climate report transmitted to the University will not include identifying information regarding those who took the survey or participated in interviews. If misconduct against a particular individual is revealed through the survey or interviews, the University may have an obligation to conduct a further review. In such cases, the University will not receive your survey responses, but the reviewers will provide the University with your contact information (if known) and the nature of the allegations of misconduct so the University can follow up with you to obtain additional information. You are not required to participate in any additional review conducted by the University.

I appreciate your participation in this process. It is important that you share specific, honest, and detailed information so the University can take meaningful action to address the issues that have been raised.

If you have any questions, or have trouble accessing the survey, please do not hesitate to contact Chief Compliance Officer Wendi Delmendo at wjdelmendo@ucdavis.edu or (530) 752-9466.

Sincerely,

Emily

IV. Overview Of Results

At the outset, we recognize Band-uh! is a longstanding organization, beloved by UC Davis campus and the community. The organization owes its revered status in large part to the hard work and dedication of its members who devote much of their time to fulfilling the band's vision to be the "embodiment of Aggie Pride."

Through the survey, many band members expressed their unhappiness that the integrity of CAMB was being questioned, by way of negative press, the suspension and this review. So, we begin by noting that participants overwhelmingly felt positively about CAMB. Specifically, 85% of participants stated they were either "Satisfied" or "Very Satisfied" about their overall experience. In their narrative responses, students shared a strong appreciation for the camaraderie and support they felt. For many, being a member in this organization was like being in a "large family."

However, as detailed in this Report, many participants corroborated concerns that need to be addressed. This included concerns about alumni interactions, negative traditions, pressure to participate in formal and informal CAMB activities in order to be accepted, and negative treatment of first-year students. And, while there is no dispute that events like Barn, Midnight Rally, and Cabin take place, CAMB members hold different viewpoints about the impact of these events, which range from positive and fun to an environment that creates risk, such as the risk of sexual misconduct. Finally, as we will point out, when cross-referencing responses, one wonders whether CAMB has created a culture and climate that has normalized concerning behaviors. Indeed, many of those who noted that they were "Satisfied" or "Very Satisfied" provided narrative response or answers to specific questions which raised serious concerns.

In the sections that follow, our task was to summarize thousands of narrative responses, painstakingly attempting to ensure this Report fairly captures the information that was shared – both positive and negative. We also acknowledge that in any sort of review like this, there is an expected level of criticism. In addition, the survey was constructed to ask more follow-up questions of those logging negative responses. Again, in the end, the results reveal opportunities for growth and improvement for the band, as well as some warnings about areas in which change is necessary.

With these observations in mind, we turn to the survey results.

V. Questions And Response Data

Q1. I have been affiliated with UC Davis for:

334 participants answered this question.

Answer Choices	Responses
One Year	20.36%
Two Years	18.26%
Three Years	16.47%
Four Years or More	44.91%

Q2. I was affiliated with the California Aggie Marching Band (CAMB) during the following school years, (select all that apply):

334 participants answered this question. When cross-referenced with Question 5, we can see that most complaints and the least satisfaction come from those who were affiliated with CAMB in the 2016-2017 school year.

Answer Choices	Responses
2014-15	26.05%
2015-16	43.71%
2016-17	50.60%
2017-18	56.59%
2018-19	58.98%

Q3. I am/was affiliated with the following section in CAMB, (select all that apply):

333 participants answered this question.

Answer Choices	Responses
Flute	20.12%
Clarinet	14.41%
Alto Saxophone	14.71%
Tenor Saxophone	10.51%
Baritax	7.51%
Trumpet	9.61%
Mellophone	5.11%
Trombone	11.11%
Sousaphone	5.11%
Drum	12.31%

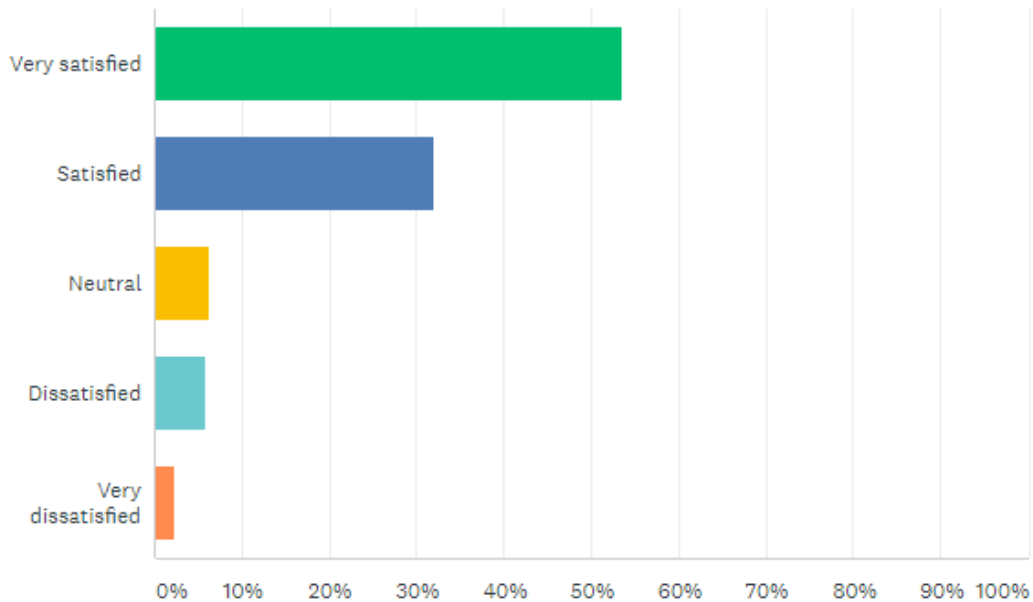
Q4. I am:

334 participants answered this question. We note that females had more concerns about hazing, bullying, and alcohol off campus, while males had more concerns about sexual misconduct and alumni interactions. Females were 82.75% satisfied/very satisfied with their CAMB experience, while males were 90.38% satisfied/very satisfied.

Answer Choices	Responses
Male	38.02%
Female	57.19%
Nonbinary	1.80%
Prefer not to state	2.99%

Q5. As a member of CAMB, what is your overall general satisfaction level with the organization?

271 participants answered this question. Of these, 232 felt either “satisfied” or “very satisfied” with the organization. These results were consistent across gender and section. However, when cross-referenced with Question 2, we see a “bell curve” in the satisfaction rate, meaning participants who were members during the 2016-2017 year tended to be more “dissatisfied” with their overall experience.



Q6. What do you like about being a member of CAMB?

257 participants provided narrative responses to this question. Many participants value CAMB as a place to play music and a way to achieve relief from the stress of the demands of academics. These students also appreciate the creative outlet and camaraderie the organization provides.

Other participants value CAMB for the reasons listed above, but additionally expressed a strong social connection to the organization, using terms like “family” and “community.” Multiple participants shared they were “shy” or never “fit in” until they joined CAMB, and felt truly “accepted.” Many participants valued the opportunity to “network” and obtain “leadership skills.”

- “I appreciate the sense of family I made in the band. Everyone always looked out for each other and we had each other's back, always.”
- “I have never been more accepted by a community of people. I get to perform music with a group of peers who truly care about me and whom I truly care about. They always make a great effort to make sure I am having a good time and will check in on me if they think I am not.”
- “The CAMB is a place where I can express myself. Before joining, I was very shy and was worried about not making friends in college. However, following retreat I realized I had a family in the CAMB and Monday night rehearsals are something I look forward to every week. It is how I de stress [sic] and cope with the ills of being a college student.”
- “I came into the university not knowing anyone and away from my family for the first time. This organization was the first thing that welcomed me to this school and made me feel proud to be an Aggie. Through this organization I was able to meet friends that I will know for the rest of my life while also doing the thing I love, performing music. This group gave me the support I needed to do well in my classes and also gave me the friends to enjoy myself and relax outside of classes. The leaders and directors in this group also provided time the opportunity [sic] to grow as a leader and give me the experience to help me with my career. Not only have I become a better person from being in this group but also a better leader and memories to last a lifetime.”
- “I decided to go to Davis because of the band. I truly appreciate the volunteer nature of the organization and the positive attitudes that promotes.”
- “I liked the passion that everyone had for making music and being the spirit of pride at UC Davis. I also liked how CAMB was a great place to make friends with diverse people.”
- “I enjoy the performances, as well as the people I get to meet and get close with. There's always a sense of kinship whenever I'm with them, and through this organization, I've formed a lot of close friendships that have a lot of mutual trust invested in them.”
- “On my first day after joining, I walked into the band room and was so welcomed. I knew that this was my family away from home. Any bandsmen would do anything in their power to help a fellow bandsman. Everyone watched out for each other and I knew I was in a safe environment. I loved being able to go to parties with my friends and feel safe knowing that no one would make me drink and if anyone pressured me, I had an army behind me to back me up. I never once had a problem with that. I did not feel safe at any other types of party I attended whole in school [sic]. I lived with my best friends and had the best support system I ever could have hoped for.”

Q7. What do you consider to be the greatest challenges as a member of CAMB?

256 participants provided narrative responses to this question. Participants overwhelmingly cited two challenges: time management and interpersonal conflict.

Time Management. Many participants found time management to be an issue either because they wanted to devote all their time to CAMB at the expense of academics, or they felt pressure from the organization's membership to attend as many rehearsals, performances, and social events as possible. Representative quotes include:

- “One of the first things I remember getting told coming into the band was, ‘school comes first, because if you are not in school you cannot be in band.’ Band was a very large time commitment and I have seen firsthand it take its toll on students. However, I believe the Band has a huge support system for that as well, with so many members often students would form study groups even getting tutored by other bands-people. I believe at its core the people in the band always loved seeing you there, but understood completely that we all have our own lives; from there it was up to the students themselves to find a balance that worked for them.”
- “The greatest challenges as a member is being able to balance band with school.”
- “For me, it was most difficult to balance school, band and social time without getting overwhelmed, since I tried to participate in band and social events as much as possible the first few years out of the fear of missing out. Another challenge can be getting too involved in the college drinking scene, and once again going to and drinking at every party out of fear of missing out.”
- “Finding time to participate in most of the activities.”
- “If you don't show up to every activity, it is easy to feel alienated.”
- “Balancing band and school can be tough because of how much I love going to as much band things as I can.”
- “Time management and peer drama. That being said, I took on a larger role as a Student Officer for one of my years so time management was hard for me, juggling a 20-hour week job, band and school. However, peer drama was the definite worst thing. With a group of 200 plus people not everyone is going to like each other-that's with every organization.”

Interpersonal Conflict. Participants primarily cited to different personalities clashing due to the nature of a large, self-governed organization. Representative quotes include:

- “As with any large organization, one of the largest challenges I see within CAMB is how students deal with conflict. I believe that the band culture is not perfect when it comes to dealing with different opinions, especially when it comes to traditions. I think that sometimes older members or alumni harbor grudges when things change. However, while

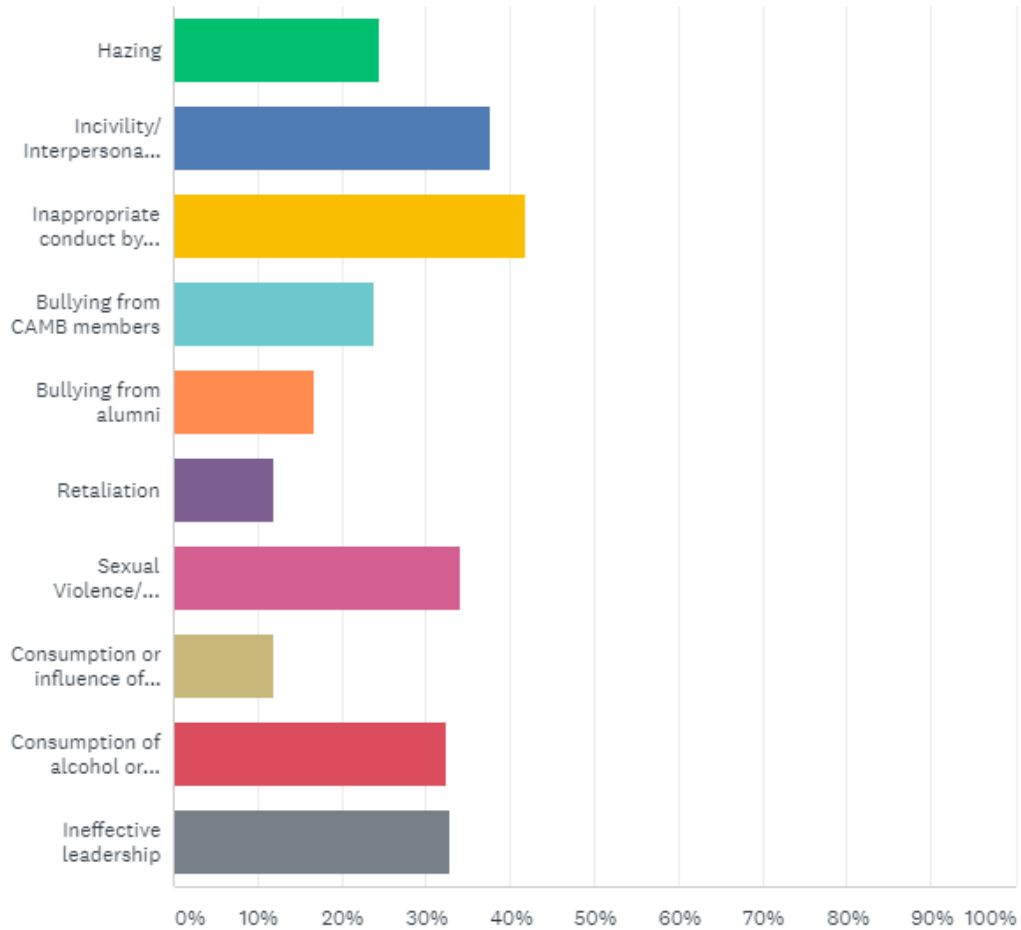
I have only been a band member for two years, I have already seen a positive shift in band culture towards a more open and positive environment. I think a large part of this was the risk management session during last fall. People took it very seriously, and it focused on improving the band culture.”

- “A big challenge is that with an organization as large as ours people are going to come into contact with people with different views that [sic] their own. There are around 300 of us and it's unrealistic to try to get everyone to like each other. Everyone is different and we need to accept that some people just have a different outlook on life. I believe that we can all coexist, but in order to do that we need to talk out our differences face to face as adults and not try to tear each other down by taking extreme measures.”
- “The greatest challenge was communication; in an organization as large and as diverse as the CAMB, it was often difficult to find effective ways to communicate with those who were not in my particular circle of friends/acquaintances, especially whenever any personal issues arose.”
- “There are constant interpersonal issues that arise in this huge of an organization. I've seen a lot in the four years I've been here, and it can be really difficult to move past those issues and have fun and do what we want to do as a band. In recent years especially due to the transition period from the changing career staff, I think those interpersonal conflicts have become more pronounced. The student-run part of our organization is absolutely essential for us, but the lack of an impartial party when solving conflict has really impacted us.”

Q8. Do you have any of the following concerns about CAMB?

167 participants answered this question. As reflected next, the highest number of responses noted concerns about Inappropriate conduct by alumni, Incivility/Interpersonal Conflict; and, Sexual Violence/Sexual Harassment.

Answer Choices	Responses
Hazing	24.55%
Incivility/Interpersonal Conflict	37.72%
Inappropriate conduct by alumni	41.92%
Bullying from CAMB members	23.95%
Bullying from alumni	16.77%
Retaliation	11.98%
Sexual Violence/Sexual Harassment	34.13%
Consumption or influence of alcohol or drugs during CAMB event	11.98%
Consumption of alcohol or drugs during band off time	32.34%
Ineffective leadership	32.93%
Other (please specify)	18.56%



31 participants also selected “Other.” Of these, 14 stated outright they had “none” of the concerns listed above. The remaining concerns were about “bias” in the media against the organization, and comments about leadership and traditions, presented without context.

Q9. If you selected any of the concerns above, please explain:

176 participants provided narrative responses to this question.

Alumni Interactions. 50 participants shared concerns about interactions with alumni. Some personally had positive experiences with alumni, but heard about negative experiences from others. Other participants were concerned that a heavy alumni presence during off band time social events caused pressure to engage in entrenched and more problematic band traditions. Purportedly, alumni actively discouraged the current band’s attempt to modify or exclude some band traditions. Other participants shared concerns about alumni engaging in sexual misconduct with younger current band members. Some participants recommended excluding alumni from social events and most performances. A few participants recommended fully excluding alumni from on and off band time events. Representative quotes include:

- “Some alumni are uncomfortable to be around, either because of sexual comments or because of their opinions about how we do things is different than how they did.”
- “Alumni were almost always present at band parties, and it was common that male alumni would make advances on female freshman CAMB members who were inebriated. I don't know if [sic] instances where there was assault, but it did make me feel uncomfortable.”
- “Alumni still hang around bandsmen and social gatherings. Some are recent graduates, while others graduated more than 5+ years ago. Regardless the presence of the alumni remains and they continue to pressure and negatively influence current band members and views/traditions within the organization.”
- “When I first started, I noticed some older people at rehearsals and some gigs. I thought they were volunteers or bystanders just wanting to watch, but I was later told that they were alumni. One older gentleman in particular was very much older than all of us, and it made me a bit uncomfortable, as seeing him would break my immersion of being in a student group. I normally just averted my gaze and focused on playing. I never personally interacted with any of them.”
- “Alumni are creepy and go to parties still. They are too old to still be around people in their early 20s. It makes me uncomfortable. They put pressure on us to drink a lot and tell us how ‘traditions are supposed to be’.”
- “Alumni are too involved. I think they should only be allowed at big events like homecoming and picnic day. A lot of them have no business being around young college students. There should be a more strict no tolerance policy for alumni.”
- “I’ve always been warned to watch out for older alumni who are in their 30s or older because they did things so differently when they were in band and don’t understand how the band works today.”

Ineffective Leadership. 46 participants shared concerns about leadership. We note the organization is entering its fifth consecutive year of staff turnover and vacancies in the positions of Director and Coordinator, its only staff positions. This would naturally result in some instability in any organization, and potentially a leadership vacuum. Some participants were concerned that students in official leadership positions were also Coats, Mavs, or otherwise responsible for leading and encouraging the types of activities that made some participants uncomfortable. Other participants felt the Officer Council could benefit from additional training on policies and conflict resolution. Additionally, some participants felt career staff should have a larger role in resolving conflict early. The following are representative quotes:

- “Sometimes people with more influence (in particular section leaders) let their personal problems with others affect how they treat other sections or members of the band.”

- “Sometimes, the leadership does not address the concerns of the band as well as I would like. Some leadership members do not do their job properly and retaliate when confronted by other bandsmen about needing improvement.”
- “The leaders of the band that members are expected to go to with issues are also members of the band who value and uphold the harmful traditions. They realistically will probably do very little to change the culture of the band, and it can be hard to approach them with problems knowing that they love the band culture.”
- “Specifically, the strong seniority hierarchy meant that older and more prominent members of the band were seldom challenged publicly for their inappropriate behavior. Because we knew these ‘bondings’ couldn’t be affiliated with the official CAMB, there was also a lot of pressure to not tell university staff about what happens on off-band time—including incidents of sexual misconduct or hazing. The overarching (unspoken) expectation was that band members would handle things internally, usually by subtly labeling people as dangerous, spreading rumors about various conflicts, or not at all.”
- “My leadership concern has nothing to do with the officer council. I believe that ineffective leadership comes from the career staff. And honestly, it’s not entirely their fault. We’ve been in a ‘transition state’ since 2016 when both our director and coordinator left. Because of that the officer council had to take on a lot more administrative duties which causes a lot of disorganization in the group. [...]. The first thing that comes to my mind is the topic of how to report things. We have always had a system in place for concerned members to report to the council and if they weren’t comfortable doing that then the coordinator had an open-door policy to hear members’ concerns. The coordinator would have these meetings confidentially and then report to the council/other necessary people in order to deal with the situation before it got out of control. Once we didn’t have career staff for a year that idea was lost.”
- “There was also a different chain of command named the ‘Coats,’ who were essentially ranked by the biggest partiers and heaviest drinkers. They had a large influence on the club, and the Coats often coincided with the official hierarchy of the organization.”

Incivility and Interpersonal Conflict. 40 participants shared concerns about incivility and interpersonal conflict. Representative quotes include:

- “Sometimes people have personal issues with one another and, due to the close-knit nature of the group, these issues can be expanded to be made everybody’s business when in reality it is just that of those who actually have the conflict.”
- “I’ve heard of a lot of cyberbullying and drama that happens through social media, and most of the time I don’t remember hearing that the specific members were actually reprimanded, rather a general email was sent out telling all members that this kind of behavior was not okay and it should be [sic] continued. I’m not sure if I didn’t hear about individual discipline because the officer council was discrete or because there wasn’t any discipline that was able to be enforced.”

- “With an organization as large and as diverse as the CAMB, it is ridiculous to expect every single person to be friends with one another and get along. Social conflicts/rifts are a part of human nature, so while I am concerned about the fact that they occur, I also recognize that they are a natural occurrence. Furthermore, most college students are over the age of 18, meaning they are adults and should have the skills to be able to solve their interpersonal issues, with the resources provided.”
- “It's somewhat unavoidable in a group of this size but there is a small subset of members who absolutely love to gossip and talk crap. Definitely not worth shutting the whole organization down over, but it's hurt a lot of people (including myself) before.”
- “[...] interpersonal conflict is inevitable in an organization this large, but the recent transitions of career staff have led to a lack of an impartial party when solving conflict.”
- “As for interpersonal conflict, many bandsmen live with one another or are close friends and sometimes arguments from their personal lives can lead into conflicts during band time.”

Sexual Misconduct. 40 participants shared concerns about sexual misconduct. 25 of these comments came from individuals who had not witnessed or experienced sexual misconduct or harassment, but had heard about it or read it in recent news articles. Other participants expressed concern that there are few procedures in place to prevent sexual misconduct, or to address it when it occurs. We note this review provided an opportunity for individuals to share specific facts related to any sexual misconduct or harassment, and there were 17 specific incidents raised in the survey responses, some of which have been previously handled by the University. The following are representative quotes:

- “What I believe is that there have been cases of sexual harassment, that were not properly brought up and dealt with. Either by suppression of fellow bandsman and/or inadequate teaching, and I wish that were not that case. I do also believe there were outliers in CAMB that committed said Sexual Harassment, and should have been dealt with more stringently than just ‘ostracization’ and ‘exile.’”
- “Sexual harassment and sexual assault within the band is not common but it definitely happens. As a band, we’re making efforts to have more conversations about consent and give people support when something does happen.”
- “I have not witnessed this myself, but there are reports (see the Aggie and the Sac bee) of sexual harassment. If this is going on, it needs to stop.”
- “I love the band but the amount of sexual assault is alarming. I was laughed at when I was almost assaulted as an 18-year-old. Now that the band is suspended, they are angry at victims. Also, all parties were organized by men who would allow assaulters into events and protect them. The leadership was bull shit and no one was safe. Partying is natural is [sic] college but assault should not be.”

- “While a member, I was told by certain members that I shouldn't publicly say bad things about the band because it would risk getting the band investigated. I was not subject to sexual violence in the band, but I know many people were and still are. Known rapists are still allowed to be members of the band.”
- “I also reported someone for sexual harassment [...] and nothing was done until this whole probation thing. I've also known people who were raped or assaulted or harassed who didn't feel safe enough to report.”

Alcohol Consumption. 38 participants shared concerns about consumption of alcohol off band time, and 6 participants shared concerns about consumption of alcohol on band time. Of these participants, some were sensitive to the presence of alcohol at any location, in any amount. Others expressed concern that CAMB's culture encourages excessive drinking. Several participants did not feel that any alcohol consumed during off band time should be considered for the purposes of this climate survey, and should not be the concern of the University as it is on personal time. The following are representative quotes:

- “Coming from high school, where I didn't drink at all, to college (and the band), where drinking plays a fairly large part of off-band time, it was an adjustment. At times I did feel pressure to drink more than I wanted, but I usually tried to hold my ground. For someone who may be more easily swayed, this would be more problematic.”
- “I didn't agree with many of their hazing traditions. So much drinking was involved that people could've died. My section told us not to feel pressured to drink, but the rest of the band made it mandatory that freshmen drink their mystery 'mav' mix drinks. I would constantly ask what's in it, finally someone told me there were many types of strong alcohols and 3 shots of 5hr energy. It was scary because left and right I'd see freshmen throwing up or getting drunk with just one drink.”
- “Alcohol or drugs during off time - mainly alcohol, the usual college party issues. Drinks are readily available but, in my experience, not forced on people. Alcohol or drugs during CAMB events - I've seen a few people do this, even though it's not allowed, but these cases were never reported to band leadership.”
- “While the band and its members are ostensibly inclusive of everybody and all personalities, there is an unsaid set of expectations of what it means to be a 'real' CAMB member. These are heavily rooted in a tradition of drinking and esoteric rituals.”
- “I would say that the culture is very based in alcohol consumption. At the time I didn't feel comfortable drinking alcohol outside of my own home but at nearly every outside event people would drink in excess.”
- “As a freshman I was given alcohol and it was fun and casual, but then it became more forced on me to drink more and more to the point of loss of consciousness.”
- “Consumption of alcohol or drugs during band off time: I'd really like to know what this means. Say 5 people (who happen to be members of the CAMB and who are all over the

age of 21) and I (who is also 21) wanted to barbecue and have a couple beers. Would this hypothetical situation be a ‘band party’ (as all people involved are members of the CAMB) that is ‘alcohol soaked’? What if it was 10, 15, 20 of my friends from band (all over the age of 21)? Do people in the band represent the band and the university 24/7? Do I represent the band when I’m at home making dinner, playing video games, or taking a shit?? What does this mean?? Where the hell do you people draw the line???”

- “Regarding the consumption of alcohol and drugs during off time, I am not sure what people are talking about being forced to drink. Off band time is off band time, so I don’t think people should be in trouble for what they do in their homes.”

Bullying and Retaliation. 31 participants shared concerns about bullying. Some shared concerns about bullying by current bandsmen and alumni. Others felt bullied by the individuals bringing complaints against CAMB on social media and to the news media. Representative quotes include:

- “My first year in CAMB I experienced bullying and harassment from both graduating seniors in my section and [...] alumni. This led to me to discontinue almost all social aspects with bandsmen outside of band (not participating in bondings, parties, group chats, etc.)”
- “Bullying was always a concern particularly in combination with the hazing and other illicit activities, especially with the power dynamic established by the upperbandsmen.”
- “The only people who have bullied me/ my friends are former CAMB members who have now quit and effectively hated their experience in band. Oftentimes, their hate is taken to social media where they feel very bold to say whatever they want. Also, when people are elected/selected to something that can be a source of anger from other people who were not voted in/ picked for something.”
- “I want to address bullying because I have firsthand seen bullying in the CAMB, but it is not something that should be seen as the downfall of the organization. All forms of bullying have consequences in the CAMB and I have personally been part of the decision process of how to proceed when allegations of bullying are presented. If handled correctly, have high rates of success in getting rid of those actions.”
- “I’ve felt really, really sad about being in CAMB only after I saw that some of the most mean people were the ones reporting, twisting experiences around, etc. It is unfortunate that they felt this way, but not only were they being quite mean, but people in my classes and on the streets would begin bullying us as well just for being in CAMB.”
- “CAMB members have retaliated against other former members for speaking out against the band. While a member, I was told by certain members that I shouldn’t publicly say bad things about the band because it would risk getting the band investigated.”
- “Being part of a large organization, it is common for people to not get along. However, in this past year there have been many people pointing fingers at the organization as a whole for things that are not the issues of the CAMB as a whole. No human is perfect, and

each person's experience is different. I believe that many of the issues that resulted in the suspension of the CAMB could be resolved through talking with one another and expressing concerns before they got out of hand.”

Hazing. 26 participants shared concerns about hazing. Several participants perceived “marching test,” during the fall retreat to be hazing. Others felt “hazing” occurs as a part of section “bondings,” and can differ depending on the section. Participants characterize “hazing” events as those that generally include the element of “surprise,” and alcohol consumption. These events occur on an annual basis, but several participants pointed out the uncomfortable aspects become more modified every year to make participants more comfortable. Some events are now excluded altogether. Moreover, some participants pointed out participation in these activities is not a “requirement” to be a member of CAMB. And, if anyone wants to participate in these events, but is uncomfortable not knowing the details ahead of time, they can just tell the section leader and the section leader will provide additional details in response.

We note that *Joy of Marching* reads, in relevant part:

Being a member of the CAMB requires no additional measures to prove oneself worthy or gain belonging. Each member proves him/herself worthy every day through the already highly demanding activities of our great organization. Understand that consent does not imply removal guilt or circumvent hazing policy.

If you ever feel the need to ask “are you ok with what’s happening?”, that feeling implies that there is a portion of the population that would object to your actions, and you are likely breaking the law.

Representative quotes include:

- “There are certain on-band-time events (marching test) that are light-spirited for some but are by all means hazing. While these need not be entirely removed from the band, they definitely need to be amended.”
- “Students are blindfolded and taken places at night, forced to do random activities. This can be being led around a playground or going to Barn. Usually the flute section was very understanding and allowed students to sit out if they didn't want to participate. Students were usually given alcohol before or after these events, they were never on band time.”
- “As a freshman in band, I experienced hazing. I was fine with it at the time, but looking back on it, it was actually really bad.”
- “I know that most band members would not consider it hazing, but an event that made me very uncomfortable was the ‘marching test.’ All new band members have to take the ‘marching test’ and at the time, I thought that it was actually going to be a marching test. Various band members talked about how they failed multiple times (which turned out to be a lie) or about how important it is to pass the marching test, so I thought that it was a big deal. [...] Throughout the entire event I was trying to push back tears and had a lump in my throat and once I got back home, I had a panic attack. I felt stupid for feeling so

upset about the marching test and it took me a long time to realize why it made me so uncomfortable. I think it is because we were forced to do things that were embarrassing in front of the entire band while they watched and laughed. It is also because they lied about the entire event. Nobody fails the marching test because there is no test. There was no wrong shipment of hats and there was no point in telling us to keep them in perfect condition for so long. Maybe other freshmen didn't have such a bad experience with the marching test, but it was very upsetting to me."

- "The band, in all of its official contexts, has no hazing. We are closely monitored by both ourselves and by campus recreation, and strive to be a place where everyone feels welcome without any stipulations. I think, however, there may be some 'traditions' in other sections of the band that border on hazing activity. Obviously, nobody today wants to perpetuate hazing, and likely don't realize their actions may bleed into this territory, but there may be things here and there that ought to be changed or stopped. I don't have examples, but I fear this may be where recent allegations are coming from."
- "There were some band rituals or 'traditions' that I don't know if I'd call them 'hazing' exactly, but they made me uncomfortable in my time in the band (like being driven places with blindfolds on, or being asked to play your instrument in a dark room with everyone watching you). These kinds of things are fun for some, I'm sure, but it made me nervous and uncomfortable."
- "Hazing in bondings/other off-band time events has significantly improved in the past years, but still exists and is joked about too often."
- "There are a lot of weird things that they force you to go through that I wasn't super comfortable with."
- "From an outside perspective, some parties, 'mavs' and 'cabin' in particular, may come across as excessive and even possibly dangerous, but at least from my experiences when compared to other campus organizations' events such as parties held by certain fraternities, clubs, and sports teams, the level of safety responsibility is significantly higher with the CAMB."

Q10. How would you rate the treatment of first year members of CAMB?

271 participants answered this question. 87.09% of participants shared that first-year members are treated "Good" or "Excellent." This is in contrast to the results in Question 9 above, in which 24.55% of participants shared concerns about hazing. In Question 9, participants shared details about their experiences as first year members, having "surprises" planned for them throughout the year, featuring false pretenses, alcohol consumption, occasional blindfolds, and being transported by vehicle. While such conduct includes aspects associated with hazing, this contrast illuminates a point several participants made—that the treatment of first-year members is intended to make them feel "special" and part of a "unique group," not to harm them. To that end, returning band members plan and finance these events. This could be why many CAMB members look back on their first-year experiences with fondness, rather than discomfort.

Answer Choices	Responses
Excellent	60.52%
Good	26.57%
Fair	9.23%
Poor	3.69%

Q11. If you answered “Fair” or “Poor” to the question above, please explain:

85 participants provided narrative responses to this question. Some participants expressed concern about the “surprise” events that happened throughout their first year. Others felt “pressure” to devote too much time to participating in the organization’s events. Some people offered explanations for why they selected “excellent.” These participants felt extra care was taken to ensure freshmen enjoyed their experience so they would participate more in the organization.

- “Though I answered ‘Good’, this only speaks to my experience. I know plenty of other people who felt under pressure and were uncomfortable with their first-year experience. I personally kept my boundaries very clear, and my uppers respected that. At the same time, I know not everyone had my experience.”
- “The band treats first-year members well when it comes to offering community and support, but there are many traditions which are designed to indoctrinate new members into the band culture which border on hazing.”
- “The upper bandsmen did not take any concerns we had seriously and moreover contributed to the atmosphere of pressure, uncomfortable power dynamic, and mental difficulties of my freshmen [sic] year.”
- “I answered excellent. This is because I think people pay a lot of attention to our new members. This is because we care a lot about the organization and it is kind of a way of paying it forward. As a freshman I always felt that someone was looking out for me and now as an upper, I feel a duty to provide that to the current freshman because I want them to enjoy this organization as much as I have.”
- “First year members are strongly pressured by the other CAMB members to attend all band social events. I felt pressured to attend these in my first year, and as a result I felt burned out and my grades suffered. The upperclassmen routinely tell the freshmen to ‘take care of yourselves first’ and that ‘school comes first’ but the peer pressuring still persisted.”
- “Constant pressure to participate following joining. Older band members & alumni taking advantage of the new member's naivety.”
- “Freshmen are also subject to gatherings for which the older members are very secretive about the details. A prime example is one of the first and biggest parties of the year. I was told, along with my freshmen co-members, that we would be taken to a bonding that

involved ‘painting cows’ with ‘animal-friendly paint.’ However, on the drive there, we had to be blindfolded. We drove for nearly an hour, after which we were escorted out of our cars and herded around in a conga-style line in the cold weather for some time. We were then given cups that we were told had the paint in them. After we were told to take off our blindfolds, we discovered it was actually a red Solo cup full of a mysterious alcoholic beverage. We were then met with a loud band and introduced to the party called ‘Barn’. I would have had a much more fun time if they had simply told me the truth and if I wasn't led under false pretenses. Perhaps I wouldn't have gone in the first place, because I had much studying to do and a phone call to take later that night, which I couldn't get to because we were in the middle of nowhere with little phone signal and there were limited drivers to take us back.”

- “The freshmen were often sheltered from much band drama and treated differently. The goal was to make sure they had the best experience however the outcome was to make freshmen uneasy. They were often surprised by an unexpected party after being told it’s actually a chill event. I believe a lot of issues would be resolved by simply informing freshmen of what the actual event is and not trying to be so secretive. Let the freshmen decide if they want to attend the event for themselves. They are adults and can make their own choices. Don’t make it for them.”
- “I answered excellent, first year members are by far the most tended to and cared after members of the band. Some even considered them ‘babied.’ They are the future of the band and so they are the focus of the band, everyone always wants to make sure they are having as much fun as possible and as comfortable as they can be.”
- “The worst things that upperclassmen do to freshmen is not tell them what is happening. They often set up elaborate surprises that end up being something that equates to a goofy CAMB version of a team building event.”

Q12. My participation in CAMB contributes to my academic success:

272 participants answered this question.

Answer Choices	Responses
Strongly agree	27.21%
Agree	38.24%
Disagree	10.66%
Strongly disagree	5.88%
No opinion/don’t know	18.01%

Q13. If you were in charge for a day, what would you do to improve the climate in CAMB?

233 participants provided narrative responses to this question. Representative quotes include:

- “I would advocate for more faculty involvement and support to the individual students. In my opinion, the lack of communication between the faculty and the students who were

experiencing hazing/excessive alcohol/sexual assault contributed to a secretive atmosphere within CAMB, as students did not know about or trust their faculty advisors.”

- “I would teach people about respect. I think that a lot of the members forget what it means to respect others, authority, and their elders. If we taught people how to respect other people and their opinions (and to address any differences or arguments maturely), then we would have a much more welcoming and safe environment.”
- “Maybe not follow some of the traditions that have been carried on through the years.”
- “I’m not sure there would be anything I could do from a position of authority. There is a strong counterculture aspect to the CAMB; whenever a Director or other University staff member has tried to implement policies or give advice around hazing and sexual harassment has been met with resistance simply because it came from the top down. While many CAMB members (myself included) agreed and supported these changes, there is the overarching sense that the band is truly made up of its members, not its leadership, and that the University staff don’t really know how to improve the band.”
- “Try to change the reporting procedures for any concerns that arise, be it bullying, musical concerns, misconduct, anything. While our coordinator, director, officer council, and section leaders were typically very available and approachable, it can always be intimidating for some to come to an authority figure in any context, so maybe even some form of anonymous contact or suggestion box type of situation.”
- “To be honest, there isn’t anything that I or anyone could do to improve the climate in the CAMB in just one day. If anything, I would encourage members to utilize the ‘chain of complaints’ that was taught to me as a freshman. If you have any issues with something going on during band time, any at all, talk to your upper, your section leader, an officer you like or trust, one of the big three, and then the staff manager.”
- “I think the biggest improvement that needs to happen is a strong reporting process that allows individuals with conflicts to come to a neutral third party, perhaps even outside the officer counsel, that can mediate interpersonal conflict or escalate serious issues, such as sexual assault, to the appropriate channels. I understand that systems like this can be frustrating when it does not provide justice as quickly or as extremely as the victims hope. However, I feel that the way recent events have been escalated straight through the media is inappropriate and inflammatory. This is not a way to introduce positive change because the only things that have resulted are extreme divisions between those who feel victimized and those who stand behind the band.”
- “I don’t think there’s anything I can change in one day... other than maybe abolishing ‘The Coats.’ Other than that, change would have to be a long process, and it has been an ongoing one.”
- “I would not change anything CAMB does. I believe CAMB does everything that they can to ensure it is a safe, fun place for others.”

Q14. Knowledge of UC Davis Policy

260 participants answered this question. Participants overwhelmingly “agree” or “strongly agree” that CAMB staff and students are familiar with the University’s and organization’s policies.

Question	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion/Don't Know
I believe CAMB members understand and adhere to University policy prohibiting discrimination, harassment, and retaliation	43.08%	44.23%	5.38%	3.46%	3.85%
I believe CAMB members understand and adhere to the CAMB Code of Conduct	40.77%	41.15%	7.31%	3.08%	7.69%
I believe CAMB members understand and adhere to University policy prohibiting sexual violence and sexual harassment	41.15%	40.00%	7.31%	2.69%	8.85%
I believe CAMB staff understand and adhere to University policy prohibiting discrimination, harassment, and retaliation	67.69%	22.69%	2.69%	2.69%	4.23%
I believe CAMB staff understand and adhere to the CAMB Code of Conduct	68.85%	21.15%	3.08%	1.92%	5.00%
I believe CAMB staff understand and adhere to University policy prohibiting sexual violence and sexual harassment	68.08%	22.69%	2.31%	2.69%	4.23%

Q15. If you answered “Disagree” or “Strongly Disagree” to any statement in 14, please explain:

74 participants provided narrative responses to this question. Of these, many participants agreed there could be a stronger effort for band members to understand and adhere to policies.

Representative quotes include:

- “I disagreed with the code of conduct because I feel as though it is not talked about enough. I don't even know what the code of conduct states so I feel as though it needs to be discussed better.”

- “There is a strong sense that band members think they know what sexual harassment and hazing are, but these definitions do not match the University policies (or the law), and are generally not applied to any long-standing traditions. The CAMB Code of Conduct is also widely seen as the public-facing rules that we cannot be seen breaking; they define the public face of the CAMB, but not how members need to really behave.”
- “Now that the band knows these policies exists all these things occur but in ways with loopholes. Like they will say ‘technically it is not hazing because I asked u to put the blindfold on and you said yes. It isn’t hazing because 5mins before said event while u were blindfolded, I handed u a bottle and told u it was your choice to drink.”
- “They understand, but they don’t follow through. The talk a lot about consent, but at parties, it is never followed through. People will call out other strangers on social media but will not call out their own peers and friends. When the band director says to start being nice to each other and not bully each other, which he made that announcement a lot during Monday night rehearsals, people do not think about themselves and their own actions. They think about others and blame others and do not realize they themselves might be the problem. Mob mentality is very strong as well. Even if someone is sexually assaulted for example, but everyone like [sic] the assaulter more than the victim, everyone is going to say the victim is lying. So, they can shout all they want about ‘believe the victim’ but when its [sic] people within the band, but [sic] act very differently.”
- “The band as a whole generally quickly forgets any and all training given at retreat on how to deal with sexual harassment and training and like many other organizations lets sexual harassment go.”

Q16. Informal or formal student leaders in CAMB have put forth effort to maintain the organization’s “traditions” in the form of songs, rituals, etc.

258 participants answered this question.

Answer Choices	Responses
Agree, and the “traditions” have a positive impact on the CAMB climate	54.26%
Agree, and the “traditions” have a negative impact on the CAMB climate	18.99%
Disagree	10.47%
No opinion/don’t know	16.28%

Q17. Which CAMB traditions, if any, were a negative experience for you?

186 participants provided narrative responses to this question. Of these, around 54 percent of the participants enjoyed all traditions, emphasized they are all “voluntary” and people who do not enjoy them can choose to abstain. Approximately one-third of the survey participants expressed concern about inappropriate songs. Many people responded they “leave the room” when this occurs. 23 participants were concerned about “Coats,” “Barn,” “Midnight rally,” or “Marching test.” Representative quotes include:

- “I haven't had explicitly negative experience with traditions but I was never a huge fan of songs so I generally abstain.”
- “The songs and rituals performed at the non-CAMB affiliated event was what I disliked most because it was a secret that they didn't tell new members about until later. This suspense made us overly nervous. However, my upperclassmen friends did assure me that I could step out or not participate.”
- “I am aware that there are a lot of traditions in our band. Some have died off, some recently created, and some maintained through time. I have yet to experience anything negative from the traditions I have partaken in. I feel that this is because the leaders at the time always made sure to let it be known that if there was something in the tradition, we didn't wanna do we didn't have to because not everyone is ok or comfortable with the same things. But again, I am aware that my sole experiences do not define the experiences everyone has.”
- “I did not like being blind-folded and taken to places where I did not know where we were going. The places we ended up going to weren't dangerous, but I do not see a point in blind-folding us and lying. It made me feel very unsafe and uneasy and now that I look back on it, I cannot believe I agreed to be blindfolded and put in a car and taken somewhere with people I barely knew.”
- “Some traditions were slightly negative for me, however, I felt as though none deserved anything more than a scoff since some people enjoyed them, while others didn't. So, if you felt you didn't want to do those, you could let yourself out, but in most cases, you were urged to at least try it once.”
- “The only negative traditions for me have since been eliminated because they were deemed inappropriate.”
- “None. However, I do know that I have not participated in every tradition (how could I? There are a lot of different sub-sections in the group that could be doing activities that I don't know about). I was always comfortable with what I did participate in, and I was always told that I did not have to participate if I did not want to do so.”
- “Barn, Hymnal, literally any time freshmen were tricked into doing something under the guise of doing something else, whether or not that something itself was a negative experience.”
- “Big surprises; I'm an anxious person so I generally don't like surprises. I haven't had any negative experience other than anxious anticipation but I can see how this would be adverse for other members.”
- “None are negative because everything is voluntary. They only keep the fun traditions. There hasn't been a tradition that has been dehumanizing or embarrassing. Every tradition that has been kept is due to its light-hearted and fun impact during a bonding.”

- “The 'Songs' sang at the social gatherings were stupid. I feel that if someone felt they were inappropriate they could always just, leave. I did not enjoy these songs. Outside of that there are MANY ‘rituals’ that I felt were really cool and give character to the band. However, these need to be explained to band members and be plainly presented BEFORE they happen so that members can decide to partake on their own. For example, ‘barn’ I hate a large party, but once INFORMED I could adequately prepare and enjoy the experience. The first time it was a surprise and I was VERY annoyed and did not enjoy my night as I could not leave without waiting for it to conclude.”
- “Traditions are what make the band the band. Tradition is why, for example, we put pins in our hat. Tradition is not inherently bad. Following traditions without thinking about them in a modern context is potentially problematic, and I do not believe that is what the band does. For example, there are reports that freshmen used to have dead squirrels thrown at them-that no longer happens. As an organization, the band is constantly changing to meet the needs of current members.”
- “Making students destroy their hats and wear them the rest of the day during retreat. Making students wear one shirt the entire week of retreat. Receiving the sophomore hat and feeling obligated to drink an entire bottle of Jack Daniels until I was sick. Attending parties. Attending barn. The Yackets (coats) in general/overall.”
- “None of the traditions were a negative experience. Maybe I was just lucky, but the upperclassmen for my section (flutes and later tenors) constantly reminded everyone that we were never required to do anything. It let me know I was in control at the end of the day, and that no one was forcing me to do anything. I was reminded of this before every tradition I chose to participate in. I was encouraged to participate in those I chose to sit out simply to experience it, but if I said I wasn't in the mood, they listened. Often, they tried to find alternative ways to encourage my involvement. These traditions are meant to be a surprise, not to shock and haze. I understood this, and was never uncomfortable with this. I know everyone is not as lucky, and further training and explanation to uppers I think is necessary. I don't think a removal of all traditions is the way to go. Traditions keep the history and spirit of this band alive.”
- “Midnight rally was a negative experience. It was extremely hot and crowded and it was a very stressful experience. I busted my lip during this experience because there were so many people in such a tight space.”

Q18. Have you witnessed songs from a “hymnal” containing sexualized songs and imagery performed at parties or CAMB related events?

252 participants answered this question.

Answer Choices	Responses
Yes	60.32%
No	39.68%

Q19. As a member of CAMB, have you ever felt pressured to engage in any conduct in order to feel accepted?

261 participants answered this question.

Answer Choices	Responses
Yes	13.79%
No	86.21%

Q20. Have you witnessed any current CAMB members engage in conduct toward others that made you feel uncomfortable?

258 participants answered this question.

Answer Choices	Responses
Yes	22.09%
No	77.91%

Q21. Have any current CAMB members treated you in a way that made you feel uncomfortable?

259 participants responded to this question.

Answer Choices	Responses
Yes	19.31%
No	80.69%

Q22. If you answered “Yes” to 18, 19, 20 or 21, please describe what you witnessed or experienced:

147 participants provided narrative responses to this question. Of these, 87 participants shared concerns about witnessing “vulgar” songs performed from the Hymnal. 24 participants shared concerns about sexual misconduct in response to this question. Almost two-thirds of these 24 participants stated they either witnessed sexual misconduct or experienced it themselves, while the other third had only heard about such conduct. Other concerns included bullying and alcohol consumption. Representative quotes include:

- “I have witnessed the songs sung at parties. They are led by a particular group of students, but not all members of the party join in the songs. Personally, I do not like this tradition, and leave the room when they begin. I find the songs to be vulgar and unnecessary remnants of a past era. No students in CAMB would ever have used that kind of language and behavior outside of these songs to my knowledge, and I do not believe that anyone took the lyrics seriously. I have not received any negative comments regarding my leaving the room when songs start, as I feel most people don't care if you join in or not. I do think that these songs can be easily taken out of band culture, and that they are not necessary for the camaraderie and kinship associated with band.”

- “There is a not insignificant portion of people who participate in and enjoyed it, but there were also at least half of [sic] population who didn't and were off doing their own thing.”
- “I did experience the hymnal songs involving sexual topics. Before the songs were sung, everyone was asked to be quiet and the leaders announced that if anyone felt uncomfortable with inappropriate language/topics, they could leave the room. Everyone was reminded that they did not have to stay or participate because it was everyone's own choice. Some people decided to leave and others stayed for the songs. About 4 songs were sung while some CAMB members sung, laughed, and others just watched/listened. Once the songs were over, the others that left came back and people disbursed and continued what they were doing before. During the songs about 2 or 3 people asked me if I felt comfortable or if I wanted to step out. I decided to stay because I was entertained. I saw the same people who checked on me, check on others and ask the same questions. I never felt pressured or ignored to stay or participate. I did not sing along but I watched others sing and laugh.”
- “I have never seen songs from a ‘hymnal’ sung at CAMB related events. Anything that is not at an official CAMB related event is not relevant as it is not official ‘band time.’”
- “Songs happen at mavs, or these parties. They are sung by coats and there is usually inappropriate hand motions that go along, like a jacking off motion. I felt like I had to do the ‘bunny hop hop’ before barn to feel accepted although I felt degraded. I have seen people shirtless and slap each other inappropriately. Yes, coats have told me to shut the fuck up and I as a freshman I was taken to a barn and I did not want to go.”
- “I’ve also seen some really creepy predatory guys in the band creep on freshman girls. Some people make moves or kiss people non consensually, sexual harassment, inappropriate touching, nudity, and forced oral sex are all things I’ve seen happen at band parties.”
- “Some of the men in the band have acted predatory toward girls/women in the band, including/especially freshmen girls. I also heard several racist and transphobic comments during my time in band. Many of these people have since graduated, but not all.”

Q23. As a member of CAMB, how valuable are your interactions with the alumni band?

259 participants answered this question.

Answer Choices	Responses
Extremely valuable	26.25%
Very valuable	21.62%
Somewhat valuable	28.57%
Not so valuable	12.74%
Not at all valuable	10.81%

Q24. Have you witnessed any CAMB alumni engage in conduct toward others that made you feel uncomfortable?

259 participants answered this question.

Answer Choices	Responses
Yes	23.17%
No	76.83%

Q25. Have any CAMB alumni treated you in a way that made you feel uncomfortable?

260 participants answered this question.

Answer Choices	Responses
Yes	16.15%
No	83.85%

Q26. If you answered “Yes” to 24 or 25, please describe what you witnessed or experienced.

100 participants provided narrative responses to this question. Participants’ concerns with alumni generally result from pressure alumni exert to retain uncomfortable traditions. Participants also acknowledged some alumni engaged in inappropriate sexual conduct. 28 participants reported in narrative form they have not had negative experiences with alumni. Representative quotes include:

- “The negative behavior of alumni was generally the same as that of current band members, just more intense and frequent. At parties (and even at some official CAMB events), many alumni would pressure me to drink more than I was comfortable, blatantly contribute to a sexual atmosphere, and try to enforce the older and more negative traditions of the band.”
- “I have seen a select few alumni act in a way that pressures bandsmen to drink or misbehave. These are usually the same few individuals over and over who are not dealt with severely. Majority of alumni are excellent support for students and I have loved having them around. As with any group, there are always some assholes that need to be stayed away from. I would not interact with these troublesome individuals in public if I met them in a bar and therefore don’t want to interact with them at band events.”
- “Alumni made sexual advances towards me. My other bandsmen stepped in to stop before I needed to say anything. Alumni did not push anything on me thereafter and bandsmen reassured me that they would step in as needed if not more.”
- “Alumni would tell me when I was sober at parties that I was wasting my time to be young and wild. They would discourage me from giving water to other drunk people and would say, ‘That’s for when you’re an upper right now is the time for you to be the messiest you

can!’ They were definitely the ones who would call out the most sexually suggestive lyrics during songs as well.”

- “At section events or band events, it’s usually the older, more rigid minded alumni who make me uncomfortable in how much weight they put on old traditions that have since been removed. Their disappointment can be kind of intimidating and they make us feel inferior. I’m an alumni now, and though I would be disappointed in seeing some traditions go (and have witnessed), I do understand that the band must have had good reasons to let them go, and if change actually happened, it must have been a pretty significant problem to have gained that much attention.”
- “In general, I’ve had to step into a lot of situations with older alumni and stop them or tell them to leave things. I think as a whole having the alumni around is very cool and an interesting educational experience on past thing [sic] that have happened in the organization, but there needs to be better organization of the alumni band and banning of problematic alumni. We’ve had people in the past that haven’t even been in the alumni organization show up to things wearing the alumni uniform because there is no rules or regulations that are present or enforced.”
- “Alumni come from even more outrageous times. They sometimes bully and ruin events by trying to relive events that they experienced but are often unsafe.”
- “Some alumni feel obliged to yell at the current bandsmen, trying to enforce traditions/cultures of the past that no longer apply to the current climate of the group. I haven’t observed more than occasional annoying yelling though.”

Q27. I feel comfortable reporting concerns to the CAMB Officers’ Council:

261 participants answered this question.

Answer Choices	Responses
Strongly agree	43.68%
Agree	30.65%
Disagree	8.43%
Strongly disagree	4.60%
No opinion/don’t know	12.64%

Q28. I feel comfortable reporting concerns to the CAMB Staff and Campus Recreation administration:

261 participants answered this question.

Answer Choices	Responses
Strongly agree	41.38%
Agree	32.18%
Disagree	8.05%

Answer Choices	Responses
Strongly disagree	3.83%
No opinion/don't know	14.56%

Q29. I feel comfortable reporting concerns to other University offices, such as the Office of Student Support and Judicial Affairs (OSSJA), Harassment & Discrimination Assistance and Prevention Program (HDAPP) or the Title IX Office:

260 participants answered this question.

Answer Choices	Responses
Strongly agree	31.15%
Agree	28.85%
Disagree	13.85%
Strongly disagree	6.92%
No opinion/don't know	19.23%

Q30. If you answered “Disagree” or “Strongly Disagree” to 27, 28, or 29, please explain:

94 participants provided narrative responses to this question. Of these, 40 participants shared concerns about reporting to the Officer’s Council. 28 participants shared concerns about reporting to Campus Recreation. 36 participants shared concerns about reporting to other University offices. Many participants shared they are generally instructed to utilize a “chain of command” hierarchy for reporting concerns. Under this structure, band members are asked to report concerns first to their section leader or band parent if they are comfortable doing so, then if it is not resolved, to the Officer Council, then to the staff director, and finally, to University Offices. 18 of the individuals who answered this question feel that requiring band members to report within the organization has a chilling effect. Representative quotes include:

Officer Council.

- “Sometimes the people in the officer council are not entirely mature and have history of prejudice especially with my section for really dumb reasons, so reporting things to them can seem really awkward and uncomfortable. With the staff, the mandated report system makes it feel as though certain concerns might be blown out of proportion and won't be addressed in a timely manner. Same with q29.”
- “Band members should report to band leaders and staff first. From there, if needed, it can be reported to SJA and other university offices.”
- “27- In one instance, the person that I had a complaint towards was on the CAMB council, so I was not comfortable going to the council.”
- “I feel as though some members of the band might protect the traditions over members and I am not comfortable with going against them.”

- “These officers are often friends with the perpetrators of these activities or take part in them themselves. As a result, they cannot be trusted to act without bias or properly reprimand their friends.”
- “When the whole band was given a lecture to not report concerns to the leadership because they would be obligated to report to Student Judicial Affairs, it became clear to me that they cared more about not getting caught than making sure the students felt safe.”

Campus Recreation.

- “A lot of it has to do with the fear of being ostracized. The band staff and directors try to prevent this, but the atmosphere is pretty culty so if you disagree you may get judged silently.”
- “University staff becomes unreliable and untrustworthy when it comes to reporting when they treat student members as best friends and are unable to draw a line between professionalism and friendship.”
- “For 28, it really depended on who was on staff. The staff members when I joined tried to fracture the band leadership in a time of turmoil so I did not feel comfortable going to those staff members with issues. However, the staff who were in place by the time I graduated I felt cared much more able the [sic] members and band organization, so I would have felt comfortable going to them with issues.”
- “CAMB staff and campus rec have historically been more interested in maintaining the reputation of the band than in actually stopping the misconduct that affected me and others.”

University Offices.

- “I don’t feel comfortable talking to the university officials because they are never around. The university doesn’t take pride in the band, only when it is convenient.”
- “UC Davis administration does NOT do a good job of taking complaints seriously, responding to complaints in a timely manner, or doing anything that may cause bad publicity for them. Our university needs to seriously look into itself in order to improve its adherence to its own policies.”
- “Campus officials and University services are very alienated for me. I don't want them to misunderstand my situation, and talking to strangers about my concerns makes me uncertain and afraid about their actions and what they'll do with the information I provide.”
- “I don't feel comfortable reporting to OSSJA HDAPP or any of those offices because frankly they are intimidating in themselves. I haven't felt comfortable from them they don't really

do much for us or try and create a communication with us in where we can at least know a person we could go to. It's the fact that it is unknown and I wouldn't know where to start if I were to report to them.”

Q31. Have you ever reported concerns about CAMB, and if so, were you satisfied with the response?

260 participants answered this question.

Answer Choices	Responses
No	81.54%
Yes and Yes	11.15%
Yes and No	7.31%

Q32. If you answered “Yes and No” to 31, please state where you reported concerns, and explain why your experience was negative.

57 participants provided narrative responses to this question. Of the 57 participants, only 18 of those who provided a narrative response to this question answered “Yes and No” to 31. These 18 participants detailed incidents with varying specificity, respectively, which we omit from this report out of the interest of maintaining participant confidentiality. As indicated from the outset of this survey, the University is aware of or has been made aware of these incidents so that it can take appropriate follow-up measures.

Q33. Is there anything that was not included in your responses that you would like to add?

173 participants provided narrative responses to this question. Of these, 98 participants shared that their CAMB experience was positive overall. 19 participants expressed concern for the future of the band. 12 participants denied the allegations brought forward to the media. 35 participants expressed hope that this process will result in positive change. 21 participants stated they had nothing further to add.



This concludes the Survey Report.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Deborah Maddux".

Deborah Maddux