August, 2018

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SECTION 1. INTRODUCTION--MISSION, PHILOSOPHY AND GUIDING VALUES

1.1 Division III Philosophy Statement

Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students’ academic programs. They seek to establish and maintain an environment in which a student-athlete’s athletics activities are conducted as an integral part of the student-athlete’s educational experience, and in which coaches play a significant role as educators. They also seek to establish and maintain an environment that values cultural diversity and gender equity among their student-athletes and athletics staff. (Revised: 1/10/95, 1/9/06 effective 8/1/06)

To achieve this end, Division III institutions:

(a) Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program at the institutional, conference and national governance levels; (Adopted: 1/16/10 effective 8/1/10)

(b) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs;

(c) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance; (Revised: 7/24/07)

(d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience; (Adopted: 1/14/12)

(e) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student athletes, coaches, administrative personnel and spectators;

(f) Encourage participation by maximizing the number and variety of sport offerings for their students through broad-based athletics programs; (Revised: 1/14/12)

(g) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;

(h) Assure that athletics participants are not treated differently from other members of the student body;

(i) Assure that student-athletes are supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience; (Adopted: 1/14/12)

(j) Assure that athletics programs support the institution’s educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution’s athletics program (e.g., hiring, compensation, professional
development, certification of coaches) should be integrated into the campus culture and educational mission; *(Revised: 1/9/06 effective 8/1/06)*

(k) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process; *(Adopted: 1/12/04 effective 8/1/04)*

(l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes; *(Adopted: 1/14/12)*

(m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body; *(Adopted: 1/9/06 effective 8/1/06)*

(n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body; *(Adopted: 1/9/06 effective 8/1/06)*

(o) Provide equitable athletics opportunities for males and females and give equal emphasis to men’s and women’s sports;

(p) Support ethnic and gender diversity for all constituents; *(Adopted: 1/12/99)*

(q) Give primary emphasis to regional in-season competition and conference championships; and

(r) Support student-athletes in their efforts to reach high levels of athletics performance, which may include competent coaching and appropriate competitive opportunities.

The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. The above statement articulates principles that represent a commitment to Division III membership and shall serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.

1.2 Norwich University Mission Statement

Norwich University shares with other colleges and universities a dedication to the discovery, preservation and dissemination of knowledge and to the search for truth. It is distinctive in that it maintains a strong emphasis on the development of leadership in both civilian and military pursuits and in providing for the educational needs of both traditional and non-traditional students through life-long learning opportunities in a variety of educational modes. Its mission is to foster in each student the growth of the self-discipline, personal integrity, social responsibility, physical fitness, respect for law and intellectual ability essential for full and effective participation in a free society.
1.3 Norwich University Guiding Values

Norwich University was founded in 1819 by Captain Alden Partridge, U.S. Army, and is the oldest private military college in the country. Norwich University is a diversified academic institution that educates traditional age students in a Corps of Cadets or as civilians, and adult students. Norwich identifies the following as our guiding values:

1. We are men and women of Honor and Integrity. We shall not tolerate those who lie, cheat or steal.
2. We are dedicated to learning. Teamwork, leadership, creativity, and critical thinking are the foundations of our intellectual and community life.
3. We respect the views and choices of others. We accept the right to diverse points of view as a cornerstone of our democracy.
4. We encourage service to nation and others before self.
5. We stress being physically fit, drug-free, and adopt an emphasis on wellness.
6. We encourage living the Norwich motto, “I will try”. This means perseverance in the face of adversity.
7. We stress self-discipline, personal responsibility, and obedience to law.
8. We acknowledge our assets are people, capital and reputation. If any of these is ever lost, the last is the most difficult to regain.
9. We value quality of life and sense of community. We strive for continuous improvement in our interactions on the campus and beyond.

1.4 Department of Athletics Vision, Mission and Value Statement

VISION

The Department of Athletics’ Vision is to create and support an environment where student-athletes, both in our Corps of Cadets and Civilian lifestyle, can achieve athletic success at the University, Regional and National levels while maintaining a high degree of academic
achievement. It is also our goal to nurture loyalty among our graduates through their experiences in athletics.

MISSION

The Department of Athletics’ mission is to provide well-rounded and competitive athletic programs as integral parts of the educational process of the university. We offer equal opportunities for male and female student-athletes to participate in a wide variety of intercollegiate sports programs and adhere to the NCAA Division III rules and philosophy. We monitor the academic progress of our student-athletes and support them in their quest to achieve academic success at the University. We provide services and activities to promote positive health and well-being of all our student athletes and administer our athletic programs in a way that contributes to the personal development of our student-athletes through the whole-person concept by fostering the growth of fair play and amateur competition, sportsmanship, leadership, self-discipline, personal integrity and social responsibility.

VALUE

In fulfilling our mission, the Department of Athletics will provide a rewarding experience to our student-athletes in a professional and enjoyable environment by promoting respect, integrity and the highest level of ethical standards.

1.5 Administration and Oversight of the Athletic Program

The Norwich University intercollegiate athletic program is administered consistent with the mission of the University, the philosophy, goals and objectives of the program, as well as the rules and regulations of the NCAA, ECAC, and the Great Northeast Athletic Conference.

Governing Board

The Board of Trustees, as the governing board of the University, has responsibility for broad institutional policies. The board functions through a committee structure that includes and Student Life Committee. This
committee is responsible for the review and oversight of all matters pertaining to the athletic program at the University.

Administration

While the Director of Athletics has specific oversight of the athletic program, the Director of Athletics reports to the Vice President for Student Affairs, who in turn reports directly to the President, by serving on the President’s Cabinet. The President of the University has the ultimate responsibility for operational control of the athletic program. The authority of the president includes, but is not limited to, hiring the Director of Athletics, approving the operational budget for athletics, approving policies and standards of conduct for all representatives of the athletic department, making and enforcing institutional decisions relative to NCAA, conference affiliation and to NCAA compliance.

The Director of Athletics represents the University at NCAA, GNAC and all other affiliate conference meetings. The Director of Athletics hires the head coaches for each sports team as well as all staff members of the Athletic Department, both full and part time. The compliance Coordinator monitors the University’s compliance with rules and regulations of the NCAA, ECAC and GNAC. The Senior Women’s Administrator serves as a member of the leadership team of the Athletic Department. She works in conjunction with the Director of Athletics in the overall management of the athletic department. She will have responsibility for Title IX compliance, and serve as advisor to the Student Athlete Advisory Committee. Specific duties of the SWA are determined by the Director of Athletics with thought given to the skills and strengths of that person.

The Faculty Athletic Representative (FAR) acts as a liaison between the Athletic Department and the Faculty and supports the academic mission of the University within the Athletic Department.

1.6 Assessment of Intercollegiate Athletics

The intercollegiate athletic programs at Norwich University are measured against the stated mission of the University and Athletic Department and the rules and regulations of NCAA Division III, ECAC and the GNAC.

General assessment oversight of the intercollegiate athletic program is the responsibility of the President of the University. The Vice President for Student Affairs and the Director of Athletics perform specific programmatic assessments and the coaches do specific performance assessments of assistant coaches and student athletes.
a. Program Assessment

- The Director of Athletics at the end of each spring semester will evaluate each team’s GPA, graduation rate, distribution of academic majors and retention rates compared to the general student body.
- The Director of Athletics will submit to the Board of Trustees Athletic Committee a breakdown of the corps and Civilian rations within each athletic team and overall.
- At the conclusion of each school year, the Director of Athletics will evaluate each head coach, head trainer, head equipment manager, head strength and conditioning coach and office manager.
- At the conclusion of each school year each head coach will evaluate his or her assistant coach and volunteer coaches.
- At the conclusion of each school year the head trainer, head equipment manager and head strength and conditioning coach will evaluate his or her assistants.
- The Director of Athletics will meet at the end of the school year with the Vice President for Student Life for a formal evaluation of the Director of Athletics and the overall operations of the athletic department.
- At the conclusion of their sports season, all student athletes will complete a program assessment on-line and evaluate all components of their athletic experience at Norwich for their sports season.
- At the end of the school year, the Director of Athletics will meet with each graduating senior for an exit interview to assess their overall experience in athletics at Norwich.

1.7 Gender Equity

Norwich University’s mission is to provide equitable opportunities in a wide variety of activities for both male and female students. The University maintains a broad-based intercollegiate athletic program which provides the same level of support for each of the 20 sports programs currently sponsored. The University supports all athletic programs on the same level relative to the conference level of competition.

Each team will have:

- A coach with appropriate academic and competitive background
- Comparable equipment and supplies
• Comparable travel and per diem expense support
• Comparable access to practice and competition facilities
• Comparable access to locker room facilities
• Comparable access to weight room facilities and personnel
• Comparable access to training room facilities and personnel
• Comparable access to academic support

1.8 Conference Affiliation and Sport Offerings

There are 20 intercollegiate varsity sports programs, and one junior varsity sports program under the direction of the Department of Athletics. Many of these programs are associated with conferences in the northeast as well as nationally. Norwich University’s affiliations are listed below.

NATIONAL COLLEGIATE ATHLETIC ASSOCIATION (NCAA)

The NCAA is a national organization designed to maintain intercollegiate athletics as an integral part of the educational process and the student-athlete as an integral part of the student body. The NCAA policies include issues of admissions, financial aid, eligibility and recruiting.

GREAT NORTHEAST ATHLETIC CONFERENCE

The GNAC is a men’s and women’s athletic conference made up of the following institutions: Albertus Magnus College, Anna Maria College, Emmanuel College, Johnson and Wales University, Lasell College, Mount Ida College, Norwich University, Rivier University, Simmons College, University of St. Joseph, CT., St. Joseph College, ME., and Suffolk University. Championship sports for men sponsored by the GNAC: cross country, soccer, basketball, swimming, baseball, lacrosse and tennis. Championship sports for women sponsored by the GNAC: cross country, soccer, basketball, lacrosse, swimming, and softball.

EASTERN COLLEGIATE FOOTBALL CONFERENCE (ECFC)
The Eastern Collegiate Football Conference is a NCAA Division III football conference based in the Northeast. Conference members include: Anna Maria College, Becker College, Castleton State College, Gallaudet University, Husson University, Mt. Ida University, Norwich University and SUNY Maritime.

OTHER CONFERENCE AFFILIATIONS

New England Hockey Conference for Men and Women
New England Collegiate Conference Wrestling Association
New England Collegiate Rugby Conference for Men
National Intercollegiate Rugby Association for Women

INTERCOLLEGIATE SPORT OFFERINGS AT NORWICH

<table>
<thead>
<tr>
<th>FALL</th>
<th>WINTER</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>M-Basketball</td>
<td>Baseball</td>
</tr>
<tr>
<td>M-Soccer</td>
<td>W-Basketball</td>
<td>Softball</td>
</tr>
<tr>
<td>W-Soccer</td>
<td>M-Ice Hockey</td>
<td>M-</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>W-Ice Hockey</td>
<td>W-</td>
</tr>
<tr>
<td>M-Cross Country</td>
<td></td>
<td>W-Swimming</td>
</tr>
<tr>
<td>Lacrosse</td>
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<td>M-Swimming</td>
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<tr>
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<td>JV Football</td>
<td>M-Tennis</td>
</tr>
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<td>Rugby-15’s</td>
<td>Wrestling</td>
</tr>
<tr>
<td>M-Rugby-15’s</td>
<td>W-Volleyball</td>
<td>Men’s</td>
</tr>
</tbody>
</table>
1.9 Athletic Advisory Board

The Board of Trustees Student Life Committee will serve as the advisory board for the Department of Athletics. This Board is made up of 8-10 members of the Norwich University Board of Trustees. This board oversees all aspects of the athletic program at the University. The Board of Trustees Student Life Committee meets three times per year and will bring forward any action items to the entire Board of Trustees that has a direct impact on the athletic department at Norwich. This Board, through the President of the University, has the ultimate responsibility for the oversight of the Department of Athletics.

2.0 SECTION II: COMPLIANCE POLICIES

2.1 Eligibility Certification, Official Rosters, and Roster Changes

At the beginning of each semester and of prior to the start of their sports season, the head coach must submit a roster of student athletes to the Compliance Coordinator and the Director of Athletics. All returning student athlete’s academic and athletic eligibility will be verified prior to the start of their first practice session. All athletes (returning, first year and transfers) will be certified to be full time students (at least 12 credits), in good academic standing and making satisfactory academic progress towards their degree. The Compliance Coordinator will verify all transfer students academic standing, number of semesters and seasons of competition used and what their remaining eligibility at Norwich is. Students will not be able to practice or participate until their eligibility has been verified by the Compliance Coordinator. The Athletic Director and or Compliance Coordinator will meet with each team prior to the start of their season to complete NCAA and University eligibility paperwork and to discuss rules and regulations for participation in intercollegiate athletics at Norwich. Rosters that are submitted by the head coach will become their official roster for that season.

Roster Additions/Deletions

There will be times that a coach will need to add or delete an athlete from their roster. Additions to a team roster must be submitted to the Athletic Office Manager and Compliance Coordinator prior to that athlete practicing or competing. That student’s eligibility must be verified prior to any involvement with that team. Deletions to a roster are also given to the Office manager and Compliance Coordinator and they will be removed from that
roster only if they have not used any eligibility (did not compete in the first regular season contest or practiced after the first contest for that season). All students who have used eligibility during that season and leave their team must remain on the roster. All team managers must also be included on the team’s roster. This procedure is followed for both traditional and non-traditional seasons.

2.2 Academic Good Standing, Satisfactory Progress

In order to compete in intercollegiate athletics, Norwich University studentsathletes must meet all NCAA Division III eligibility rules as well as Norwich University eligibility rules as they pertain to good academic standing and satisfactory academic progress.

A student in good standing is allowed to enroll without qualification. To maintain good standing, a degree candidate must have a minimum cumulative grade point average as listed in the Criteria for Academic Progress. The minimum grade point average required for good standing is based on a scale that is determined by the sum of credits a student has attempted at Norwich, including Summer School, whether passed or failed, plus credits accepted in transfer, according to the transfer credit policy. In addition, students must pass 67% of their credits attempted in order to comply with making satisfactory academic progress. Students are cautioned the university’s standards for good academic standing are not the same as the standards for satisfactory academic progress that are used to determine eligibility for federal financial aid. It is possible to be eligible to enroll in the university and no longer be eligible for receive federal financial aid.

Criteria for Academic Standing

<table>
<thead>
<tr>
<th>Total of Credits</th>
<th>Minimum Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulative Grade Point Average (Attempted plus transferred)</td>
<td></td>
</tr>
<tr>
<td>0-17</td>
<td>1.60</td>
</tr>
<tr>
<td>18-34</td>
<td>1.80</td>
</tr>
</tbody>
</table>
To be eligible to enroll in good standing, the student in the credit range in the first column must have a grade point average of not less than that in the second column. Students who fail to earn the cumulative grade point average required for good standing at the end of a semester are enrolled for the following semester on academic probation. Being placed on probation warns students that academic progress is in jeopardy and places restrictions and conditions on their enrollment. A student who fails to achieve good standing will be dismissed after two consecutive semesters on probation unless the student earns a semester GPA of 2.0 or above in the second semester. For all other academic regulations, please refer to the Academic Regulations in the University Catalog.

2.3 Transfer Students

If a student from another four-year institution (or in their first year of junior college) contacts a head coach regarding transfer possibilities to Norwich, the head coach must follow the following procedures:

1. Inform the student that you cannot speak to them until a transfer release is received from their current institution or if transferring from a Division III institution, a self-release form.
2. Contact the Compliance Coordinator with the name of the student athlete interested in transferring and the school (s) that they have attended or have the student submit a self-release form to the Compliance Coordinator.
3. The compliance Coordinator will obtain all transfer eligibility information and will inform the head coach when he/she may contact the student athlete.
4. The Compliance Coordinator will send any previous institutions a Transfer Request Form which will help determine the eligibility status of that student athlete.

2.4 Playing and Practice Seasons

The dates for the start and duration of the playing and practice seasons will be determined by NCAA rules and University policy. The Director of Athletics will declare the starting dates and length of seasons for all university teams. Fall teams will have preseason practice dates that are
determined by NCAA rules and will have a length of season that consists of 18 weeks. Winter and spring teams will have preseason dates that are determined by NCAA rules and will have a length of season that consists of 19 weeks. Coaches who have programs that are allowed non-traditional seasons, must adhere to NCAA non-traditional practice regulations and submit those dates to the Director of Athletics for final approval of their non-traditional season.

2.5 NCAA Rules Education

Admissions
The Compliance Coordinator or the Director of Athletics will meet with the Admissions Office once a year, if necessary, to review any rule changes that affect the recruitment of potential student athletes.

Athletics Staff
All athletics staff (coaches, administrators, support staff) are kept informed of any rule changes during Athletic Staff meetings held every other week during the school year. Staff members also will receive e-mail notices of rule changes if they occur outside of Athletic Staff meeting dates.

External Groups
Groups external to the day-to-day operations of the Department of Athletics do not receive NCAA information in a standard format. Information specific to outside groups (booster clubs) is provided to them by the Director of Athletics through personal meetings or via the athletic web site.

Financial Aid
Student athletes at Norwich are treated the same as any other student with regards to the awarding of financial aid. Merit awards are based upon academic performance only and financial aid is based upon a family’s need. The Financial Aid Office is kept informed of the rules governing NCAA Division III and athletic staff (coaches, administrators, support staff) cannot have any direct contact or influence on the awarding of a student athlete’s financial aid package.

Registrar
When coaches submit their roster to the Athletic Office Manager, the Office Manager inputs that roster into the University’s Banner (Argos) system. This system is controlled by the Registrar’s Office and will determine the eligibility of all student athletes. A student’s GPA, academic standing and credit load are listed which will determine the eligibility status of each student athlete.

Student Athletes
Prior to the start of their sports season, the Director of Athletics or Compliance Coordinator will meet with each team to review and sign NCAA (student athlete statement, drug-testing consent and Consent for Disclosure of Protected Health Information forms) and University eligibility forms (code of conduct, drug-testing, FERPA Release forms) as well as review information contained in the Student Athlete Handbook. This information will help the student athletes understand their rights and the standards to which they will be held accountable.

2.6 LSDBi & Process for Rule Interpretations

The Legislative Services Database internet (LSDBi) is an excellent resource for all athletic staff to review already documented rules interpretations and violations of NCAA rules. You will need the University’s NCAA log-in to gain access to the database: https://web1.ncaa.org/LSDBi/exec/homepage. Please contact the Director of Athletics or the Compliance Coordinator for further assistance.

2.7 NCAA Rules Test

All head coaches and athletic staff with compliance responsibilities are required to take the annual NCAA Division III Rules Test. This test serves as a good review of the NCAA Division III recruiting rules. This test should be completed by October 1st.

2.8 AED/CPR/First Aid Requirement

Each year, prior to the start of the sports season, each head coach is required by NCAA rules and regulations to be certified in AED, CPR
2.9 Procedures for Reporting a Potential Rules Infraction

Any Athletics Staff (coach, administrator, support staff) who believes that a potential NCAA or University violation has occurred, should contact the Director of Athletics and or the Compliance Coordinator immediately and provide any information pertaining to this potential violation. The Director of Athletics, along with the Compliance Coordinator will determine if a violation has occurred and if so, will report it to the Vice President of Student Affairs. If the violation is a secondary violation (a violation that is isolated or inadvertent and provides only minimal recruiting, competitive or other advantages) the Compliance Coordinator will conduct an investigation and report this secondary violation to the NCAA. If the violation is a major violation (a violation that usually provides an extensive recruiting or competitive advantage) the Vice President of Student Affairs will have an outside investigator conduct an inquiry. If this inquiry determines that a major violation has occurred, the University will report it to the NCAA who will conduct their own investigation. All penalties for secondary or major violations will be subject to the provisions set forth by the NCAA. The University can self-impose penalties that can include corrective actions deemed appropriate by the Vice President of Student Affairs. These could include suspension or termination of employment.

2.10 Policies and Procedures Regarding the Recruitment of Student Athletes

Recruitment of prospective student athletes for Norwich University is the responsibility of the coaches associated with each sponsored sport at Norwich in consultation with the Director of Athletics and the Director of Athletic Recruitment in Admissions.

Recruiting is defined as any solicitation of a prospective student-athlete or a prospective student-athlete’s relatives by an institutional staff member or by a representative of the institution’s athletic interests for the purpose of securing the prospective student-athlete’s enrollment.
and ultimate participation in the institution’s intercollegiate athletics program. This includes:

- Providing the prospect with an official visit
- Having an arranged, in-person, off campus encounter with the prospective student-athlete or the prospective student-athlete’s relatives
- Initiating or arranging a telephone contact with the prospective student-athlete or the prospective student-athlete’s relatives

During the recruiting process, all head coaches must inform prospective student athletes, their parents, and if possible, their coaches of NCAA recruiting rules and penalties for violations of those rules. Coaches must also inform all current student athletes serving as hosts for recruits of NCAA recruiting rules and penalties for violations of those rules. Coaches must also explain NCAA rules regarding acceptable and prohibited recruiting practices to all recognized athletic support groups.

Once a head coach received the name of a prospect that may be interested in their sport and Norwich, the head coach should make contact with that prospect through their normal recruitment process and in alignment with NCAA rules. If a prospective student athlete applies to Norwich, the head coach is required to contact that prospect. Coaches must also submit names and contact information of any prospective student-athlete that they have come in contact with and are recruiting but have not yet been in contact with the University.

In terms of specificity of recruiting and retention, we must be able to measure performance. Appropriate, achievable metrics will help us to do that. Seasonal / yearly variations are to be expected in recruiting and retention, therefore we will look at recruiting and retention over a four year period.

Over the last four years and on a yearly basis, each head coach should be able to actively demonstrate how she / he has supported overall Norwich recruitment and retention efforts by:
1. Maintaining retention rates above the NU average. We have touted for a long time that our student athletes retain and graduate at a rate greater than their non-athlete students in the general university student population. Counted in retention and graduation data should be all those student athletes who a coach “recruits” to a team and those who make the team roster via walk-ons who stay with a team for at least 3 full years.

2. Recruiting for her or his team 100% to 120% of that team’s roster size. Each coach should be able to recruit, on average, $\frac{1}{4}$ of its normal roster size on a yearly basis. There will be fluctuations in the total number of recruited athletes each year but over a 4 year period a coach should recruit to his/her team the number of roster players. Ongoing communications with Enrollment Management is key in this sustained effort.

3. Actively participating in Sports Fridays, the Four Admissions Weekends, Academic Showcases, Leadership Challenge Weekends, and other “official” university admissions events or programs. No coach can or should be required to make every event, but each must do her / his share.

4. Recruiting for the University at Large: Aiding in the application to NU of students who are a good NU Fit, whose goals and aspirations fit us. Each of us must have the goal to recruit beyond our immediate area. These students are lifestyle, academic major, and individual interests immaterial. Code these candidates in such a way that banner will know that you, the coach, made the initial contact. This would be coded as a #4 for a non-participant. (See rating scale in section c.)

5. The recruiting process should follow these steps:

   a. When students show an interest in Norwich (inquiry) by letter, e-mail, phone or application, respond back and encourage them to fill out your sport questionnaire.
   b. Once a questionnaire is returned, determine whether or not this individual can be a “recruited prospect” for
your team. This may mean that in order for you to make this determination you may have to ask for a video of their performance, coach’s recommendation or other objective means to evaluate their ability. If by the information recorded in their questionnaire, or by other information you may have (e.g., video, coach’s evaluation) you can determine they are not going to be a “recruited prospect” for your team, then make note of that on the questionnaire and give them your honest appraisal of their abilities. Also encourage them to apply and visit Norwich. If by the objective information you receive you can determine that this student should be a “recruited prospect” then continue with the normal recruiting process.

c. The students who you are actively recruiting should be identified in the banner/argos system. The following rating scale will be used:

0……have not yet determined if the student will be a “recruited prospect”

1……top prospect

2……above average prospect

3……average prospect

4……non-participant

d. Continue to contact your recruited prospects on a regular basis. Those that are rated 1 should be contacted on a weekly basis. Those rated 2-3 should be contacted at a minimum of every two weeks. You can phone, text message or e-mail your recruited athletes. If a 0 (Zero) rated student does not respond to your requests for evaluation material, leave him/her as a "0" (Zero) to signify that a contact was made. You may want to contact his coach or parent to reinforce that an evaluation cannot be made until requested information (film) is sent back.
e. Enter your phone/text/e-mail communications into the Banner call log system. For the majority of your contacts, all you will need to do is to enter that you called/text/e-mailed a prospect on what date and time. The only time you might want to enter more information is when the student has questions about admissions, financial aid or lifestyle. Most of your conversations will be general and need not be recorded.

f. If through the recruiting process a recruited student withdraws or is no longer interested in participating, make that notation on your call log.

g. Utilize assistant coaches, student athletes and work study students to help in this process. Current student athletes can be valuable in the recruiting process if you can find the right person and train them as to what is appropriate to discuss with a prospect. Work study students can be used to log your calls/text/e-mails into the Banner system as well. This may not be done on the day of your call but should be done within a reasonable timeframe or approximately one week from the call.

h. Continue with your normal recruiting process from application to acceptance to on campus visit to financial aid to paid deposit. Many will have correspondence over the summer with workout programs and other pre-enrollment information.

i. The Director of Athletics will designate a staff member to assist him in the monitoring of this process for all coaches. The Director of athletics will meet monthly with the coaching staff to review the progress of these recruiting and retention goals in this document.

6. Coordinate with the Director of Athletic Recruiting each spring to develop your team’s recruiting plan and to meet his deadline for submission. Execute the plan, and when adjustments of the plan are appropriate, make those adjustments in coordination with the Director of Athletics and the Director of Athletic Recruiting. Maximize your recruiting dollars. When speaking with a student-athlete prospect on the road ask that student-
athlete if there is another student they know in their school who would be interested in learning more about Norwich. Bring that name back and get it to Admissions even if the candidate cited is not a student-athlete you are interested in for your team.

2.11 Class Attendance Policy

A. Students are expected to be on time for all scheduled classes and laboratory sections and are responsible for handing in all required work on time.

B. Faculty will begin taking attendance on the first class meeting of each semester.

C. Students not attending the first class meeting of a course for which they are registered may be dropped from the class roster upon report of such absence to the Registrar’s Office. Exceptions may be granted to students who are unavoidably absent as defined by the excused absence policy. In this instance, excused absences must be approved by the Vice President of Academic Affairs Office prior to the first day of classes.

D. Faculty will, in conjunction with students, schedule a make-up exam or a make-up lab, or other appropriate work in lieu thereof, for students with excused absences.

1. Excused absences-The following will be considered excused absences according to the guidelines issued by the Office of the Vice President of Academic Affairs, which is the authority on academic policy.

   a. Documented debilitating illness,
   b. Emergency leave, as approved by the Commandant or Dean of Students
   c. Single-day course field trips, military obligations for students contracted for commissions in the US military and other military obligations beyond the student’s control, varsity athletic contests, and regimental band
appearances. For these types of excused absences, and official of the University must submit a request, at least 72 hours in advance to the Registrar’s Office for detached service. The student is required to notify his or her instructors at least 48 hours in advance. Faculty may deny and excused absence for these events for a student currently achieving a D+ or lower in their course if the faculty member believes that additional absences are a serious detriment to the student. Faculty members must promptly notify the coach or appropriate official of their denial.  

d. Other absences as approved by the faculty member.

2. Unexcused Absences-All absences not included in paragraph D. 1. Above.

E. Faculty members may assign a grade of “F” to students whose total absences, excused or un-excused, equals or exceeds 15% of the class meetings, if this policy is stated on the syllabus. Faculty may allow students with passing grades to exceed the 15% limit.

F. Faculty members are responsible for clearly stating the course attendance policy on the syllabus at the beginning of the course. Unless stated otherwise, the maximum number of permitted absences is the number of times the course meets per week. When the student has reached the maximum number of permitted absences, the faculty member will warn the student of impending dismissal from class with a grade of “F”. This warning letter will include the course number and section and date(s) of absence(s). The letter will state that any future unexcused absences may result in recommendation to the Vice President of Academic Affairs through the course School Dean that the student be dismissed from the class with a grade of “F”. A copy of the warning letter will go to the student’s
academic advisor and to the Commandant and Vice President of Student Affairs. Receipt of two grades of “F” for excessive absences during any one semester is cause for immediate separation from the University.

3.0 SECTION III: GENERAL DEPARTMENT POLICIES

3.1 Norwich University Athletic Staff Handbook/Student Athlete Handbook

Athletic Staff are reminded that they are required to know and adhere to all policies outlined in the NU Athletic Staff Handbook. The staff handbook will be available to each athletic staff member as a word document and can be found on-line at www.norwichathletics.com. The Student Athlete Handbook is also available on the athletic web site.

3.2 Work Hours

Due to the nature of intercollegiate athletics, athletic staff members are often required to work non-traditional hours and days during the school year and continue the recruiting process during the summer. If an athletic staff member will not be in the office on a regular work day during regular work hours, the staff member is required to notify the Director of Athletics. In addition, all vacation time must be requested and approved by the Director of Athletics. Work hours during the academic year and summer are: Monday-Friday 8:00 am – 4:30 pm.

Full time athletic staff that are on ten month appointments are encouraged to check work voice and e-mail on a regular basis during the two summer months they are off. (June-July)
3.3 Professional Development

Each athletic staff member is encouraged to participate in professional development activities as much as possible. The Athletic Department has limited professional development funds for distribution on a yearly basis. Any coach who is interested in attending a professional development event can submit a request for funds to Director of Athletics for approval. The request must include and itemized breakdown of what the funds will cover.

3.4 Operating Budgets

Each head coach and support staff member is responsible for the operating budget for their area. Requests for additional funds are made through the Director of Athletics and need to be submitted by October 1 of each school year. If there are funds available for Capital Expenditures (items that cost $1,000 or more), the Director of Athletics will ask for requests by October 1 and submit those requests to the Vice President of Student Affairs for his approval.

3.5 Athletic Contest Scheduling

The Athletic Scheduling Coordinator is responsible for scheduling all of the intercollegiate contests/matches for the athletic department. The scheduling coordinator will attempt to balance the home and away contests and minimize missed class time. Any contests that are out of region need to be approved by the Director of Athletics, especially if they have budget implications that are not within the limits of the operating budget for that program. All overnights and tournament invitations must first be approved by the Director of Athletics before any contracts are signed. The head coach, in consultation with the Athletic Scheduler, is responsible for developing and completing the competitive schedule for his or her respective sport. The head coach must take into consideration budget constraints when scheduling non-league competition. All intercollegiate competition schedules must be in compliance with all NCAA Division III policies. The GNAC Commissioner is responsible for developing the conference schedule
for most of Norwich’s sports teams. Those teams that are not in the GNAC will have their schedules done by the commissioners of that league. When schedules are developed, the Director of Athletics will solicit feedback from each head coach prior to voting on any schedule. The Director of Athletics has final approval of all intercollegiate competition scheduling before they are considered to be official. Once schedules are completed, copies are given to the Sports Information Director to post on the athletic web site, the Office manager for scheduling of officials and the Transportation Director and bus company.

Class Attendance

Class attendance is a critical part of our student athlete’s educational process and all head coaches are responsible for monitoring the class attendance of their student athletes. All head coaches must incorporate and consistently enforce a team policy which reflects that students are not to miss classes for non-athletic reasons. In addition, it should be clear that missing class for an athletic practice is a violation of NCAA rules. When students are registering for classes prior to the start of a semester, coaches should review the contest schedule with them so that the student athletes can attempt to schedule their classes so they have a minimum number of conflicts as possible with their intercollegiate practices and competition.

Overnight Trips

All athletic competition that will require an overnight trip must be approved by the Director of Athletics prior to scheduling. If hotel arrangements need to be made, the coach must coordinate with the Office Manager to complete the reservation and payment process. When making hotel arrangements, coaches must include a room for the bus driver and athletic trainer if part of the travel party. Generally, we will place two individuals per room and will not have an athletic staff member and a player room together.

3.6 Purchase Orders
Purchase orders (PO’s) should be the primary method by which procurement of all supplies and services takes place by athletic staff members. No items may be approved for payment unless authorized by a signed PO. Prior to the end of the school year, the Equipment Manager will meet with each head coach to determine what team equipment needs to be ordered for the following year. The Equipment Manager will produce the PO for that program and submit it to the Director of Athletics for his approval. Any other items that an athletic staff member would like to purchase must first be approved by the Director of Athletics and then a PO is submitted to the Office Manager for processing.

3.7 Recruiting Credit Cards

Each head coach and some assistant coaches will/may have a credit card to use for their recruiting expenditures. Each coach will be given a recruiting budget at the beginning of the fiscal year and cannot over spend that budget. At the end of each month, all coaches with credit cards must complete an accounting for the expenditures that occurred and have receipts to verify those expenses. Recruiting credit cards are to be used for recruiting purposes only. The Director of Athletics will approve all recruiting expenditures and can deny any that fall outside of the guidelines for recruiting. When a coach’s employment ends at the University, the credit card must be turned in to the Director of Athletics and all monies associated with that credit card must be accounted for.

3.8 Travel Policies

Individual Travel
All individual travel for conference meetings and professional development must first be approved by the Director of Athletics. Athletic Staff must fill out a travel advance for funds to cover the trip and have that form signed by the Director of Athletics. Staff members must retain all receipts for expenses incurred during that trip and fill out a Travel Expense form within 3 days of their return. Athletic staff members should use rental cars or university vehicles for individual
travel if it is for University business. If personal cars are used for University business, Norwich University will reimburse mileage based upon the Federal Reimbursement rate. (see guidelines by the CFO)

Team Travel
All team travel must first be approved by the Director of Athletics. In general, a travel advance form should be filled out at least two weeks in advance of that trip for funds to cover the expenses for that trip. Meals are usually paid for by cash. Hotels are usually paid for with the Athletic Department credit card. Coaches must fill out a travel expense form within 3 days of their return from that trip and submit that form with all associated receipts for approval by the Director of Athletics. In emergencies, the staff member can be reimbursed for expenses incurred during team travel by submitting a Travel Reimbursement form with all appropriate receipts. Coaches should also use the tax exempt forms for that State for expenses so taxes are not charged. Forms can be found in the copy room in Andrews Hall.

Transportation Policies
The majority of our team travel is contracted out to a local bus company (Lamoille Valley). Once a team’s athletic schedule is completed, the Director of Athletics meets with the University’s Transportation Director to schedule all transportation for that team. Coaches must fill out an itinerary for each trip and send to the Transportation Director, Director of Athletics, Office Manager and the bus company (Lamoille Valley). Coaches must also fill out a DS form which provides the departure and return times for that trip. Coaches are encouraged to get directions to the school they are participating against or the facility they will be competing at and have them available during their trip. There may be times that a University van is necessary for team travel. All vans are scheduled through the Transportation Director. Each athletic staff member who anticipates using a university van must complete a driver’s test (online) and have a background check done prior to the use of a university vehicle. Students are not allowed to drive university vans unless they have been given authorization and have completed a driver’s test and a background check. Contact the Transportation Director (2153) for information on the online driver’s test.

Team Travel Rosters and DS
Prior to each home and away contest, the head coach must submit a travel roster to the Commandant’s Office, Dean of Student’s Office, Office Manager and the Director of Athletics. Included on the travel roster are those student athletes (and team managers) who will be traveling or competing, the time of the contest, the location of the contest, the time the student athletes will be excused from class (DS), meal time (if necessary), departure time and time of return. Coaches must use their Argos Roster when submitting their DS. Coaches are to limit the amount of time students are missing class and allow students, if necessary, to attend a class after the scheduled DS time.

Detached Service (DS) Regulations for Athletics

Week-Day DS for Away Games

All athletes will be DS one (1) hour prior to their departure for a week-day away game. If there is a scheduled pre-game meal prior to their departure, the DS will be extended to the start of that pre-game meal.

Week-Day DS for Home Games

All athletes will be DS two (2) hours prior to the start of their home game. If there is a scheduled pre-game meal prior to their home game, the DS will be extended to the start of that pre-game meal.

Weekend DS for Away Games

All athletes who have an away game on Saturday or Sunday will be DS at 6:00 am or one hour prior to their departure if their departure is on or before 6:00 am.

Weekend DS for Home Games

All athletes who have home games on Saturday or Sunday will be DS at 6:00 am.

All athletes will not be subjected to physical training (PT) by the Corps of Cadets on a day which an athletic contest will take place.
Athletes who are DS but have a class that they must attend between the start of their DS and their departure for an away game or a home game, should make every attempt to attend that class. Athletes must notify their coach of this class attendance.

Meal Money

At the beginning of each year, the Director of Athletics will determine the breakdown of money allotted for each meal when traveling. Coaches need to use boxed meals whenever possible to keep your meal costs down. Currently the meal money breakdown is: $4.00 breakfast, $6.00 lunch, $8.00 dinner.

3.9 Student Athlete Dress Code

Your personal behavior and appearance are a direct reflection on you, your team, the Athletic Department and the University. Therefore, it is important that you look respectable when representing Norwich University at all home or away events. Any student-athlete who participates in intercollegiate athletics or club sports at the University will be REQUIRED to wear the following at all away athletic events: men will wear a sport coat, dress shirt, dress pants, a tie and dress shoes and women will wear a dress or a skirt, dress pants and a dress shirt or blouse and dress shoes. You must assume the ultimate responsibility for your overall appearance.

3.10 Development and Fundraising

The Maroon and Gold Athletic Association is the main booster club for Norwich Athletics. It exists to support the Athletic Department and our athletic programs. Teams will have two main funds. One is the M & G fund for your sport. Gifts to your program are deposited in this fund to be used for margin of excellence items like additional equipment, special trips, and banquets.

The second fund is your team’s fundraising account. This is an account that coaches will use to deposit any fundraising revenues that
you have earned throughout the year. Monies will carry over from one year to the next. Coaches are prohibited from having individual bank accounts outside the University as all funds must have institutional control. Also, if you receive a donation or gift directly from an alumni, or friend of the university for your program, that donation must be sent to the Development Office so they can credit that individual for their donation. It will then be deposited into your M & G account. It is a good policy for coaches to send thank you notes to donors of their program.

All team fundraising must be approved by the Director of Athletics and will be overseen by the Director of the M & G Athletic Association.

Other Booster Clubs that are overseen by the MGAA (Blue Line Club for hockey, Touchdown Club for football, Golden Goal Club for men and women’s soccer, Scrum Alum Club for men and women’s rugby) must follow the regulations set forth by the MGAA. These organizations will have a Board of Directors who will have oversight of the operation of the club and will report directly to the Director of the M & G Athletic Association.

3.11 Branding and Logo Use

The following are mandatory guidelines to use when using operating or fundraising budgets to purchase official and non-official apparel or merchandise or when screen printing or embroidering:

- All images and art work must be approved by the Director of Athletic prior to placing an order for purchase.
- Norwich approved primary and secondary logos and font must be used. No other logos or variations of the University logos are permitted.
- Uniform colors will be maroon and gold (vegas) with white as the third color.
- PMS #s to be used are 202-maroon and 8005-gold.
• Black cannot be used on any uniform or apparel that will be used on game day or worn to an athletic event. Black can be used as a color for other items of apparel that are not game-worn.

3.12 Facility/Practice Scheduling

Athletics will have the priority over all athletic facilities during the school year. In-season sports teams will have the priority over the use of that practice facility. When multiple teams require the use of the same facility, those coaches will get together and develop and equitable schedule for practice times. Games will take president over practices for facility use. If there are any unresolved conflicts on the use of a practice facility, the Director of Athletics will have the final approval of the schedule. Gender equity issues will be a factor in the scheduling of all facilities. Athletic facility request (except Kreitzberg Arena and Goodyear Pool) for the year will be made through the Director of Athletics. A Share Point Site Calendar will be posted on the University web site with all scheduled events in all of our athletic facilities (except the arena and pool) and available for all University personnel to view. Coaches who have a need to use an athletic facility must schedule it through the Director of Athletics. The Shapiro Field House Spring Sport Scheduler will develop a schedule for all spring sport practices. Those practice times will rotate on a weekly basis until teams can move outdoors to practice. Goodyear Pool requests are scheduled by the Head Swimming Coach and Kreitzberg Arena requests are scheduled by the Arena Manager.

Coaches must notify the Training Room, Equipment Room, Director of Athletics and SFH Spring Facility Scheduler of any changes to their practice or game schedule.

Goodyear Pool Use
Teams that would like to use the pool for workouts must first schedule it through the Head Swimming Coach. A certified lifeguard must be present at all times in order to use the facility.

3.13 Security in All Athletic Facilities

Security in all of our athletic facilities is one of the most important aspects that we must be concerned about. Keeping team equipment and facility equipment safe and operating in the best shape possible is vital to smooth day to day operations. Coaches are required to lock all doors after they have finished using the facility to include any equipment room doors, outside doors and office doors. Coaches must strongly remind players not to give out the combinations to the locker rooms and should change the combinations on a regular basis. If any items are lost or stolen, coaches must immediately report that to security and to the equipment manager. It is everyone’s responsibility to keep our facilities safe and to keep track of all athletic team equipment.

3.14 Norwich Multi-Sport Athlete Guidelines

Norwich University supports student athletes who have the desire to participate in one or more athletic programs during their time here. It is our responsibility as athletic department members to keep the students welfare of utmost importance. As coaches at Norwich, we will support the student athlete’s decision to participate in multi-sports teams but must discuss with them the advantages and disadvantages of doing so. Along with the student athlete’s welfare, we must make sure that each student understands the time constraints of multi-sport participating and it’s affect on their overall academic success. When a student athlete is competing in one sport, they have the responsibility to complete that season prior to beginning the next, if the two seasons overlap. There may be opportunities for that student athlete to practice in the second sport if it does not conflict with their first sport.
The head coaches of those sports teams need to be in communication at all times regarding this.

### 3.15 Equipment Room Protocol

All sport equipment including any practice, game or warm-up apparel and supplies purchased by the University are the property of Norwich. Equipment may be worn and used only for athletic events sponsored by the University. All apparel must follow the branding guidelines for athletics. All equipment will be inventoried and marked by the Equipment Room managers prior to its use. Student Athletes will be issued practice and game equipment and will sign for this equipment. They are responsible for all equipment issued to them. If items are broken or need repair, student athletes must return that piece of equipment to the equipment room for repair or replacement. If students lose any piece of their equipment, they must report that to their head coach and the Equipment Manager. If the loss is during the season, the Equipment Manager will provide a replacement for the lost equipment but the student athlete will be billed for the replacement cost of that equipment. Head coaches have the responsibility to ensure that all equipment issued to their athletes is returned. The Equipment Manager will report all missing items to the head coach, who in turn, will contact those athletes to determine where the missing equipment is. If equipment is not returned, the student athlete will be billed for that equipment.

### 3.16 Training Room Protocol

Each sports team at Norwich will be assigned an athletic trainer who will oversee the health and welfare of each student athlete on that program. Student athletes must adhere to all Athletic Training Room rules and regulations. Student athletes may be issued equipment from the training room for their use. That equipment will be signed out by the student athlete and they are responsible for its return. Any equipment lost will be billed to that student. First-year student athletes must fill out health-related forms, complete a physical by the
University’s doctors and take an Impact Concussion Test prior to any practice or competition. Returning student athletes who have participated the season prior, will have to update their medical history form but are not required to take another physical exam unless they had a serious injury or illness prior to the start of the upcoming season. All students must have insurance (either through their parents or University purchased insurance) in order to participate. Students must also have all of their medical vaccinations up to date and on file with the training room. Any student who is on medication must declare that to their assigned athletic trainer. Those that are on long-term medications that may trigger a positive test for NCAA banned substances, must have a letter from their doctor describing the reasons for prescribing that medication and a copy of their prescription on file in the training room. The athletic trainer for that sports team has the absolute authority in determining the physical fitness of a student who wishes to participate in athletics at Norwich. The athletic trainer, in consultation with the University doctor, has the final authority in determining when a student athlete can return to practice or competition. Each athletic trainer will communicate with the head coach on the injury status of any of their players and keep them updated on their progress to return. Hours of operation for the athletic training room will be posted so that student can plan on treatment times throughout the season.

3.17 Locker Room Protocol

Each varsity athletic program will have a locker room assigned to them by the Equipment Manager. This locker room will be used by that team for their regular season. When that sports season is completed, all student athletes must clear their belongings out of the locker room so it can be used by another team. Each locker room has a key pad which is used to open the locker room door. The combination for the key pad is to be given to those athletes on that team only. It is strongly suggested that the head coach change the combination at least three times during their season. The locker rooms need to be kept clean and
neat. There is absolutely NO alcohol or tobacco allowed in any locker room or in any athletic facility. Students who misuse the locker room will be removed.

3.18 Contest Management

Throughout the course of the school year, coaches will be required to act as a contest manager with the responsibilities of overseeing the operation of an athletic event. Those that are scheduled for contest management are required to follow the duties listed:

Contest Manager’s Duties

1-2 Days Prior to the Event:

- Let the coach of the team(s) participating know that you will be covering the event
- Let the support staff (SID, Training Room, Equipment Room, AD) know that you will be covering the event
- Check the game contract (in Paul Booth’s office) to verify date, time and location of the contest
- Verify that officials have been assigned to the contest (Cathy Diego’s office)
- Check the sound system, microphone, and national anthem to make sure they are in place and working
- Get a list of work study students (from Alex Whitney and or Ashlynn Nuckols) and make sure you know who is covering key jobs (game clocks, score sheets, scorer’s table)
- Get the keys for the sound system and chairs (for volleyball, wrestling, basketball)
- Get the sport specific control panel display for the scoreboard operation
- For wrestling, lower the mats and unroll them the day before the contest (key for lowering mats is in the AD’s office)

Day of the Event
• Coordinate with Equipment Room Manager to determine location of locker room for visiting team
• Arrive at least an hour and a half (1 1/2 hrs.) before the start of the event
• Check in work study workers, direct them to set up the venue (chairs, bleachers, scorer’s table and score clock, raise side baskets, wrestling mats-- for basketball, volleyball and wrestling, American flag, corner flags, sideline barriers--- for soccer and lacrosse
• Get work study staff shirts from the equipment room and make sure all workers wear them
• Greet the visiting team’s coaching staff and let them know that you are the contest manager for their event
• Direct the visiting team to their locker room and show them where the training room is located
• Make sure work study workers are set and trained on the score clock operations and scorer’s table (we always need to have individuals who have been trained on the key clock operations (game clock, 30/35 second clock, etc.) You may have to help train a work study worker so you need to know how to run these clocks yourself
• Make sure the event venue is clean and safe for competition
• Check in with the visiting team to see if they need anything
• Check in with our coaching staff to see if they need anything
• Make sure the American flag and National Anthem are in place
• Make sure the SID is scheduled to do the game announcements
• Make sure the SID had the crowd control statement to read prior to the start of the contest

During the Game

• Remain aware of everything related to the contest venue
• Rotate your positioning with a focus on prominent fan areas and the scorer’s table
• If any unsportsmanlike comments or issues arise, you must warn those individuals involved that they must correct their behavior or be subject to removal from the venue. If you need assistance, please call Security at 2525
• Make sure all workers are doing their jobs appropriately and effectively

Halftime

• Make sure the venue is clean/dust mop gym floor
• Straighten sideline chairs, pick up trash around team bench areas

After the Game

• Put away scoreboard control panel, possession arrow, microphone, cords, corner flags, spectator barriers (rope) American Flag(soccer/lacrosse)
• Sweep and clean bleachers, gym floor
• Push bleaches back to the wall
• Raise basketball baskets
• Lock storage room door
• Lock all gym doors
• Shut off gym lights
• Have work study students record their hours and verify for accuracy

Overseeing Work Study Students

• Make sure the work study student know who you are and that you are covering the event
• Once they sign in, immediately assign tasks and responsibilities in preparation of the contest (don’t expect that they will do this
on their own, it is your responsibility to oversee them and make sure the event runs well)

- Make sure the work study students are trained on whatever their job is for the contest
- Make sure the work study students sign in and sign out at the appropriate times (if they need to leave early or come late, or if they need to leave in the middle and plan to return, make sure they sign out for any time they are not working.

After Action Review

- Note any issues that occurred during the contest that need to be addressed
- Report those issues to Alex Whitney and Ashlynn Nuckols for action.

### 3.19 End of the Season Reports

At the end of each sport season, coaches are required to fill out an End of the Season Report for their athletic program. This report will contain the names of the students who were on the roster and used a season of eligibility, their class year, playing awards, season’s final schedule and results, captains and captains elect, individual and team awards and season highlights. This report must be completed within two weeks of the end of your season. If additional awards are given to your athletes after the reports is completes, those awards need to be added at that time.

### 3.20 Work Study

Many students at Norwich will be in the work study program and are looking for jobs within the Athletic Department. Typically, we will
have work study jobs in the Fitness Center, Andrews Hall Front Desk, Contest Management, and the Equipment Room. Coaches also have the opportunity to hire student workers to help them in their office or as managers of their team. Student workers who are managers of a team do not qualify for any team awards. If you are responsible for any work study students, you must track all of their hours worked and approve those hours in E-Time. Coaches must not pay any student worker for time that they did not work. This is a violation of your employment here at Norwich and can lead to termination.

3.21 Keys

Upon being hired at Norwich, you will be issued keys to the facilities that you use. It is extremely important that you not lend those keys to any other individual (faculty, staff, student, or family member). If a main key is lost, it may mean that all locks that key opens have to be changed. If you lose a key(s), you must report that to the Director of Athletics immediately so a replacement can be ordered. The replacement cost per key is $35. When a coach leaves the University, all keys must be turned in to the Director of Athletics prior to his/her departure.

3.22 Athletic Staff Dress Code

Your appearance during working hours is important to the overall impression of Norwich University and its Athletic Department. How you represent yourself is a direct reflection on your program, our department and most of all, our University. There will be many times that alumni, Trustees, parents and prospective student athletes will drop in unscheduled and you must always be prepared for those situations. During office hours, it is expected that you will wear appropriate clothing. Blue jeans, shorts, sweat pants, sweat shirts and cut off shirts are not allowed and should never be worn. Coaches can change into practice gear prior to the start of their practice but should not be in practice gear for long periods of time while in the office.

3.23 E-Time
E-Time is the system Norwich uses to track and approve hours for our work study students and coaches and staff. All coaches who have work study students or head and assistant coaches or staff must use this system. Human Resources will put you and your hourly worker in the system and it is the supervisor’s responsibility to approve all hours worked.

3.24 Officials

Once our contest schedules are completed, those schedules are sent to the assignor of officials for your sport. Many of those officials are assigned by the ECAC, but some are assigned by independent contractors. All head coaches are responsible for verifying that officials have been assigned to your contest and that the date and times for those contests are accurate. The Office Manager will have official assignment forms in her office for you to verify at least 2 days prior to your event. If there is a last minute change of an official that was not scheduled to referee your contest, you must let the Office Manager know the next day, or if a weekend, on Monday morning so she can make accurate payment.

3.25 Athletic Awards

NUMERALS

Numerals, or class-year numbers, are awarded to freshman athletes (first time varsity or junior varsity participants), who have successfully completed a sports season. Only one set of numerals will be awarded to an athlete.

LETTERS

Varsity letters, “N”, are authorized for wear by students and are awarded to those student-athletes who meet the requirements listed below. The Norwich “N” will only be awarded the first time that an athlete qualifies for a letter in a particular sport.

Requirements
1. Hockey, basketball, soccer, lacrosse, baseball softball, rugby, tennis, volleyball and wrestling: participation in 60% of the periods, quarters, events or innings played during the season.
2. Football: based on total plays played during the season and participation.
3. Swimming: based on total points scored during the season.
4. Cross Country: participation in 80% of the races and finish in the top 10 on the team.
5. An award can be given to a specialist upon approval of the Director of Athletics, ie…field goal kicker, goalie.

PINS

Pins are awarded to student-athletes each season they letter in a sport. (4 total)

WATCH

A watch is awarded to those senior student-athletes who have completed at least three years of participation in a particular sport and have lettered twice (the second time being their senior year). Athletes are given only one watch.

THE GARRITY AWARD

The Garrity Award (named after Joseph Garrity, a 1927 graduate of Norwich University and former Coach and Athletic Director), will be presented at the Spring Awards Ceremony to a military senior student-athlete who distinguishes himself/herself athletically, academically and has displayed leadership in the Corps of Cadets. Members of the Athletic Staff select the recipient of this award.

THE ROY LOOKE AWARD

This award, named in honor of Roy Looke, a long-time supporter of Norwich Athletics, is presented at the Spring Awards Ceremony to a Civilian senior student-athlete who has distinguished himself/herself
athletically, academically and has displayed leadership in civilian student life. Members of the Athletic Staff select the recipient of this award.

THE JOE SABOL AWARD

This award, chosen by the Athletic Coaching Staff, is presented to the most outstanding Male Athlete of the year.

THE JOAN MUSSMACHER AWARD

This award, chosen by the Athletic Coaching Staff, is presented to the most outstanding Female Athlete of the year.

** All student-athletes eligible for an award must finish the season with their perspective team to qualify.
** Medical exceptions can be made by the Director of Athletics.
** All team managers who are not on work-study are eligible for all athletic awards.
** Members of the athletic department select all award winners.

3.26 Sports Information

Sports information is vitally important to the branding of Norwich Athletics. Our ability to provide information to the media on our athletes and our programs will help promote Norwich Athletics, aid in the recruiting process and improve public and alumni relations. It is very important that each coach work in conjunction with our SID in this process. Provide any information to the SID on your athletes and program accomplishments throughout the year to help with this process. The SID will help schedule team pictures, media interviews and other media contacts.

3.27 Preseason

All of our sports teams will have a preseason program prior to the start of their regular season. This will involve inviting back a predetermined number of student athletes for practice prior to the start of the school year (fall preseason) and preseason practices for winter and spring
sports teams after the school year begins. Coaches must prepare in advance, their roster of preseason camp invites and give that to the Office Manager and Director of Athletics. The Compliance Coordinator will check on the eligibility of each student on the roster to make sure that they are eligible to compete. Coaches must also give the Compliance Coordinator the names, and schools of any transfer students that are invited to preseason. This must be done as early as possible to ensure that the eligibility of a transfer student can be verified prior to the start of practice. Any student athlete who is not deemed eligible by the Compliance Director cannot take part in preseason. The Director of Athletics will determine the arrival dates and starting dates for each team as required by NCAA bylaws and Norwich University. The Head Athletic Trainer will set up times for each team to fill out medical forms, take physicals and perform Impact Concussion Testing. Each coach will be responsible for preparing an itinerary for their entire preseason (fall) to include all of the above along with practice times, meeting times and meal times. All coaches must abide by NCAA rules and regulations as they relate to their preseason program.

3.28 Student Athlete Advisory Committee (SAAC)

MISSION

The roll of the SAAC is to serve as a liaison between the student-athlete and the Athletic Department. This group will advise the Athletic Director and the Athletic Committee of the Board of Trustees regarding matters concerning intercollegiate athletic programs offered at the University. Any student-athlete may submit a petition to the SAAC, which will be placed on the monthly meeting agenda for discussion. The SAAC will meet once per month or more often if necessary.

MEMBERSHIP

The SAAC is comprised of 1-3 student athletes who represent each of our 20 athletic teams for that school year. There is also 1
representative from our student-trainers association. Appointments to the SAAC are for one year and individuals can be re-elected until they graduate. Leadership of the SAAC will consist of a Chairperson, Vice Chairperson and a Secretary. These are elected one-year positions, which are renewable. The SAAC advisor will be the Athletic Department’s SWA.

3.29 Procedures to Add or Eliminate a Varsity Sports Program

Norwich University offers a wide variety of club sports and activities for its student population. In the event that an established club sport has an interest in being elevated to intercollegiate varsity status, or a new sport is desired to be formed, the following criteria must be met prior to a sport’s approval to gain varsity status. The President of the University has the ultimate authority to approve or deny the addition of a varsity program.

- There must be consistent and adequate interest for the addition of a new sports program or adequate participation numbers of a club program over a 3-5 year period
- There must be appropriate league/regional competition available
- There must be a proven impact on University enrollment because of this program
- There must be total compliance to Title IX
- University funding must be available or made available to support this program
- It is recommended that the sport be an NCAA sponsored sport

Other criteria that could affect the elevation of a sport to an intercollegiate varsity athletic level:

1. FACILITIES
   a. adequate practice and game facilities
   b. appropriate practice times in these facilities
   c. office space for the coaching staff
   d. adequate storage space for equipment
   e. adequate locker room space
f. adequate training room facilities

2. PERSONNEL

a. appropriate secretarial support
b. adequate training room/medical staff to cover sport
c. efficient equipment room staff to support program
d. appropriate sports information staff to cover public relations
e. availability of experienced coaching staff

3. BUDGET (Operational)
   a. salaries and benefits for coaching staff
   b. transportation expenses
c. officials expenses
d. equipment/equipment repair expenses
e. meal expenses
f. hotel expenses
g. dues and subscription expenses

4. BUDGET (Administrative)
   a. printing expenses
   b. office supply expenses
c. postage
d. telephone
e. league/conference dues and fees
f. officiating assignment fees
g. awards
h. banquet expenses
i. professional development expenses (clinics)

5. EXTERNAL EXPENSES
   a. recruiting expenses
   b. facility operations expenses

PROCESS FOR ELEVATING A CLUB SPORT OR NEW SPORT PROGRAM TO VARSITY STATUS
1. Club sport/New sport team notifies the Student Activities Director of their intent to apply for varsity status.

2. The Student Activities Director meets with the Director of Athletics to review the club sport/new sport team’s application.

3. The club sport Advisor/Coach or new sport students meet with the Director of Athletics to present their application.

4. The Director of Athletics will review the application and will make a recommendation to the Vice president of Student Affairs.

5. The VPSA will review the recommendation of the Director of Athletics and submit his recommendation to the President of the University.

6. The President of the University will make the final decision regarding this application. After presenting this to the Board of Trustees at their Fall board meeting.

**DEADLINE FOR APPLICATIONS**

Club sport teams interested in elevating their team to varsity status or new sports teams must submit an application to the Student Activities Director no later than April 15. A final decision will be made no later than one week after the Fall Board of Trustees Meeting. If approved and funded, varsity status for this club team/new team will take effect at the start of the following academic year.

There may be times when a program no longer meets the interest or needs of the students at the University and the numbers of interested students who want to participate in that program is not sufficient to maintain a roster for competition. If this should happen, the Director of Athletics will do an analysis of the program and make a
recommendation to the Vice President of Student Affairs regarding the elimination of this program. Factors that must be taken into consideration are:

- Can additional students be found with an interest in the program
- Are there Title IX implications if this program is eliminated
- Does the University’s athletic conference sponsor this program
- Are there realistic competition opportunities available
- Is there adequate funding for this program to continue
- Does this program add value to the University
- Can this program be replaced with another program that can add value to the University
- Does the institution’s geographical location contribute to the lack of interest in the program

Once all of this information is compiled, the Director of Athletics and the VPSA will meet with the President of the University to discuss the viability of keeping or eliminating the program. The President has the ultimate authority to approve the elimination of a varsity or club program.

4.0 SECTION IV PERSONNEL POLICIES

4.1 Employment of Coaches

The President of the University is responsible for the appointment of all athletic staff. The Vice President of Student Affairs is responsible for the oversight of the Department of Athletics. The Director of
Athletics reports to the VPSA. All athletic staff report to the Director of Athletics. Prior to the hiring process, all athletic staff must agree to abide by NCAA and University rules, policies and regulations. The University will check perspective candidates for any NCAA violations at institutions of past employment. Any failure to comply with Norwich University policies or NCAA rules and regulations by coaches and support staff may be deemed a contractual violation and result in disciplinary action. Any staff member who is found in violation of NCAA regulations shall be subject to disciplinary or corrective actions set forth in the provisions of the NCAA enforcement procedure and Norwich University Personnel Policies. Athletic staff members must comply with all rules, regulations, policies and decisions established or issued by the University. All athletic staff members must recognize that they are visible representatives of the University and must reflect the highest standards in their personal and professional conduct. Specifics of employment regulations are found in the Human Resources Policy Manual.

4.2 Code of Conduct

Individuals employed by Norwich University shall act with honesty and sportsmanship at all times so that intercollegiate athletics as a whole, our institution and you, as an individual, represent the honor and dignity of fair play and the generally recognized high standards associated with wholesome competitive sports. We live by our guiding values and expect all athletic staff to embrace and adhere to these values.

4.3 POLICY ON SEXUAL MISCONDUCT, RELATIONSHIP VIOLENCE AND STALKING

Statement of Institutional Philosophy

Norwich University is committed to creating and maintaining a community in which all persons who participate in University programs and activities can work
and/or learn together in an atmosphere free of sexual misconduct, sexual assault, domestic violence, dating violence and stalking, and the University does not tolerate such forms of misconduct and/or crime. Such forms of misconduct and/or crime are also prohibited by State and/or Federal law. It is the intention of the University to take prompt and equitable action to prevent the reoccurrence of behaviors that violate this policy.

Scope of Policy
This policy applies to faculty, staff, other employees and agents, students, and organizations receiving Norwich University funding, or that use the Norwich University name.

An individual who believes that he/she has been subjected to conduct that violates this policy is encouraged to pursue criminal charges in addition to filing a complaint with the University. Both criminal charges and University complaints will proceed independently. University procedures and sanctions can be implemented regardless of when or if criminal charges are initiated or substantiated.

Although sexual assault and sexual misconduct may be forms of sexual harassment, sexual assault and sexual misconduct as defined in this policy are handled under the procedures described in this policy, and complaints of sexual harassment that do not constitute sexual assault or sexual misconduct as defined in this policy are handled as provided in the separate student and employee policies.
available here: http://about.norwich.edu/policy/non-discrimination/.

Title IX Coordinator

Norwich University’s Title IX Coordinator is Stephanie Drew, Employee Relations/Equal Opportunity Officer. Her contact information is: ext. 2144; sdrew@norwich.edu.

The Title IX Coordinator is the administrator responsible for coordinating Norwich University’s efforts to comply with and carry out its responsibilities under Title IX. The Title IX Coordinator’s responsibilities include overseeing the process for handling and responding to all complaints of possible sex discrimination, sexual harassment and sexual misconduct and identifying and addressing any patterns or systemic problems that arise during the review of such complaints. The University’s Title IX Coordinator also participates in the University’s handling and responding to complaints of domestic and/or dating
violence, and stalking, as defined in this policy. The Title IX coordinator or designee is available to meet with students and employees regarding these issues as needed.

General Definitions

Complainant
A complainant is usually an individual reporting conduct that would be in violation of this policy. Complainants may be Norwich University students, faculty members, or staff members, other individuals who participate in educational or other programs of the University (“covered third parties”), or other individuals who the University determines in its discretion should be allowed to act as complainants under this policy (also “covered third parties”).

In some cases (such as, for example, cases in which a person involved in an alleged incident of sexual misconduct, sexual assault, domestic violence, dating violence or stalking does not wish to participate in the process but the University decides that the alleged misconduct needs to be investigated and addressed), the University may proceed with an investigation and/or related disciplinary proceedings without an identified complainant. In such cases, the University may extend complainants’ rights as defined in this policy to affected parties to the extent deemed appropriate by the University. For ease of reference and consistency, the term “complainant” is used hereafter in this policy to refer to a person who believes that he or she has been subjected to sexual misconduct, sexual assault, domestic violence,
dating violence or stalking, or who is believed by another to have been subjected to such conduct. Respondent
A respondent is an individual alleged to have violated this policy.

Statement of Prohibited Conduct

The definitions of sexual assault, domestic violence, dating violence and stalking used in this policy are consistent with the Clery Act, as amended effective 2014. This policy further expands the list of prohibited behaviors beyond Clery requirements to include Sexual Exploitation.

In its primary prevention and awareness programs for incoming students and new employees, and its ongoing prevention and awareness programs for students and employees, Norwich University includes the definitions of sexual assault, the definition of consent in reference to sexual activity, and the definitions of domestic violence, dating violence and stalking that are used by the criminal laws in applicable jurisdictions. However, the University utilizes its own definitions of these prohibited behaviors for purposes of this policy that are consistent with the Clery Act, as amended effective 2014 (and expand upon
the Clery act as noted above), and determines responsibility for violations of University policy through its own procedures and standards of proof (that is, by a preponderance of the evidence standard), not through the procedures or standards of proof employed in the criminal justice system. The definitions outlined immediately below apply as a matter of University policy in all locations where the University operates its programs.

Sexual Misconduct
Sexual misconduct may include sexual assault, sexual exploitation, or both. Use of alcohol or other drugs does not minimize or excuse a person’s responsibility for conduct that violates this policy.

Sexual Assault
Sexual assault may be either rape, fondling without consent as defined below, incest, or statutory rape, as defined in the Clery Act and below.

**Rape** is the penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim.

**Fondling** is the touching of the private body parts of another person for the purpose of sexual gratification, without the consent (as defined below) of the victim, including instances where the victim is incapable of giving consent because of his/her temporary or permanent mental incapacity.

**Incest** is sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law in the applicable jurisdiction.
Statutory Rape is sexual intercourse with a person who is under the statutory age of consent in the applicable jurisdiction.

Sexual assault can be committed by any person against any other person, regardless of gender, gender identity, sexual orientation, or past or current relationship status. Sexual assault may occur with or without physical resistance or violence.

Sexual Exploitation

Sexual exploitation occurs when a person takes sexual advantage of another person for the benefit of anyone other than that other person without that other person’s consent, as defined below. Examples of behavior that could constitute sexual exploitation include but are not limited to the following:

- Intentional non-consensual contact with the private body parts of another person that does not meet the definition of behaviors prohibited under the definition of “Sexual Assault,” above;
- Prostituting another person;
• Recording or capturing through any means images (e.g., video, photograph) or audio of another person’s sexual activity, intimate body parts, or nudity without that person’s consent;

• Distributing images (e.g., video, photograph) or audio of another person’s sexual activity, intimate body parts, or nudity, if the individual distributing the images or audio knows or should have known that the person(s) depicted in the images or audio did not consent to such disclosure and object(s) or would object to such disclosure; and

• Viewing another person’s sexual activity, intimate body parts, or nudity in a place where that person would have a reasonable expectation of privacy, without that person’s consent, if the individual viewing the other person’s or persons’ sexual activity, intimate body parts, or nudity in such a place knows or should have known that the person(s) being viewed would object to that.

Exception: Norwich University’s prohibition of sexual exploitation is not intended to prohibit the use of sexually explicit materials that are reasonably related to the University’s academic mission. Specifically, this section is not intended to proscribe or inhibit the use of sexually explicit materials, in or out of the classroom, when in the judgment of a reasonable person they arise appropriately to promote genuine discourse, free inquiry, and learning.

Definition of Consent
Consent for sexual activity is clear indication, either through verbal or physical actions, that parties are willing and active participants in the sexual activity. Such
authorization must be free of force, threat, intimidation, or coercion, and must be given actively and knowingly in a state of mind that is conscious and rational and not compromised by alcohol or drug incapacitation.

Conduct may be considered sexual assault, sexual misconduct and/or sexual exploitation even if:

- the respondent is someone known by the complainant;
- the sexual assault, sexual misconduct and/or sexual exploitation happens on a date;
- either or both individuals have engaged in sexual touching and kissing prior to the sexual assault, misconduct or exploitation;
- either or both individuals have engaged in consensual sexual activity in the past;
- either or both individuals are under the influence of alcohol or other drugs;
- there was no weapon involved;
- there was no evidence of a struggle or resistance; or
- there are no other witnesses.
Relationship Violence
Norwich University prohibits two types specifically domestic violence and dating violence as defined below:

**Domestic Violence**
Domestic violence is violence committed

a) By a current or former spouse or intimate partner of the person subjected to the violence;

b) By a person with whom the person subjected to the violence shares a child in common;

c) By a person who is cohabitating with, or has cohabitated with, the person subjected to the violence as a spouse or intimate partner;

d) By a person similarly situated to a spouse of the person subjected to the violence under the domestic or family violence laws of the jurisdiction in which the violence occurred, or

e) By any other person against an adult or youth who is protected from that person’s acts under the domestic or family violence laws of the jurisdiction in which the violence occurred.

For the purposes of this definition, domestic violence includes but is not limited to sexual or physical abuse or the threat of such abuse, if involving individuals who are or have been in a domestic relationship as defined here.

For the purposes of this definition, “violence” means conduct that involves the use or threatened use of physical force against a person, or creates a reasonable belief that physical force
may be used against a person in the course of conduct.

**Dating Violence**

Dating violence is violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the person subjected to the violence. The existence of such a relationship shall be determined based on the reporting party’s statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.

For the purposes of this definition, dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse, if involving individuals who are or have been dating as defined here.

For the purposes of this definition, “violence” means conduct that involves the use or threatened use of physical force against a person, or creates a reasonable belief that physical force may be used against a person in the course of the conduct.
Dating violence does not include acts covered under the definition of domestic violence stated above.

Stalking
Stalking is defined as engaging in a course of conduct directed at a specific person that would cause a reasonable person to

- Fear for the person’s safety or the safety of others; or
- Suffer substantial emotional distress. For the purposes of this definition

Course of Conduct means two or more acts, including, but not limited to, acts in which the alleged stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about a person, or interferes with a person’s property.

Reasonable Person means a reasonable person under similar circumstances and with similar identities to the person subjected to the stalking.

Substantial Emotional Distress means significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling.

Examples of stalking behaviors or activities include, but are not limited to the following, if they occur in the context of stalking as defined above:

- Non-consensual communication, including face-to-face communication, telephone calls, voice messages, e-mails, text messages, written letters,
gifts, or any other communications that are unwelcome.

- Use of online, electronic or digital technologies in connection with such communication, including but not limited to:
  
a) Posting of pictures or text in chat rooms or on websites;
  b) Sending unwanted/unsolicited e-mail or talk requests;
  c) Posting private or public messages on Internet sites, social networks, and/or school bulletin boards;
  d) Installing spyware on a person’s computer;
  e) Using Global Positioning Systems (GPS) or similar technology to monitor a person;
  f) Pursuing, following, waiting for, or showing up uninvited at or near a residence, workplace, classroom, or other places frequented by the person;
  g) Surveillance or other types of observation including staring or “voyeurism;”
h) Trespassing;
i) Vandalism;
j) Non-consensual touching;
k) Direct verbal or physical threats;
l) Gathering information about an individual from friends, family, or co-workers;
m) Accessing private information through unauthorized means;
n) Threats to harm self or others;
o) Defamation and/or lying to others about the person, or
p) Using a third party or parties to accomplish any of the above.

Retaliation
Retaliation directly or indirectly against an individual for reporting, in good faith, unwelcome conduct of a sexual nature, sexual misconduct, sexual assault, domestic violence, dating violence or stalking, or for cooperating in the investigation of a complaint of such conduct, may be unlawful and violates this policy. Retaliation includes, but is not limited to, adverse actions that have a substantial adverse effect on the working or educational environment of any individual involved in the complaint or the investigation, such as:

• Intimidation;
• Reprisal;
• Ostracism;
• Actions that alter the person’s assignments, assessment of his or her work, or his/her living and learning environment;
• threats, coercion, or otherwise discriminating
  against any individual for exercising his or her,
  rights or responsibilities under this policy.
Any person who believes that he or she has been
subjected to such retaliation should follow the complaint
resolution procedures outlined in this policy.
Retaliation under this policy may be found whether or not
the underlying complaint is ultimately found to have
merit.

Immediate Responses to Sexual Assault,
Sexual Misconduct, or Other Misconduct
Covered by This Policy

The University recognizes that complainants can choose
whether or not they wish to make a report of sexual
assault, sexual misconduct, or other misconduct covered
by this policy. The University may also have to proceed
with an investigation or disciplinary action where
necessary, under circumstances described below.
Once an incident or complaint of sexual assault and/or sexual misconduct is reported to the Title IX Coordinator, he or she will inform the complainant of the options of criminal prosecution, medical assistance, and use of this policy to file a complaint or report a sexual assault and/or sexual misconduct.

The Title IX Coordinator, Campus Security and/or other University personnel will assist the complainant with these contacts if requested. In addition, confidential counseling, support services, academic assistance, future security and alternative housing (for students) can be coordinated as appropriate through the Title IX Coordinator. These supports and services are described further below.

Individuals who have experienced a sexual assault or other physical assault should go immediately to a hospital emergency room for medical attention and a sexual assault examination (as applicable), and before doing so:

- should not bathe or douche;
- should not urinate;
- should not drink any liquids;
- if oral contact has occurred, the victim/survivor should not smoke, eat or brush teeth; and
- if clothes are changed, soiled clothes should be placed in a paper bag (plastic destroys crucial evidence).

Contact information for immediate response resources includes the following:

Central Vermont Medical Center Emergency Department: ........ (802) 371-4263
Sexual Assault Crisis Team, Washington County: ...................... (802) 479-5577
Northfield Police: ................................................................. (802) 485-9181
Norwich Campus Security: ............................................................ (802) 485-2525
Norwich Counseling Services ...................................................... (802) 485-2134

Confidentiality

Norwich University encourages individuals to report incidents of sexual misconduct, domestic and/or dating violence, stalking and related retaliation so that they can get the support they need, and so that the University can respond appropriately. Certain Norwich employees may maintain confidentiality, but most cannot. Although strict confidentiality may therefore not be guaranteed, in all cases the University will handle information in a sensitive manner and will endeavor to protect the privacy of individuals to the extent it can do so consistent with its obligations to respond to reports of sexual misconduct, domestic and/or dating violence, stalking and/or related retaliation.
In order to avoid potential problems such as interference with the investigative process and the creation of a retaliatory environment, parties and witnesses involved in ongoing investigations are instructed not to talk about ongoing investigations.

This section is intended to inform students, faculty, staff and covered third parties of the various reporting and confidential disclosure options available to them, so that they can make informed choices about where to go for help.

Confidential Resources

A confidential resource is an individual who is legally and ethically bound to keep confidential all information shared with them in the course of providing counsel and support, except under the circumstances noted below. In general, the law recognizes and protects the confidentiality of communications between a person seeking care and a medical or mental health professional, religious advisor or trained sexual assault advocate. The medical, mental health, and religious professionals (i.e., individuals acting in their religious professional capacity through the Chaplain’s Office) at Norwich, respect and protect confidential communications from students, faculty, and staff to the extent they are legally able to do so. These professionals may have to breach a confidence, however, when they perceive a serious risk of danger or threat to any person or property. In addition, medical and mental health professionals may be required by law to report certain crimes (e.g., allegations of sexual and/or physical abuse of a person under 18).
An individual who speaks to a confidential resource must understand that, if they want to maintain confidentiality, the University will be unable to conduct an investigation into the particular incident or pursue disciplinary action against the alleged perpetrator. However, confidential resources may assist the individual in receiving other forms of protection and support, such as victim advocacy; academic accommodations; disability, health or mental health services; and changes to living, working, or transportation arrangements, as described below. An individual who initially requests confidentiality may later decide to file a complaint with the University or report the incident to local law enforcement, and thus have the incident fully investigated. These confidential resources will help to direct the individual to the appropriate resources in the event that the individual wishes to file an internal complaint with Norwich or report to the police.

Non-Confidential Resources

Non-confidential resources are all faculty or staff members, including residential life staff who are not confidential medical or counseling professionals, religious professionals acting in that capacity through the Chaplain’s Office, or trained sexual assault advocates, and who are therefore not permitted to honor requests for confidentiality. Non-confidential faculty or staff who learn of an
incident of sexual misconduct, domestic and/or dating violence, stalking or related retaliation involving a student or employee are required to report that information to the Title IX Coordinator, and they are “responsible employees” to this extent.

Employees who are Campus Security Authorities are required to report certain sex offenses and other crimes to Campus Security for the purpose of compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. For more information about Campus Security Authorities, see Norwich University’s Annual Security and Fire Safety Report.

General inquiries to Norwich University officials about policies or procedures, and conversations in which the alleged perpetrator is not identified by name or by implication from the circumstances, may remain private. Otherwise, individuals who want to maintain confidentiality should seek a confidential resource.

Disclosure to Responsible Employees and Requests for Confidentiality

When a responsible employee learns of an incident that could constitute sexual misconduct, domestic or dating violence, stalking or related retaliation involving a student, faculty or staff member or covered third party, the responsible employee will report available information about the incident to the Title IX Coordinator.

To the extent possible, information reported to a responsible employee will be shared with others only to the extent necessary to respond to the situation and support the parties and in accordance with state and federal law.
Evaluating Requests for Confidentiality in Sexual Assault Cases
If an individual discloses an incident of sexual assault but wishes to maintain confidentiality or requests that no investigation into a particular incident be conducted or disciplinary action taken, the University will make every effort to respect this request and will evaluate the request against its responsibility to provide a safe, non-discriminatory environment for all students, faculty and staff, including the individual who reported the sexual assault. As noted below, there are times when the University may not be able to honor the individual’s request. Further, if the University honors the request for confidentiality, the University’s ability to appropriately investigate the incident and pursue disciplinary action against the alleged perpetrator(s), if warranted, may be limited.

The University has designated its Title IX Coordinator as responsible for evaluating requests for confidentiality, in consultation as necessary with other University officials such as individuals at the Campus Security Office. Factors to be considered in determining whether confidentiality should be maintained may include but are not limited to:
• The increased risk that the alleged perpetrator will commit additional acts of sexual misconduct or other violence, such as:
  
  a) Whether there have been other sexual misconduct complaints about the same alleged perpetrator;
  b) Whether the alleged perpetrator has a history of arrests or records from a prior institution indicating a history of violence;
  c) Whether the alleged perpetrator has threatened further sexual misconduct or other violence against the individual or others;
  d) Whether the alleged sexual misconduct was committed by multiple perpetrators;
  e) Circumstances that suggest there is an increased risk of future acts of sexual misconduct or other violence under similar circumstances (e.g., whether the report reveals a pattern of perpetration (e.g., via illicit use of drugs or alcohol) at a given location or by a particular group);

• Whether the alleged sexual misconduct was perpetrated or facilitated with a weapon;
• Whether the alleged victim is a minor; and
• Whether the University possesses other means to obtain relevant evidence (e.g., security cameras, information known to University personnel, or physical evidence).
The presence of one or more of these factors or other factors as deemed appropriate may prompt an investigation and adjudication under the University’s policies and, if appropriate, result in disciplinary action. If none of these factors is present, the University will likely honor the individual’s request for confidentiality.

Evaluating Requests for Confidentiality in Sexual Exploitation, Domestic and/or Dating Violence, Stalking and Related Retaliation Cases

In cases involving domestic violence, dating violence, stalking, and/or related retaliation, if an individual insists that their name or other identifiable information not be revealed, or asks that the University not investigate or seek action against the alleged perpetrator, the University will evaluate the request in the context of its commitment to provide a safe environment for that individual as well as all students, staff and faculty. Thus, the University may weigh the individual’s request against a number of factors, including but not limited to the seriousness of the alleged conduct; circumstances that suggest there is a risk of repeated conduct; whether there have been other reports or complaints about the alleged perpetrator; the credibility and significance of existing relevant evidence; and the extent of any ongoing threat to the individual, the Norwich University community or any of its members.
If Confidentiality is Requested but Cannot be Maintained

If the University determines that it cannot maintain an individual’s request for confidentiality, the University will inform the individual prior to conducting an investigation (unless extenuating circumstances are present) and will, to the extent possible, only share information with those individuals who are responsible for the University’s response to the incident. Norwich will not require the individual to participate in any investigation or disciplinary proceeding, nor will it require the individual to personally report any information to law enforcement authorities. It will remain up to the individual to choose whether they personally want to participate in notifying law enforcement authorities, or would rather not do so.

If when responding to reports of sexual misconduct, domestic and/or dating violence, stalking, or related retaliation, the University determines it is obligated to take any action that would involve disclosing a reporting individual’s identity to the respondent, or an action from which the reporting individual’s identity may be easily determined by the respondent, the individual will be informed before the action is taken unless extenuating circumstances are present. If the reporting individual requests that the respondent be informed that they requested that there be no investigation or disciplinary action, the University will endeavor to honor this request and inform the respondent that the University made the decision to investigate the matter.

The University will take supportive measures as described below when requested and reasonably available that are
designed to prevent and address retaliation against individuals whose requests for confidentiality have not been honored, and to respond to their needs for support, services and accommodations.

When Confidentiality Can be Maintained

If the University determines that it can respect the individual’s request for confidentiality, the University will take action to assist the individual, to the extent possible, including the measures identified below under Services and Accommodations, where such measures are requested and reasonably available.

As noted above, individuals should be aware that if the University honors their request for confidentiality, this may limit the University’s ability to fully respond to the incident, including pursuing disciplinary action against the alleged perpetrator.

Disclosure During Internal Investigations and Adjudications

The University will handle information related to alleged violations of this policy with sensitivity and discretion. However, the University may need to disclose information relating to an incident (including the identity of parties, witnesses or others) to the extent necessary to conduct a thorough, fair, and impartial investigation and adjudication process for all involved parties.
Disclosure Required by Law
The University will not include the names of complainants or other identifying information in publicly available reports that are compiled as required by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, and when issuing timely warnings as required by the Clery Act, will withhold as confidential the names of such individuals.

Disclosure to Law Enforcement
In certain circumstances, the University may need to report an incident to law enforcement authorities. Such circumstances include but are not limited to incidents that warrant the undertaking of safety and security measures for the protection of the individual and/or the campus community, or situations in which there is clear and imminent danger and/or a weapon may be involved. Complainants may choose to notify authorities personally and directly with or without the University’s assistance, or may choose not to notify such authorities personally.

Services and Accommodations
It is not necessary to file a complaint, participate in an adjudication process, or file a criminal complaint in order to request services or accommodations from the University. These may include but are not limited to:

- No Contact Orders restricting encounters and communications between the parties;
- Academic accommodations, including but not
limited to deadline extensions, incompletes, course changes or late drops, or other arrangements as appropriate;

- Residential accommodations, including but not limited to arranging for new housing, or providing temporary housing options, as appropriate;
- Changing transportation or working arrangements or providing other employment accommodations, as appropriate;
- Assisting the individual in accessing support services, including, as available, victim advocacy, academic support, counseling, disability, health or mental health services, visa and immigration assistance, student financial aid services, and legal assistance both on and off campus, as applicable;
- Informing the individual of the right to report a crime to local law enforcement and/or seek orders of protection, restraining orders, or relief from abuse orders from United States courts or courts outside of the United States as applicable, and providing assistance if the individual wishes to do so. Norwich University will also work with complainants and others as appropriate to respect and implement the requirements of such orders on premises that it owns or controls, as necessary and appropriate.
Students and employees seeking services, protective measures, and/or accommodations should direct their request to a confidential resource or the Title IX coordinator, as appropriate. The request will be evaluated and responded to by the Title IX Coordinator or designee after consultation, as needed, with other Norwich University officials. The University will maintain as confidential any services, accommodations or protective measures provided to complainants, to the extent that maintaining such confidentiality would not impair the ability of the University to provide the services, accommodations or protective measures.

Pursuing a Criminal Complaint

In addition to (or instead of) Norwich University’s processes, any student, employee or covered third party who wishes to report a complaint of sexual misconduct, domestic and/or dating violence, or stalking under this policy may and should also pursue criminal charges with local, state, or federal law enforcement agencies. The University will offer and upon request provide assistance to students, employees and covered third parties in contacting law enforcement agencies. These options are available regardless of whether an individual chooses to file a complaint with the University. Individuals have the option to notify such agencies with or without assistance from the University, and have the option not to notify such authorities personally.

In addition to (or instead of) Norwich University’s processes, individuals who are being or who may have been subjected to sexual misconduct, domestic and/ or
dating violence, stalking and/or related retaliation may also have the right to pursue orders of protection, restraining orders and/or relief from abuse orders from the court system. The University will support individuals if they wish to have the University’s assistance in making contact with law enforcement authorities and other external resources to seek such orders. The University will respect such orders to the extent applicable. In addition, the University can also impose no-contact conditions on students, employees and third parties over whom it has some measure of control.

Medical Care and Evidence Preservation

Any individual who may be experiencing or has experienced sexual misconduct, domestic and/or dating violence, stalking or related retaliation is encouraged to immediately seek any necessary medical care and to seek help from appropriate Norwich, law enforcement and/or medical personnel, even if the individual is uncertain about whether to ultimately pursue a complaint or criminal charges, or to seek a protective order. It is important for individuals to preserve all possible evidence in case they decide at some point to do so. Therefore, if at all possible, as noted above, they should refrain from changing clothes, showering or otherwise changing their physical state after an incident, until after consulting with medical
personnel about how to best preserve evidence. They should also preserve any available physical evidence, documents, or electronic evidence (such as, for example, text messages, photographs, social media posts, etc.).

Other Policy Violations

The University’s primary goals when responding to complaints of sexual misconduct, domestic or dating violence and/or stalking involving students is student safety, and to address that misconduct and prevent it from recurring. A student should not hesitate to report sexual misconduct due to a concern that the investigation process may indicate that he or she was under the influence of alcohol or drugs at the time of the incident. Violations of other University policies will be handled separately from alleged violations of this policy. The use of alcohol or drugs never makes the complainant at fault for sexual misconduct, domestic or dating violence and/or stalking.

If the report of misconduct covered by this policy also involves a report of misconduct prohibited by other Norwich University policies, the University may determine at its discretion to investigate and make decisions regarding some or all of the other reported misconduct through the procedures outlined below. Alternatively, the University may decide to investigate and make decisions about other reported misconduct through other University procedures.
Unrelated Sexual History

Information about sexual activity between a complainant and individuals who are not involved in a case under review is not considered relevant to whether this policy was violated in the case under review. Therefore, information external to any relationship between the complainant and the respondent will not be considered in the complaint resolution process outlined below.

Providing False Information

Intentionally making a false report or providing false information in connection with a report, investigation or adjudication of a matter covered by this policy will not be tolerated. A complainant whose factual allegations are truthful to the best of the complainant’s knowledge, but are not found by the University’s process to substantiate a violation of this policy, has not provided false information within the meaning of these guidelines.

An individual found to have intentionally filed a false report or to have provided false information would be advanced to step fourteen (14) of the Formal Investigation and Determination Process. Students may also be subject to an Honor Violation Investigation for providing false information during the complaint resolution process.
Information and Counseling

Anyone may seek advice, information, or counseling on sexual assault and sexual misconduct, relationship violence and stalking by contacting the Title IX Coordinator or an Equal Opportunity Contact Person (Contact Person). Persons who have experienced sexual assault or sexual misconduct, or are uncertain as to whether what they have experienced is considered sexual assault or sexual misconduct, are encouraged to talk with the Title IX Coordinator or a Contact Person. Contact Persons are Norwich University faculty and staff members who are trained in identifying sexual assault and sexual misconduct and handling complaints. The most up to date listing of the Contact Persons may be found at the Norwich University website http://about.norwich.edu/policy/sexual-misconduct-relationship-violence-and-stalking/#contact or by calling the Title IX Coordinator at ext. 2144. Additional Contact Persons may volunteer or be recommended to the Title IX Coordinator. Individuals may also contact one of the Confidential Resources identified above.

Individuals who are called to participate in the complaint resolution process are encouraged to seek counseling and support. You can meet with a Norwich University Counselor on a confidential basis by contacting the Counseling Services at ext. 2134.

Education

The University will work to educate employees and students relative to the prevention of sexual misconduct, domestic violence, dating violence and stalking. Educational programs addressing these issues will include:
1) primary prevention and awareness programs for all incoming students and new employees; 2) safe and positive options for bystander intervention; 3) information on risk reduction to recognize warning signs of abusive behavior; 4) ongoing prevention and awareness programs for students, faculty and staff who have responsibility for working with students.

Filing a Complaint with the University

The first step in filing a complaint of sexual misconduct, domestic violence, dating violence or stalking, or getting more information, is to speak with the Title IX Coordinator or a Contact Person. The Title IX Coordinator or a Contact Person is available to answer questions about sexual misconduct, domestic violence, dating violence or stalking, or to help an individual decide if he or she is experiencing one or more of these forms of misconduct, and to work to address it if it is happening. The Title IX Coordinator or Contact Person can assist the individual in deciding which route to take with the complaint: informal resolution where applicable, or formal investigation and determination.
third Party Complaint

A person who has not experienced sexual misconduct, domestic violence, dating violence or stalking, but who has information regarding someone else who has experienced such misconduct, is expected to report that information. To make a third-party complaint, the individual is encouraged to contact the Title IX Coordinator or a Contact Person as soon as possible. Upon receipt of such information the Title IX Coordinator will make preliminary inquiries, which may include contacting the alleged victim, to determine whether further action is warranted. If a concern about these forms of misconduct is reported to the Title IX Coordinator by someone other than the alleged victim, and the alleged victim is unwilling or unable to provide a written statement or otherwise participate in an investigation, the Title IX Coordinator will have the incident investigated if sufficient information is furnished to enable the University to conduct a meaningful and fair investigation, and it is determined that conducting an investigation is in the best interests of the University. If the alleged victim provides an oral statement, the Title IX Coordinator or Contact Person may reduce the oral statement to writing, and such statement will serve as the complaint. If an alleged victim is unwilling or unable to assist the Equal Opportunity Office in the investigation process, the University’s ability to respond effectively to the conduct that prompted the complaint or report may be limited.
Reports by University Officials
University officials who become aware of conduct that could be a violation of this policy have an obligation to report that information to the Title IX Coordinator. “University officials” include, for purposes of this policy, all Norwich employees. This reporting obligation does not override applicable laws and policies on confidentiality of communication with mental health professionals, physicians, clergy, attorneys, and the like. If a University employee fails to cooperate with, or interferes with, a University investigation, that employee will be subject to disciplinary action up to and including dismissal.

Complaint Resolution Process Options
When information about an incident of sexual misconduct, domestic or dating violence or stalking is brought to the attention of the Title IX Coordinator, he or she will contact the complainant to explain the policy and complaint resolution process options. The Title IX Coordinator may be excused from carrying out his/ her duties under the policy in the event of a conflict of interest or other legitimate reason. In the absence of the Title IX Coordinator, the Director of Human Resources will assume the role of Acting Title IX Coordinator, or will appoint an Acting Title IX Coordinator, for purposes of the case.
Informal Resolution

The aim of informal complaint resolution is not to determine whether there was intent to engage in conduct in violation of this policy, but rather to ensure that the alleged offending behavior ceases and that the matter is resolved promptly at the appropriate level. The assumptions underlying this form of resolution are that both parties perceive a problem (although they may define the problem differently), that both share a common interest in solving that problem, and that together they can negotiate an agreement that will be satisfactory to everyone involved. The focus is on what will happen in the future between the parties, rather than on what has happened in the past. No sanctions are imposed in resolving informal complaints. If at any point during an informal resolution of a complaint, either the complainant or the respondent communicates dissatisfaction with the process or resolution and the Title IX Coordinator deems it appropriate, the Title IX Coordinator can terminate the informal resolution and begin a formal investigation and determination process.

Informal complaint resolution will not be used in cases that involve reports of information that, if true, would constitute sexual assault.

Mediation

If agreed to by both the complainant and the respondent, mediation by an internal or external third party may be used as a form of informal resolution. It can be helpful in setting boundaries for future contact, for instance, including whether the parties may contact each other at
all, specifics on who uses what lab at what time, etc. The most important outcome of mediation is that both parties agree to the resolution.

Many people think that in order to mediate, they need to sit face to face and talk. Mediated resolutions can be worked out without the parties ever meeting together, by the mediator talking with each party in turn and relaying what they are willing to agree to each other. Mediation may also be used following the outcome of a formal investigation and determination to work out the details of future contact.

Mediation will not be used in cases that involve reports of information that, if true, would constitute sexual assault.

Formal Investigation and Determination

A request for a formal investigation of an allegation of sexual assault or sexual misconduct should be addressed to the Title IX Coordinator or to any one of the University Contact Persons. If the complaint allegations, assuming factual support, could constitute misconduct in violation of this policy, the Title IX Coordinator may nonetheless elect not to investigate for reasons which could include, but are not limited to, that (1) the alleged sexual assault or sexual
misconduct occurred so long ago that the University cannot practically conduct a meaningful, fair investigation; or (2) the person against whom the complaint is made is no longer associated with Norwich University as of the time the complaint is filed. This decision will be made by the Title IX Coordinator in the exercise of his/her reasonable discretion. If the decision is made not to investigate a complaint, the complainant has the right to appeal as described in the APPEAL section below.

The complainant has the right to withdraw the complaint in writing at any time, although if the University believes a violation of this policy has occurred, it may be required by law to, or may decide in its discretion to, continue the investigation on its own.

Once a complaint has been filed and a formal investigation deemed appropriate, the following procedure will ordinarily be used:

1. The Title IX Coordinator will assign or retain an investigator. If appropriate, the Title IX Coordinator may elect to have a complaint investigated by an external third party. If the Title IX Coordinator is unable to serve, or serves as the Investigator, the Director of Human Resources will assume the role of Acting Title IX Coordinator and will carry out the responsibilities of the complaint resolution process as outlined in the policy. The complainant will be notified in person or in writing of the identity of the Investigator.

2. The Title IX Coordinator will attempt to meet
with the respondent to inform him or her that a complaint of misconduct in violation of this policy has been filed and that a formal resolution is desired. Should the respondent admit to the charges as described by the complainant, the process will then continue at step fourteen (14) of the complaint resolution process and the investigation will be terminated.

3. The Title IX Coordinator will advise the respondent by letter that a formal charge of misconduct in violation of this policy has been brought against him or her and that he or she is not to contact the complainant regarding the complaint or to otherwise engage in any retaliatory conduct directly or through others. With the letter, the Title IX Coordinator will send a copy of this policy to the respondent. This package will be marked “confidential” and will either be sent electronically or sent to the mailing address of the respondent. The name of the Investigator will be included in this letter. While respecting the need for discretion to the extent appropriate, the Title IX Coordinator will notify appropriate faculty or administrators as necessary that the University is conducting an investigation into an alleged violation of this policy.

4. The complainant or the respondent must notify the Title IX Coordinator in writing within two (2) business days of the Investigator being
identified if he or she believes that the Investigator cannot be objective and fair or would be biased or have a conflict of interest, and must also state at that time the reasons for that belief. The Title IX Coordinator will review the objection and within two (2) business days, in his/her discretion, determine whether a different Investigator will be assigned. If a new investigator is to be assigned to the complaint, both parties will be notified in writing.

5. The respondent may, but is not required to, respond in writing after receiving notification of the complaint. Any such written responses will be addressed to the Investigator. The respondent will have an opportunity to meet directly with the Investigator and to offer whatever he or she would like in explanation.

6. The investigation will be conducted as promptly as possible without compromising thoroughness. The Investigator is expected to (1) Perform the investigation and make his or her findings in a prompt, fair and impartial manner, (2) Investigate the complaint thoroughly and expeditiously, and (3) Submit a written investigation report to the Title IX Coordinator in a timely manner. It is expected that the Investigator will strive to complete his or her report on the case within thirty (30) days of receipt of the formal complaint, although the investigation may take longer depending on the complexity of the case, the availability and number of witnesses, timing issues (such as intervening semester breaks
or holidays), and other good cause. If the timeframe for the investigation is extended for good cause, the Title IX Coordinator will provide written notice to the parties regarding the extension and the reasons for the extension. The Investigator is authorized to contact any and all individuals, without limitation. The Investigator is authorized to access relevant records, including personnel, grievance and student records, except those deemed confidential or privileged by law.

7. The complainant and respondent will be asked to identify all witnesses with whom they wish the Investigator to speak. The Investigator will interview those witnesses who are believed by the Investigator to have first-hand knowledge of the incident or otherwise relevant information. The Investigator is not otherwise required to interview any particular witness, even if identified by one of the parties.

8. The respondent and the complainant will be provided with the same opportunities to have others present during interviews or meetings related to the investigation. The respondent and the complainant may each elect to have an advisor of choice present with them at investigatory and other process-related meetings to provide support, guidance or advice. The advisor may not speak or otherwise represent their advisee during interviews or related meetings. Individuals who wish to bring an
advisor to an interview must notify the Title IX Coordinator at least 24 hours in advance of their intent to bring an advisor. A Contact Person (including the one who initially received the complaint) may act as an advisor.

9. Both parties will be provided with timely and equal access to any information that will be used during the investigation.

10. Both parties will be provided with timely notice of any meetings related to this process that they are expected to attend.

11. The Investigator may consult as deemed necessary with forensic, medical, technological or other experts regarding issues relevant to the investigation.

12. At the conclusion of the investigation, the Investigator will send a copy of the findings and report to the Title IX Coordinator. If the report is accepted (that is, not returned for further fact finding or clarification within 7 days), a copy will also be sent to the respondent and the complainant. The report will detail findings of the facts regarding the complaint and make recommendations about whether or not this policy was violated. The Investigation file will be secured in the Equal Opportunity Office. Documentation in the file regarding students is protected under the Family Education Rights and Privacy Act (FERPA) and is not any one single participant’s educational record.

13. Both the respondent and the complainant will
have an opportunity to respond to the report, in writing, within seven (7) days of receipt. Copies of responses should go to the Title IX Coordinator and to the Investigator. The Title IX Coordinator will consider the responses to the Investigator’s report. The Title IX Coordinator may, in his or her discretion, request that the Investigator clarify the Investigator’s report or perform additional investigation upon receipt of the responses from both parties. The Title IX Coordinator may also call in any of the parties to confirm or clarify points covered in the Investigator’s report, or in the responses to the Investigator’s report, after the Investigator’s report has been accepted. The Title IX Coordinator is not bound by the investigation report; rather, the report is advisory to the Title IX Coordinator, and in determining whether a violation of the policy occurred, the Title IX Coordinator must conclude that misconduct in violation of this policy has been proven by a preponderance of evidence; i.e., that it was more likely than not that misconduct in violation of this policy occurred.

14. The Title IX Coordinator will determine whether or not a violation of the policy has occurred and decide what sanctions shall be imposed. Substantiated prior complaints may not be used to substantiate the current complaint; however, substantiated prior complaints may be
considered by the Investigator and/or the Title IX Coordinator to the extent relevant in assessing the credibility of the person accused, ascertaining if a pattern of conduct exists, and/or determining whether and what level of disciplinary action is appropriate. Information regarding substantiated past complaints will not be made available to the complainant and third parties other than the Investigator and persons having administrative responsibility under these procedures, except as permitted or required by law.

15. The Title IX Coordinator will simultaneously notify the complainant and the respondent in writing of the result of the investigation, which will include the rationale for the result and any sanctions.

16. This written notification will include information about: the University’s procedures for the parties to appeal the result and/or sanction, to the extent that an appeal is available; any change to the result; and when such results become final.

The time periods prescribed in this document for actions by the Title IX Coordinator or the Investigator are intended not as rigid rules, but rather as guidelines to which all are expected to adhere in good faith to the extent practicable. The Title IX Coordinator may exercise reasonable discretion to extend deadlines when he or she considers that action necessary or appropriate, and will provide notice to the parties if that occurs, as discussed above.
Appeal Process

The appellate authority for this policy is the Chief Financial Officer (CFO). Both parties shall have the right to appeal as follows:

All appeals should be typed and should contain justification to support one or more of the following reasons for the appeal:

• The introduction of new evidence;

• That the evidence was/was not sufficient to support a policy violation. That due process was not provided; and/or

• The sanctions were not appropriate to the violation.

Appeals must be submitted in writing within five (5) business days of receipt of the notification of the decision. An appeal will not be considered if submitted after the allotted five (5) business days have elapsed. The appellate authority will hold a meeting with the appealing party after reviewing the complaint, the investigation report, and the written appeal. The other party may also submit a written response to the appeal and may appear before the appellate authority if he or she wishes to do so. The meeting(s) will take place within ten (10) business days of receipt of the appeal, unless this timeframe is extended for good cause with notice to the parties. The appellate authority can either uphold the decision
of the Title IX Coordinator or overrule that decision in whole or in part. The appellate authority will consult with individuals as deemed necessary in order to reach his/her decision. The appellate authority will communicate his/her decision to the complainant and respondent in writing within ten (10) business days of the date of the hearing with a copy to the Title IX Coordinator.

The CFO may make a request to the President to be excused from the role of appellate authority. In the event that the President excuses the CFO, or in the absence of the CFO, the President shall appoint an alternative appellate authority. The complainant or the respondent must notify the President in writing immediately if he or she believes that the appellate authority cannot be objective and fair, and must also state at that time the reasons for that belief. The President will review the objection and, in his/her discretion, determine whether a different appellate authority will be assigned.

Sanctions

If it is determined that this policy has been violated, sanctions will be reasonably calculated to attempt to prevent reoccurrence and allow the victim/complainant to reach full potential in the performance of his or her assigned job or educational pursuits. Prior violations of University policy and sanctions will be taken into consideration in determining appropriate sanctions. Sanctions may include any of the following:

- Change of job or class assignment (e.g., removing a
person from being in a position to retaliate or further affect the victim/complainant);

- Advice or counseling;
- Writing a letter of apology to the complainant;
- Mandatory attendance at an appropriate educational class;
- Written reprimand or other form of discipline documented in writing;
- Mandatory attendance at an appropriate educational class (at the expense of the respondent);
- Relevant community service;
- Prohibiting a student from holding office or participating in student activities, including sports, for a specified time;
- Transferring a student to different housing or banning him or her from University housing facilities;
- Probation;
- Suspension (with or without pay); or
- Termination or dismissal.

In addition to the above-listed potential sanctions, a respondent, or any other party, may at any time be referred to other University disciplinary processes
because of information obtained from the complaint resolution process. Non-disciplinary measures as deemed appropriate in the discretion of the University (including but not limited to no-contact orders or housing relocation) may be implemented, even in cases where a policy violation was not found.

Questions

Questions or concerns about this policy should be directed to the Title IX Coordinator. This policy is subject to change to comply with changes in relevant laws or University operating procedures.

The most up to date information about Norwich University Equal Opportunity Contact Persons in addition to emergency contact information can be found at: http://about.norwich.edu/policy/sexual-misconduct-relationship-violence-and-stalking/#contact.

This policy supersedes all previous Norwich University policies that covered some or all of the areas covered in this policy.

4.4 Department of Athletics Policy on Transgender Student-Athletes

The Department of Athletics goal is to ensure transgender student athletes receive fair, respectful and legal access to collegiate sports teams based upon current medical and legal knowledge. The Department of Athletics also wants ensure that this policy recognizes the safety, privacy and dignity of transgender student-athletes as well as their teammates.

The following policies clarify participation of transgender student–athletes undergoing hormonal treatment for gender transition:

1. A trans male (FTM) student-athlete who has received a medical exception for treatment with testosterone for diagnosed Gender Identity Disorder or gender dysphoria and/or Transsexualism, for purposes of NCAA completion may compete on a men’s team but is no longer eligible to compete on a women’s team without changing the team status to a mixed team. (A mixed team is a varsity intercollegiate team on which at least one individual of each gender competes. A mixed team shall be counted as one team. A mixed team shall count toward the minimum sponsorship percentage for men’s championship only.)
2. A trans female (MTF) student-athlete being treated with testosterone suppression medication for Gender Identity Disorder or gender dysphoria and or Transsexualism, for the purposes of NCAA competition may continue to compete on a men’s team but may not compete on a women’s team without changing it to a mixed team status until completing one calendar year of testosterone suppression treatment.

Any transgender student-athlete who is not taking hormone treatment related to gender transition may participate in sex-separated sports activities in accordance with his or her assigned birth gender.

1. A trans male (FTM) student-athlete who is not taking testosterone related to gender transition may participate on a men’s team or a women’s team.

2. A trans female (MTF) transgender student-athlete who is not taking hormone treatments related to gender transition may not compete on a women’s team.

The Student’s Responsibilities

1. A student-athlete who has completed, plans to initiate or is in the process of taking hormones as part of a gender transition needs to submit the request to participate on a sports team in writing to the director of athletics upon matriculation or when the decision to undergo hormonal treatment is made.

2. The request must include a letter from the student’s physician documenting the student-athlete’s intention to transition or the student’s transition status if the process has already been initiated. This letter should identify the prescribed hormonal treatment for the student’s gender transition and documentation of the student’s testosterone levels, if relevant.

The University’s Responsibilities

1. The director of athletics will meet with the student to review eligibility requirements and procedure for approval of transgender participation.

2. If hormone treatment is involved in the student-athlete’s transition, the director of athletics will notify the NCAA of the student’s request to participate with a medical exception request. The NCAA identifies testosterone as a banned
substance, and provides for a medical exception review for demonstrated need for use of a banned medication. In the case of testosterone suppression, the director of athletics must submit written documentation to the NCAA of the year of treatment and ongoing monitoring of testosterone suppression. This notification must be completed prior to the student-athlete competing while undergoing treatment.

Facilities

1. Transgender student-athletes will be able to use the locker room, shower and toilet facilities in accordance with the student’s gender identity. Where possible, locker rooms should have some private, enclosed changing area, showers and toilets for use by any athletes who desired them. Norwich University will make every attempt to provide private, separate changing, showering and toilet facilities for the student’s use if requested.

2. If a transgender student-athlete required a particular accommodation while competing at a visiting school, the director of athletics will notify the director of athletics of that school prior to competition to ensure that the student’s access to facilities are comfortable and safe. This notification will maintain the student’s confidentiality and the student-athlete’s identity will not be disclosed without the student’s expressed permission.

3. A transgender student-athlete will be assigned to share a hotel room based upon their gender identity recognizing that any student who needs extra privacy will be accommodated whenever possible.

Dress Code and Team Uniforms

1. Transgender student-athletes will be permitted to dress consistently with their gender identities. In situations where teams will travel in designated travel attire (team sweat suits), all team members will dress alike.

2. All team members will have access to uniforms that are appropriate for their sport.