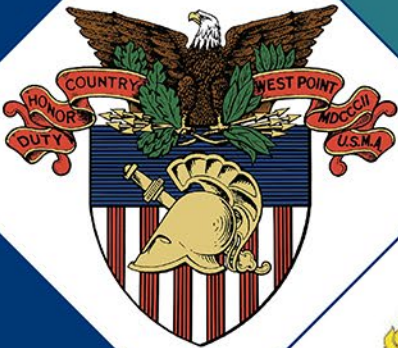


Appendix A: Army Self-Assessment of the United States Military Academy



COORDINATION SHEET

SUBJECT: Submission of the Annual Report on Sexual Harassment and Violence at the Military Service Academies for Academic Program Year 2024-2025

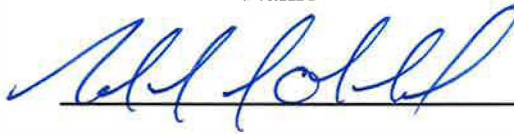
SYSTEM CONTROL NUMBER: CATMS-300625-8QPS

Agency

Name

Date

Under Secretary of the Army



23 JAN 2026

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Executive Summary

During the academic program year 2024-2025 (APY 24-25), the United States Military Academy (USMA) continued to demonstrate its commitment to provide exceptional Sexual Harassment/Assault Response and Prevention (SHARP) services for victims and survivors of sexual harassment and assault. USMA sustained a robust, integrated support network that delivers coordinated response, compliance, advocacy, medical, legal, behavioral health, chaplain, and investigative support services with 24/7 accessibility. USMA leaders strengthen trust, cohesion, and readiness through the Academy's deliberate leader development programs. The command climate frames help-seeking behaviors as a demonstration of strong character and engaged leadership. Through comprehensive prevention and response strategies, USMA cultivates a safe, disciplined, and professional environment that ensures mission accomplishment.

USMA is committed to developing leaders of character who live honorably, lead honorably, and demonstrate excellence. Climates of dignity and respect and in-place prevention efforts safeguard and promote Army values. During APY 24-25, USMA expanded efforts to integrate primary prevention of harmful behaviors into its leader development programs. Leaders assure Cadets gain the skills to intervene early, support peers, and prevent behaviors that erode trust and cohesion. Our character development is methodically woven into every dimension of the Cadet experience. The Superintendent's strategy incorporates prevention activities within the leader development framework. These activities, coupled with evidence-based analytics, cultivate a professional climate that mitigates corrosive behaviors; retaliation concerns; barriers to reporting; and access to a comprehensive, victim-centered response system. By integrating these practices and philosophies at every echelon across the West Point community, we build effective and successful leaders of character.

This proactive approach addresses the full spectrum of abusive, harmful, and retaliatory behaviors by strengthening resilience, unit performance, and individual recovery. USMA has updated policies and practices that align with Department of Defense (DoD) directives on harassment prevention and integrated primary prevention of harmful behaviors, and also align with Army Regulation, (AR) 600-52, Sexual Harassment/Assault Response and Prevention Program, 11 February 2025. This alignment reflects Armywide expectations that leaders at all levels prevent harmful behaviors; protect victims; and sustain a climate built on trust, dignity, and respect.

Enclosure 1

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1. MSAs' EFFORTS to ENHANCE the ACADEMY ENVIRONMENT. Summarize relevant APY 24-25 academy efforts to enhance the academy environment.

1.1. **Policy.** USMA revised institutional policies, standard operating procedures (SOPs), and reporting processes to align with updated Army and Department of Defense guidance. Command emphasis directs all personnel assigned or attached to USMA, to include tenant units, to maintain a command climate free from sexual harassment, sexual assault, retaliation, and reprisal. USMA processes operationalize core principles such as “No Wrong Door,” “Safe-to-Report,” and “Physical Separation,” and leaders reinforce protections for Cadets who report, supporting freedom from retaliation.

USMA employs deliberate, standard-based processes to implement and educate personnel on policy updates. The Steering Committee and Policy Board review proposed changes incorporating stakeholder input to align with DoD prevention and response requirements. Once leaders approved them, staff distributes through established processes. The SHARP Office conducts internal reviews of revisions to promote consistent understanding and execution of the program. Those who directly engage with Cadets (e.g., brigade, regimental, and company tactical officers (TACs)) receive specific training to reinforce victim safety, access to care, and command accountability. USMA demonstrates its commitment to dignity, respect, and a healthy command climate by updating and enforcing policies that prioritize victim safety and uphold professional treatment of all parties during sexual assault and harassment response processes. Implementation of USMA Policy Letter #6, Sexual Harassment/Assault Response and Prevention, directs permanent party personnel to consult the USMA SHARP Office when sexual assault disclosures occur; receiving SHARP consultation on proper procedures supports faculty in prioritizing victim safety while promoting consistent support services.

USMA employs the Return to Health Policy Letter #9 *as a best practice*, providing Cadets with individually tailored, confidential support services. The trauma-informed care provided by commanders promotes the psychological and physical recovery of Cadets, while sustaining academic, character, and physical requirements. Commanders partner with the SHARP team for victim care oversight to preserve safety, readiness, and wellbeing for every Cadet. In addition, USMA Policy Letter #13, Physical Separation, safeguards victims by separating them from the subject, enabling both parties to continue development without unnecessary proximity. Collectively, these measures reinforce USMA's commitment to a professional climate; prevention of harmful behaviors and retaliation; and a comprehensive, victim-centered response system.

1.1.1. MSAs' incorporation of the latest Sexual Assault Prevention and Response (SAPR) policies to align with SAPR-related training efforts, encourage reporting, and improve victim support.

USMA leaders incorporate prevention into recurring character development programs. Cadet-driven vignettes, role-play intervention scenarios, and guided reflection periods build Cadet confidence to address sexual harassment, sexual assault, retaliation, and other harmful behaviors. Senior leader involvement demonstrates compliance with DoD guidance while advancing a

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culture of accountability, professionalism, and developing leaders of character all of which is consistent with the Academy's strategic priorities. This methodology contributes to the trust within the SHARP program, ultimately improving confidence in reporting.

During this academic year USMA realigned the SHARP personnel under one chain of command and reporting structure in accordance with DoD policy. USMA phased out the use of personnel performing SAPR Victim Advocate (VA) duties as collateral assignments. This transition reinforces compliance, expands avenues for comprehensive victim support, professionalizes the response force and strengthens senior command oversight and accountability.

USMA has further revised institutional policies, to include USMA Command Letter #6, Sexual Harassment/Assault Response and Prevention; USMA Command Policy Letter #9, Return to Health for Cadet; and Command Policy Letter #13, Physical Separation; and associated procedures in alignment with DoD's updated instructions. These updates codify standardized SAPR execution, victim-centered response requirements, retaliation response protocols, and establish requirements to properly staff, prepare, equip, and sustain SHARP personnel across relevant command programs.

Recent DoD initiatives have enabled USMA to further enhance program effectiveness. The following actions reflect USMA's execution: USMA generated a more robust service delivery system for victims of sexual assault by utilizing the new series DD2910 forms. USMA leverages DD Form 2910-6, Quarterly Case Management Group (QCMG) Meeting Notes to provide senior commander oversight of integrated coordination of victim services, protection and institutional accountability; to identify trends or risk indicators; and to address and mitigate system-level coordination challenges. This additionally monitors retaliatory behaviors and retaliation allegations. USMA employs High-Risk Response Teams (HRRT), tracked through DD Form 2910-7, to swiftly evaluate victim safety, coordinate timely access to comprehensive support services such as medical, legal, advocacy, chaplain, and other support services, and maintain ongoing follow-up for continuous oversight, protection and care. The addition of DD Form 2910-8, Reporting Preference Statement for DoD Civilian Employees to Report Sexual Assault within the SAPR Program, allows USMA to provide timely advocacy and referral to support services for DoD civilians reporting sexual assault, whether Restricted or Unrestricted reporting; this requires deliberate discussion during civilian onboarding, as restricted reporting for civilians is newly authorized. The SHARP Office utilizes DoD's safety assessment tool to assist first responders in evaluating victims' immediate safety needs, identify imminent risk of serious physical or psychological harm requiring immediate intervention, and guide protective interventions and safety planning.

USMA maximized trauma-informed care by expanding training for commanders, leaders, and non-mandatory reporters across West Point and by incorporating drills. These practices outline actions to protect victim privacy, identify available resources, reinforce trauma-informed response, and followup care for individual recovery. The training underscores the importance of early support networks. USMA integrates trauma-informed response training for non-mandatory reporters as part of annual training. USMA staff and faculty receive this specialized training in preparation for victim encounters. Non-mandatory reporters are instructed to contact the

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SHARP Office for support and guidance while safeguarding victim privacy. Recognizing that initial response directly influences recovery outcomes, victims who receive immediate support are more likely to engage SHARP resources, seek additional helping resources, and pursue official reporting channels. By preserving victim choice, non-mandatory reporters reinforce autonomy, strengthen trust in institutional processes, and contribute to a command climate that prioritizes readiness, discipline, and survivor support.

As a best practice, USMA deliberately creates time and space for recovery through extensions on assignments, postponement of exams, excusal from activities, and issuance of medical profiles to track mental and physical progression. USMA incorporates these victim-centric measures with other recovery plans such as Return to Health, Military Leave of Absence, and Convalescent Leave policies. Recognizing trauma-informed practices and plans at every echelon enhances support to a victim's recovery.

The Academy's goal is to prevent unwanted sexual contact while ensuring anyone affected receives the support they need. The above actions affirm USMA's commitment to victim support, prevention, and command accountability, while reinforcing trust within the Corps of Cadets, sustaining readiness, and empowering successful recoveries.

1.1.2. MSAs' policy revisions directed by the Deputy Secretary of Defense memorandum, "Updates to Department of Defense Policies to Enhance Support for Adult Sexual Assault Victims" during this APY incorporating Service updates.

USMA implemented a comprehensive and standardized approach to professionalize, strengthen, and appropriately resource the Sexual Assault Response Workforce (SARW) to ensure delivery of high-quality victim support. Incumbent personnel are resourced with the required tools, role-specific training, and structured transition time to meet qualification and performance standards for newly established SARW positions. USMA SHARP personnel completed tiered training within the past year through the Army SHARP Academy with progressively advanced instruction aligned to position responsibilities. USMA sustains workforce proficiency through continuous knowledge development, train-the-trainer execution, and targeted individual coaching to emphasize consistent, compliant, and high-quality victim support. USMA has maintained continuity of SHARP operations throughout the hiring freeze by prioritizing, optimizing and resourcing mission-essential staffing requirements.

USMA executes DoD's new convalescent leave policy through a structured framework that guides commanders and healthcare providers in balancing individualized medical assessments, privacy, and academic requirements. Convalescent leave is available upon medical recommendation, independent of a victim's reporting choice, and is executed without requiring investigative participation. Training and guidance provide timely access to convalescent leave and related support services, reinforcing USMA's commitment to continuity of care and victim recovery.

The integration of the Safe-to-Report Policy at USMA reinforces a professional climate, strengthening trust in leadership and the SHARP system while reducing barriers to reporting.

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USMA uses Safe-to-Report Policy to clearly define the roles of commanders, legal offices, Special Victims Counsel (SVC), and the Office of Special Trial Counsel (OSTC) in determining minor versus non-minor collateral misconduct, ensuring consistent execution and compliance.

USMA has institutionalized Safe-to-Report principles through a layered training approach. Cadets receive SHARP and legal instruction reinforced through annual sustainment training that emphasizes protection from discipline for minor collateral misconduct to encourage reporting. Leaders and commanders, including TACs, receive specialized instruction and participate in forums on processes; legal offices consult with commanders, reinforcing consistent policy application. The Safe to Report Policy reinforces a victim-centered approach and maintains accountability while upholding good order and discipline. These efforts directly advance USMA's strategic lines of effort: develop leaders of character, promote a professional climate, and continuously transform toward preeminence. Overall, USMA's tactics institutionalize victim-centered response; foster trust in leadership; and cultivate a culture of respect, trust, reporting, and professional excellence across the Academy.

An additional element for the commander's toolkit will assist during expedited transfers. The commander's decision-support framework for expedited transfers at USMA is executed in a victim-informed manner. Commanders consult the victim to determine transfer preferences, including desired location and whether transfer of the subject is preferred. Commanders further ensure permanent change of station actions following final case disposition are consistent with appropriate assignment cycles, support the victim's career progression, and are not used inappropriately. These changes enhance support for adult sexual assault victims, safeguard program compliance, and provides robust path for victim support and recovery.

1.1.3. MSAs' efforts to educate Academy personnel on policy changes and any specialized training with personnel on implementing the policies. Highlight any newly implemented or novel approaches to disseminating this information.

USMA deliberately strengthens trust, cohesion, and readiness with leader-driven training coordinated between the United States Corps of Cadets (USCC), the Integrated Prevention Advisory Group (I-PAG), and the SHARP Office. Corps-wide programs and activities emphasize prevention and help-seeking behaviors as key leadership competencies, framing the pursuit of support and use of resources as hallmarks of strong character and effective leadership. Specialized training and curriculum programming are grounded in evidence-based outcomes and data-driven research. The objective is to enhance Cadet leadership development, strengthen peer-prevention efforts and reinforce access to available resources. Several major initiatives anchor this effort.

USMA's annual intervention training uses Cadet-developed, scenario-based exercises to build confidence in addressing harmful behaviors, supporting peers, and accessing resources. This 3-hour in-person session includes 2 hours of role-played vignettes and 1 hour of guided reflection. Cadets, grouped by class within their companies with no more than 25 per group, practice intervening in harmful behavior scenarios before analyzing and addressing those behaviors.

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Trained Cadets lead the vignette portion, while staff and faculty facilitate the reflection to maintain safety, appropriate guidance, and messaging for each vignette. The vignettes are drawn from Cadet experiences which promote and reinforce prevention as a core element of character and leadership. Effectiveness is measured through pre- and post-surveys. Results are then analyzed by the I-PAG key staff members with SHARP to refine training for the following year. The self-reported assessment data shows significant gains in the Cadets' ability to intervene.

USMA sustains a specialized Investigating Officer (IO) capability that ensures trained, independent officers investigate all formal sexual harassment complaints not handled at the Military Criminal Investigative Organization (MCIO) level. IOs complete comprehensive training in investigatory procedures in accordance with AR 15-6 and the Inspector General (IG) Sexual Harassment Investigations Course. This course validates a thorough understanding of victimology and the psychological impact of sexual harassment on affected individuals. Commanders appoint qualified IOs from outside the immediate chain of command of both the complainant and subject to safeguard impartiality, preserve judicial neutrality, and preserve trust in the process.

USMA's annual Deep Dive, provides senior leaders with direct engagement with each Cadet class on climate, resilience, and resource awareness. This initiative started in 2020 and focused on life skills such as healthy relationships, communication, setting boundaries, mental health, suicide prevention, and access to support services, including resources for past trauma, such as sexual or other abuse. Subject-matter experts deliver tailored content to each class of the Corps followed within a week by small-group discussions. These small-group discussions, led by TAC officers, drive candid dialogue linking lessons to leader development. These events encourage help-seeking skills as a component to strong character and leadership.

The USMA SHARP team also provides specialized training to include the following:

- Cadet Basic Training (CBT) and Cadet Field Training (CFT). Cadre instruction focused on power dynamics in a field environment.
- USMA Band. Teambuilding exercises promote intervention strategies during off-post events; this is a yearly specialized training.
- Staff and faculty training on the responsibilities of a non-mandatory reporter and how to navigate through those responsibilities annually.
- Semester or summer exchange training includes the value of cultural immersion, safety protocols, and location-specific resources. This training is provided to Cadets traveling outside West Point or traveling abroad.
- Event-specific training prior to statistically high-risk events (e.g., the Army-Navy football game) that is informed by deliberate and comprehensive assessments. This proactive approach targets sexual harassment and assault behaviors, reinforces intervention, resource access and awareness, and functions as a proven risk-reduction measure.

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During CBT and CFT Cadets receive an introduction to sexual harassment and sexual assault education within two days of arrival. Squad 30—in which Cadet squad leaders lead 30-minute daily discussions with their squads—is used as an essential training program for life skills and character and leadership development. During Squad 30, conversations focus on practicing constructive peer feedback centered on these themes. Discussions connect emotional response to sexual harassment with the demands of military service. These core character traits highlight the importance of recognizing indicators such as anxiety as part of building the personal courage to intervene.

Cadets lead the Academy’s Addressing Harmful Behaviors, Creating Healthy Climates, and Teaching Holistic Health (ACT) program, a peer-driven initiative that engages the Corps year-round to foster a positive culture, promote accountability, and sustain a respectful environment. The ACT Program develops select Cadets as peer leaders who strengthen company-level climate, cohesion, and trust. The select group of the upper-class Cadets receive mentorship and ongoing training as trusted Cadet peer advisors. Emphasis on proactive leadership and early intervention establishes additional trust in peer and chain of command leadership.

During the spring of 2024, a USMA tiger team mapped DoDI 6400.09 requirements to core curriculum. The team concluded that the curriculum properly educates Cadets on topics such as healthy interpersonal relationships, ethics, relationship boundaries, critical thinking, and mentoring, and other components of developing leaders of character. The tiger team found training efforts center on sustaining and strengthening a professional climate that is founded on trust, dignity, and respect. These attributes are essential for developing Cadets into leaders of character who live honorably, lead honorably, and demonstrate excellence as Army officers.

1.2. **MSAs Continue Action Implementation and Evaluation.** Discuss continued implementation of the on-site installation evaluations recommendations to reach full operating capacity by 2025.

OSIE Recommendation: Allow Cadets and Midshipmen the time and privacy required to seek and use mental health care or other helping resources, as appropriate.

USMA Cadets are provided with time and privacy to access behavioral health and support resources without infringing on duty requirements. The Return to Health policy provides short-term extensions and confidential accommodations recommended by the Center for Personal Development (CPD) or Behavioral Health, allowing Cadets to recover while sustaining academic, military, and physical requirements. To reduce stigma, CPD can issue medical profiles indistinguishable from other medical conditions, affording Cadets space to discreetly seek care and services. CPD provides walk-in crisis support and, as a non-mandatory reporter, offers confidential services for both trauma- and non-trauma related events. CPD may issue a medical profile maintaining confidentiality regarding sexual assault outlining recommended services and an appropriate recovery timeline.

The Return to Health policy established a formal process to support Cadet and Cadet candidate recovery following sexual assault. The policy guides Cadets, staff, and faculty on available options and procedures. USMA, by utilizing the Return to Health Policy, creates the time and

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space for victims to prioritize well-being while remaining on track for graduation and commissioning. Commanders, in partnership with SHARP, oversee trauma-informed support. Applying the directives in USMA Policy Letters #9, Return to Health and #13, Physical Separation, reinforce a professional climate and provide a safe environment where Cadets can heal, stay on track, and remain mission ready.

OSIE Recommendation: Encourage/promote a range of mental health and non-medical support services available to Cadets and Midshipmen, such as training, skill building, or other support services that could be available prior to needing mental health services.

USMA maintains a comprehensive support network building upon DoD's No Wrong Door Policy, applicable to those eligible. The SHARP Office collaborates with the Office of Religious Support, identifying protective factors gained by spiritual readiness. This partnership is integrated with a wide range of medical and non-medical services across the enterprise to include a dedicated leadership team and 24/7 emergency access to SHARP advocates, Chaplains, and forensic medical examiners. Additional resources partnered with SHARP under the "No Wrong Door" framework include SVC, Criminal Investigation Command (CID) agents, behavioral health providers, staff and faculty, coaches, non-mandatory reporters, and peer-to-peer programs such as ACT and the Cadet Counseling Unit.

The SHARP Office coordinates with CPD to assess victim needs and synchronize support. The delivery of formal accommodation that preserves health, safety and equally important the privacy for recovering Cadets. USMA's CPD providers implement the Return to Health Policy to grant short-term extensions when Cadets face mental or emotional challenges. CPD generates specific recovery plans with recommendations to safeguard privileged communications and victim privacy.

1.3. Sexual Harassment: Continue to emphasize the harm to mission and personnel that stems from sexual harassment (including online harassment).

USMA prioritizes the prevention of sexual harassment as a critical component of readiness and discipline. Leaders at all levels are held accountable for fostering a positive command climate that is free from harassment and does not tolerate retaliation for reporting harassment. USMA integrates online harassment scenarios, including online harassment during intervention training. Training equips Cadets to recognize harmful online behaviors, intervene and report misconduct through proper channels. Leader training at USMA equips Cadets with the skills to identify and address harassing behavior within their units, including incidents that occur or are discovered on social media platforms. These sessions reinforce in digital spaces the Army values, promote accountability in virtual interactions, and strengthen trust within the Corps.

USMA's prevention efforts integrate leader engagement, prevention education, and scenario-based exercises to prepare Cadets to recognize misconduct early, intervene effectively, and report retaliation in accordance with DoDI 1020.03. The incorporation of the Sexual Harassment IO course strengthens this framework by providing education on victimology, retaliation

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dynamics, and victim, subject relationships. This training enhances each IO's ability to conduct thorough and impartial investigations and reinforces Cadet trust in the integrity of the process.

Year-round character education, scenario-based training, and peer leadership programs reinforce dignity, respect, and trust preparing Cadets to make ethical decisions under pressure. Peer leadership remains a decisive line of effort, exemplified by the ACT Program within Military Individual Advanced Development (MIAD). This program equips Cadets with advanced skills in intervention, leadership, holistic health, and team cohesion, enabling them to counter harassment, challenge retaliation, and foster positive command climates at the company level.

1.4. Catch a Serial Offender (CATCH) Program. How are Cadets and Midshipmen educated on the CATCH Program?

Incoming Cadets received a CATCH Program briefing during their SHARP training on their second day of arrival to West Point. The program is reinforced annually for Cadets and further publicized through posters across the installation. The CATCH Program remains available to victims who filed a restricted sexual assault report and expands eligibility to victims making a SAPR-Related Inquiry (SRI) without filing a report. This expanded eligibility was briefed to the Class of 2028 during in-processing and will continue in annual SHARP training. Per standard operating procedures, all USMA SHARP personnel must document SRIs in Defense Sexual Assault Incident Database (DSAID) or coordinate with a SHARP professional with system access within 48 hours. At USMA, DSAID remains a critical system for tracking, case management of all reports, recording followup care, SRIs, and retaliation allegations tied to sexual assault. These records enable ongoing trend analysis that informs and strengthens USMA's prevention initiatives.

1.5. To what extent does the MSA environment reflect an environment that supports reporting, deters retaliation, and support for victims? Discuss strategies in place to provide coping skills and other support to Cadet/Midshipmen victims/complainants who choose not to report their incident of sexual assault or sexual harassment.

USMA aligns training with DoDI 1020.03 and AR 600-52 that further clarifies the definitions of harassment, retaliation, and electronic misconduct. USMA leaders integrate these updates into the Cadet's Military Program instruction and Cadet summer training guidance which then hold Cadet leaders accountable for enforcing standards. Consistent with USMA strategic line of effort (LOE) 1, Developing Leaders of Character, Who Live and Lead Honorably and Demonstrate Excellence, LOE 2, Promote a Professional Climate and LOE 4, Continuously Transform Toward Preeminence, USMA advances prevention education that is integrated into the curriculum, specialized education and training, and pervasive character development.

2. MSAs' EFFORTS TO PROMOTE A QUALITY RESPONSE.

2.1. Evaluate the impact of the "Return to Health" Policy. To better support survivor recovery and reintegration, the MSAs implemented a Return to Health policy for Cadets and Midshipmen who have experienced sexual assault.

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The USMA Return to Health policy significantly enhances Cadet support by providing tailored, private services for psychological and physical recovery, while maintaining academic, military, character, and physical development. CPD can issue medical profiles safeguarding Cadet privacy by not identifying sexual assault, thereby enabling access to resources and treatment while preserving confidentiality, ensuring time for recovery. This policy is applied broadly, supporting Cadets not only in cases of trauma but also across a range of recovery needs.

Impact Evaluation:

- Streamlined Academic Support: Since its implementation, victims can now streamline academic accommodation while healing, allowing them to progress through the semester without interruption.
- Enhanced Privacy and Compliance: Previously, Cadets had to individually approach instructors and disclose reasons for accommodations. The policy has changed this by centralizing guidance through the medical provider at CPD, ensuring privacy for the victim and consistent compliance from instructors
- Staff and faculty training on the responsibilities of a non-mandatory reporter and how to navigate through those responsibilities enhances victim recovery.
- Decreased Leaves of Absence: Evidence of effectiveness includes a notable decrease in Cadets requesting a leave of absence during the academic semester in which they experienced a sexual assault. Collaborative efforts between command teams, CPD, and SHARP focuses within a reasonable timeline on how best to accomplish academic necessities while pursuing healthy trauma recovery.
- Holistic Victim Support: The policy delivers a comprehensive, holistic approach to victim support, involving the Cadet victim and, their SARC, tactical officer (if unrestricted), instructors, and behavioral health provider at CPD.

This policy's broad application supports Cadet recovery needs while maintaining access to vital resources and treatment. Commanders retain responsibility for victim care, ensuring readiness, health and safety are sustained.

2.2. Evaluate the implementation of the policies regarding physical separation of Cadet and Midshipman survivors of sexual assault and alleged perpetrators.

USMA effectively implements Policy Letter #13 Physical Separation to safeguard Cadet survivors of sexual assault and provide appropriate distance from alleged perpetrators. This policy successfully protects survivors by enabling both parties to continue their development without unnecessary proximity.

A key strength in its implementation is the proactive role of SHARP professionals. They adeptly navigate the complexities of physical separation by collaborating with the brigade tactical department (BTD) and the Dean's office to identify options such as class schedule or housing adjustments that minimize unnecessary attention. The SHARP office coordinates each case with

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deliberate intent, tailoring actions to the survivor's unique needs and preferences. This meticulous approach is critical for ensuring care and confidentiality are preserved throughout the separation process.

While generally effective, the greatest challenge to implementation lies in restricted reporting scenarios where options must be identified without compromising victim privacy or formal action. However, the coordinated efforts of SHARP, BTD, and the Dean's offices, consistently provide viable solutions.

2.3. Implement the “No Wrong Door” approach to sexual harassment, sexual assault, and domestic abuse. Describe your MSA’s approach to implementing “No Wrong Door.” Discuss SARCs and SAPR VAs training focused on in-person or virtual “warm handoffs” to the appropriate providers, for victims seeking assistance.

USMA implements a robust No Wrong Door policy ensuring any individual seeking services receives timely care, advocacy, and direct support. This approach relies on trained staff to provide immediate assistance to guide individuals to the appropriate resource. USMA recognizes that the initial point of contact with support services is pivotal for both victim recovery and trust in the system. USMA's No Wrong Door policy framework also fosters strong interagency coordination, reinforces accountability, and drives continuous identification of challenges and solutions to enhance victim support and advocacy. This deliberate connection safeguards access to critical resources and reinforces a climate of trust, affirming that Cadet care is inseparable from readiness and leader responsibility.

2.4. Case Management Group. Discuss your MSA’s oversight actions to ensure that case management group meetings are conducted and that appropriate forms are used and stored according to SAPR policy.

USMA's Sexual Assault Review Board (SARB) meetings are conducted in accordance with DoD SAPR directives, and all associated forms are correctly used and archived. The senior command and SHARP leadership monitor monthly SARB schedules with focused agenda objectives of case progress, victim support, and risk mitigation. SHARP personnel complete and maintain all required forms, including SAPR-Related Inquiry (SRI) documentation and DD2910, in strict accordance with DSAID protocols and SAPR Standard Operating Procedures.

The oversight construct of internal reviews, higher-headquarters audits, and commander assessments ensures compliance, security, and restricted access in accordance with DoD and Army guidance, strengthening accountability and enabling timely, victim-centered case management across the Academy.

3. Do the MSAs have the tools and abilities required to effectively fulfill the requirements in DoD policy? Is SAPRO and/or OCREOP technical assistance needed?

3.1. Defense Sexual Assault Incident Database (DSAID).

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USMA's primary barriers to effective DSAID use stem from system limitations, not staff training or knowledge gaps. SARCs contend with restricted access to location codes, reliance on manual processes, and inconsistent quality control error reporting, all of which create significant administrative burdens for data entry. Further challenges include interface gaps between ALERTS and DSAID, incomplete DD 2965 data collection, and frequent failures to capture DoD ID numbers via the DEERS interface.

DSAID effectively tracks resources, safety concerns, and victim contacts, ensuring SARC and commander accountability. Its strength lies in documenting actions taken and services delivered, supporting oversight, and reinforcing victim advocacy compliance. However, DSAID is not optimized for comprehensive case management. The system lacks user-friendly features such as "slick sheet" summaries or a running log of interactions among victims, SARCs, investigation office, legal offices, and command, which prevent commanders from quickly accessing comprehensive case reviews. While SMS offers streamlined case lists, these do not provide the detailed histories or victim-care tracking essential for effective oversight. An ideal case management system would deliver accessible incident summaries, maintain continuous victim contact notes, and provide an intuitive interface for both SARCs and commanders. USMA supplements DSAID with additional documentation methods, including memorandums for record and the DD 2910-4 form, both of which facilitate victim participation in the CATCH program even without an official report.

DSAID's limitations hinder effective fulfillment of all requirements. Therefore, SAPRO and/or OCREOP technical assistance is requested for MSAs to improve DSAID's functionality, particularly for comprehensive case management.

4. Incorporate military preparatory schools in Sexual Assault and Harassment Prevention and Response training and program implementation.

The United States Military Academy Preparatory School (USMAPS) is fully integrated into USMA's SHARP programs. USMAPS mirrors USMA's training curriculum, including intervention training tailored to the preparatory environment, ensuring Cadet candidates receive the same foundation in risk reduction, prevention principles, and intervention practices. USMAPS conducts Cadet candidate-led vignettes and scenarios followed by guided reflections to build confidence in addressing sexual harassment and other harassing behaviors. Cadet candidates learn early that sexual harassment, assault, and retaliation are harmful and undermine trust, unit cohesion, and mission readiness. Leaders conduct Deep Dive sessions that focus on healthy relationships, effective communication, mental health, suicide prevention, and access to support resources, reinforcing the use of these services among peers. By embedding these programs and training at the preparatory level, USMAPS provides in character development, readiness, and a climate of trust and accountability before Cadet's transition to USMA.

SHARP personnel assigned to USMA are integrated within the training and education programs at USMAPS. The SHARP office collaborates with USMAPS commander and staff to guarantee support, guidance, and services are available 24/7 to Cadet candidates. These actions cultivate

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an environment in which victims gain access to timely services and advocacy, feel supported, and respected, and are empowered to make decisions that best meet their needs.

5. Additional Information. Discuss other SAPR, sexual harassment, prevention, and response policies and programs not previously addressed that your MSA is implementing.

USMA leaders leverage evidence-based models to promote help-seeking behaviors that strengthen readiness and cohesion. They evaluate annual training events and climate initiatives for impact. Results show measurable increases in Cadet confidence to intervene, reduce harm, and connect peers with resources, which directly contributes to readiness and lethality.

The USMA prevention strategy provides significant contributions the framework to developing leaders of character. USMA continuously assesses institutional objectives for preventing sexual harassment, sexual assault, retaliatory and related harmful behaviors by collecting, analyzing, and acting on relevant data. The Army requires measurement and monitoring of evidence-based outcomes, including multi-year trend analyses, to identify effective measures, areas requiring improvement, and initiatives to discontinue. USMA's key leaders collaborate on this continuous improvement process, strengthening prevention programs across the community.

USMA is currently assessing the impact of its focused intervention training on sexual assault and harassment incidents that began in 2022. Although Cadets are the target population, the training is a community-wide effort with measurable impacts. Analysis of sexual assault reports over a 5-year span found that the month of September had significantly higher incident rates compared to January, February, April, and May. This mirrors current research on sexual assault trends across other college campuses. In addition, assessments confirm ACT Cadets serve as trusted conduits between peers and resources. In 2024, the Squad 30 program's assessment confirmed the life-skills program effectively strengthens unit cohesion. Lastly, the Superintendent's deliberate shift to deliver prevention activities and education to the fall term demonstrates USMA's data-informed, evidence-based decisions.

USMA analyzed two Sexual Assault Awareness and Prevention Month events focusing on Cadet skill development (Open-Door Conversations and Lunch and Learn). Open-Door Conversations are a Cadet-led forum, in which leaders share their experiences addressing sexual assault when they were in command. The Lunch and Learn event is a SHARP and Athletic department activity for Cadet leaders to prepare for difficult conversations they may face in their future roles. Approximately 95 percent of respondents of the post survey for both events reported a positive impact on their understanding of the decisions, constraints, and responsibilities leaders must manage when addressing sexual assault or other possible uncomfortable conversations within a unit. Cadets' awareness increased regarding the complexities surrounding incidents of sexual assault. USMA links previous Service Academy Experience Survey data topic (e.g., mistrust) to these activities for Cadet understanding of command and leadership roles and responsibilities.

USMA's integrated prevention strategy prioritizes a continuous improvement process focusing on professional climates, and fostering trust, cohesion, and accountability to prevent sexual assault. This is achieved by methodically re-evaluating and assessing these activities, leveraging

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engaged leadership, peer support, and effective resource utilization. USMA analyzes the results to identify strengths and adjust training for continued improvement in processes, procedures to response, advocacy, recovery and prevention.

USMA recognizes recovery as essential to both individual well-being and mission readiness. Policies such as Return to Health and physical separation provide Cadets with structured accommodations, behavioral health access, and protective measures that enable recovery while sustaining progress toward graduation and commissioning. By removing stigma and reinforcing that help-seeking reflects strength of character, the Academy safeguards trust and resilience across the Corps. Expanded survey measures and leader feedback loops further inform strategies that protect dignity, privacy, and respect in every case. This integrated approach that combines prevention, intervention, and recovery ensures that Cadets are equipped to thrive as leaders of character ready to meet the demands of the Army and the Nation.