

Appendix A: United States Military Academy





OFFICE OF THE SUPERINTENDENT
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996-5000

MASP

SEP 08 2021

MEMORANDUM FOR Director, Sexual Assault Prevention and Response Office Department of Defense Human Resources Activity, Office of the Under Secretary of Defense (Personnel and Readiness) 4800 Mark Center Drive, Suite 07G21 Alexandria, Virginia 22311-8000

SUBJECT: United States Military Academy (USMA) Academic Program Year (APY) 2020-2021 Sexual Harassment & Sexual Assault Prevention & Response Programmatic Data Call

1. In support of Section 532 of the John Warner National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2007, Public Law (109-364) and Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) tasking memorandum dated 21 June 2021, please find our completed APY 2020-2021 Programmatic Data Call Template.
2. The United States Military Academy has worked hard at improving our sexual harassment and sexual assault prevention and response systems, policies, and programs. Among many of our accomplishments, we have made significant progress in institutionalizing our prevention efforts by adding an additional prevention specialist and development of a comprehensive sexual harassment and assault 48-month prevention plan.
3. The United States Military Academy has also updated several policies in support of our response and prevention programs. In an effort to increase help seeking and reporting, we have also implemented a Cadet Candidate/Cadets Return to Health Policy. This new policy enables Cadet Candidates/Cadets who have reported a restricted or unrestricted sexual assault and request accommodations, to be evaluated, and if appropriate, receive needed accommodations.
4. The Point of Contact for this action is **COL Mark Weathers**, USMA Chief of Staff, **DSN 689-6419, GPO 645-689-6419**

Enclosure
as


DARRYL A. WILLIAMS
Lieutenant General, US Army
Superintendent



United States Military Academy

Academic Year 2020-2021 Programmatic Data Call

Executive Summary

Academic Program Year (APY) 2020-2021 was an extremely busy and productive year at the United States Military Academy (USMA). Leadership and Sexual Harassment/Assault Response and Prevention (SHARP) team member response are the greatest strengths at USMA. Leadership, at all echelons are extremely supportive and fully engaged in both prevention and response programs and activities. USMA has significant response capabilities to include 24/7 sexual assault forensic examination (SAFE) capabilities, full time Special Victims' Counsel (SVC), Special Victims' Prosecutor (SVP), dedicated sexual assault investigators at the Criminal Investigative Division (CID), and significant behavioral health support. In the area of prevention, USMA recently hired its second full-time prevention specialist and developed a 48-month comprehensive SHARP prevention plan which will be implemented in APY 2021-2022. Integration and coordination with stakeholders across the West Point enterprise is also a significant strength. USMA complies with Army SHARP sexual assault and sexual harassment policy. Adjustments were made to update the Command Policy Letter to include additional requirements from Army Regulation (AR) 600-20 dated 24 July 2020. Additionally, due to a lack of sufficient written policies, USMA developed a USMA SHARP Standard Operating Procedure (SOP), which was completed 25 June 2021. USMA will continue to work on improving policy compliance, prevention and response, and to cultivate a true culture of dignity and respect.

Programmatic Data Call Summary

The United States Military Academy (USMA) has made considerable progress, including making significant policy and program improvements during Academic Program Year (APY) 2020-2021. Strategic level summaries of challenges confronted, and progress made are organized in four functional areas:

- Student Culture
- Sexual Assault and Sexual Harassment Reporting
- Victim Care and Advocacy
- Reduce and Stop Sexual Assault and Harassment

Functional Area 1: Student Culture

1.1 Updated Academy policies that pertain to student culture and climate

- **Defense Organizational Climate Survey (DEOCS) FRAGO** Cadet Survey – after which Cadet and military leadership were required to work together to develop an action plan based on company level results.
- **Return to Health Policy** -which provides opportunities for Cadet Candidates and Cadets who file restricted and unrestricted reports to receive accommodations to assist in healing.
- **Updated Command Policy Letter** – Updated to include requirements in the July 2020 Army Regulation (AR) 600-20. Though signed on 03 June, was written and completed in APY 20-21
- **Diversity Strategic Plan** – A USMA-wide strategic plan to address diversity.
- **Educating Army Leaders** – Updates to various Army leaders on USMA SHARP Program activities and progress.
- **48-Month SHARP Comprehensive Prevention Plan** – a comprehensive prevention plan to address sexual harassment and sexual assault, identify risk and protective factors, logic model, progress activities and interventions across the Cadet 48-month experience at USMA, and assessment approaches.

1.2. Actions to Address: Climate Assessment Pilot

1.2.1. Efforts taken to develop or identify a climate assessment process that is tailored appropriately to the needs of the MSA.

USMA SHARP Staff worked closely with the Office of People Analytics and other service academies to assist in drafting survey questions for the updated cadet-specific DEOCS 5.0.

Between 4 February through 4 March 2021, USMA surveyed the Corps of Cadets using the redesigned 5.0. The DEOCS assesses 19 protective and risk factors that can impact a unit/organization's climate and ability to achieve their mission. The assessment was done by Company and Regiment allowing company leadership to develop plans for corrective action pertinent to their company. Addressing the requirement put forth in the APY 18-19 MSA report, completing the climate assessment pilot and engaging cadet leadership was specified in FRAGO 4 (25 January 2021) to USCC OPORD 2020-27 (USCC Orders Process)- c.l.e. - "Discuss MSA DEOCS talking points at the next scheduled TAC Talk and publicize the MSA DEOCS within the Corps of Cadets before the launch of the survey on 4FEB21. When the

survey concludes on 25FEB21 utilize the cadet chain of command to analyze, develop plans of action, and provide feedback to the organization."

1.2.2. How cadets and midshipmen will use (or have used) the academy's identified assessment process to provide feedback on conditions within their units.

Due to the fact this survey tracks by company and regiment and using a version of the DEOCS tailored for the MSAs ensures that our climate assessment process is tailored appropriately to USMA. USMA used the standard DEOCS 5.0_MAOCS Draft questions and selected the maximum 10 short-answer and 5 long-answer supplemental questions to further tailor the survey to our population.

1.2.3. How assessment results will be (or have been) returned to the unit and briefed to cadet and midshipman peer leaders.

The DEOCS was completed by 72% of cadets (3237/4490). The data was compiled into the MSA DEOCS EXSUM.ppt and presented to the Brigade and Regimental leaders. Regimental Tactical Officers (TACs) and Tactical Noncommissioned Officers (TAC NCOs) worked with cadet leadership to develop company plans of action to address challenges that were highlighted by the survey.

1.2.4. How full-time academy staff and officers will assist (or have assisted) with the climate assessment effort throughout the APY.

The companies within Regiments 1 and 4 completed plans of action to address the DEOCS results. This is an ongoing initiative. The EO representative is continuing to work with leadership (both cadet and staff/officers) to advise, assess, and follow up with actions on these plans.

Functional Area 2: Sexual Assault and Sexual Harassment Reporting

2.1. Updated Academy policies that pertain to sexual assault reporting

Signed 26 May 2021, USMA's Return to Health Policy is designed to formally delineate a process for supporting cadet/cadet candidates psychological and physical recovery following a sexual assault. This policy allows victims who make either a restricted or unrestricted report of sexual assault the option of requesting a cognitive profile (issued by an independently licensed medical or behavioral health provider) that allows for academic and physical accommodations which support their recovery.

Throughout APY 20-21, USMA SHARP worked with a variety of stakeholders to ensure USMA's SHARP Command Policy was up-to-date and reflected recent updates to both Army Regulation 600-20 (24 July 2020), Department of Defense Directive 6495.01 (11 September 2020), and Department of Defense Instruction 6495.02 (9 April 2021) and 1020.03 (29 December 2020).

2.2. Updated Academy policies that pertain to sexual harassment reporting

Several cadets set out to provide a readily-available, efficient, anonymous system for cadets, staff, and faculty to report incidents of sexual harassment to the SARC. A system was created, reviewed and approved by Staff Judge Advocate (SJA) and implemented. The Anonymous Reporting Form can be accessed through a QR code/link by anyone in the USMA community.

2.3. Efforts identifying and utilizing student influencers to help counter-narratives and behavior that deter help-seeking, reporting, and bystander intervention, as well as actions to improve challenges cadets and midshipmen experience after reporting

As detailed in SHARP's Comprehensive Prevention Plan, USMA utilizes student influencers to help counter narratives and behaviors that deter help-seeking, reporting, and bystander intervention, as well as actions to improve challenges cadets face after reporting. The primary group utilized regarding sexual assault/harassment prevention is our Trust Cadets.

Trust Cadets are a select group of at least 81 cadets who receive additional training and support on sexual assault and harassment prevention and response. Trust Cadets serve as the champions for SHARP program efforts and focus on creating positive climates of prevention and response for sexual assault and harassment within their units.

In APY 20-21, Trust Cadets received the following training and support to prepare them for this task:

All Trust Cadets received the Trust Resource Binder containing tools and contact information for agency resources.

Additionally, during reorganizational week in the fall and spring, all Trust Cadets were briefed by the various support agencies. In the fall, SHARP provided specialized training on the effects of trauma and in the spring, the conversation focused on how to facilitate difficult conversations.

Center for Disease Control (CDC) recommends individuals receive education regarding bystander intervention, healthy relationship skills, and establishing positive norms about gender, sexuality, and violence as one aspect of a comprehensive campus-based prevention strategy for sexual violence prevention (CDC Sexual Violence on Campus: Strategies for Prevention, 2016). Results from the Ever Fi survey of both the Class of 2023 and Class of 2024 indicated that most have not received formal education in many of these subject areas. In response to this data we created a course, Relational Character 101 (RC 101). RC 101 was designed to address knowledge gaps around relational character aimed at Trust and Respect cadets to ensure they have the necessary educational backing and experiential opportunity to be peer facilitators for Honorable Living Days, Character Lunches, CCEP discussions, and peer-facilitated trainings with their companies throughout the year.

In APY 20-21, USMA ran two pilots of RC101. In summer 2020, during Summer Term Academic Program (STAP) 2 (15 June 2020 - 09 July 2020), we ran three sections of RC 101. Each section was comprised of 12 cadets who self-selected into the section time that worked best for them and their schedule. Each section was taught synchronously via Microsoft Teams for 1.5 hours daily. The 36 cadets who took the course were selected by their TACs, one per company. Based on the pre-survey administered to the cadets, 11 cadets volunteered to take RC101 and

25 were voluntold. Based on after action review (AAR) data, cadet confidence in facilitating conversations on these sensitive topics increased significantly because of their participation. In May 2021, the RC101 pilot consisted of 20 cadets (19 Trust Cadets and one Respect Cadet) who all volunteered to take the 40-hour, 1-week intensive focusing on the same skill-development as the first pilot. Once again, cadets expressed appreciation for the course and demonstrated an increase in facilitation skills. RC 101 Summer 2021 was assessed utilizing pre-existing and established metrics.

The cadre of cadets was briefed by the USCC SARC and USMA VA to ensure they had the required knowledge to be a support regarding SH/SA for the cadets (both new and returning) that they commanded. These briefings took place over four sessions on three days to ensure it was received by all of the cadet cadre.

Over the summer, the cadet leadership designated to lead "Tree Talks" - semi-informal conversations with fellow cadets around a variety of difficult conversation topics such as racism/extremism and sexual harassment/assault - were provided training in how to facilitate difficult conversations. The CLO _Facilitation Skills training was attended prior to the Cadet Leader Development (CLD) week in which the rising Firsties spent one week exploring a variety of topics that impact the Corps of Cadets. Each day, cadets heard from a subject matter expert in the morning and then spent the afternoon working with their peers to discuss how they could impact the harmful behaviors/situations being discussed. Day 3 was dedicated to Eliminating Sexism as part of a larger conversation around preventing SH/SA through culture change. The majority of cadets felt that CLD supported them in recognizing opportunities to lead culture change and, specific to SHARP, recognized opportunities to promote healthy relationships.

The Corps of Cadets and cadet Candidates at the United States Military Academy Preparatory School (USMAPS) received all of the required annual training along with an initial SHARP conversation to introduce them to resources at USMA and the SHARP staff. This cadet Summer Training took place throughout the summer of 2020 as cadets arrived on post at various times due to COVID19.

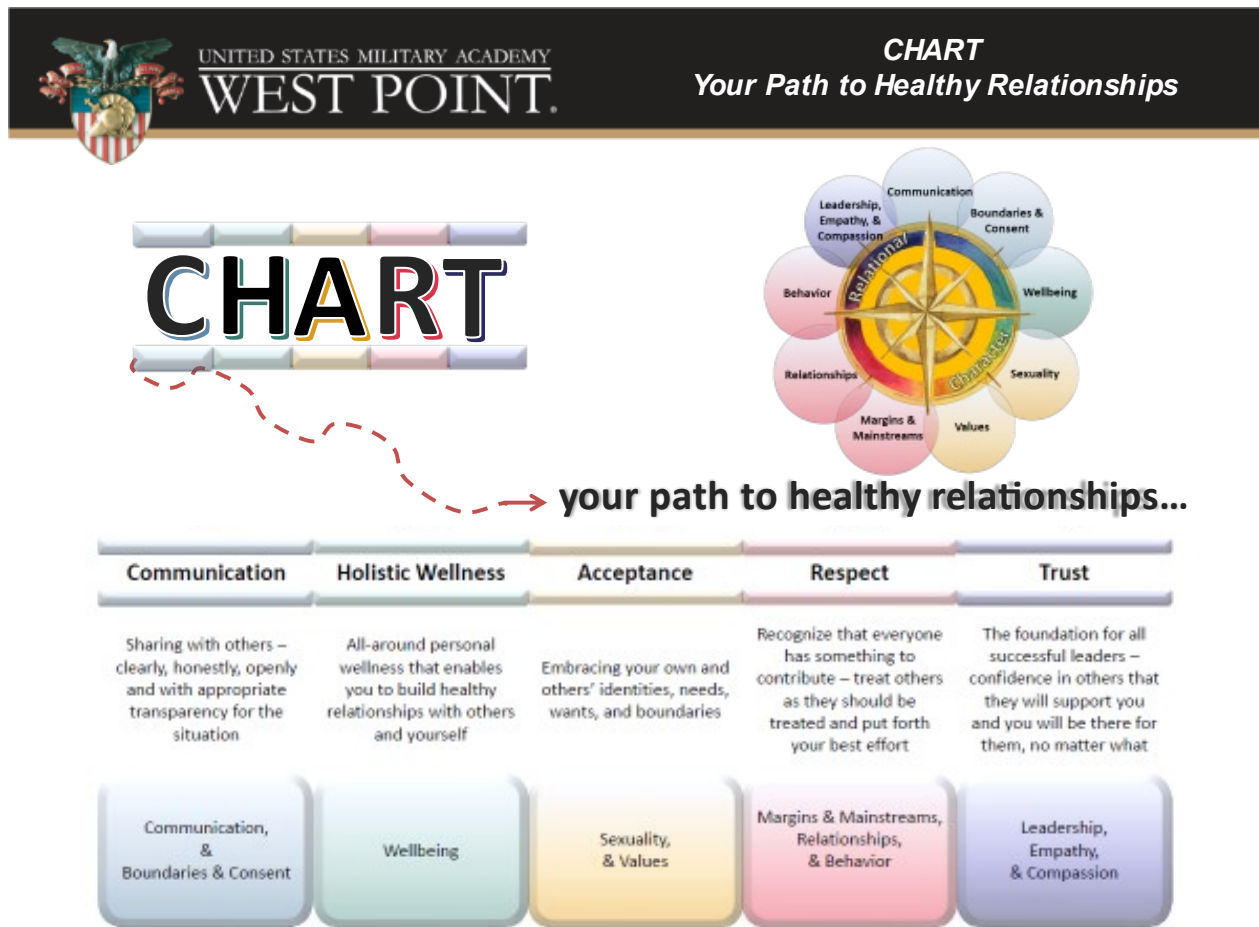
In both the fall semester and spring semester, SHARP staff worked with cadets enrolled in SE450 (Applied Systems Design and Decision Making), a systems engineering course in which cadets take on a real-world problem and go through the steps of coming up with novel solutions. In the fall semester, two groups of cadets within the course worked with SHARP staff. One group worked on the problem statement: "West Point is currently employing a web enhanced EverFi system of online training and data collection to augment the limited scope, every two-year Service Academy Gender Relations (SAGR) data generated by Office of People Analytics (OPA)." How the EverFi data is made useable to senior leadership for understanding, assessment, and action on the cadet and faculty population requires a data strategy and complementary models. The strategy and models are required for understanding and evaluation of initiatives which address the attitudes/beliefs/behavior which fall under the SHARP program. Furthermore, the strategy and models will provide a foundation for longitudinal assessment of SHARP related challenges which will augment the SAGR reports. The results of this study focused on how we could tailor the types of questions we ask/surveys we administer to be best received by cadets. The other group cultivated the following problem statement: "The SHARP program at USMA is not satisfied with the data collection and education methods currently in place and is looking to explore ways to improve the way data is collected and education processes in order to get more useful feedback and better education retention." Annex A contains the RACI matrix, and Gantt Chart created at the beginning of the semester to guide our group's efforts in completing this project. This research concluded with similar results, focused

on how we could tailor the types of questions we ask/surveys we administer to be best received by cadets.

During the spring courses, cadets focused more on the messaging of healthy relationships across the academy and what we mean by "Healthy Relationships". This group worked off the problem statement: "Develop a strategy to unify messaging about healthy relationships across West Point that both communicates a coherent message, as well as optimizes the incorporation of various West Point internal organizations in educating cadets on this topic." They did numerous interviews with a variety of stakeholders including instructors from a variety of departments, chaplains, TA Cs, and cadets. Their conclusions can be seen in the table below:

Findings	Conclusions	Recommendations
Cadets believe healthy relationships are based on trust, communication, and respect.	Although the discussions about healthy relationships are occurring, Cadets do not know where the SHARP Program stands on the matter.	Since Cadets best learn about healthy relationships at lower echelons where personal connections thrive, the SHARP Program should consider implementing initiatives with as much interpersonal potential as possible.
Cadets learn about healthy relationships from family, friends, and personal experiences.		
Cadets are overwhelmingly unaware of how the SHARP Program defines healthy relationships.	Although West Point lacks an institutional unity of messaging, Cadets largely agree on where healthy relationships are learned and what their defining features are.	
Most Cadets discuss healthy relationships at least once a week.		
"There's a fine line between shoving down the throat and providing a mantra to live by....If you say it once in training no one is going to remember it. It needs to be repeated for people to embrace and embody."		
Cadets are extremely willing to interview about healthy relationships		

One of the other things we got out of this collaboration was a reframing of the concept of "Relational Character" into a more memorable acronym: "CHART". Details about CHART can be seen in the graphic below:



In an effort to address West Point as a community, inspiring individual personal courage to impact the culture of the community, USMA SHARP staff conducted our first SHARP Deep Dive. The purpose of the SHARP Deep Dive events is to invigorate a "call to action" to the cadets, staff, and faculty to take responsibility for the prevention of sexual harassment and sexual assault at the community level. As cadets returned to post in January 2021, we conducted 17 Deep Dives to ensure the entire Corps of Cadets was included in the conversation. Focused on the then newly released Ft. Hood Report, ~~the USMA SHARP Program Manager~~, relayed to the corps their role in preventing sexual violence and their responsibility to treat others with dignity and respect. At each presentation, senior leadership opened the brief to demonstrate both command support and to signify the importance of the topic.

Additional briefings/training were conducted with the entire Corps of Cadets:

In November 2020, Trust Cadets sponsored a Relational Wellness Lesson in which SHARP SMEs presented information on healthy relationships via Teams Live followed by in-person, squad-level discussions conducted by Trust Cadets. These Trust Cadets received a "Train-the-Trainer" brief prior to the training itself.

USMA SHARP staff participated in an Alcohol Working Group along with members of the Brigade Tactical Division (BTD), Simon Center for the Professional Military Ethic (SCPME), Character Integration Advisory Group (CIAG), the Army Substance Abuse Program (ASAP), the Substance Use Disorder Clinical Care Program (SUDCC), and members of the Corps of Cadets to create a briefing to address problematic alcohol use, including reports of alcohol facilitated sexual assault as part of our effort to prevent future sexual assaults. The Alcohol Brief to the Cadet Corps was conducted four times (once with each class) and included remarks from the Brigade Tactical Officer (BTO), SHARP professionals, ASAP/SUDCC professionals, and a personal story from a cadet who has struggled with alcohol use personally and seen the larger consequences within his family. Additionally, as a result of this working group, USCC purchased several breathalyzers for cadet use to better check their intoxication levels at approved drinking locations and developed a Talking with Your West Point Cadet About Alcohol Informational Brochure that was mailed to all parents of cadets to support them in having conversations around substance use with their children.

Throughout the year, Trust Cadets led trainings with their companies both on their own and with the support of subject matter experts. [REDACTED], the SHARP Prevention Specialist was invited to speak with company G4's Fourth Class cadets about Mental Health and Trauma.

2.3.1. Actions to Address: Identify and Prepare Key Influencers to Assist.

In APY 20-21 in an effort to address the source of barriers to help-seeking, perceived norms, and actual norms, all cadets received individual training through EverFi's course offerings. The class of 2024 received AlcoholEdu and Sexual Assault Prevention for Undergraduates. The classes of 2023, 2022, and 2021 received AlcoholEdu Ongoing and Sexual Assault Prevention Ongoing: Healthy Relationships. Data from part 1, administered in the fall, was briefed to senior leadership. Once Part 2 was complete in the spring, members of the SARB were updated. EverFi released the impact of the Sexual Assault Prevention modules on our cadets via the EverFi Impact Report SAPO.

Staff and faculty were briefed on the climate and culture of USMA as reported in the 2018 SAGR results alongside USMA trends of reporting in the SHARP Annual Discussion. This was done with the emphasis that they needed to know this information in order to be a resource for cadets to be leaders amongst their peers. SHARP staff conducted this 1-1.5 hour training over 25 times to ensure each department and organization within USMA received that training and had adequate time to ask questions and create a relationship with SHARP professionals.

RCIOI had a large focus on countering incorrectly perceived norms amongst cadets around help-seeking and bystander intervention to ensure well-trained cadet peer leaders.

The SHARP Deep Dive focused on Ft. Hood also spoke to the personal courage required to seek-help and intervene, countering the narrative that it is weak to seek help and encouraging all cadets to be vulnerable and look out for/love their fellow cadets.

2.3.2. Actions to Address: Identify and Prepare Key Influencers to Assist.

Over the summer, CLD was a week in which the rising Firsties spent one week exploring a variety of topics that impact the Corps of Cadets. Each day, cadets heard from a subject matter expert in the morning and then spent the afternoon working with their peers to discuss how they could impact the harmful behaviors/situations being discussed. Day 3 was dedicated to Eliminating Sexism as part of a larger conversation around preventing SH/SA through culture

change. As seen in the CLD Assessment Brief, the majority of cadets felt that CLD supported them in recognizing opportunities to lead culture change and, specific to SHARP, recognized opportunities to promote healthy relationships.

The Trust Cadets received specialized training on recognizing and responding to trauma.

As a group that has historically faced higher incidences of sexual violence, SHARP provided training support to Spectrum, the cadet club for cadet members of the LGBTQIA+ community. Focusing on Healthy Sexual Relationships in the fall and HIV Awareness/Prevention in the spring, SHARP worked on building relationships with those often vulnerable to SH/SA because of their identity.

In November 2020, Trust Cadets sponsored a Relational Wellness Lesson in which SHARP SMEs presented information on healthy relationships via Teams Live followed by in-person, squad-level discussions conducted by Trust Cadets to counter some incorrect perceptions about healthy/unhealthy relationships.

██████████ worked with the West Point football team. With this group of athletic peer leaders, ██████████ spoke with them on two occasions. Once about being the demonstration of Healthy Masculinity and once about Alcohol Facilitated Sexual Assaults. The Alcohol Facilitated Sexual Assaults training focused on how to be a good bystander and how to protect one's self from becoming a victim.

There are four types of 'Character' cadets at USMA (Respect, Trust, Honor, and Wellness). Descriptions of each and the training they receive through USCC is below:

Respect

This is cadet staff that focuses on cadet programs equivalent to Equal Opportunity (EO) plus Diversity and Inclusion (DEI). The staff consists of a Respect Captain, an XO, an Operations Officer and four Regimental Respect Officers. The Respect Team also manages and maintains the Special Leader Development Program for Respect (SLDP-R), which helps cadets who struggle with respect related issues and help them become more self-aware through a reflective journaling experience paired with a developmental coach. The ultimate role of this special team is to highlight various diversity initiatives and events as well as handles issues related to the dignity and respect, or lack thereof, of fellow cadets. They advise the First Captain (1 CPT) on all matters pertaining to the above. The CIAG liaison-advisor to this team is ██████████.

- Respect Captain- ██████████
- Training the Staff Receives: 8-hour EO abbreviated course taught during Reorganization Week by C5C St ██████████ and C5C F ██████████ on USMA policy and also breakout sessions similar to Trust involving cadet role play and how to handle reporting complaints of unprofessional bias due to gender, race, religion, sexual orientation, or country of origin.

Trust

This is cadet staff that focuses on cadet programs equivalent to SHARP. The staff consists of a Trust Captain, an XO, an Operations Officer and four Regimental Trust Officers (although there are also 36 separate representatives in all companies across the Corps that SHARP does not directly work with). There is no rehabilitative program for Trust, and thus, there is no "SLDP-Trust". The ultimate role of this special team is to highlight various Sexual Harassment/Sexual Assault prevention and outreach events as well as handles education initiatives for cadet companies to understand USMA SHARP resources. They advise the First Captain (1 CPT) on all matters pertaining to the above. The CIAG liaison-advisor to this team is [REDACTED]

- Trust Captain- [REDACTED]
- Training the Staff Receives: 8-hour one day course taught during Reorganization Week in collaboration with USMA SHARP, Victim Advocates, CID special agents, SARC, Military Family Life Consultant (MFLC)s, and the Chaplain to familiarize themselves with West Point resources. Furthermore, the staff trains using a mixture of roleplay and practical exercises to be ready when a SHARP incident occurs so they know how to properly approach each situation with compassion, active-listening, and confidence in the system.

Wellness/Peer-Support Program (PSP)

This is cadet staff that focuses on cadet programs equivalent to Suicide Prevention, Spiritual Wellness and Mental Health Wellness. The staff consists of a Wellness Captain and four Regimental PSP Officers. The PSP Team also manages and maintains 36 company representatives across the Corps that are peer-support representatives that have baseline training in peer counseling. If they cannot handle a cadet issue at their level, they then refer cadets by severity of their case to either a

(MFLC) or higher-level behavioral healthcare with psychiatrists in the Center for Personal Development (CPD). The ultimate role of this special team is to highlight various aspects of wellness as well as handle issues related to cadet mental health. They advise the First Captain (1 CPT) on all matters pertaining to the above. The CIAG liaison-advisor to this team is [REDACTED]

- Wellness/PSP Captain- [REDACTED]
- Training the Staff Receives: 40-hour counseling course taught by CPD and covers peer counseling and basics on how to counsel clinical behavioral health issues.

Honor

This is cadet staff that focuses on cadet programs related to the cadet Honor Code ("A cadet will not lie, cheat, or steal, or tolerate those who do"). The staff consists of an Honor Captain, an XO, an Operations Officer and four Regimental Honor Officers. The Honor Team also manages and maintains the Special Leader Development Program for Honor (SLDP-H), which helps cadets who struggle with honor code related issues, moral and academic integrity, and help them become more self-aware through a reflective journaling experience paired with a developmental coach. The ultimate role of this special team is to educate and steward the Honor Code to ensure all graduates are leaders of character in accordance with the USMA mission statement. They advise the First Captain (1 CPT) on all matters pertaining to the above.

- Honor Captain- [REDACTED]
- Training the Staff Receives: 8-hour Honor History and program course taught by the Honor Staff ([REDACTED]) on USMA REG 15-1 policy and also breakout sessions involving court room procedures to conduct honor hearings and adjudication boards. The team ultimately decides whether or not to forward a case regarding honor to the Superintendent.

2.3.3. Actions to Address: Drive More Help-Seeking Through Peer Groups.

The Trust Cadets in APY 20-21 developed three lines of Effort (LOE) which they detailed to higher command. These LOEs speak to a desire for cadets to own the problem and support others in addressing the problem.

Additionally, to support cadets in developing an accurate understanding of the available academy services and the benefits they provide, a number of trainings and approaches were implemented:

The Comprehensive Prevention Plan includes an overview of the SHARP Prevention System. Updates to EverFi included more details about the various support agencies around USMA.

Trust Cadets were also extremely influential in planning events to connect cadets to resources. They created an entire week in the month of October to focus on Trust and SHARP resources. During Sexual Assault Awareness/Prevention Month (SAAPM), two events specifically focused on supporting cadets in connecting with resources: SHARP in the Operational Army and the Trust Townhall.

In March, during USMA's Honorable Living Day, the academy focused on overall wellness and the resources available. In the morning, cadets heard from fellow cadets who had dealt with various forms of adversity, including a survivor of sexual assault. Following each of the cadet's personal stories, subject matter experts/supportive resources addressed the corps to speak about what services were provided to the cadets who just shared as well as what services can be provided in general. In the afternoon, various agencies had representatives available to speak with cadets at a wellness fair.

2.4. Actions to Address: Publicize the CATCH a Serial Offender Program

The Catch Program Victim Info Sheet was provided to all cadets who came to speak with the SARC or VA. Additionally, CATCH was emphasized during the SHARP Deep Dive on Ft. Hood.

CATCH was also promoted/explained throughout all of our annual trainings/discussions.

Functional Area 3: Victim Care and Advocacy

3.1. Updated Academy policies on sexual assault victim care and advocacy

Signed 26 May 2021, USMA's Return to Health Policy is designed to formally delineate a process for supporting cadet/cadet candidates psychological and physical recovery following a sexual assault. This policy allows victims who make either a restricted or unrestricted report of sexual assault the option of requesting a cognitive profile (issues by an independently licensed medical or behavioral health provider) that allows for academic and physical accommodations which support their recovery.

Throughout APY 20-21, USMA SHARP worked with a variety of stakeholders to ensure USMA's SHARP Command Policy was up-to-date and reflected recent updates to both Army Regulation 600-20 (24 July 2020), Department of Defense Directive 6495.01 (11 September 2020), and Department of Defense Instruction 6495 .02 (9 April 2021) and 1020.03 (29 December 2020).

3.2. Updated Academy policies on sexual harassment complainant care and assistance

Throughout APY 20-21, USMA SHARP worked with a variety of stakeholders to ensure USMA's SHARP Command Policy was up-to-date and reflected recent updates to Army Regulation 600-20 (24 July 2020).

3.3. Efforts taken to make victim assistance more accessible.

Several cadets set out to provide a readily-available, efficient, anonymous system for cadets, staff, and faculty to report incidents of sexual harassment to the SARC. A system was created, reviewed and approved of by SJA and implemented. The Anonymous Reporting Form can be accessed through a QR code/link by anyone in the USMA community.

In March, during USMA's Honorable Living Day, the academy focused on overall wellness and the resources available. In the morning, cadets heard from fellow cadets who had dealt with various forms of adversity, including a survivor of sexual assault. Following each of the cadet's personal stories, subject matter experts/supportive resources addressed the corps to speak about what services were provided to the cadets who just shared as well as what services can be provided in general. In the afternoon, various agencies had representatives available to speak with cadets at a wellness fair.

Several working groups were created in APY 2021 to ensure agency resources had opportunities to meet and work together to provide support for cadets and ensure access to these resources:

- Holistic Health Working Group
- Wellness Huddle
- Character Review Board
 - USMA also charted the evolution of our approach to Character Development in an easy-to-read placemat.
- Alcohol Working Group:
 - As previously stated, the USMA SHARP staff participated in an Alcohol Working Group along with members of the BTM, SCPME, CIAG, the ASAP, the SUDCC,

and members of the Corps of Cadets to create a briefing to address problematic alcohol use, including reports of alcohol facilitated sexual assault as part of our effort to prevent future sexual assaults.

To support leadership communication around victim assistance and other services, SHARP provided Talking Points.

Additionally, recognizing some cadet reluctance to work with USMA specific services, USMA SHARP collaborated with the Orange County Sexual Assault Response Team (OC SART Collaboration).

Around USMA, as new SHARP staff arrive and others depart, we ensure the USMA SHARP Staff Posters are regularly updated.

3.4. Efforts taken to ensure SAPR personnel has access to the unit and senior leaders

SHARP staff have many opportunities to brief leadership both at USMA/USCC and DoD/ Army leadership. Briefings in APY 20-21 included:

- Character Review Board
- 3rd Reg TAC onsite - Relational Character
- DoD Dr. Vanwinkle Brief
- EverFi Briefing to Commandant to assist in policy and other decision making
- USMA Board of Director (BOD) Briefing
- SHARP Update to Superintendent- Oct 20
- SHARP Update to Superintendent- Sep 20
- 2020 EverFi results - shared with the Leadership and cadets
- EverFi Trend Data Shared with Leadership and cadets
- Character Growth Seminar (CGS) 100 Briefing to Superintendent

Two white papers were written to share information with leadership:

- USMA SHARP White Paper December 2020
- USMA SHARP White Paper January 2021

USMA also participated in the National Discussion to external agencies to communicate our approach and learn from others.

3.5. Efforts to provide oversight of data entry in the Defense Sexual Assault Incident Database (DSAID)

Oversight of data entry in DSAID is conducted and presented at the monthly Sexual Assault Review Board (SARB). APY 20-21 SARB Slides are presented at each SARB covering program updates and unrestricted case updates. Following the SARB, SARB Minutes are prepared and signed by the SARC and Superintendent.

3.6. Efforts to ensure reports of adult sexual assault made to the Family Advocacy Program involving cadets or midshipmen are provided to the SARC for inclusion in DSAID

USMA SHARP has a good working relationship with the Family Advocacy Program (FAP). There have been no reports of adult sexual assault made to the FAP in APY 20-21. If there had been, they would have been provided to the SARC for inclusion in DSAID.

3.7. Efforts to ensure a safety assessment capability, and ensure individuals tasked to conduct safety assessments must occupy positions that do not compromise the victim's reporting options

Efforts to ensure safety assessment capability, and ensure individuals tasked to conduct safety assessments must occupy positions that do not compromise the victim's reporting options consist of conversations between the SARC and other supportive agencies including Keller Army Community Hospital and cadet behavioral health supports. Those in the medical community preserve victim's reporting options and are trained/capable of conducting cadet safety assessments. The SARC/VA conduct initial safety assessments with each cadet that makes a report and conduct periodic safety assessments as needed. No person who conducts SHARP related safety assessments are mandated reporters. All personnel who conduct safety assessments have MRE 412 confidentiality.

3.8. Efforts made to establish a policy for the transfer of a cadet or midshipman at your academy resulting from a report of sexual assault or related offense

Upon receipt of the tasking to begin working through issues and challenges related to MSA inter-academy transfers, USMA assembled an internal working group from across the enterprise including representatives from the Dean, Commandant, Staff Judge Advocate, personnel, and SHARP to better understand the potential issues and solutions to ensure smooth transitions for cadet victims of sexual assault. These initial meetings yielded great benefits for understanding the scope of potential problems and identified many solutions.

USMA has been part of the DoD SAPRO working group on MSA transfers. USMA, USNA, and USAF A have all been working closely by discussing and making recommended changes to DoDI 1322.22 Service Academies and DoDI 6495.02 Sexual Assault Prevention and Response (SAPR) Program Procedures policies. In addition, we have met with ROTC counterparts to begin work on how to accomplish transfers from the MSAs to ROTC.

USMA and USAFA worked closely to successfully transfer a cadet victim of sexual assault from USMA to USAFA. It should be noted the support received from USAFA during this process was amazing. Their assistance contributed greatly to the success of this transfer.

USMA will continue working with Army HQ to refine service-related policies to ensure better transitions and will continue to work with the MSA working group to finalize needed DoD level policies for MSA and ROTC transfers.

3.9. Discuss the impact of the COVID-19 pandemic on both your sexual assault prevention and response efforts.

At the start of APY 20-21, cadets were still remote from USMA due to COVID-19. Our response efforts had already been adjusted starting in March of 2020 during APY 19-20 to ensure virtual support to remote cadets. USMA SHARP staff created a USCC Dispersed Resource List which compared cadet zip-codes to localized resources to ensure if a cadet needed support we knew who to contact that was local to the cadet.

COVID-19 provided an opportunity to pilot RCI01 virtually in summer of 2020 as many cadets were unable to complete other experiences due to COVID-19 and the Dean's office was looking for opportunities in which cadets could participate.

All cadets returned to post for the start of the fall semester (9 August 2020) and remained on post until winter break (13 December 2020). The corps returned 10 January 2021 and remained on post through the end of APY 20-21. Therefore, throughout most of APY 20-21 our response efforts were unaffected by COVID-19.

Upon their return in January, the USMA SHARP Program Manager conducted the first SHARP Deep Dive. Due to COVID-19 restrictions, this training was conducted 17 times to ensure all cadets received this brief as part of our prevention efforts.

3.10. What adjustments, if any, were made to advance prevention and response efforts as a result of the COVID-19 pandemic?

Special emphasis was placed when working with the character cadets (Trust, Respect, Honor, and PSPs) to look out for their fellow cadets. USMA SHARP recognized that because of COVID-19 restrictions, the climate of USMA was similar to that of a deployment and we wanted those in supporting roles to have this awareness as well and act accordingly as during deployments, incidences of sexual violence tend to rise and reports tend to go down as victims feel trapped with their perpetrators.

Functional Area 4: Reduce and Stop Sexual Assault and Harassment

4.1. Provide a summary of your self-assessment findings from the current year

In accordance with HDQA EXORD 170-21, Execution of Immediate Actions to Counter Sexual Assault and Sexual Harassment in the Military, USMA completed the required self-assessments utilizing the five checklists contained in Annex A to the EXORD, HQDA EXORD 170-21 Encl 1-5. To complete this task, the Chief of Staff directed the formation of a SHARP Compliance Working Group. This working group consisted of numerous stakeholders including the Staff Judge Advocate, Keller Army Community Hospital, USMAPS, a representative of the Dean, United States Corps of Cadets, and SHARP Professionals. This working group conducted individual reviews of the policy requirements and subsequently met during a two-day off-site to review our compliance, identify gaps, and make recommendations for remediation of these gaps.

This working group determined that:

- USMA is fully compliant with the SAPR Program Policy Requirements contained in HQDA EXORD 170-21 Encl 1.
- USMA is fully compliant with the Sexual Harassment Program Policy Requirements contained in HQDA EXORD 170-21 Encl 2.
- USMA is fully compliant with all of the pertinent metrics of the Integrated Violence Prevention Self-Assessment Tool contained in HQDA EXORD 170-21 Encl 3.
- Based on the written criteria for the 31 metrics assessing installation/command prevention capability contained in HQDA EXORD 170-21 Enc 5, USMA is in full alignment with all of the criterion, with the exception of the following:
 - Good alignment-Criterion 9, 12, 29, and 30
 - Poor Alignment - Criterion 18

4.1.1. Provide a summary of the data collected in the self-assessment.

In summary, this working group determined the following:

USMA Leadership and SHARP response are the greatest strengths at West Point. Leadership, at all levels are extremely supportive and involved in both prevention and response. USMA has significant response capabilities to include 24/7 sexual assault forensic examination capabilities, full time SVC, SVP , dedicated sexual assault investigators at CID, and significant behavioral health support. In the area of prevention, USMA has recently hired its second full-time prevention specialist and has developed a 48-month comprehensive SHARP prevention plan which will be implemented in APY 2021-2022. Integration and coordination with stakeholders across the West Point enterprise is also a significant strength. USMA SHARP Sexual Assault and Sexual Harassment policy compliance is good. Adjustments are being made to update the Command Policy Letter to include additional requirements from AR 600-20 dated 24 July 2020. Additionally, there was a lack of sufficient written policies, therefore a USMA SHARP Standard Operating Procedure was completed on 25 June 2021. USMA will continue to work on improving policy compliance, prevention, and response and to cultivate a true culture of dignity and respect.

4.1.2. Compare the current year self-assessment with last year's assessment.

Both the SHARP Program Manager and Prevention Specialist were in their current positions for the whole of APY 20-21. This allowed them to focus their efforts on ensuring USMA is in compliance with all DoD SAPRO/SAPR requirements regarding SHARP and to fully develop the 48-month Comprehensive SHARP Prevention Plan:

BLUF:

Review USMA 48 Month Sexual Assault Prevention Plan

Impact:

In response to the Department of Defense (DoD) Sexual Assault Prevention and Response Office

(SAPRO) directive to Enhance Efforts to Reduce and Stop Sexual Assault, the USMA SHARP team has developed the following 48-month, comprehensive sexual violence prevention plan to

combat the trust-breaking behaviors that are sexual harassment and sexual assault . This prevention plan inculcates our prevention efforts into USMA's overarching character development program. The number one mission for USMA is to develop leaders of character.

Next Steps:

This is a living document and plan which will be reviewed and evaluated as needed but no less than once per year.

Discussion:

USMA's approach is guided by several of SAP RO's Prevention Plan of Action principles including: (a) having the prevention process be a multi-step, data-driven process that first understands the nature and magnitude of the problem of sexual assault in the USMA through survey and other data sources, (b) using a comprehensive approach that involves universal activities (to engage all Service members) and targeted activities (that address unique needs of at-risk subpopulations) as well as implementing prevention activities and approaches that address individual, interpersonal, and organizational factors in a cohesive way (c) implementing assault and prevention activities with quality in a supportive climate and (d) using continuous evaluation to inform the implementation and effectiveness of activities in order to continue activities that are effective and revise those that can be revised to better meet the needs of military service members.

This plan is intended to provide a big picture perspective of the approach (how all of these prevention and awareness activities fit together and complement each other) as well as how each core component (e.g., the seven distinct areas, see exhibit) leads towards USMA's targeted short, intermediate, and long-term outcomes, if implemented with quality. Our plan presents information about each of these 7 distinct categories of prevention and awareness activities and describes the evaluation approach that will be taken to determine both if activities are being implemented as intended and if the group of activities are influencing relevant risk and protective factors and leading towards longer-term outcomes. What is critical to the success of this effort is understanding the extent to which different types of activities address the same or different content areas, and scaffold learning in ways that are developmentally appropriate as cadets progress through their training.

With the development of this plan, the SHARP SOP, and increased partnerships/engagement with various stakeholders across USMA. USMA SHARP expanded their capacity in APY 20-21.

During the 48-month Cadet experience, USMA plans to focus on several different types of prevention efforts related to sexual assault and sexual harassment that can be categorized into **seven distinct categories**: (1) cadet/peer leadership development, (2) cadet/peer leadership engagement, (3) character curriculum sequence (4) DoD/DA Training Requirements, (5) online/virtual trainings, (6) SHARP briefs, and (7) USMA-Wide SHARP Events.

4.1.3. Provide a summary of key strengths and gaps based on evidence reviewed/collected as well as a description of how strengths and gaps changed from past assessments.

Strengths:

- Leadership Accountability

The Superintendent's first strategic imperative is Leaders of Character. This is comprised of two Lines of Effort (LOEs):

LOE 1 – Develop Leaders of Character

LOE 2 – Cultivate a Culture of Character Growth

He holds himself and his subordinates accountable for fulfilling these missions and reducing/eliminating sexual assault and sexual harassment

- Workforce: Cohesion and Reliability

Stemming from the Superintendent's Lines of Effort, Prevention staff have a sense of common purpose related to their sexual assault prevention efforts AND leaders and stakeholders have complete confidence in their work.

- Collaboration: Partnerships

The creation of the Character Integration Advisory Group (CIAG) fosters partnerships throughout USMA, working with CDC's VPTAC and participating in the SPARX field trial has allowed for expanded external partnerships as well

- Approach: Prevention strategy incorporating evidence-based activities based on prevention-related synthesized data, from across multiple systems, and accounting for and addressing the risk factors of our population.

Codification of a 48-month SHARP prevention strategy allows USMA to have a balcony view of prevention efforts across the Cadet experience.

Piloting Relation Character 101 (RC101) – a Cadet leadership experience allowing Cadets the opportunity to 1) explore their own values, beliefs, and attitudes that relate to their relational character, 2) receive background knowledge regarding harmful behaviors and intervention/prevention techniques of these behaviors including: Trauma, Bystander Intervention, Sexism, Racism, and Cultural Norms, and 3) learn the mechanics of how to develop and lead trainings/discussion in these and other sensitive topic areas with other members of their units for both educational and support purposes.

Planned pilot of Character Growth Seminar 100 (CG100) – a course for Plebes that supports their character growth as they transition from adolescence to emerging adulthood and from civilian to military life. The course challenges cadets to examine their values from two perspectives—the values they bring from their upbringing and the values they have committed to uphold by becoming a West Point Cadet. As a result, the course develops in first-year Cadets a solid foundation of self-awareness, relationship skills, understanding of the Cadet Honor Code

and other professional values, and habits of reflection that foster growth in both relational and professional character. CG100 will be a year-long, three-credit seminar organized into two semester-long modules—Integrity (CG100-I) and Honor (CG100-H). In Integrity, Cadets examine their own identity to assess who they are and who they want to be. In Honor, Cadets learn the values and behaviors that are required of them as aspiring members of the Army Profession. With only one lesson per week (15 per semester), CG100 emphasizes out-of-class activities and written reflections.

The following chart demonstrates USMA evaluation of compliance and non-compliance:

Gaps / Root Causes	Compliance	Non Compliance
Victims Rights are not in the Command SHARP Policy due to updated regulation 24July2020	X	
AR 600-20 requires written documentation of various SHARP procedures at the instillation level, USMA does not currently have a comprehensive SHARP Standard Operating Procedure documenting these procedures	X	
Due to updated regulations and anticipated policy changes, USMA policies may no longer adequately reflect current/forthcoming guidance	X	
USCC/Dean Command SHARP and Retaliation Policies are not currently nested under USMA policies	X	
Prevention Workforce Evaluation Capacity	X	
SHARP training is currently in compliance with DoDI 6495.02 and facilitated by the SARC. However, AR 600-20 requires SHARP training be led by leaders, with the SARC/SMEs present for support.	X	
Specialized Supervisory Training	X	
USMA SHARP Budget		X

4.1.4. Based on your self-assessment, summarize leadership-approved priority actions and next steps for sexual assault prevention, including any key considerations or barriers to achieving the priorities.

The following courses of action were determined by the SHARP Compliance Working Group in response to the gaps identified above and approved by the Superintendent.

Victims' Rights are not in the Command SHARP Policy due to updated regulation 24July2020

COA	Steps to Process	Anticipated Completion Date
Updated Command SHARP Policy	Draft written	Complete
	Staffing and SJA Legal review	Complete
	Signed updated policy	Complete

AR 600-20 requires written documentation of various SHARP procedures at the instillation level, USMA does not currently have a comprehensive SHARP Standard Operating Procedure documenting these procedures

COA	Steps to Process	Anticipated Completion Date
SHARP SOP	Final SOP written	Complete
	SJA Legal review	Complete
	Implement a three-year review cycle to ensure future compliance	Complete

Due to updated regulations and anticipated policy changes, USMA policies may no longer adequately reflect current/forthcoming guidance

COA	Steps to Process	Anticipated Completion Date
Conduct a comprehensive review of all USMA policies related to Sexual Harassment/Sexual Assault/Retaliation	Collect all policies	01 October 2021
	Review all policies	31 December 2021
Update policies as needed to ensure compliance with applicable DoD/DA policies and regulations	Write policy updates	01 March 2022
	Staffing and SJA Legal Review	01 May 2022
	Signed updated policies	31 May 2022

USCC/Dean Command SHARP and Retaliation Policies are not currently nested under USMA policies

COA	Steps to Process	Anticipated Completion Date
Update USMA Retaliation Policy	Draft written	Complete
	Staffing and SJA Legal review	Complete
	Signed updated policy	31 August 2021
	Disseminate guidance to subordinate and tenant units to disseminate their policies accordingly	30 September 2021

Prevention Workforce Evaluation Capacity

COA	Steps to Process	Anticipated Completion Date
Continue work with CDC VPTAC	Identify gaps	Ongoing, reevaluation of evaluation by end of APY 2021-2022 31 May 2022
	Include expansion plan in the SHARP Comprehensive Prevention Plan	31 May 2021
	SHARP Prevention workforce participate in DoD SPARX Field trail to gain knowledge/skills	Complete
	Work with VPTAC to properly implement evaluation while increasing skills and prevention workforce evaluation capability skills and create plan going forward to monitor both process evaluation and outcome evaluation	Ongoing, reevaluation of evaluation by end of APY 2021-2022 31 May 2022

SHARP training is currently in compliance with DoDI 6495.02 and facilitated by the SARC. However, AR 600-20 requires SHARP training be led by leaders, with the SARC/SMEs present for support.

COA	Steps to Process	Anticipated Completion Date
SHARP training be led by leaders, with the SARC/SMEs present for support	Issue TASKORD directing leaders to lead annual SHARP training with support/assistance/facilitation from SARC/SMEs	Complete
	Publish additional instruction/guidance in forthcoming OPORD	Complete
	Track compliance in SARB	Ongoing 31 May 2022

Specialized Supervisory Training

COA	Steps to Process	Anticipated Completion Date
Implement deliberate training plan for identified personnel	Identify those who require the specialized training due to their supervisory position	31 August 2021
	Create training plan to meet the needs of those identified	30 September 2021
	Implement deliberate training plan for identified personnel	31 May 2022

USMA SHARP Budget

We receive all SHARP staffing, sustainability, and planning funding directly from DA SHARP, implementation of some prevention activities is funded by USMA. USMA will not be taking any actions around this at the moment.

To ensure these actions were taken, West Point released OPORD 2021-032 USMA SHARP Compliance.

4.2. Provide an update on the status of past prevention efforts, such as increasing prevention staffing, onboarding training for prevention personnel, and establishing an integrating body for prevention efforts.

All of the prevention efforts begun in APY 19-20 progressed well in APY 20-21. The "life skills curriculum" progressed into the development of two courses, RC101 for peer leaders and CGI00. We expanded from one prevention specialist to two. The USMA SHARP Program Manager and Prevention Specialist participated in the DoD SP ARX field test to expand their capacity to develop prevention programming and evaluate such programming. The Character Integration Advisory Group continues to support SHARP efforts to integrate prevention efforts across the academy and provide oversight to that integration.

4.3. Discuss efforts taken to institutionalize prevention roles, responsibilities, and relationships.

In an effort to institutionalize prevention rolls, responsibilities, and relationships USMA SHARP developed a Comprehensive 48-Month Prevention Plan which details the SHARP Prevention System at USMA. The Trust Coach Binder details the role of Trust Cadets. Additionally, the SHARP SOP (under development in APY 20-21, completed in APY 21-22) further details the roles and responsibilities of SHARP professionals at USMA.

4.4. Discuss efforts taken to finalize, implement, and evaluate the comprehensive plan.

USMA SHARP worked with the Center for Disease Control and Prevention's (CDC) Violence Prevention Technical Assistance Center (VPTAC). Their expertise and knowledge in the realms of prevention and evaluation were invaluable. In partnership with them and their expertise, we finalized a Comprehensive 48-Month Prevention Plan including implementation and evaluation plans.

4.5. Describe strategies that will be used to monitor program implementation and evaluation.

USMA SHARP plans to continue working with VPTAC to further hone our evaluation efforts. Currently, we rely heavily on the results from the EverFi surveys and DEOCS. Annually, USMA puts out the USMA Annual Report that reflect progress in the space of SA/SH prevention and character development.

In APY 21-22 we will be implementing a Character Survey as an element of evaluation. USMA will also be participating in the NORC comparison study with the United States Naval Academy (USNA) to better understand the effectiveness of our respective peer support program to the USNA Sexual Harassment and Assault Prevention Education (SHAPE) program.

Additionally, while we have been utilizing AAR surveys following SHARP activities, we are working with VPTAC to ensure those surveys produce useful data to support our future implementation and evaluation efforts.