

TABLE OF CONTENTS

Introduction

Background
Statement of Problem
The Darden Team Proposal
Work Performed by the Team
Challenges Faced by the Team

Findings

Description of Existing Processes
Overall Concerns and Problems
Review of Backlogged Cases
Honor Committee Expansion Analysis
Benchmarking Study
Honor Committee Survey

Recommendations and Deliverables

Recommendations
Job Descriptions
Paper Flow
Time Commitment Forms
Computer Program
Project Board
Organizational Chart

Appendices

Abbreviations and Acronyms
Completed Honor Committee Surveys
Notes and Ideas
Discs

INTRODUCTION

Background

The University of Virginia's Honor System, in effect for over 150 years, is a great source of pride for the University. The Honor System focuses on the creation and maintenance of a Community of Trust, in which every member is expected to trust and be trusted by others. It is a system that was created and is maintained entirely by students. The acts of lying, cheating, and stealing are not tolerated within the system. Any student found guilty of violating the Honor System Standards is required to leave the Community of Trust.

The Honor Committee is the student-run organization that administers the Honor System. The Honor Standards are presented in the "Honor Committee By-Laws for the University of Virginia." The Honor Committee is responsible for educating all members of the University Community. It is also charged with investigating all reported honor violations and trying accused students. The Committee is composed of 21 elected members (two from each school of the University, except for the College, which has 3 elected members because of its size). The Committee's leadership is elected from its members and is comprised of a Chairperson, a Vice-Chairperson for Pre-Trials, a Vice-Chairperson for Trials, a Vice-Chairperson for Education, and a Vice-Chairperson for Services. The Committee's efforts are aided by the efforts of the five support officer groups as well as the University Community.

Statement of Problem

The Honor Committee requested the assistance of a team of Darden School business students to help it resolve organizational and operational challenges it was facing. These difficulties included a backlog of cases, duplication of work efforts, scheduling problems, and inequitable workloads among Committee members.

The Darden Team Proposal

The Darden Team proposed to study the Honor Committee's system and processes to determine the extent of its challenges and to analyze the problems it was encountering. It proposed to recommend and to begin to implement improvements in the mechanics and operations of the Committee so that the Committee would operate with greater consistency and efficiency. The Darden Team did not endeavor to study the purpose, structure, or specific processes of the Committee as presented in the Committee's By-Laws.

The Team specifically proposed to spend a minimum of 360 man-hours in the following manner:

- a. To audit the operation and execution of the Committee's trial processes to determine what efficiencies can be realized. The audit was to include observing as many of these and other related processes (such as jury orientation, for example) as possible.

The audit was to include interviews with members of the Honor system and investigated/accused students, if permitted.

- b. To study and observe the operations and systems utilized in the Honor Committee offices.
- c. To conduct a review of the backlogged cases to determine if operational improvements would reduce the number of backlogged cases or prevent future backlogs.
- d. To assist with the Implementation of new systems and practices based on the Team's recommendations.
- e. To prepare ongoing and final reports, as well as a presentation to the Honor Committee.

The Darden Team agreed to abide by the Confidentiality clauses cited in the Committee's By-Laws signed Statements of Confidentiality.

Work Performed by the Team

The Team performed the following work:

Interviews: The bulk of the Team's time was spent interviewing members of the Honor Committee, the Executive Committee, the Support Officers, and administrative workers. The Team attended various Committee and Support Officer meetings. From these interviews, the Team developed an overall process description of the Committee's activities, a paperwork flow, and job descriptions for every member of the process.

Trial Processes: The Team did not spend time observing trial processes because it seemed that the processes themselves were not problematic, rather the scheduling of those processes was problematic.

Benchmarking: The Team contacted Honor Committees at other colleges and universities, as well as Virginia's Judiciary Committee, in an attempt to learn about other administrative practices that could benefit Virginia's Honor Committee.

Survey: A written survey was conducted of the 16 non-executive members of the Honor Committee in an attempt to gauge interest in potential solutions for evening the Committee's workload.

Honor Committee Expansion Analysis: The average numbers of hours each Committee member contributed to the Committee was calculated to assist the Committee in deciding whether additional Committee members should be added.

Review of Software Systems: A review of legal case management systems demonstrations was conducted so that a system could be recommended for purchase and implementation by the Honor Committee.

Review of Case Backlogs: The Team, with great assistance from the Committee, performed a cursory review of backlogged cases to determine the reason for the backlog.

Challenges Faced by the Team

While the Team hoped to have been able to recommend a software program earlier in the and to assist the Committee with its initial implementation, the Team has been able to make a recommendation only. The Team found that extensive background work was necessary in order for it to gain a thorough understanding of the Committee processes and flows before software could be recommended.

DESCRIPTION OF EXISTING PROCESSES

The existing Honor Processes have been summarized below. For each step of the process, the Team has outlined the people involved, the procedure, the paper flow, and any related problems. This outline assisted the Team in understanding the processes, people, and paper involved, and in identifying problem within the processes. It is also hoped that this outline will assist the Honor Committee and other consulting teams in future work or projects.

1. Initiations

Those Involved

Vice Chair Pre-Trials has overall responsibility for this process.
Advisors (pool of 60) spend 1 hour/week in office to take initiations.
HC members also take initiations

Procedure

Advisor pool/HC member takes phone call, etc. lasting 10 minutes to 30 minutes.
Initiations are recorded on a case status form that is supposed to go to VC Pre-Trials' box and to remain there until the Sunday assignment meeting. Forms are supposed to include: Initiator's name, address, affiliation; Investigated Student name and information (including school, year, etc.), brief synopsis of matter behind initiation.

Paper Trail

Case Status Form

Problems

Often, information is left blank – especially race and athletic status. Need to have an alternate means to get that information on the case! The Social Security Number is often left out as well. If the Social Security Number is recorded, then its is much easier to track other missing information; can also trace back to student to have degree put on hold etc. (registrar's list is not always helpful, particularly if student has a common last name).

2. Assignment of Advisors

Those Involved

Vice Chair Pre-Trials has overall responsibility for this process.
Two advisors are selected; one for the Initiator and one for the Investigated Student.

Procedure

At the weekly Sunday evening meeting at 6:00 p.m., VC Pre-Trials asks present Advisor Pool members to take on cases just initiated. This process is most efficient if at least 40 advisors are present. Informs advisors Monday morning of case assignments via boxes.

Paper Trail

Honor Case Status Form

Problems

It is not always possible to get advisors to sign up for all cases. VC Pre-Trials thus must scramble (numerous phone calls) throughout the week trying to get advisors assigned.

VC Pre-Trials has difficulty assigning advisors for Investigated Students. Some cases are held up for over a week as a result.

3. Assignment of Counsel

Those Involved

Senior Coordinator of Counsel Pool

Vice Chair for Trials

Senior Counsel (2)

Counsel Pool

Procedure

At the weekly Sunday evening meeting at 6:30 p.m., Senior Coordinator assigns counsel to investigate the Initiation. Two unbiased counsel are assigned to each Initiation. The Senior Counsel (2) are responsible for monitoring the progress of cases and answering questions regarding specific case information. Cases are divided up equally among the two.

Paper Trail

Case Status Form – copies of original Initiation form are given to Senior Coordinator who then assigns counsel based on this information.

The Senior Coordinator records dates on which counsel is available and later records the cases to which they are assigned. She records this on spreadsheet and updates it daily.

Problems

Counsel also frequently call VC Pre-Trials with questions regarding specific cases.

Counsel have questions about advisors and their case (& vice versa). This is because advisors are usually assigned after the counsel meeting.

Adversarial relationship between counsel pool and advisors.

4. Advising Initiator

Those Involved

Vice Chair Pre-Trials has overall responsibility for this process.

Advisor for Initiator

Procedure

Advisor is supposed to call initiator within 48 hours of being assigned to a case. Advisor is to find out about initiator's schedule for future Investigation Panel. A meeting is to be scheduled after initial phone call. Ideally this meeting will occur within 5 days of the phone call (7 days from assignment of cases).

Paper Trail

Case Status Form – advisor receives in box on Monday morning after assignment.

Problems

VC Pre-Trials receives a lot of calls from advisors (on both sides), often answering the same questions within the same week. Although many of these guidelines are already listed in advisor handbook, it does not appear that advisors are utilizing the book.

5. Investigation

Those Involved

Senior Coordinator is responsible.

Vice Chair Trials has overall responsibility

Two Counsel (investigators) assigned to case by Senior Coordinator

Procedure

Counsel (unbiased--usually, before being assigned to Accusation or for Accused) begin investigating Student and the alleged event and collecting evidence. When counsel have collected enough evidence, they inform the Advisor for the Investigated Student that they are ready for a confrontation. Evidence, etc. is recorded in the Investigation Log. The "I Log" should be kept safe following collection of evidence and duplicates made in case it is lost.

Paper Trail

Investigation Log

Extension Form

Problems

Currently no accountability within the Investigation; Senior Coordinator has tried to institute accountability; currently no way to track accountability (of the Investigators).

There is no sense of urgency in the investigations.

Mechanics of recording properly and making copies. Witnesses, etc. must initial entries.

6. Advising an Investigated Student

Those Involved

Vice Chair Pre-Trials has overall responsibility for this process.

Advisor for the Investigated Student

Investigated Student

Counsel

Procedure

Advisor gets the case on the Monday following Initiation. Cannot contact Investigated Student until Counsel informs Advisor that Investigation is complete and they want to schedule a Confrontation (? Check). This usually occurs 2-3 weeks after the initiation, more or less. First contact is on the phone, usually to be followed by a face-to-face meeting. Advisor provides emotional support and guidance as well as tries to ascertain schedule of Investigated student.

Paper Trail

Rights of Accused

Problems

Need to be sure every student has received and signed the "rights of accused student".

Students begin dodging their own advisors.

Advisors are not being diligent enough in efforts to contact students

7. Confrontation

Those Involved

Vice Chair for Trials has overall responsibility for this process

Two (still unbiased) Counsel

Investigated Student

Advisor for the Investigated Student

Procedure

First there is a meeting between the Investigated Student, Counsel and Advisors to determine if additional witnesses exist – people that the Investigated Student wants to be interviewed in his/her behalf/interest (usually just a few other people because Initiator usually gets most of them). Meeting lasts 1-2 hours, counsel present questions to Investigated Student who answers them with guidance of counsel. At this time, currently unable to notify them of their Investigation Panel date (this could be helpful to schedule now – usually Investigated Student realizes they're in trouble and so may hinder scheduling of I Panel. How can it be arranged so that I Panel is scheduled at this time and

all are notified now? There are 4/9 people for I Panel present at Confrontation.) Generally easy to get professors to meet (as initiators); more difficult to get students to meet.

Paper Trail

List of Processes

Problems

Many Investigated Students dodge confrontation. This is the point when they lose the most Students.

8. Assignment of Investigation Panel Date

VC Pre-Trials has overall responsibility for this process.

Counsel (Unbiased)

Investigated Student

Advisor for Investigated Student

Procedure

The Investigated Student decides on an Investigation Panel date with the help of his/her Advisor and unbiased Counsel. VC Pre-Trials schedules I Panels and gives deadlines. Tells Counsel that they must inform him/her by 8 p.m. Sunday evening if they are ready for an I Panel so that he can get Honor Committee members to sit during the 8 p.m. HC meeting. Basically, VC Pre-Trials scurries around trying to fit the slots necessary for the I Panel date.

Problems

Need to find a way to get Counsel to request I Panel by Sunday at 8 p.m. so that HC members can sign up for slots during their weekly meeting.

It is often difficult to coordinate schedules of everyone required to attend. Need to make sure all 8 people can make it.

HC members and the Investigated Student cancel and want to reschedule all the time. How can we make them stick to it?

VC Pre-Trials receives I-panel requests from counsel after Sunday evening for that week. In the interest of expediting the request, VC Pre-Trials must scramble (more than usual) to get HC members to come.

9. Investigation Panel

Those Involved

VC Pre-Trials has overall responsibility for the process.

3 Honor Committee members

Advisor for Initiator

Advisor for Investigated Student

2 Impartial Counsel

Initiator

Investigated Student

Available HC pool: 16 members who are available (21 total less 5 exec)

Procedure

Unbiased Counsel/Investigators present all gathered evidence to the I Panel so that Panel may determine if sufficient evidence exists to pursue a Trial. If there is sufficient evidence, the Investigated Student is formally accused. If insufficient evidence exists, the case is dropped.

The Case Status Form is presented at I Panel and filled out (hopefully) with statistics. Supposed to be dropped on Nicole's desk after the I Panel. Nicole retains information until she hears from April.

If Accused, form is filled out during I Panel stating "We Accuse...", a copy of such is supposed to be dropped on Nicole's desk by Committee. The Case Status Form is noted "A" for Accused or "D" for Dropped. This form is kept by VC Pre-Trials, but is updated by both VC Pre-Trials and VC Trials once a month. The cases are tracked by Student name and case number.

VC Pre-Trials writes letter to Accused Student informing him/her they must request a trial date within 10 days, choose open/closed trial, select counsel, select jury composition. Sent via Certified Mail with administrative assistance. If the Accused Student is a degree candidate, VC Pre-Trials also writes letter to Registrar putting Accused Student's transcript on hold. (This letter also sent with administrative assistance.) If case is dropped, all records are supposed to be destroyed. Statistical Data form is to be filled out as well.

Paper Trail

"We Accuse..." form (Chair gets copies of these which she does not need)

Letter to Accused Student

Letter to Registrar's office

Case Status Forms

Statistical Data Form

Problems

If a case is dropped and all information is shredded, then don't have statistics.

Unresponsive students who don't open Certified mail – need mechanism for dealing with these.

Getting the statistics on the Accused Student via the Statistical Data Form is tricky. I-panels.

Backlog of cases due to above problems.

Administrative Assistant is not getting file information from Counsel after I-Panel. Often, even after calling them to bring it in, she still does not get it.

10. Requesting a Trial

Those Involved

Vice Chair for Trials has overall responsibility for this process.

Accused Student

Advisor for Accused Student

Counsel

Procedure

An Accused Student has 10 days from the date of the I Panel to request a trial. He/She has three decisions to make: which counsel will represent him/her, whether or not to have an open or closed trial, and the composition of the jury (HC members only, all student body, or a combination of the two). If the student chooses one of the Investigators, the other automatically represents the accusation.

Paper Trail

Written letter from Accused Student requesting a trial to include jury composition decision.

Problems

VC Trial will assign counsel if Accused Student has not selected one by the 17th day, although sometimes they will come up with a counsel after the 17th day after a new one has already been assigned.

Accused student can change mind about open/closed trial and jury selection at any time – this often delays trial. Difficult for HC to deny delay if a change is based on a constitutional right.

Accused students recognize the flexibility in the system and try to use it to their advantage to delay the process. It is believed that many accused students take advantage of the system

11. Assignment of Trial Date

Those Involved

Vice Chair for Trials has responsibility.

Procedure

VC Trials enters information into computer; assigns next available trial date, usually 3 weeks after request. VC Trials may also assign counsel if student has not yet selected one.

VC Trials then sends trial date via certified mail to Accused Student and via regular mail to everyone else (Advisors, Counsel, Witnesses, etc.)

Paper Trial

Notification of Trial Date

Problems

Sometimes trials are scheduled much later than 3-4 weeks because trials are held only on Saturdays and Sundays (provost won't allow trials on days with classes). Holding more than 3-4 trials a weekend leads to problem of lack of HC resources.

Administrative Assistant is never sure when VC Trial inputs new information regarding trial dates—makes jury selection process more cumbersome. For example, she prints out the spreadsheet every Monday, but is not sure if it has been updated over the weekend.

12. Jury Selection

Those Involved

Vice Chair for Trials has overall responsibility.

Administrative Assistant

Registrar

Potential Jurors

Procedure

This is an ongoing process. Need a minimum of 8 jurors for each trial; usually shoot for 12 (maximum number). The Administrative Assistant looks on the computer to see when VC Trials has set trial date.

1. Gets 150 - 200 people's names from the registrar's office (this is a random selection). This is done after the previous 150-200 names have been utilized (i.e. it is a rotational process). This pool comprises an accurate percentage of minority students.
2. The Administrative Assistant sends letters out to everyone from that list informing them of their obligation and gives them one of two dates on which to attend orientation. Out of 150 names, about 70 wind up attending the two orientations. These orientations are done twice a month (i.e. four different orientation meetings).

3. During orientations, the Administrative Assistant has everyone fill out questionnaires which explain key points of the honor system (i.e. single sanction). She then asks the attending juror candidates to sign up for one of the upcoming trials (a binder is kept with all the upcoming trial dates) The time frame is usually a month. However, if pressed to fill a schedule for an upcoming trial, the Administrative Assistant will narrow this time frame. She will usually have up to 18 people sign up for each trial (remember they need 8-12).
4. She selects the best 12 out of the 18 to sit for trial. She looks for signs of willingness and avoids signs of bias based on the filled out questionnaires.
5. On the Wednesday before the trial she calls these jurors to remind them to attend. She also calls 6 strikes and tells them that they are not going to be used.
6. On Friday she deals with loose-ends resulting from inevitable last-minute cancellations (as well as sets up trial rooms, obtains files for different people, calls committee members to confirm attendance).
7. After trial, she sends thank you notes to those who attended.

Paper Trail

Juror Questionnaires

Problems

Sometimes has only given 2 weeks to get a jury together before a trial.

Administrative Assistant/Clerk is the only person with a relationship with the Registrar's office.

Often names of Accused Students show up in random lists of potential jurors

When multiple students are being tried, the jury selection process is particularly difficult because they can't agree on jury composition.

The Administrative Assistant automatically removes names of jurors from the list after trial date has passed, assuming they attended when in actuality not all of them attended (usually only 1 or 2 out of 48 each week). Sometimes thank you notes are sent to those who did not attend!

Files are removed from office without accountability (no one uses current sign-out sheets).

Initiation information is not always complete; for example school affiliation – (a certain number of jurors must come from the Accused Student's school). If information is lacking, trial can be delayed.

Juror evaluations are not always completed

13. Pre-Trial Conference

Those Involved

Vice Chair for Trials

2 Honor Committee members

 1 observer

 1 chair

Pre-Trial coordinator

2 Counsel members

Procedure

VC-Trials assigns a Pre-Trial coordinator and 2 HC members on Sunday. Pre-Trial coordinator then calls all parties to arrange a meeting. The purpose of this meeting is to discuss, advocate and to strike evidence for the trial as well as to determine the order of witnesses to testify. Trial Chair is to write a summary to be read during trial.

Paper Trail

Tapes

Pre-Trial Conference Record

Problems and Suggested Solutions

HC members in Pre-Trial are often unable to also make the trial.

If trial date is changed, sometime another Pre-Trial must be held.

Multiple Pre-Trials for one Trial may be held.

14. Trial

Those Involved

Accused Student

Counsel for the Accused Student

Advisor for Accused Student

Initiator

Advisor for Initiator

Counsel for the Accusation

2 Honor Committee members

 1 Observer

 1 Chair

8-12 Jurors

Procedure

The case is to be heard by 8-12 jurors. The Trial Chair makes opening remarks and gives a brief summary of the situation. The Trial Chair proceeds by calling witnesses in the order determined in Pre-Trial conference. Witnesses give a synopsis of their involvement

in the case and jurors follow with questions. Then Counsel are allowed to ask any additional questions to bring out points not covered. Witnesses may be recalled for additional questions by the panel later in the day. Witnesses deliberate in sessions overseen only by the Trial Chair. The panel finally votes on the standard of “beyond a reasonable doubt” and a 4/5 majority deems a guilty verdict.

Juror evaluations are to go to the Administrative Assistant who in turn passes them onto VC-Trials for his/her review. VC-Trials then passes them back to the Administrative Assistant who copies them and puts copy in support officers’ files. Support officer evaluations procedure is a little sketchy- these are rarely turned in. When she does receive them, she places them in the support officers’ files.

Paper Trail

Juror Evaluations

Problems

Need more accountability – identified by VC Pre-Trials.

15. Post Trial

Those Involved

Advisor for Convicted Student

Vice Chair for Trials

Procedure

Depends on the two possible verdicts:

1. Not Guilty – all evidence is shredded.
2. Guilty - keep one copy of everything. Advisor tells student how to proceed (spends up to 8 hours over a few days). Advisor schedules meeting with the Vice President of Student Affairs who acts as ombudsman and answers student’s questions. Counsel may be involved a few hours as well as looking at appeals information. The Registrar’s office is notified to hold or revoke Convicted Student’s degree. If the student has graduated, steps are taken to revoke the degree.

Paper Trail

“Enrollment Discontinued” form - letter to Registrar’s office to hold degree

Degree Revocation letter to Secretary of the General Faculty.

Problems

Problem with shredding not-guilty or dropped cases when there is more than one student involved. Sometimes the information is needed for second trial or I Panel.

Currently, there is no special protocol for sending degree revocation letters.

16. Executive Meeting regarding Appeals

Those Involved

Six Honor Committee Members – all must not have served on I Panel or Trial

One to act as Chair

One to act as Observer

Everyone except Observer votes

Procedure

They vote on whether a request for an appeal will go to pre-appeal

17. Pre-Appeal Meeting

Those Involved

Two Honor Committee Members – same Chair and Observer that sat at Executive Meeting

Pre-Trial Coordinator

Two Counsel (Counsel for Accusation and Counsel for Accused)

Procedure

The Counsel present grounds for appeal, hearing specific requests. The two

18. Appeals

Those Involved

3 Honor Committee Members - Different from those who served on the Investigation Panel and Trial

3 Executive Committee members

Counsel for the Accused Student

Counsel for the Accusation

Procedure

If an appeal (either of two types) is made, VC Trial gives to counsel on both sides to review case. For a New Evidence Appeal, there is no time limit. Must have grounds, e.g. constitutional right denied, incompetent counsel. Three HC members determine if “new evidence” or good cause warrants an appeal. Approval is granted by Executive Committee.

For a Good Cause Appeal, there is a 30-day time limit.

All appeals are accepted. 3 Executive Committee members vote to decide whether a new trial date is to be granted. If denied, Student has unlimited time to express a Grievance.

19. Grievance

Those Involved

Convicted Student

Executive Committee (especially Chair)

3 Honor Committee Members

Procedure

Usually occurs much later. Convicted Student sends letter to Executive Committee who in turn decides whether or not case is heard.

Paper Trial

Letter requesting Disposition

Problems

Time - So much to go through!

OVERALL CONCERNS AND PROBLEMS

The following overall problems within the Honor Committee processes were identified over the course of the Darden Team's project:

Backlog of Cases

When the Team began work with the Honor Committee, approximately 60 cases were backlogged (at the beginning of the school year, there were reportedly 70 cases backlogged). This was a big concern at the start of the project. Since December 1997, the Honor Committee case backlog has been reduced to approximately 14 cases so it is much less of a problem at the current time. This great reduction in cases appears to be due to the effective oversight of counsel support officers who are responsible for investigating each initiation. The Senior Coordinator, in particular, is viewed as being particularly effective.

Overall Lack of Communication

With roughly 200 students involved in all phases of the Honor Committee processes, the lack of communication is a big problem. Communication fails when members and support officers do not attend weekly meetings and when panels or other meetings are cancelled at the last minute. Updated case information is not shared with concerned parties. The lack of communication results in delays in scheduling Investigation Panels and Trials, and makes the daily tasks of Committee members and the administrative assistants more difficult.

Strained Honor Committee Resources

There is concern that case delays were/are resulting from insufficient Honor Committee membership – that the current 21 person membership is not large enough to serve on Investigation Panels, Pre-Trials, Trials, Appeals, and Grievances.

Record Keeping

It is essential that one complete and original file for each case be maintained in the office – the Administrative Assistant has responsibility for this. Committee members and support officers often borrow records without notifying the Administrative Assistant. Various people involved in each case maintain their own records – this results in difficulty in sharing updated information and possible breaches of confidentiality. A more effective record keeping system is necessary.

Statistics

It is very important for the Committee to calculate statistics, especially on such sensitive issues as race and athletic affiliation. The Committee is having difficulty tracking statistics for each case.

The "Dodgers"

"Dodgers" refer to investigated or accused students who avoid and/or resist participating in the Honor Committee processes. When a student fails to respond to certified letters or phone calls, his/her case becomes backlogged.

Adversarial Relationship between Counsel and Advisors

Because they serve different and somewhat opposing functions, an adversarial relationship usually develops between Advisors and Counsel on a case. The adversarial relationship results in a resistance to communicate and cooperate in an attempt to expedite the processing of a case.

Transition from Year to Year

The new Honor Committee How to insure that new HC executive members and regular members are adequately trained and transition is smooth

Support Officer Accountability

There are not any built-in accountability devices that compel support officers (particularly Advisors and Counsel) to complete their assignments in a timely fashion. The abilities and effectiveness of support officers are currently not measured or reviewed, except by jurors.

Administration

Many support officers and HC members are unaware of administrative processes handled by the Administrative Assistants. In particular, officers and members are unaware that the HC has accounts with the Bookstore and the Copy Center - they often spend their own money and then request reimbursement. The processing of reimbursement requests takes up an inordinate amount of administrative time and money and can be averted.

Support Officer Training

There is currently no formal training program for Advisors and Counsel.

REVIEW OF BACKLOGGED CASES

A serious concern at the start of the project was the great number of backlogged cases. The Honor Committee estimated that there were approximately 70 backlogged cases when the Fall 1997 term began. By December 1997, there were approximately 60 backlogged cases. By March 1998, the number had been reduced drastically to seventeen cases, and by April 10, there were only 14 backlogged cases.

It appears that the initial backlog was caused both by "dodgers" (Investigated or Accused Students avoiding the Honor Committee processes) and an inefficient use of Committee resources. The drastic reduction in backlogged cases that occurred between December and March was the result of more efficient and timely use of resources. Particularly noteworthy was the close oversight by the Senior Coordinator of the Counsel pool. She reinforced to all Counsel pool members that Investigations were to be completed within fourteen days of the case assignment. The Request for Extension form was one tool that was utilized to underscore the importance of the fourteen day period and made it clear that an extension had to be formally requested if the fourteen days could not be achieved.

Please refer to the next few pages for an analysis of the backlogged cases of March 28 and April 10. The analysis reveals that in many cases, the Committee is currently tracking Investigated Students. In other cases, the students have been recently located and thus Investigation Panels are imminent. It does appear that the reasons for the current backlog are that Investigated Students cannot be located and/or are not cooperating with the Honor Committee.

As a result of this analysis, the Darden Team recommends that future Senior Coordinators and VC Trials continue to enforce the fourteen-day Investigation Period. Several of the Team's recommendations will help the Committee utilize resources and schedule more efficiently, hopefully enabling the Committee to keep the number of backlogs low. The Team will address ideas for dealing with "dodgers" in the Recommendation Section.

BACKLOGGED CASES

March 28, 1998

Case #	Reason for Backlog Searching for student	Found student	I Panel is scheduled	Tracking Student	Comments
F 9514				x	Awaiting LAG letter
S 9611		x	x		
S 9627		x	x		
F 961				x	Delayed in court; student not enrolled
F 962				x	
F 9621			x		
S 972				x	Student not enrolled
S 974				x	Student not enrolled
S 975		x		x	Excessive time spent finding student
S 9713		x		x	Excessive time spent finding student
F 974				x	Student is abroad
F 978		x			Currently being investigated
F 9711				x	Student missing
F 9724	x				Counsel just elected to HC in middle of investigation
F 9725					Counsel just elected to HC in middle of investigation
F 9726					Not sure if advisor has contacted student yet but is possible
S 9728					

Number of Cases Backlogged: 17

BACKLOGGED CASES

April 10, 1998

Case #	Reason for Backlog Searching for student	Found student	I Panel is scheduled	Tracking Student	Comments
F 9514				X	Awaiting LAG letter
S 9611		X	X		
S 9627		X	X		
F 961				X	Delayed in court; student not enrolled
F 962				X	
S 972				X	Student not enrolled
S 975		X		X	Excessive time spent finding student
S 9713		X		X	Excessive time spent finding student
F 974				X	Student is abroad
F 978		X		X	Currently being investigated
F 9711					Counsel just elected to HC in middle of investigation
F 9725					Counsel just elected to HC in middle of investigation
F 9726					Not sure if advisor has contacted student yet but is possible
S 9728					

Number of Cases Backlogged: 14

HONOR COMMITTEE EXPANSION ANALYSIS

Background

In late January, the Honor Committee requested the Darden Team's assistance in analyzing the need to expand the Honor Committee from its existing 21 members. The Committee was concerned that case delays were resulting from not enough members available to serve on I-Panels, Pre-Trials, Trials, Appeals, and Grievances.

The Darden team was asked to determine the average weekly workload (by hours) for the Committee. The results were presented during a Sunday evening Honor Committee meeting.

Methodology

Due to time constraints, we were unable to complete a through audit of each case and the Committee time spent on each one. Instead, we took the total number of Pre-Trials, Trials, Appeals and Grievances conducted by the Committee this year. We also determined an average amount of hours spent by Committee members for each task.

Results

The following data on average hours per event and number of Committee members required was based on interviews with Executive Committee members:

	Hours	People
I-Panel	1.5	3
Average Pre-Trial	5	2
Trial	7	2
Pre-Appeal	3	2
Appeals	4.5	5
Grievance	18	3
Committee Meetings	3	per member/week
Other	1	per/week

The following data provides the average number of hours spent by Honor Committee members:

Total Hours (entire Committee)	1,913
Number of Weeks	24
Number of Active Committee Members (non-Executive)	16

Case Work Only:

Current Annual Load/Member	119.53
Current Average/Week/Member	4.98

Case Work and Additional Meetings

Current Annual Load/Member	215.53
Current Average/Week/Member	8.98

The following data shows the impact of adding new members to the Honor Committee:

Case Work Only:		Case Work/ Additional Meetings	
Members	Hours/Week	Members	Hours/Week
16	5.0	16	9.0
17	4.7	17	8.7
18	4.4	18	8.4
19	4.2	19	8.2
20	4.0	20	8.0
21	3.8	21	7.8
22	3.6	22	7.6
23	3.5	23	7.5
24	3.3	24	7.3
25	3.2	25	7.2
26	3.1	26	7.1

BENCHMARKING STUDY

Purpose

The purpose of the Benchmarking Study was to learn more about honor systems at other colleges and universities. It was hoped that the Team could gain insights or new ideas that would assist the University of Virginia's Honor Committee.

Process

The schools were selected randomly after an on-line search of Honor Systems. We initially contacted the University of Richmond, Stanford University, Vanderbilt University, Wellesley College, the Naval Academy, West Point, and the Air Force Academy. A list of questions and topics to be investigated was developed so that the study would be systematic and consistent:

- Who develops by-laws or standards?
- Who enforces by-laws or standards?
- How are Honor members selected? Accountability?
- How are jurors selected? Accountability?
- How are investigation/counsel selected? Accountability?
- How do students involved maintain balance between schoolwork and Honor work?
- Is there paid staff? What are their responsibilities?
- Are there set office procedures?
- Do you use an information system?
- Do you keep statistics? Who keeps them?
- Do you currently have a case backlog? Why?
- How do you transition from year to year?
- Do you do work over the summer months?
- How do you handle work over other student downtime?

Telephone interviews were then conducted with students involved with the schools' committees. (It should be noted that the contacted schools were told that the Darden Team members were working on a research paper on the honor systems at various schools.) Interviews were conducted with four schools -- other schools failed to respond. The schools that were interviewed included the University of Richmond, Vanderbilt University, the Air Force Academy, and West Point. The University of Virginia's Judiciary Committee was also interviewed, because it was felt that this organization had similar processes to the University's Honor Committee.

Findings

Please refer to the spreadsheet that immediately follows for a presentation of the components of each of the organizations studied.

The biggest difference between the honor systems of all the other schools studied, the Judiciary Committee, and Virginia's Honor Committee, is that the UVA Honor System

has only one allowable sanction, that of expulsion from the University. All of the other organizations studied had a variety of sanctions that ranged from probation to expulsion, with expulsion being used most infrequently. Because UVA has only the single sanction of expulsion, Investigated/Accused Students at UVA are less likely to cooperate and are more likely to avoid the Honor Committee processes.

Another big difference is the statute of limitations – UVA has no statute of limitations on initiating honor cases, while all of the other organizations had statute of limitations ranging from 5 days until “graduation”. The shorter statute of limitation seems to result in fewer backlogged cases for certain schools.

Notable ideas or findings from the study include the following:

- At the two military schools studied, the administration supports the honor systems with 3-5 full time employees. At the other schools, there were no full-time employees assigned, however some part-time assistance was given to the honor systems.
- All honor representatives serve two-year terms (junior and senior years) at the military schools. This continuity helps a lot - there is always a training class (consisting of juniors) which assists for a year before taking over leadership as seniors.
- Some committees have an Executive member whose sole responsibility is administration and paperwork.
- Other committees use Attendance Policies or Assignment Policies to hold members responsible and accountable.
- Only one school currently uses a database system to keep records; the others utilize paper records or excel spreadsheets.
- Two organizations set a Trial Date as soon as the case was initiated.

From this study, the Darden Team has recommended that the Virginia Honor Committee institute an Attendance/3 Strikes Policy, which is describe more fully in the Recommendations section. The Team also recommends that the Honor Committee consider some of the other ideas presented above.

	UVA - Honor	UVA - Judiciary	Vanderbilt	Richmond	West Point	Air Force Academy
Structure of Council	Three tiers: Executive Committee, Honor Committee, and Support Officers.	One University Committee and one First Year Judiciary Committee.	Two tiers: General Membership and Executive Membership	Three Councils for three schools. Each council has two tiers: General Membership and Cabinet.	Three Tiers: Two Honor Reps for each Company, One Honor Rep for each Regiment (seven total) and Executive Committee.	Three Tiers: Two Honor Reps for each Squadron, Two Honor Reps for each Group, and Executive Committee.
Executive Membership	5 members are elected by Honor Committee - include Chairperson, Vice Chair for Pre Trial, Vice Chair for Trial, Vice Chair for Education, Vice Chair for Services.	4 executive members are elected by Council - include Chair, Vice Chair for First Years, Vice Chair for Trials, and Vice Chair for Sanctions; executive members have voting rights. One executive must be present at each trial.	Elected by General Membership; consists of President; First VP who oversees investigations; Second VP who acts in advisory role; two Recording Secretaries; Corresponding Secretary; Public Affairs Officer.	Elected by General Membership; include Chairperson, VC for Administration (responsible for all communication and case records); VC for Special Projects; VC for Education; Marshall.	7 Seniors elected to Executive Committee, include Executive Officer, Vice Chair for Investigation, Vice Chair for Education, Vice Chair for Liaison, Vice Chair for Special Projects and Secretary of the Honor Committee.	20 Seniors, including Wing Commander (Chair), and Wing Commander for Education and Wing Commander NCO (assistant to Wing Commander).
Committee Membership	Elected by student bodies of various schools - total of 21 (2 from each school, 3 from College)	Elected by student bodies of various schools - total of 21 (2 from each school, 3 from College)	Are first screened but then must be voted on by student body. Counsel pool of 55 (2 assigned to each investigation) and Advisor pool of 15 (one assigned to each accused student).	Screened by Student Government; no special functions assigned. All must participate in investigations and sit on hearings on informal rotational basis.	Two Honor Reps (a Junior and Senior) selected from each Company (total of 18 Companies). Executive Committee elected from this group. Honor Reps serve for two years.	Two Honor Reps selected from each Squadron and Group (four groups). Executive Committee elected from this group. Honor Reps serve for two years.
Accountability of Committee Membership			Three unacceptable misses and members are dismissed.	Members may be impeached.	Members can be impeached for various offenses (DUI, assault, etc). Members generally fulfill their obligations.	Members can be impeached for various offenses (DUI, assault, etc). Members generally fulfill their obligations.

	UVA - Honor	UVA - Judiciary	Vanderbilt	Richmond	West Point	Air Force Academy
Support officers	Must apply for these positions: Counsel (Investigators) and Advisors. Equivalent to other schools' committee memberships.	Educators (to follow up on sanction implementation), Counselors (2 assigned to act as lawyers), and Investigators (1 each per case).	General Membership.	General Membership.	Company and Regimental Honor Reps generally fill these positions. Trials and counsel provided by JAG Corps (Army lawyers).	Squadron Honor Reps generally fill these positions. Counsel provided by JAG.
Statute of Limitations	None - limitless	45 days of knowing identity of student.		5 days for cheating, 10 days for plagiarism.	Graduation	Graduation
Accusation	Termed "Initiation" - reported to Support Officers or HC members.	On Standard Complaint Form. Forms processed on Sundays when support officers and trial date are assigned.	Accusation to Honor Council President; forwards to First VP for assignment of Counsel and Advisors.	Must be reported within 5 days (excluding weekends). Plagiarism cases reported within 10 days. Timeline for entire process is established.	Form filed with VC Investigations. Initiator must go to accused for clarification.	Initiator and one Honor Rep must go to accused for clarification. If either one believes a violation has been committed, the case must be sent forward.
Investigation	Supposed to be completed within 14 days. Performed by two Investigators (Support Officers).	Usually completed within 4 weeks.	Investigators interview accuser, witnesses & accused student; 3 weeks; prepare report.	Two general members selected to conduct investigation; submit evidence to Pre-Hearing Review Board.	Three recommendations made on whether to forward the case to trial, from the Company Inquiry, Regimental Inquiry, and VC Investigations. JAG Corps and Honor Administrator (West Point employee, usually and Army officer) then reviews for correct process. Commandant of West Point makes final decision.	Two Honor Reps from the accused's squadron conduct initial investigation. Referred to Group and Wing Honor Reps (they both make recommendations), and to a JAG lawyer for process.
Student Pleads			Student pleads guilty (case goes to Small Panel Hearing for sanction) or not guilty.		Student pleads guilty and punishment is referred to Commandant, or case is referred to trial.	Student pleads guilty and punishment is referred to Commandant, or case is referred to trial.

	UVA - Honor	UVA - Judiciary	Vanderbilt	Richmond	West Point	Air Force Academy
Preliminary Consideration of Evidence	Occurs at Investigation Panel - preliminary evidence is presented; 3 HC members decide to accuse student or drop case.		President reads Investigative Report and determines if enough evidence exists to go to hearing.	Pre-Hearing Review Board will meet a few times within 5 days to go over evidence, then has 10 days to decide if enough evidence exists to go to a hearing.	Occurs during Company and Regimental Inquiries.	Occurs during Investigation. Group Honor Rep, Wing Honor Rep (Chairman) and Air Force Honor employee review evidence and determine if case should be tried.
Pre-Trial	Pre-Trial held to determine admissibility of evidence, witnesses.		"Pre-Hearing" held to debate if full hearing is merited; 12 Honor Council members sit.	All evidence and witnesses must be shared 72 hours before Hearing.	Preliminary Hearing run by a Hearing Officer (member of the JAG Corps). Accused is the only one allowed to speak on his behalf (although his JAG lawyer is present).	Accused meets with Wing Honor Rep, Group Honor Rep, and an at large Honor Rep. Accused can admit and be sent to Commandant for punishment, or go to trial.
Trial	Trial for guilt - accused selects jury composition, open or closed trial; two votes by jury: 4/5 must determine act and intent, then simple majority decide on seriousness.	Trial for guilt followed by trial for sanction.	Large Panel Hearing (if student has plead not guilty); 12 Honor Council members sit; hear evidence and witnesses; determine guilt and sanction.	3 Cabinet members and 8 general members are present; determine guilt and punishment.	Trial by nine randomly selected cadets. Six of nine must vote that it is more likely than not that a violation was committed.	Trial by 7 cadets (all must be of the same rank or higher) and one voting officer (non-cadet). Vote must be 6/8 to convict. Accused lawyer present but cannot speak.
Backlog?	70 case backlog at start of year; currently reduced to approximately 15 cases backlogged.	Infrequent.	Sometimes from one semester to another; members stay during the summer so there is no carryover to next school year.	Not since they have 3 standing councils and only 5 day statute of limitations.	Cases are required to be handled within 60 days from initiation. Delays general occur not because of students or administrators, but because of scheduling problems with court reports.	Main problem is with student investigations, which do not take precedence over academics. Most cases handled in 50 working days.

	UVA - Honor	UVA - Judiciary	Vanderbilt	Richmond	West Point	Air Force Academy
Summer Work?	Executive committee attends UVA Leadership seminar; also received funding to conduct summer trials.	Executive committee attend University Leadership seminar; also perform administrative duties.	Sometimes.	Entire membership must remain 5 days after last Final. Executive members perform more work over the summer months.	Very little summer investigation or trial work as all students are on training exercises.	Very little summer investigation or trial work as all students are on training exercises.
Number of cases/year	Varies from year to year.	70-100 per school year.	Roughly 30-35 per school year.	Growing year by year; 5 cases in 95-96, 11 in 96-97, and 26 so far 97-98.	110 investigations, 55 hearings, 30 trials.	235 investigations, 100 accusations, 54 trials.
Office Space	Space in Newcomb Hall.	Space in Newcomb Hall.	Currently no office space; will have space in new building.	Have office space.		
Recordkeeping	Currently paper and spreadsheet records are kept.	Dry Erase boards used to track UJC and First Year JC cases.	Not on computers yet.	Evidence destroyed for not guilty verdicts; case records held in permanent file in Deans' offices; administrative documents kept in Council offices.	Files kept on each case, generally sealed after student graduated.	Files kept for seven years
Statistics	Maintained.	Not maintained.	Not maintained.		Race, Gender, Class, and by allegation type.	Race, Gender, Class, and by allegation type.
Computer System	Currently under design.	Currently working on database.	No computers now.		West Point utilizes Microsoft Access to keep track of cases and keep statistics.	Cases are not tracked via computer, statistics are tracked via a database system.
Administrative Assistance	Two assistants: one full time and one shared full time.	Assistant who works part time on Committee (shares with Honor).	Some assistance from Student Service's secretary.	No paid assistance, but Deans' staffs will assist as needed.	One administrative assistant.	Two administrative assistants
Workload of Chairperson	40 hours/week	15-30 hours/week	30 hours/week	8 hours/week	10-15 hours per week.	15 hours per week.

HONOR COMMITTEE SURVEY

The Darden Team formulated a survey to be distributed to the sixteen non-executive members of the Honor Committee. The purpose of the survey was to solicit input from the members; to give them a chance to contribute their ideas to the Project and to express their frustrations. The Team was particularly interested in the lack of resource issue that was at the forefront of discussion among HC members at the time.

The survey specifically asked each member: 1.) To describe their job function, 2.) The average time expended each week performing Honor Committee duties, 3.) To describe the obstacles and challenges faced in the execution of duties, 4.) Whether a quota system would help to appease the problem of uneven workloads, and 5.) For other ideas for improving the Honor Committee processes and systems.

As expected, the survey results provided insight in two areas. First, the differing viewpoints of various members are clearly represented. The Team was thus better able to understand how it is very difficult to build a consensus on more volatile matters. Secondly, the Team was able to find certain areas in which a significant overlap in opinion exists. The Team was thus able to highlight some of the problem areas for moving forward.

Eleven out of sixteen non-executive Committee members actually responded. The responses are summarized below. The actual surveys are presented in the Appendix for future reference.

Job Function of Honor Committee Members

- To convey and represent feelings, often negative, of graduate students and TA's to the HC.
- To bring concerns of represented school to HC.
- To educate students about HC during orientation
- To serve as HC bureaucrat (adjudicator) on I Panels, Trials, Appeals, and Grievances.
- To help amend by-laws and make other recommendations to improve the system.
- To act as a contact person to students within a particular school.
- To help make the system as fair and as fast as possible.
- To make fair decisions.

Average Hours/Week spent on Honor Committee

- Responses ranged from 6 – 17 hours.
- Average time spent was 10.1 hours/week.

Note: For those who personally know the members who answered this questionnaire, it will be more meaningful in terms of understanding HC member perception on level of commitment—i.e. it is interesting to note where there exists a gap between personal and public memory regarding time spent. It makes an argument for more accountability and

public record of time spent (e.g. slate boards, printed out hours spent for each member for all to see at end of quarter, etc.) even stronger.

Obstacles and Challenges faced in Completing Functions:

Note: The numbers in parenthesis reflect where there was a significant overlap in opinion (the number to reflect how many answered similarly).

- People have blind allegiance to the system without understanding its fundamental problems.
- Time (Mentioned by 4 members) - There is not enough time to keep School informed on current events in order to serve as bureaucrat
- Meetings are not run efficiently (Mentioned three times) - long and repetitive debate in meetings (suggest limiting to 5 minutes statements). Also, little has been done regarding other sub-committees (e.g. Honor Concerns, Diversity Task Force) - should have smaller sessions specifically designed to address these concerns before bringing them to the major meetings.
- Communication is terrible, phone calls are not returned.
- Members are not notified of cancellations (mentioned by 4 members); overall lack of communication
- It is difficult to find out what has happened at specific meeting if one has not attended.
- Showing up to fill in for HC member who cannot be contacted, only to return home if they show up at last minute.
- Dealing with policy related questions, By-laws, HC meetings.
- Because of lack of resources, the bulk of work falls on the shoulders of few individuals. This is exacerbated by the fact that executive committee members also lack of confidence in the abilities of some HC members to chair trials.
- Lack of clarity in certain By-laws on how to rule on issues at Pre-Trial Conferences.
- People are often late to meetings.
- There are no clear procedures for filing, making it difficult to find necessary information such as status of cases, names of those who had sat at I Panel, timeline of events, etc.
- HC members are serving on I Panels and on Pre-Trials and/or Trials (many times forget they had already served on a particular case (apparently this happens regularly).
- "Slackers" (mentioned twice) or members who contribute little or nothing.
- Thinking of creative ways to educate school.
- *The Cavalier Daily's* resistance to black boxes.
- The number of procedures HC members are expected to do is high and gives less time to focus on each one.
- Frenetic scheduling.
- No computer or network system.

Support for a Quota System:

- Out of eleven responses, 8 were positive, two were negative, and one was indifferent.

Comments that accompanied the positive responses

- good to get everyone to contribute, but should not be necessary
- but not efficient on its own
- to ensure an equitable division of labor and to make it evident when the HC needs to be expanded (but should be combined with an enforcement measure—public censure by HC and an automatic recommendation to member's school for immediate recall)
- Have a minimum number of I Panels to serve on.
- Quota system should not penalize; system will make members aware of the expectations – make quota widely know before elections.
- System should allow members to attend any parts of the process that accommodate their schedule and not require members to attend specific parts (I Panels, for example).

Other suggestions for Addressing the Committee's Lack of Resources

- Expanded the trial-chair pool.
- Having a committee 'observer' at trials is bad idea and a waste of resources.
- Have VC for Services and VC for Education be available to serve on I Panels, etc.
- Increase HC by 2 members.
- Use support officers more.
- Give people specific times and days to be present at beginning of semester.
- Executive committee should keep track of hours and have conversation with the slackers. (Administrative Assistant can keep track of the statistics. - can put names of those serving on already existing forms that get filled out, e.g. I Panel forms)
- Centralized data
- see Stewart's
- Time slots (mentioned twice)
- Install a computer network system to do scheduling, statistics, etc.

Other Comments

- Case status forms need to be improved.

RECOMMENDATIONS

Based on the investigative and benchmarking work performed, the Darden Team has developed some recommendations to be implemented by the Honor Committee. There are Hard-and-Fast Recommendations and Other Recommendations.

“Hard-and-Fast Recommendations” are those recommendations that have been incorporated into other parts of this Report. Little consensus will be required to move forward with these Recommendations because they are non-controversial. They are also easy to implement.

“General Recommendations” are presented for the HC and future consulting team to consider. The Darden Team believes in these recommendations but understands that they may either be more difficult to gain consensus and/or more difficult to implement them.

The Team has not made recommendations regarding the following issues that were brought up over the course of the project. They will therefore need further consideration by the Committee or the next Team:

- Evaluation of HC members
- Evaluation of Support Officers
- Increasing the Advisor Pool

HARD-AND -FAST RECOMMENDATIONS

The following recommendations are referred to as “hard and fast” because the Darden Team has incorporated them into the body of this document. They are briefly outlined here but are described in greater detail in specific sections.

Project Board

The Darden Team recommended a magnetic, dry-erase marker board in early April. The board will be utilized to portray, on a monthly basis, the HC members and their workload. It is hoped that the board will help share expectations for Committee Members so they all carry their weight.

Time Commitment Forms

Time Commitment Forms are another tool the Team has recommended to the HC in hopes of creating time expectations of the HC members.

Revised Job Descriptions

The Team has attempted to assign specific functions to specific roles so that there is less ambiguity over responsibilities. The Team has also recommended the creation of another

position – Senior Advisor. It is hoped that with greater case oversight (similar to the Counsel pool), there will be fewer problems of “dodgers” and Advisors not being diligent in their efforts to contact students.

Revised Paper Flow System

The Paper Flow is based on the existing paper trail and changes recommended by the Darden Team. In addition, some forms have been revised and new ones created.

Database System

The Team is recommending legal software for use by the Committee. Please refer to the separate section for further details.

GENERAL RECOMMENDATIONS:

Administrative Assistants

The Administrative Assistants should attend major meetings so that everyone is aware of how they fit into the process and utilize them properly.

There should be a mechanism (meeting or by memorandum) for the Clerk/Administrative Assistant to inform new HC members and support officers of the protocol for procuring office supplies, copies, etc.

Registrar's Office Relationship

The HC Chair should work to cultivate a better relationship with Registrar's Office. This should entail the scheduling of quarterly or semi-annual meetings to review the collaborative efforts required to successfully seat juries and round tables.

Trial Observers

Qualified senior (i.e. third or fourth year students) support officers should be allowed to act as Trial Observers. This will increase the Committee's resources.

New Consulting Team

Another Darden Team should be solicited to help the Honor Committee implement the database system, and to consult on an as-needed basis. It is recommended that a new Team be brought on board as early as possible so that they may fully acquaint themselves with the Honor System and be as much use as possible to the Committee.

Three Strikes Policy

The purpose of a "Three Strikes Policy" would be to implement accountability to the Support Officer pools and to the Honor Committee. It will also help to improve communications because meetings will be well attended. Finally, it will help to insure that Honor Committee processes are executed on a timely basis.

Under this policy, HC members and support officers will be required to attend all meetings and be willing to accept case assignments. If a member or support officer misses a meeting or does not accept a case assignment (without good reason for either) a total of three times, he or she will be asked to resign from his/her duties.

It should be noted that similar policies are utilized at other schools, but only rarely do these schools find it necessary to ask a member to resign.

There is some concern that there may be backlash against a policy such as this one, because HC members and support officers are volunteering their time and energy to the Honor System. Why then, should there be a harsh attendance/case assignment policy? The Team feels that participating in the Honor System is a privilege. The HC members are elected and thus have a duty to their classmates. The support officers are carefully

selected for their positions. This policy will ensure that those selected/elected to participate in the HC fulfill their duties.

Two Year Terms

All honor representatives serve two-year terms (junior and senior years) at the military schools. This continuity helps a lot - there is always a training class (consisting of juniors) which assists for a year before taking over leadership as seniors. The Team recommends that the Honor Committee consider a similar system.

Protocol for Communication between Counsel and Advisors

Counsel and Advisors often have adversarial relationships that can hinder the Investigation and the scheduling of Confrontations and Investigation Panels. A few members of the Advisor Pool have suggested that having an established communication protocol would help to improve communications between the two parties.

The protocol should consist of defining who should make first contact to whom. For example, the Advisors for the Initiator and the Investigated Student will have responsibility for first contact.

Continue the usage of Extension Forms

The implementation of extension forms this semester has been completely successful.

Problem of Dodgers

Some Investigated/Accused Students will always try to evade the Honor Committee processes as long as the UVA has a single sanction. The Team has given much thought to this problem. The following ideas are recommended for further study by the HC or by the next consulting team:

- If students don't show up for Confrontation/I Panel, have their registration held for the next semester. Would this require a By-Law change or student body referendum?
- Dedicate support officers to being "Private Eyes" dedicated to the tracking Investigated/Accused Students. Note that there was both positive and negative feedback to this idea.
- Scheduling: Inform an Investigated or Accused Student of the date of the next step in his/her case. Then, if the student fails to show for a scheduled event (like the I Panel or the Trial), it can be assumed that the Student is Leaving Admitting Guilt. For example, the I Panel should be scheduled at the end of the Confrontation. The Investigated Student will sign a form acknowledging they have been notified of the schedule for the I Panel. At the end of the I Panel, an Accused Student will be informed of their potential trial date (assuming that the Student requests a trial). Again, the Student will be asked to sign a statement acknowledging he/she has been informed of his/her trial date. This system will require tighter and more advanced scheduling of both Investigation Panels and Trials.

Scheduling Investigation Panel

I Panels should be held at a standard time, say 7:00 p.m. weeknights, so that this becomes known as the standard I Panel time. Support officers, HC members, and students will become aware of the standard times and will then be less likely to try to change. The set times will also facilitate the advance scheduling of I Panels during Confrontation (as mentioned above).

The HC members can sign up for I Panels on certain nights at the beginning of each semester. Past committees have had success doing this (according to the Senior Coordinator).

Requesting a Trial

Make biographical information on Counsel available to the Accused Student to facilitate selection. They can more readily find those with comparable backgrounds (college, year, race). Note that the Senior Coordinator feels shopping around for Counsel undermines confidence in the entire pool. Note that VC Trials likes this idea because she feels Accused students shop around for Counsel anyway.

Assignment of Trial Date

Assign trial date at end of I Panel (thus I Panel HC members have to know in advance what trial dates are open). HC members should sign up in advance for two trial dates a month.

Jury Selection

Oftentimes names of Accused Students show up in random lists of potential jurors. Lists should be scanned into database that will automatically flag those Social Security Numbers that have already been in the system. Improved relations with the Registrar's office will also aid in this effort.

JOB DESCRIPTIONS

The purpose of this section is to serve as a reference tool for the Honor Committee, Support Officers, and future consulting teams. The specific duties of each role within the Honor Committee processes are presented.

The Team has described existing duties but has also assigned particular duties to certain roles that previously had not been assigned.

Each role is described on a separate page to facilitate the removal and insertion of additional or modified descriptions.

JOB DESCRIPTION: ADVISORS

Prior to Specific Case

Initiations: Responsible for taking Initiations and recording information on the Case Status Forms during weekly office hours. Supposed to spend 1 hour/week in office to do this. Responsible for having case status forms filled out in their entirety and for placing a copy in VC Pre-Trial's box as well as on Administrative Assistant's desk.

Assignment of Advisors: To act as Advisor for either Initiator or Investigated Student. Attend Sunday meetings to sign up for cases.

Advisor for Initiator

Advising Initiator: Advisor for Initiator is supposed to call Initiator within 48 hours of assignment to find out when Initiator can attend an I Panel. Ideally this meeting occurs within 5 days of phone call and no later than 7 days after assignment.

Investigation Panel: Participate in the I Panel. Ensure that Initiator completes the Statistical Information Form. Turn in completed form to the Administrative Assistant. If Student is Accused, gives him/her a blank form letter requesting a Trial to be sent to VC Trials.

Advisor for Investigated/Accused Student

Advising Investigated Student: The Advisor for Investigated Student gets case information on Monday following Initiation. Does not contact I Student until Counsel informs Advisor that Investigation is complete and that they want to schedule a confrontation. This usually occurs between fourteen days of the case assignment. First contact is via phone, to be followed by face-to-face meeting. Advisor is to provide emotional support to I Student.

Also ensures that the Investigated Student has read and signed the "Rights of an Accused Student" and turns this form into the Administrative Assistant.

Confrontation: Helps I Student answer questions from Counsel regarding case information, possible additional witnesses, etc.

Investigation Panel: Advises I Student through this meeting. Responsible for completing Part IV of the Case Status Form, putting a copy in VC Trials box (if Student is Accused), and then turning it in to Administrative Assistant's desk immediately after I Panel. Responsible for ensuring that Investigated Student completes the Statistical Information Form and turns this form in to the Administrative Assistant.

Requesting a Trial: Assists Accused Student in selecting open/closed trial, jury composition and counsel following an Accusation. Coordinates with VC Trials to assign date.

Trial: Advisors attend and continue to provide emotional support.

Post Trial: Tells student how to proceed (spends up to 8 hours over a few days).
Schedules meeting with VP of Student Affairs who acts as ombudsman and answers student's questions.

NEW JOB DESCRIPTION: SENIOR ADVISOR

The Darden Team recommends that the Advisor Pool be broken out into tiers similar to the Counsel Pool in order to keep monitor Advisors' cases. It is recommended that at least two or three Senior Advisors be selected from the Advisor Pool by VC Pre-Trials, and that the selection of these Senior Advisors be approved by the Honor Committee.

The Senior Advisors will each be assigned a portion of the case docket and will be responsible for working with Advisors on the cases. Senior Advisors should make sure that Advisors are pro-active about contacting and maintaining contact with their Advisees. Senior Advisors will also be responsible for answering day-to-day questions from the Advisor Pool.

JOB DESCRIPTION: COUNSEL

Assignment of Counsel: All Counsel pool members attend mandatory Sunday (6:30 p.m.) meetings for assignments. Currently Counsel members volunteer to take cases.

Investigation: Two Counsel members conduct an impartial investigation of the Investigated Student and the alleged event. They record statements of all witnesses and any pertinent evidence in the Investigation Log (which is to be turned into the Administrative Assistant when the case is over). Each witness may edit any part of their written statement before signing it to confirm its accuracy. The investigation should be completed within 14 days of assignment of the case. Extensions are given for extenuating circumstances upon submission of Extension Request Form. When Investigation is completed, Counsel informs Advisors that they are ready for a Confrontation.

Confrontation: All parties (I Student, Advisor for I Student, 2 Counsel members) decide on a time to meet. This is more or less an interview with the I Student where Counsel asks questions in order to formulate a written statement. The Advisor for the I Student assists in the answering of these questions. The I Student must confirm his statement by editing it and signing off on it.

Assignment of Investigation Panel: Counsel, Advisors, Initiator, and I Student must agree upon a time and date for I Panel.

Investigation Panel: Initiator, I Student and Counsel each present their insight to the events surrounding the case to a panel of 3 HC members. The panel decides one of the following: 1) The case should be dropped; 2) The I Student should be accused; or 3) The case should be sent back for further investigation.

Requesting a Trial: If student choose one of the Investigators (Counsel) to represent him/her, the other automatically becomes Counsel for the Accusation. If the Accused Student chooses neither, than both are to become Counsel for the Accusation.

Pre-Trial Conference: All Counsel participating on a case attend this hearing along with Pre-Trial Coordinator and two Honor Committee members to discuss, advocate or strike evidence for the trial as well as to determine the order of witnesses to testify.

Trial: Counsel can ask any additional questions of witnesses to bring out points not covered beforehand by Trial Chair.

Appeal: If requested, must review case with Counsel for Accused Student to present to 3 assigned HC members. Completes Part VII of the Case Status Form and gives it to the Administrative Assistant.

JOB DESCRIPTION: COUNSEL COORDINATORS

These are two new positions in 1998. Assigned by VC Trials from Counsel pool. Their function is to assist VC Trials in administering casework.

Important role during investigation, I Panel and Trial stages are as follows:

- Works with Senior Coordinator to assign counsel.
- Contact counsel for cases and ensure that they are fulfilling their jobs.
- Maintains email list for case.
- Liaison between VC Trials and counsel for each case.
- Can assist in filling in gaps in the investigation.

JOB DESCRIPTION: PRE-TRIAL COORDINATORS

The Pre-Trial Coordinators are appointed by VC Trials and must be approved by the Honor Committee. Pre-Trial Coordinators are generally 3rd or 4th years that come up through the Counsel pool. There are 4-5 pre-trial coordinators. At least one must attend each Pre-Trial and Trial, so they are in high demand.

The Pre-Trial Coordinators take a decision making role at trials. They advise the Honor Committee members presiding at the trial on bylaw questions. The Pre-Trial Coordinators provide continuity in Trial decision making.

Pre-Trial Conference: One Coordinator is required to coordinate this meeting to collect evidence from Counsel. Helps to decide admissibility and scope for Trial. Fills in Pre-Trial Conference Record and gives copy to the Administrative Assistant.

Trial: Trial chair refers to Pre-Trial Coordinator (one per trial) for decisions on procedure, rules, evidence, etc. Pre-Trial Coordinators must have detailed understanding of bylaws.

Pre-Appeal Conference: Completes Pre-Appeal Conference Record. Gives copy to the Administrative Assistant.

**JOB DESCRIPTION: SENIOR COORDINATOR OF THE COUNSEL
POOL/HEAD COUNSEL**

The Head Counsel administers the Counsel Pool for the VC Trials. This person is appointed by the VC Trials and must be approved by the Honor Committee.

Assignment of Counsel: At Sunday meeting at 6:30, assigns two Counsel to each case. Counsel complete Part III of the Case Status Form that he/she receives at the beginning of the meeting from VC Pre-Trials. Tells counsel names of Advisors assigned to respective cases. Gives to Administrative Assistant and puts copies into boxes of assigned Advisors and VC Pre-Trials.

Investigation: Oversees this process. Monitors/oversees each Investigation; ensures that 14 day period is maintained. Takes questions from the Counsel and Counsel Coordinators.

Requesting a Trial: Assists in assigning counsel for Accused Student.

JOB DESCRIPTION: CHAIRPERSON OF THE HONOR COMMITTEE

The Chairperson does not have specific tasks during the standard process (except Initiations, as noted below). The role of the Chair is as follows:

- Oversees entire process
- Leads weekly Committee meetings
- Performs Public Relations functions for the Committee
- Acts as a Liaison to the Administration and Faculty
- Acts as a Contact for the Board of Visitors
- Works on Appeals and Grievances

Initiations: Responsible for taking Initiations during weekly office hours. Responsible for having initiation forms filled out in their entirety and for placing a copy in VC Pre-trial's box as well as on Administrative Assistant's desk.

Post Trial: Requests that Dean's office sends Degree Revocation Letter to the Secretary of the General Faculty. Gives copy to the Administrative Assistant.

Appeals: Sends letter to Convicted student to inform him/her of whether or not the appeal was granted or rejected. Gives copy to the Administrative Assistant. Gives copy of letter requesting Appeal to Assistant.

Grievances: Gives copy of the letter requesting Grievance to the Administrative Assistant. Writes letter to Convicted Student informing him/her of whether or not a Grievance was granted. Gives copy of letter to Assistant.

JOB DESCRIPTION: VICE-CHAIRPERSON FOR PRE-TRIALS

Initiations: Responsible for taking Initiations during weekly office hours. Responsible for ensuring that Part I of Case Status Forms are complete.

Assignment of Advisors: Oversees process and assigns Advisors for cases. Attends Sunday meetings to assign cases to Advisors. Completes Part II of the Case Status Form and sends someone over with the Forms to the Senior Coordinator before the 6:30 meeting.

Advising Initiator: Oversees process.

Advising Investigated Student: Oversees process.

Assignment of Investigation Panel: Schedules I Panels and gives deadlines. Tells Counsel that they must inform him/her by 8:00 p.m. Sunday evening if they are ready for an I Panel. VC Pre-Trials ask which HC members are available for I-Panels during the meeting on Sundays at 8:00 p.m. Fills out Project Board to reflect assignments.

Investigation Panel: Sends out Letter to Accused Student via certified mail (with administrative assistance) informing them they must request a trial within 10 days. Also sends Letter to Registrar's Office (also with administrative assistance) to ask that transcript be placed on hold. Gives copies of both to Administrative Assistant.

Miscellaneous:

- Updates Case Status Forms (with VC for Trials).
- Receives Conscientious Retractions.
- Responds to questions from Advisor and Counsel pools regarding Pre-Trial issues.

JOB DESCRIPTION: VICE-CHAIRPERSON FOR TRIALS

Initiations: Responsible for taking Initiations during weekly office hours.

Assignment of Counsel: Oversees process. Answers Counsel's questions.

Investigation: Oversees process.

Confrontation: Oversees process.

Requesting a Trial: Receives letter from Accused Student.

Assigning a Trial Date: Assigns next available trial date upon receiving letter from the Accused Student. Will assign Counsel if A Student does not choose Counsel within 17 days of Initiation. Sends trial date notice via certified mail to A Student and via regular mail to witnesses, Advisors and Counsel to notify of trial date. Gives copy to the Administrative Assistant. Must keep updated information and communicate with Administrative Assistance accordingly so that jury selection is facilitated.

Jury Selection: Oversees process.

Pre-Trial Conference: Finds copy of Case Status Form in box (from Advisor for Accused Student). Fills out Part V based on Accused Student's request.

Trial: Oversees process.

Post Trial: Sends Enrollment Discontinued Form to Registrar's office to halt registration, or sends Degree Revocation Letter to revoke Convicted Student's degree. Gives copy to Assistant. Fills out Part VI of the Case Status Form. Gives copy to the Administrative Assistant.

Appeals: If requested (of either type), assigns Counsel from both sides to review case. After HC members go over evidence, decides with 3 Executive Committee members whether or not to approve appeal.

Miscellaneous:

-Works with Senior Coordinator of the Counsel Pool.

JOB DESCRIPTION: VICE-CHAIRPERSON FOR SERVICES

The VC for Services administers the Bad Check Committee and the technical resources of the Committee (web page, e-mail lists, computer systems, etc). The VC Services also serves the Secretary for the Committee meetings (takes minutes) and is the Committee Parliamentarian.

The VC for Services also serves on I-Panels and Trials.

JOB DESCRIPTION: VICE-CHAIRPERSON FOR EDUCATION

The VC for Education administers the Education Pool and provides orientation for First Years, Athletes, Transfer Students, Faculty, and any group that requests education.

The VC for Education also serves on I-Panels and Trials.

JOB DESCRIPTION: NON-EXECUTIVE HONOR COMMITTEE MEMBERS

Initiations: Responsible for taking Initiations. Responsible for having initiation forms filled out in their entirety and for placing a copy in VC Pre-trial's box as well as on Administrative Assistant's desk.

Attend weekly Sunday meetings: Goes to these meetings to go over cases and sign up for upcoming I Panels.

If Assigned to I-Panel

Investigation Panel: 3 members must sit in on each. Upon hearing the perspectives and evidence from the Counsel, Initiator and I Student, the HC members decide by a standard of "more likely than not" whether or not the offense has occurred. The resulting outcome is one of three: 1) the case should be dropped, 2) the I Student should be accused, or 3) the case should be sent back for further investigation. Fill out "We Accuse..." form and give one copy to the Administrative Assistant. Put copy in VC Pre-Trials' box.

If Assigned to Pre-Trial/Trial

Pre-Trial Conference: Two different HC members (from ones involved with I Panel) must sit in on this meeting. One HC member is to act as Chair, the other is to act as Observer. The Chair is to write a summary to be read during the trial.

Trial: Same two members must be present during Trial, one as Chair, one as Observer.

Trial Chair makes opening remarks and gives a brief summary (to be written at Pre-Trial Conference) of the situation. He/she then calls witnesses in the order determined at Pre-Trial Conference.

Observer: Runs taping equipment; ensures that jurors complete attendance list and juror evaluation forms. Gives copies of both to Assistant.

Appeal: Three members must participate (different from those who have served on I Panel or Trial) to determine if "new evidence" or good cause warrants an appeal. Gain approval from Executive Committee.

JOB DESCRIPTION: ADMINISTRATIVE POSITION

Full time position (40 hours/week); Reports to Sam Miller, Assistant Vice President for Student Affairs.

Administrative and Statistical Duties

1. Maintains schedule of upcoming trial dates in coordination with Vice Chair of Trials.
2. Maintains statistics – for each case, tracks race, athletic status, class year, major, gender, nature of case (lying, stealing or cheating); collects information from Initiation Form.
3. Maintains office files.
4. Meets with HC and Support Officers to inform them of how she can assist them.

Jury Coordination

1. Receives random list of 150-200 names from the Registrar's office after last list of names has been exhausted. Sends letters to everyone on the list informing them of their obligation to serve. Suggests two dates to choose from for attending Jury Orientation.
2. Conduct two Jury Orientations twice a month (for a total of four per month). Orientations entail the completion of questionnaires by all potential jurors. Potential jurors are then asked to sign up for one of the upcoming trials (usually within the next month). Usually 18 jurors are signed up for one trial to ensure that the minimum of 8-12 actually attend.
3. Needs following information for jury selection: date of trial, case #, type of panel (all committee members, all students, half committee – half students), and school of the accused student.
4. Selects 12 of the 18 to sit trial. Selection is based on signs of willingness and lack of bias based on the completed questionnaires.
5. Telephones jurors on the Wednesday before the trials to remind them to attend.
6. Finds substitute jurors in the event of cancellations.

Trial Duties

1. Arranges trial rooms – usually the Friday before the trials.
2. Calls Committee members to participate in Investigation Panels, Appeals, and other Committee duties.
3. Obtains files for Honor Committee members and support officers in preparation for trials.
4. Sends thank you notes for jurors who served.

Ad Hoc Duties

1. Assists Honor Committee members and support officers with tasks that come up.

JOB DESCRIPTION – ADMINISTRATIVE AND CLERICAL POSITION

Full time position (40 hours/week) with duties split between Judiciary and Honor Committees; Reports to Sam Miller, Assistant Vice President for Student Affairs.

Reception and Phone Duties:

1. Answers the office phone – handles caller requests or refers callers to appropriate person. Informs committee members of phone messages. Monitors office voicemail system.
2. Receives visitors to offices. Gives general support to all who come to the office.
3. Answers requests from other school trying to pattern their Honor or Judiciary systems after UVA's. Forwards videos to schools requesting assistance/guidance on generating their own video.
4. Acts as point person for receiving RSVP's for Honor Education Roundtables and Jury Orientations. Arranges alternate times for prospective jurors.

Clerical:

1. Composes and types letters for both committees; many of these are certified letters. Forwards confidential letters to Registrar, Vice-president's office, Dean of Student's office, to the Dean of the involved student's school, and to General Counsel.
2. Requests lists of students for jury panels, Round Tables, minority or other special lists from Registrar. Fields calls from prospective jurors if they cannot make jury orientation.
3. Maintains files and equipment records. Responsible for initiating requests whenever equipment requires maintenance or repair.
4. Maintains office supplies and reorders as necessary.
5. Provides support to all members of the Judiciary and Honor Committees.
6. Creates tickets for open Honor trials; forwards tickets to Newcomb Hall Main Desk for distribution.
7. Submits advertisements to Cavalier Daily regarding availability of tickets for open trials.
8. Ensures that an adequate supply of stationery, pamphlets and informational publications is maintained. Provides suggestions on changes to these publications.
9. Monitors local newspapers and clips pertinent articles to be used for future research as needed by the Committees. Assists local newspaper personnel with information for articles they are preparing that pertain to the Committees.
10. Keeps information (addresses and phone numbers) of former chairpersons. Maintains historical information and furnishes it upon request.

Budgetary:

1. Advises on budget preparation and expenditures for three accounts. Prepares payment vouchers and requests for approval from the Vice President. Forwards approval to Accounts Payable or the Purchasing Department.
2. Reconciles accounts monthly.

Honor Committee Transition

1. Meets with new Committee members and support officers to inform them of how she is there to assist them.
2. Informs new Committee members and support officers to inform them about purchase requests and existing accounts.

PAPER FLOW

A consistent and reliable system of paper flow within the Honor System is imperative both to keeping and obtaining complete case records and to generating good communication network. After review of the current paper flow processes, the Team discovered that there is room for improvement. The Team offers three improvements to the current paper flow situation:

“Paper Trail”

This document, which immediately follows this section, is to be used as a reference for anyone responsible for submitting or completing forms and other documentation. The Team feels this will be especially handy for new officers of the Honor System. A bulk of what exists in “Paper Trail” is already a part of the current paper flow system. However, while creating this document we filled in the gaps where we noticed any discrepancies and made changes where we noticed inefficiencies. For example, to ensure that each piece of paper is accounted for, the Team made the choice of who should be assigned to completing or submitting “X” document whenever it was unclear as to whose task it was. That way, if something is missing, the Administrative Assistant knows whom to ask. The Team thought it best for the Administrative Assistant to be the sole person responsible for making sure every piece of paper makes it into each case folder. This is why the Team suggests that everyone should turn in their forms to his/her desk when they are finished with them.

Checklist

The Checklist is to be stapled to the inside of each case folder. The Administrative Assistant, the record-keeper, will thus know when a case folder is complete. It will also serve as reminder for any information that has yet to be obtained or is temporarily missing. The person listed to the right of each line item is to remind the Assistant from whom he/she is to receive/retrieve the particular form.

New and Revised Forms

- “Case Status Form”: This form was redesigned to account for the different stages of its use. The suggestion is that only one of these forms per case be circulating at a time. This should allow for the recording of more complete information. For example, if the form is in the hands of the person responsible for completing Part III, he/she can review and check the information on the former Parts to ensure that it is complete and correct. The document “Paper Trail” details the proper usage of the revised “Case Status Form.”
- “Juror Attendance Record”: This form is to be used by the Trial Observer to record the names of those Jurors who actually participated in the Trial. Therefore, the Honor Committee will know who to send thank you notes to and will know who not to call to attend future trials.
- “Statistical Data Form”(s): This form has been redesigned into two separate forms, one for the Initiator, one for the Investigated Students. The respective Advisors are

responsible for getting these completed (as outlined in "Paper Trail"). This is another way of instilling accountability (one person for one form).

- Letter from Accused Student - This new form letter has been created to assist the Accused Student in making the requisite trial requests. The Team thought that anything that could help this already difficult situation (i.e. Accused Student dragging his/her feet) should be implemented.

Paper Trail

Initiation

- Case Status Form - Whoever Takes Call is responsible for completing. Fills out 100% of Part I; places one copy in VC Pre-Trials's box and another in Administrative Assistant's box.

Assignment of Advisors

- Case Status Form - VC Pre-Trials is responsible. Uses to assign Advisors and complete Part II during Sunday meeting; sends over to Senior Coordinator before counsel meeting starts.

Assignment of Counsel

- Case Status Form - Senior Coordinator is responsible. Uses to assign Counsel and complete Part III; tells assigned Counsel the names of the Advisors on respective cases; drops off copies to Administrative Assistant and into boxes of assigned Advisors and VC Pre-Trials. (Note: once computer system is in place, the Assistant can record this information to be transmitted over intranet instead of making physical copies).
- Spreadsheet - Senior Coordinator is responsible. Uses to keep track of all ongoing cases to facilitate scheduling, frequently updating it.

Advising Initiator

- Case Status Form - Advisor for Initiator is responsible. Finds form in box to see which Counsel is assigned; ensures information regarding Initiator in Part I is correct.

Investigation

- Investigation Log - Counsel/Investigators
Record ALL evidence in the I Log. When no longer a need for it, give to Assistant.
- Extension Form - Counsel
Fill out and hand into Senior Coordinator if investigation cannot be completed with 14 days of assignment. Senior Coordinator is to turn into Assistant.

Confrontation

- Counsel asks questions of I Student to formulate a written statement which the I Student signs. Keeps as part of the I Log.

Advising an Investigated Student

- Rights of Accused form - Advisor for the Investigated Student is responsible.

The Investigated Student should sign and date so that there is proof that it has been read. Turn form into Administrative Assistant.

Assignment of Investigation Panel Date

- Slate Board - VC Pre-Trials is responsible.

Indicates next to names of 3 HC members who have taken assignment.

Investigation Panel

- "We Accuse..." - HC members present at I Panel are responsible.

Drops off copy on Administrative Assistant's desk and puts copy in VC Pre-Trials' box.

- Case Status Form – Advisor for the Investigated Student is responsible.

Brings copy found in box; fill out Part IV; drops off copy on Administrative Assistant's desk and puts copy in VC Trials' box if Accused.

- Letter to Accused Student - VC Pre-Trials is responsible.

Sends this form via certified mail (with administrative assistance). Gives copy to Administrative Assistant.

- Letter to Registrar's Office - VC Pre-Trials is responsible.

If student is accused, ensures this is sent to put degree on hold. Gives copy to Administrative Assistant.

- Statistical Data Forms - Advisor for I Student and Advisor for Initiator are responsible.

They should have the Investigated Student and Initiator fill out their respective forms. Give to Administrative Assistant. It is recommended that these forms be completed at the start of the I Panel before I Student becomes too upset.

- Form Letter from Accused Student – Advisor for Accused Student is responsible.

Gives blank form letter to Accused Student to be sent to VC Trials requesting a trial date, etc.

- Shredding - Administrative Assistant is responsible.

Requesting a Trial

- Letter from Accused Student – Student and VC Trials are responsible.

Letter from Student requesting a trial date to include jury orientation. Sent to VC Trials who should give to Administrative Assistant. Form letter will facilitate Accused Student's completion of this.

Assignment of Trial Date

- Trial Date Notice - VC Trials is responsible.

Sends to Accused Student, witnesses, Advisors and Counsel. Gives copy to Administrative Assistant.

Jury Selection

- Juror Questionnaires - Administrative Assistant is responsible. Hands them out; completes selection based on answers.

Pre-Trial Conference

- Pre-Trial Conference Record - Pre-Trial Coordinators are responsible. Outlines what has been determined to be admissible during trial. Give copy to Administrative Assistant.
- Case Status Form - VC Trials is responsible. Finds copy in box; fills out Part V based on Accused Student's request.

Trial

- Juror Evaluations - The Observer is responsible. This is for juror evaluation of the Counsel. Passes them out, picks them up. Hands in to Administrative Assistant.
- Attendance Record form - The Observer is responsible. Record juror attendance, etc. Turns into Administrative Assistant.

Post Trial

- Enrollment Discontinued Form - VC Trials is responsible. If Student is convicted, sends to Registrars office to revoke degree. Gives copy to Administrative Assistant.
- Degree Revocation Letter – Chair is responsible. Requests Casteen's office to send this to Secretary of the General Faculty. Obtains copy to give to the Administrative Assistant.
- Case Status Form - VC Trials is responsible. Fills out Part VI. Gives copy to Administrative Assistant.

Pre-Appeal Conference

- Pre-Appeal Conference Record - Pre-Trial Coordinator is responsible. Completes during this meeting. Gives copy to Administrative Assistant.

Appeals

- Letter Requesting Appeal – Chair is responsible. From student written to Chair. Turned into Administrative Assistant.
- Shredding - Administrative Assistant is responsible.

- Case Status Form - Counsel for Student is responsible. Obtains copy from Assistant or VC Trials; fills out Part VII. Gives copy to Administrative Assistant.

- Letter to Student – Chair is responsible. Informs Student whether or not appeal has been granted. Turns in copy to Administrative Assistant.

Grievances

- Letter Requesting Grievance – Chair is responsible. Convicted Student writes to Chair. Gives copy to Administrative Assistant.

- Letter to Student – Chair is responsible. Telling Student whether or not Grievance was granted. Gives copy to Administrative Assistant.

Miscellaneous

- Printed out sheet with ongoing information kept by VC Trials and VC Pre-Trials
- Submitting New Evidence
- Requesting Evidence
- Honor Case Progression Log

Checklist

Note: The purpose of this checklist is to ensure that file is complete (in case there is a re-trial or appeal)

Case # _____

Date of Initiation _____

- ___ Investigation Log - Investigators
- ___ Extension Form - Investigators
- ___ Rights of Accused Form - Advisor for Investigated Student
- ___ "We Accuse..." Form - HC Member in Charge
- ___ Letter to Accused Student (Copy) - VC Pre-Trials
- ___ Letter to Registrar's Office to put degree on hold - VC Pre-Trials
- ___ Statistical Data Form - Advisors
- ___ Letter from Accused Student with trial information - VC Trials
- ___ Trial Date Notice - VC Trials
- ___ Juror Questionnaires
- ___ Pre-Appeal Conference Record - Pre-Trial Coordinators
- ___ Juror Evaluations - Observer
- ___ Enrollment Discontinued Form - VC Trials
- ___ Degree Revocation Form - Chair
- ___ Letter Requesting Appeal - Chair
- ___ Honor Case Progression Log
- ___ Juror Attendees - Observer
- ___ Case Status Form

CASE STATUS FORM

Part I

Case # _____
Date of Initiation _____ Recorded By _____
Initiator _____ Sex: Male/Female
Student _____ /Faculty _____ /Administrator/Merchant/Other
School/Year _____ Dept. _____

Relationship to the Investigated: Friend/Acquaintance/Stranger
Address _____
Phone _____ Best times to be reached _____
Investigated Student (Full Name) _____
Address _____
Phone _____ School _____ Year _____ Major _____
Alleged Offense: Lying/Stealing/Cheating
Description _____

Part II

Advisor for Initiator _____ Phone _____
Advisor for Investigated _____ Phone _____

Part III

Investigator _____ Phone _____
Investigator _____ Phone _____

Part IV

Investigative Panel Date _____ HC Members 1. _____
2. _____
Panel Decision: Accuse/Drop 3. _____

Part V

Trial Date _____ Trial Type: Open/Closed Panel Type: Random/Committee/Mixed
Trial Chair _____ Trial Observer _____
Counsel for Accusation _____ for Accused _____

Part VI

Final Disposition: Guilty/Not Guilty

Part VII

Appeal Date _____ Appeal Basis: Good Cause/New Evidence
Appeal Granted/Appeal Denied Appeal Decision: Guilty/Not Guilty

University of Virginia Honor Committee

Statistical Data Form for the Initiator

Case Information

Case Number: _____

Initiation Date: _____

Investigation Panel Date: _____

Accused: _____

Dropped: _____

Initiator Information

Race: _____

Gender: _____

University Affiliation: _____

Student or Professor: _____

Year (if Student): _____

Advisor: Please place in the Administrative Assistant's box at the completion of the Investigation Panel. Thank You!

University of Virginia Honor Committee
Statistical Data Form for the Investigated Student

Case Information

Case Number: _____

Initiation Date: _____

Investigation Panel Date: _____

Accused: _____

Dropped: _____

Investigated Student Information

Race: _____

Gender: _____

School: _____

Athletic Affiliation: _____

Year: _____

Major: _____

Type of Offense: _____

Advisor: Please place in the Administrative Assistant's box at the completion of the
Investigation Panel. Thank You!

Letter Requesting a Trial

Date: _____

Clair Parrish
Vice-Chair, Trials
UVA Honor Committee
4th Floor, Newcomb Hall
Charlottesville, VA 22903

Dear Clair:

Pursuant to the Investigation Panel, I am hereby requesting a Trial. I would like to request the following for my Trial:

Trial Type: Open Closed

Panel Type: HC Members Non-HC Members Mixed

The Counsel I have selected to represent me is

Sincerely,

Name (Print): _____

Signature: _____

TIME COMMITMENT FORMS

Members of the Honor Committee, especially the Executive Committee, do not share the workload equally. Often, the same members are serving on I-Panels, Trials, Appeals, and are attending the weekly meetings.

Part of this problem may stem from a lack of education for prospective members on exactly how much of a time commitment serving on the Honor Committee is. In order to assist in education efforts, the Darden Team has prepared a document entitled "Honor Committee Member Time Commitment." This document explains that serving on the Honor Committee will require approximately 37 hours per month in time commitment.

In addition to serving as an education tool, the form can assist the Executive Committee in disciplining existing members. A second document is included for existing 1999 Committee members to sign.

Honor Committee Member Time Commitment

I _____, am running for the position of Honor Committee representative from the following school of the University of Virginia

_____.

This document acknowledges that I understand the time commitment involved in becoming a member of the Honor Committee. It is very important that all members of the Honor Committee participate equally. Therefore, I understand that, on average, each member of the Honor Committee will be expected to participate in the following activities per **month**:

- 4 I-Panels (average time commitment 1.5 hours)
- 1-2 Pre-Trials (average time commitment 5 hours)
- 1-2 Trials (average time commitment 7 hours)
- 1 Pre-Appeal (average time commitment 3 hours)
- 1 Appeal (average time commitment 4.5 hours)
- Various Committee Meetings (average time commitment 2 hours)

The total average time commitment required per month is approximately 37 hours. This is an average time commitment. Some weeks may take more time, other less. While you may not necessarily need to spend exactly this amount of time each week, it is vital that you understand the personal time that serving on the Honor Committee will require.

Signed:

Date:

(Honor Committee Candidate)

(Presiding Honor Committee Chairman)

Honor Committee Member Time Commitment

I _____, have been elected for the position of Honor Committee representative from the following school of the University of Virginia

_____.

This document acknowledges that I understand the time commitment involved in becoming a member of the Honor Committee. It is very important that all members of the Honor Committee participate equally. Therefore, I understand that, on average, each member of the Honor Committee will be expected to participate in the following activities per **month**:

- 4 I-Panels (average time commitment 1.5 hours)
- 1-2 Pre-Trials (average time commitment 5 hours)
- 1-2 Trials (average time commitment 7 hours)
- 1 Pre-Appeal (average time commitment 3 hours)
- 1 Appeal (average time commitment 4.5 hours)
- Various Committee Meetings (average time commitment 2 hours)

The total average time commitment required per week is approximately 37 month. This is an average time commitment. Some weeks may take more time, other less. While you may not necessarily need to spend exactly this amount of time each week, it is vital that you understand the personal time that serving on the Honor Committee will require.

Signed:

Date:

(Honor Committee Candidate)

(Presiding Honor Committee Chairman)

COMPUTER PROGRAM

Background and Goals

From the beginning of the project, the Honor Committee and the Darden Team agreed that some type of computer system would be necessary in order to make the Committee processes run more smoothly. Prior to researching software available for the Honor Committee, the Darden Team developed the following goals for the program.

1. Scheduling:

The program's main design is to facilitate the scheduling of Honor Committee members on I Panels, Pre-Trials, Trials, Appeals and Grievances. In order to do this, the program must contain data on every investigation that involves Committee members (I-Panels and beyond). The program must also contain data on when Committee members are available in order to create workable schedules.

More efficient scheduling can be achieved by having Committee members sign up for I Panels, Pre-Trials, and Trials at the beginning of the semester.

2. Statistics:

The program must assist the Honor Committee in keeping accurate statistics concerning the race, gender and athletic status of accused students. To facilitate this requirement, the program must prompt for this type of demographic data during early phases of the investigation, and must continue to prompt for information until all relevant information is provided.

Additionally, the program can provide statistics on the relative participation of members of the Committee. This information could be valuable in evaluating and "motivating" Committee members.

3. Confidentiality:

It is vital that the program maintains the confidentiality of the Honor System. The program must be protected by passwords only provided to Committee Members. Additionally, the program should not utilize the names of the accused, but case numbers.

4. Central Depository of names, telephone numbers, addresses:

The program should provide a single, convenient source for information such as addresses and telephone number, for all parties involved in the case, including:

- Accused
- Accuser(s)
- Witness(es)
- Advisors
- Investigators
- Student Juries

5. Timeliness/Backlog:

The program will be designed to increase the timeliness of the Honor Committee in processing cases. The program will facilitate this goal by setting time limits on various committee actions (based on bylaws and accepted deadlines). The program will inform the Committee when these deadlines have been exceeded through a daily report on "Overdue Actions".

The increase in timeliness will serve to decrease the backlogged cases that are related to Committee scheduling. It will not serve to eliminate backlogs caused by the accused avoiding Committee summons.

6. Transition:

The program will facilitate in a smooth transaction between Honor Committees from year to year by providing a consistent system of record keeping and scheduling. The incoming Honor Committee will immediately be informed of investigations, cases, trials, etc. that are pending.

Software Packages Considered

The Team considered five software packages currently used by law firms. The Team also investigated custom programming.

The programs described on the next five pages are currently in use by law firms for case management, document generation, document tracking, and scheduling. Many of the programs have other features not needed by the Honor Committee, such as client billing and accounting.

1. Needles

Chesapeake Interlink
8E Music Fair Road
Owings Mill, MD 21117
(410) 363-7685
www.needpins.com

Demonstration?: YES
Modules: NO (but does not include accounting or client billing software)

Pricing:

Caseload	Number of Concurrent Users								
	1	2	3	4	5	6-10	11-20	21-4	
Up to 100	\$ 1,500	\$ 1,800	\$ 2,100	\$ 2,400	\$ 2,700	\$ 3,000	N/A	N/A	
Up to 200	\$ 2,500	\$ 3,000	\$ 3,500	\$ 4,000	\$ 4,500	\$ 5,000	N/A	N/A	
Up to 300	\$ 3,500	\$ 4,200	\$ 4,900	\$ 5,600	\$ 6,300	\$ 7,000	N/A	N/A	
Up to 500	\$ 4,500	\$ 5,400	\$ 6,300	\$ 7,200	\$ 8,100	\$ 9,000	N/A	N/A	
Over 500	\$ 5,000	\$ 6,000	\$ 7,000	\$ 8,000	\$ 9,000	\$ 10,000	\$ 15,000	\$ 20,000	

Features:

- Complete customization
- Case Management
- Scheduling
- Customizable statistics
- Document Management
- Forms Generation
- Address Book

2. Data Development Online

2315 Rodgers
Suite 200
Huntsville, AL 35811
(205) 534-8212
www.theplaintiff.com

Demonstration?: YES
Modules: YES

Pricing:

Case Management + Scheduling: \$3,495

Case Management + Scheduling + Documents: \$4,995

Per user over five: \$200

Features:

- Case Management
- Scheduling
- Document Management
- Forms Generation
- Address Book

3. Alta Point Law Offices

(800) 258-2552

www.altapoint.com

Demonstration?: YES

Modules: NO

Pricing:

Single User: \$199

Users 2-5: \$499

Users 6-10: \$999

Features:

- Case Management
- Scheduling
- Task Management
- Document Tracking
- Custom Database
- Report Writing

4. 21st Century Lawyer

(800) 492-5279

www.21stcenturylawyer.com

Demonstration?: YES

Modules: NO

Pricing:

Not Available

Features:

- Case Management
- Project Management
- Calendar
- Evidence Management
- Trial Management
- Document Management
- E-Mail and Bulletin Board
- Document Tracking

5. Time Matters

Data.TXT Corporation
104 New Edition Road
Cary, NC 27511
(800) Data.Txt
www.timematters.com

Demonstration?: YES
Modules: NO

Pricing:

Single User: \$350
Users 2-3: \$450
Users 4-5: \$550
Additional over 5: \$350/each

Features:

- Case Management
- Timetable
- Office Calendar
- Rule-based Scheduling
- Events
- To-Do Form
- E-mail

Software Program Recommendation

The Darden Team recommends the use of the Needles Case Management for Windows software package. This software package will allow the Honor Committee to track cases, schedule events, maintain statistics, maintain a database of involved parties, and track each Honor Committee member's time commitment to Committee business.

The program is password protected, and users can have different levels of access to the system, depending on their password type. The program can accommodate an unlimited number of cases, and as cases are disposed of, they remain in the database as a dormant file (which can be reactivated or utilized for statistical purposes).

The program is very flexible and customizable. The program labels, such as case types, events such as pre-Trial, Appeal, etc., and involved parties can be customized to existing Committee procedures and names. Needles is by far the most flexible program available that does not involve the cost and effort of a custom-designed program.

Chesapeake Interlink has offered to give the program to the Honor Committee **free of charge**. The Honor Committee will be required to pay for training (approximately \$2,000-\$3,000) and an annual maintenance contract (\$1,000-\$2,000 per year).

Consideration of a Custom Program

The Darden Team investigated the possibility of developing a custom program utilizing a local programmer. The Team interviewed a number of experts in the Charlottesville area, including the Chief Technology Officer at Darden.

The Team does not recommend the use of a custom-designed program for the Honor Committee for the following reasons:

- **Time Lag:** It will take approximately 3-6 months to develop a program. There is a shortage of programmers in Charlottesville (as well as nationally).
- **Cost:** The program would cost \$10,000-\$20,000 to develop.
- **Training:** A custom designed program would not come with an existing training program.
- **Oversight:** In order to be successful, a custom designed software program requires intense interaction between the Honor Committee and the programmer. While an existing program may not meet 100% of the Committees needs, it would be ready to install within days.
- **Lack of a track record:** No programmer nationally has experience developing software for a University Honor Committee. It would be his or her first experience with such a project. Law Firm management software is a large industry and software companies have numerous references.

Moving Forward

The Darden Team believes that a second Darden group could be very useful in implementing the Needles software program. A new group of Darden students (class of 1999) could assist in installing, customizing, and training the Honor Committee for using the software.

While Chesapeake Interlink has agreed to donate the software to the University of Virginia, it is important that the Committee establish a working relationship with the company. Additionally, the Committee may have to work with the Law School in order to install the software.

The Darden contact at Chesapeake is Rich Paresky. His number is (410) 363-1976.

Use of the Needles program will require additional computer resources in the Honor Committee offices. The program requires Pentium 133mhz workstations with 32mb of RAM, and a server with 64mb of RAM. The system will also require a Local Area Network (LAN) within the Honor Committee offices. The Committee needs to work with ITC for installation of the required equipment.

MEMORANDUM RE: PROJECT BOARDS

To: Cabell Vest
Chairperson, Honor Committee

From: Mary Ellen Maher
Darden '98

Subject: Recommendation for Project Board

Date: April 10, 1998

We have discussed the characteristics of a project board that the Honor Committee is interested in purchasing and hanging in the offices. The purpose of such a board would be to track, on a monthly basis, the activities of the 21 members of the Honor Committee to visually represent the workload carried by each. It is hoped that such a visual representation will motivate all members to contribute on a more equitable basis. A secondary purpose of the board is to facilitate scheduling of the Committee resources.

Minimum specifications for such a board:

Rows: 24 (1 for a Heading and 21 for Members' Names, plus 2 extra rows)

Columns: 1 wide column for names plus 31 columns for days

Grid spaces: 1" x 1" (sufficient space to hold magnetic colored circles), or
1" x 2" (space to hold magnets with more descriptive text)

Capabilities: Dry Erase
Magnetic

Potential Boards:

Boards that already have grid-lines in place:

1. Supply Room "Re-Mark-Able Grid Board System" QRT 42547
Catalog price \$662 (UVA generally gets a discount)
Size: 6' x 4'; has 34 columns and 44 rows
Grid size: 1" x 2"
2. Supply Room "EZ Read Planner" QRT 72544
Catalog Price \$348

Size: 4' x 3'; has 46 columns and 34 rows

Grid size: 1" x 1"

(Note 6' x 4' size costs \$745 and has 46 columns and 76 rows)

Boards that come without grid-lines – will require the purchase of magnetic tape and the application of tape to the board.

3. Supply Room "Ruled Magnetic Porcelain Planning Boards" QRT 22544
Catalog Price \$320
Size: 4' x 3'; has 36 rows; columns must be applied by customer
Magnetic chart tape is supplied with package but additional tape must be purchased.
Grid size: Approximately 1" x 1" (width of grid will depend on customer)

4. Staples Special Order "Euro" Porcelain Board QRT-2527
Price: \$433
Size: 72" x 48" (6' x 4')
All grid lines must be applied by customer.

Note that I also visited Office Depot, and they did not have magnetic boards.

Recommendation:

I recommend either Board #1 or #2, depending both on what size board the Committee wants and what size grids it wants. The Supply Room Companies will deliver in 1-2 days and will accept returns in the original box within 30 days. The salesperson for UVA is Shelby Haigh.

I also recommend that additional Magnetic symbols be purchased for use on the board – see the attached photo copy of catalog page 34. The Committee could use Red circles for Investigative Panels, Blue for Pre-Trials, and Green for Trials. Three packages of each color should be sufficient – that would be 60 for each.

If you have any questions, please contact me at 293-2291.

HONOR COMMITTEE ORGANIZATIONAL CHART

