



# Appendix A: United States Military Academy



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In the following section, the Department provides a review of all pending action items of the United States Military Academy (USMA) entering Academic Program Year (APY) 2017-2018. These action items include Under Secretary of Defense for Personnel and Readiness (USD(P&R)) action items in the previous APY 16-17 Report and identified action items from prior years. The Department will assess the effectiveness of the Academy's sexual harassment and sexual assault prevention and response program and determine compliance with policy during an on-site assessment visit in the next APY.

## USMA Response to Secretary of Defense Action Items

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The following section provides the actions that USMA has taken to implement USD(P&R) action items directed in the June 2017 memorandum.

### Promote Responsible Alcohol Choices

*Requirement:* Academies were to submit plans to address attitudes and behavior around alcohol use and misuse to produce changes in related behaviors, as well as to change the context in which alcohol use occurs.

*USMA Response:* USMA offers training programs to promote responsible alcohol choices among cadets, primarily following the Army's "Not in My Squad" initiative. With oversight from the Brigade Tactical Department (BTD), the Corps of Cadets works to promote responsible behavior change. BTD staff assesses alcohol programs at the completion of the spring academic semester, reviews data from past-year's alcohol incidents, and recommends future changes to programs. BTD continued to foster a working relationship with the Army Substance Abuse Program and updated the Special Leader Development Program, "Alcohol," a six-month rehabilitative tool that requires alleged alcohol offenders to engage with an officer or Non-Commissioned Officer (NCO) to reflect on the incident. Policy Letter #3 was also updated, which provides regulations associated with illegal drinking and discretion to the Brigade Tactical Officer (BTO) to assign a failing grade in Military Development if a cadet receives a Brigade Board for alcohol misconduct. Additionally, the BTO withholds authority to assign disciplinary action for all alcohol-related misconduct and may delegate to Regimental Tactical Officers to hasten response when necessary.

USMA strived to encourage responsible alcohol use by focusing programs at the squad-level. The Cadet Character Development Program (CCDP) was updated to employ decentralized, interactive, and scenario-based training sessions in the past year. Rather than stereotypical slide presentations on responsible drinking and healthy relationships, small unit leaders facilitated integrated discussions about challenges connected to intimate and professional relationships.

USMA contracted with EverFi, a civilian company that works with colleges and universities, to introduce its first formal online training program to the entire Corps of Cadets in the fall of 2017. The training provided cadets with alcohol facts to support more informed decisions about drinking choices. The training included 12 modules split between two separate phases. Three embedded surveys provided a baseline set of data to better understand how cadets think and behave towards, and with, alcohol. Survey responses indicated that while

most cadets generally exercise discipline and common sense when drinking, at least 20 percent reported problematic drinking behaviors. The data also provided insight into typical drinking behaviors at USMA such as chugging, pre-gaming, and heavy weekend drinking.

The data gleaned from the EverFi surveys was presented throughout the year to members of the Sexual Assault Review Board (SARB) for discussion and evaluation, and were also shared with the Simon Center's Education Officer for consideration in specific CCDP classes. BTD Operations remains the proponent for executing the EverFi online training. Collaboration between Sexual Harassment/Assault Response Prevention (SHARP), BTD, and other stakeholders will continue in order to evaluate the data provided through this platform. As this was the first year USMA used the EverFi program, leaders plan to use the refresher courses in the coming year to evaluate trends and determine how to best use the data to refine programs to positively impact cadet drinking behavior.

### **Reinvigorate Prevention**

*Requirement:* To reduce sexual assault, sexual harassment, and other readiness-impacting behaviors, the MSAs were to work with their respective sexual assault prevention and response leadership to ensure sexual harassment, hazing, and bullying prevention efforts were integrated with the overall sexual assault prevention program.

*USMA Response:* Upon revision of their CCDP, USMA offered decentralized, interactive, scenario-based training sessions where small unit leaders facilitated relevant discussions about challenges connected to intimate and professional relationships. Among prevention initiatives, a SHARP Working Group was tasked by the Superintendent to evaluate efforts in academic, military, and physical programs to address character development. In response to the working group's recommendations, the CCDP dedicated greater class time to prevention lessons with a focus on factors that enhance risk of sexual assault such as toxic masculinity, alcohol abuse, hook-up culture, pornography, and coercion.

USMA also reframed its Annual SHARP Conference to become the Relationships 101 Symposium. Lectures, workshops, and keynote addresses were open to the entire community. A key change for this year's event was the addition of a mandatory lecture for each cadet class. The presentation each class received was connected to future CCDP lessons, either directly or indirectly, to reinforce the key messages delivered by the speaker. Cadets were encouraged to pause and reflect on their own personal behaviors and how to apply the skills and concepts to their daily interactions and relationships. The Symposium focused on providing cadets with positive behaviors and actions they can take to promote a healthy command climate, develop healthy intimate relationships, and effectively intervene to support their peers.

USMA went far beyond the initiatives in their plan by following recommendations set for them by EverFi. USMA's work with EverFi showed that prior sexual violence educational programs focused on solutions, interventions, and perspectives grounded in assumptions about what cadets needed from the institution. These strategies created animosity and defensiveness by cadets. Cadets experienced USMA efforts as negative, shaming, and unhelpful. In response, USMA employed EverFi's "Haven" program that provides participants with a baseline set of facts about sexual violence, but with the added feature of allowing cadets to do the training online in their rooms.

Throughout the year, the CCDP dedicated four to five hours of classroom instruction to lessons intended to reduce the conditions that can lead to sexual assault and sexual

harassment. The Education Officer worked with the SHARP Program Manager, Cadets Against Sexual Harassment/Assault (CASHA) Committee, and BTD to develop curriculum focused on issues including toxic masculinity, alcohol abuse, hook-up culture, pornography, and coercion. These topics were developed by reviewing recurring themes from APY 16-17 sexual assault cases at USMA.

USMA offered decentralized, interactive, scenario-based training sessions in which small unit leaders facilitated relevant discussions about challenges connected to intimate and professional relationships. To support this approach, USMA added Company Character Education Teams. These teams were comprised of a Training, Advising, and Counseling (TAC) Officer/TAC NCO and two volunteers from the staff, faculty and USMA community. The goal of these teams was to provide the TAC Team, who was delivering character education curricula, with the skills and knowledge to facilitate conversations about issues related to sexual assault, harassment, hazing and bullying. This approach ensured that TAC Team conversations with cadets aligned with the stated goals and learning outcomes of the educational sessions. In addition, the TAC Team was taught how to provide personal experiences and reflection on topics and to give deeper meaning to issues and conversations as a whole. Various companies, teams, and clubs also participated in “One Love Escalation” workshops, an initiative intended to raise awareness about intimate partner violence, which provided skill-based programming and support to cadets.

In the next APY, the curriculum will include three new lines of effort including Honor, the Army Ethic, and Personal Character. The new CCDP supports teaching the Army’s policies and values regarding sexual harassment and sexual assault, but also on what it means to be a virtuous person. Consistent with this two-pronged approach, CCDP lessons will directly address personal character and ways to prevent sexual assault and sexual harassment. These lessons will address issues of sexual assault and harassment indirectly, by exhibiting situations in which character can be demonstrated and developed.

### **Enhance a Culture of Respect**

*Requirement:* The MSAs were required to review and revise their indoctrination training, military education, academic programs, and permanent party in-service and preparatory programs wherever practicable to advance a MSA culture free from sexual harassment, hazing, and bullying, and communicate expectations for appropriate conduct related to social media.

*USMA Response:* USMA Tactical Officers message the importance of SHARP through individual counseling, CCDP classes, and company level presentations. USMA updated the Character Education Program to address a series of issues related to sexual assault, sexual harassment, hazing, bullying, and social media. The Annual SHARP Conference was reframed as the Relationships 101 Symposium and included a mandatory lecture for each class connected to CCDP lessons. Cadets were encouraged to reflect on their behaviors and apply CCDP concepts to their relationships with others. The symposium focused on actions to promote a healthy command climate, develop healthy intimate relationships, and support fellow cadets.

USMA continues to utilize CCDP discussions to discuss the use of social media and cyberbullying. The Respect committee, Military Equal Opportunity (MEO) office, and USMA

Diversity Office host “Hot Topic” forums to discuss important social issues such as bullying and hazing identified through Defense Equal Opportunity Climate Survey (DEOCS) responses and focus groups. The Commandant and Command Sergeant Major plan to continue hosting monthly sensing sessions with randomly selected cadets to discuss MEO, SHARP, and quality of life issues.

### **Improve Sexual Assault and Sexual Harassment Reporting**

*Requirement:* The MSAs reviewed findings of previous reports and provided a plan to reduce barriers in sexual assault and sexual harassment reporting.

*USMA Response:* In APY16-17, USMA updated its policy to discontinue mandatory reporting of sexual assault by cadets. Instead, USMA leadership has authorized cadets to assist their peers in accessing victim advocacy services from the USMA SARC. USMA developed reference guides to help cadets and community members understand the sexual harassment reporting process, which were provided to the Tactical Department and published on the USMA Orders Process, BTD SharePoint site, and West Point App/Wellness feature.

The SHARP team conducts wide-ranging wellness reviews with each cadet who reports sexual assault who is in active status. Case-by-case interventions with the chain of command are conducted if the SHARP team notices a cadet is showing signs of dysfunction across multiple areas, allowing the community to holistically address issues. USMA strives to provide cadets with the support and assistance necessary, such as taking a leave of absence, reducing class loads, or taking a break from an athletic team following an incident of sexual assault.

## **USMA Response to Department Action Items**

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The following section provides the actions that USMA has taken to address the action items identified for all three MSAs in the APY 16-17.

### **SAPR Best Practices**

*Requirement:* Academies were to discuss strategic dialogue accomplished this APY with leadership to facilitate the exchange of SAPR best practices.

*USMA Response:* At the Conference of Service Academy Superintendents, leaders discussed overall character development of cadets and midshipmen. During this time, the USMA Superintendent introduced the “Developing Leaders of Character” resource and described three new education outcomes, “live honorably, lead honorably and demonstrate excellence.”

### **Unrestricted and Restricted Reporting**

*Requirement:* The MSAs were required to discuss steps taken to ensure Unrestricted and Restricted reporting practices follow privacy, security, and records management policies.

*USMA Response:* Case record details for Restricted and Unrestricted reports at USMA have limited distribution for SARB preparation. The reports exist in an electronic location and are password protected to ensure no loss of privacy or data outside of key staff.

## Point of Contact for Program Evaluation and Recommendations to the Superintendent

*Requirement:* Academies were asked to discuss steps taken to identify a single point of contact who gathers data from a variety of sources, conducts overall program evaluation, and makes recommendations to the Superintendent based on that data.

*USMA Response:* The G5 Strategic Plans and Assessment team collaborates with the SHARP Program Manager to track metrics and assess the overall effectiveness of the USMA program. Internal culture and honor surveys are created by the G5 Office and will be developed in coordination with the SHARP Office to ensure culture trends are captured to continuously foster climate change among the Corps of Cadets. Additionally, USMA uses the DEOCS survey as a source of program assessment.

## Prevention Efforts for all Pre-Entry Pathways for Service Members

*Requirement:* The MSAs were required to discuss steps taken to develop and implement framework to capture prevention efforts for, and gaps in, all pre-entry pathways for Service members.

*USMA Response:* USMA initiated a pre-arrival introduction to sexual violence awareness and alcohol education for the incoming class of 2022. Candidates received a notice to complete the training modules prior to arrival. There was a reasonable response rate and data will be compared against current cadets' responses to assess trends.

## USMA Response to Academy Specific Action Items

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The Department reviewed USMA's efforts to complete the action items specific to them in the APY 16-17 Report.

### DEOCS Response Rate

*Requirement:* USMA was asked to discuss the steps taken to increase the DEOCS response rate as it decreased from 50 percent to 26 percent in the latest survey.

*USMA Response:* The MEO office determined that the decline in participation was due to overlapping surveys. The USMA Respect Committee distributed a survey to the Corps of Cadets when the DEOCS was offered. This year, the MEO office is working closely with the Respect Committee to ensure the surveys do not overlap by offering them during different semesters. During summer MEO training, the Equal Opportunity Advisor explained the importance of the surveys, and coordinated sessions to discuss cadet issues.

### Role of Cadets Against Sexual Harassment/Assault (CASHA) Committee

*Requirement:* USMA was to clarify the role of CASHA in prevention, including efforts to improve the quality of their training, and disentangle initiatives from academy's response process.

*USMA Response:* The CASHA Committee aimed to educate and inspire the Corps of Cadets to create a respectful climate free of sexual harassment, sexual assault, and sexist behavior. The committee had several goals this academic year including empowering CASHA representatives to embrace their role as subject matter experts, providing sexual assault prevention education and resources to cadets, and supporting a culture of bystander intervention. CASHA also conducted "One Love" training for all committee members at the beginning of each semester to help cadets identify signs of relationship abuse. The committee began efforts to decentralize

activities and return to a cadet-run, grassroots organization, by empowering committee representative involvement in subordinate units as well.

### **Tactical Air Command Officer and NCO Preparation**

*Requirement:* USMA was to expand preparation of Tactical Air Command and NCO to support prevention initiatives.

*USMA Response:* A two-day workshop was conducted for new members of the organization, and participation in all CCDP classes is required. Experiences of former Company Commanders and Platoon Sergeants from the Army will be leveraged.

### **Changes to Sexual Assault Review Board**

*Requirement:* USMA was to discuss changes, if any, made to ensure Sexual Assault Review Board attendance is in accordance with policy.

*USMA Response:* Victim Advocates are included as members of the SARB. The Special Victim Counsel (SVC) Program Manager determined SVCs will not participate in the SARB.

### **Memorandum of Understanding (MOU) with Westchester Medical Center**

*Requirement:* USMA was asked to discuss the MOU with Westchester Medical Center, and the subsequent action plan if it was still in progress.

*USMA Response:* The MOU with Westchester Medical Center is currently with the MEDCOM legal office and final edits are pending.