



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





United States Military Academy

Academic Year 2019-2020 Annual Report & Self-Assessment

Executive Summary

The United States Military Academy (USMA) conducted a robust self-assessment process for Academic Program Year (APY) 2019-2020, including a programmatic data call, prevention self-assessment, sexual harassment prevention program compliance assessment, and Sexual Assault Prevention and Response (SAPR) program compliance assessment.

Compliance and assessment in each area was established and verified by using the compliance assessment tools provided by the Department of Defense and comparing USMA's programs to the requirements outlined in governing instructions detailed in each section of this report.

USMA is in compliance with the Department's policies regarding sexual harassment and sexual assault. There is sufficient evidence of compliance in all functional areas. This report captures observations and descriptions on USMA's sexual harassment and sexual assault prevention and response programs.

Some highlights for USMA's APY 19-20 efforts include: USMA updated policies for collateral misconduct, retaliation and anonymous reporting; hired a prevention specialist dedicated to prevention programming; used multiple data sources to develop a prevention plan based on the Social Ecological Model (SEM) as used by the Centers for Disease Control and Prevention; utilized evidence informed activities specifically tailored to the conditions at West Point; increased internal collaboration for long term prevention programming; integrated sexual assault and harassment prevention efforts into overall character development programs; established the Character Integration Advisory Group (CIAG) dedicated to integrating sexual assault and harassment prevention into the character development and prevention efforts; collaborated with Academic, Military, and Character programs; and increased Cadet participation by engaging the Cadet Chain of Command and the TRUST Committee for planning of multiple events and setting unit priorities.

In addition, USMA developed a Relational Character (RC) course which will be implemented in APY 20-21.

All these achievements were accomplished while responding to and dealing with the COVID-19 pandemic during the last semester of APY 2019-2020.

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) 2019-2020. 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
- Actions to Address Results of the Annual Report on Sexual Harassment and Violence at the MSA's, APY 2018-2019

Functional Area 1: Student Culture

A critical part of organizational culture are the command policies governing the prevention of sexual harassment, sexual assault, and retaliation. These policies establish and disseminate senior leader expectations for honorable conduct.

Based on survey data and cadet feedback highlighting obstacles to reporting, United States Corps of Cadets (USCC) and USMA established command policies against retaliation (USCC Policy Memorandum CC-19-15) and Collateral Misconduct by USCC Cadet and USMAPS Cadet Candidate Victims of Sexual Assault (17 APR 2019).

These two policies directly addressed feedback from Cadets who stated they were not reporting sexual assault because they feared retaliation and feared being punished for misconduct that occurred during the incident (i.e. underage consumption of alcohol or other minor offences). While USMA has not yet measured how these policy changes impact reporting rates, this is an important step in establishing a culture that promotes reporting of sexual assault.

West Point conducted climate surveys at the institutional level in four ways:

First, USMA complied with all AR 600-20 requirements for command climate surveys.

Second, USMA SHARP PM provided oversight for annual data collection by EverFi which provided information about alcohol consumption, prevention education, and bystander intervention.

Third, the Character Program conducted an annual assessment (start and end of year surveys) that provided climate information on a wide variety of issues related to sexual assault.

Fourth, the West Point Leader Development System (WPLDS) committee conducted annual assessments on issues related to climate. The findings were summarized in reports that reflect the overall climate in the Corps and various directorates.

Because some cadets have reported survey fatigue and are in command for only the 3-4 months of the semester when they rotate out of the position, USMA does not believe another

four surveys per company per year would add additional information to the surveys and leader assessments already conducted.

Information pertaining to surveys and climate is shared with Cadet leaders in three ways:

First, aggregate data on select prevention issues (alcohol, healthy relationships, consent, bystander intervention) was presented to each class as part of routine training requirements.

Second, the Cadet Chain of Command conducted an off-site where they reviewed the data, set unit priorities, and developed plans to achieve those priorities. The data also informed the content of Academy wide events (Character Education and Honorable Living Days).

Third, the Cadet TRUST Committee used the data and assessments to guide their support of the Cadet Chain of Command in achieving Cadet Commander priorities. They also used the data to inform the planning of other prevention activities sponsored by the SHARP and character development program.

The primary mentors for the Chain of Command are the Company Tactical Officers. However, members of the faculty often assisted Cadets in planning or delivering prevention content and facilitating small group discussions. Officers from the Simon Center for the Professional Military Ethic (SCPME) also coached a committee of Cadets dedicated to advising and assisting the Cadet Chain of Command to implement/plan prevention training for their company.

Between the organization climate surveys, which happened near the beginning and the end of the Academic Year, the SCPME collected organizational climate data after the Honorable Living Days which occurred once per semester. This data is a quick snapshot about issues related to climate and the topics addressed during the Honorable Living Day. This data was made available to all Tactical Officers, West Point Faculty, and Cadet Chain of Command. They used this data to refine their company events during the Academic Year.

Finally, the command climate data was used to refine, inform, and structure the prevention training and education during the Cadet Summer Training Period for all classes—Cadet Basic Training, Cadet Field Training, and Cadet Leadership Training.

Since the first Honorable Living Stand Down Day was held in February 2018 along with subsequent Honorable Living Days in APY 19-20, the USCC SHARP office has seen an upward trend in peer trust, Tactical (TAC) Officer and NCO trust, and Staff and Faculty trust as evident by the amount of inquiries received from Cadets and USMA / USCC staff and faculty regarding SHARP policy, procedure, and/or how to deal with a (Sexual Harassment/Sexual Assault (SH/SA) issue.

Additionally, there was a noticeable upward trend in Cadet accountability. Cadet led initiatives such as the TRUST Committee have taken a proactive lead on moving the Corps forward, providing legitimacy in the eyes of Cadets with the determination to regain both individual and Corps accountability and control. This Cadet led program coordinated and supervised all aspects of sexual assault and harassment education and inculcation for Cadets. The program is part of the Academy's overall Character Program, which evolved out of the Cadets Against Sexual Harassment and Assault (CASHA).

The TRUST Program and its goals are to provide the Corps of Cadets a trusted, Cadet led resources, to provide assistance in a time of need as well as provide education on SH/SA

help-seeking, reporting, and bystander intervention, as well as actions to improve challenges cadets experience after reporting. They do this in cooperation with the Character Development program and the USMA SHARP.

The TRUST program is set up similar to other staffs in the Army. The TRUST CPT manages a staff that consist of Cadet Public Affairs Officer (PAO), Training (S3), and Executive Officer (XO). Together they conduct training at the company level with assistance from regimental TRUST officers. The TRUST team also participates in Corps wide level initiatives involving Character and Trust, such as the Honorable Living Days, Character Luncheons, "Share Your Story" programs, and TRUST Football Week (2019). In addition to the Spring teal-themed football game for sexual assault awareness and prevention month, the TRUST leadership has incorporated a Fall TRUST / Football Team Dinner with the Army football team in order to not only provide Cadet led educational training, but also connect as a team (TRUST and Army Football).

The purpose and intent of the TRUST is to create an environment throughout the Corps of Cadets in which Cadets feel comfortable addressing other Cadets when it comes to dealing with SA/SH issues. The goal is that Cadets who witness questionable behavior will feel confident enough to confront their peers. In our efforts to address perceptions and experiences with regards to negative impacts on academic and military careers, ostracism, reputation damage, victim-blaming, perceptions of false reporting, retaliation, and the reporting process, USMA added emphasis in these areas in Annual Summer Training as well as scheduled "TAC TALKS" which included all Tactical Officers and Non-Commissioned Officers. Information about special academic accommodations if required, ostracism, reputation damage, victim-blaming, perceptions of false reporting, retaliation, and the reporting process are discussed during the briefings / discussion periods.

Areas for Continuous Improvement

USMA will continue to capitalize on the data we currently have to inform prevention and response programs. Additionally, USMA will work with other agencies internal and external to USMA to improve data collection and develop other means for both quantitative and qualitative evaluation of student and USMA wide culture.

Functional Area 2: Sexual Assault and Sexual Harassment Reporting

Integral to USMA's efforts to prevent sexual harassment and sexual assault and increase reporting of sexual harassment and assault, significant policy changes were implemented including the following:

USMA Policy - Collateral Misconduct by United States Corps of Cadets (USCC) Cadet & United States Military Academy Preparatory School (USMAPS) Cadet Candidate Victims of Sexual Assault (and Sexual Harassment), Dated 17 Apr 19

This is a new policy that was created to address the steps taken when collateral misconduct is revealed during an investigation. The purpose of this policy is to remove a common barrier to reporting sexual assault by assuring victims and potential witnesses they will ordinarily not be punished for their minor misconduct discovered in the resulting investigation.

The USMA Superintendent has withheld, from subordinate commander's, initial disposition authority over victim misconduct discovered during a report or investigation of sexual assault. This withholding of initial disposition authority also applies to all offenses arising from or related to the same incident whether committed by the victim or another person.

All victim misconduct will be disposed of on a case-by-case basis, considering the severity of the misconduct and how future reports of sexual assault may be impacted by the decision to impose punishment.

USCC Policy - Command Engagement to Prevent Retaliation (CC-19-15), Dated 28 Aug 19

This establishes USCC policy on preventing retaliation for victims of sexual harassment and sexual assault. Retaliation is defined as "taking or threatening to take an adverse or unfavorable personnel action, or withholding or threatening to withhold a favorable personnel action, with respect to a victim or other member of the Armed Forces because the individual reported a criminal offense or was believed to have reported a criminal offense." Retaliation also includes ostracism and acts of cruelty, oppression, or maltreatment. Reports of retaliation will be referred to and investigated by the Inspector General (IG) office or the victim's Chain of Command. Violations of this policy may be subject to punishment under Article 92, UCMJ. Any member of USCC that witnesses or is made aware of retaliation against another should inform the Chain of Command immediately. Tactical Officers will ensure that any victim of a crime, or those that report such acts, are protected from retaliation. Tactical Officers will contact the USCC SARC to receive guidance on these and other related matters.

USCC Policy - SHARP Policy Memorandum (CC-19-14), Dated 28 Aug 19

This policy has been revised to include the anonymous reporting option.

This policy memorandum establishes the USCC policy for SHARP. The policy of the Army and USMA is that sexual harassment and sexual assault are unacceptable conduct and will not be tolerated. The policy defines sexual harassment and outlines the four different criteria that qualify as sexual harassment when one or more is present. Sexual harassment complaints are categorized as informal, formal, or anonymous. Attempts should always be made to solve the problem at the lowest possible level within the organization. The policy defines and outlines the informal, formal, and anonymous complaints for military personnel and states that EEO is the responsible agency to support and process formal or informal sexual harassment complaints for civilian personnel.

The policy defines sexual assault and the reporting options available to service members, Cadets, and military dependents 18 years and older. An incident of sexual assault is categorized as "reported" either when the victim completes and signs the DD Form 2910 or when law enforcement/CID or a member of the Brigade Tactical Chain of Command becomes aware of an assault. The policy defines and outlines the unrestricted and restricted reporting options. The policy defines and outlines mandatory and non-mandatory reporters. USCC will maintain a 24/7 on-call SARC/VA to respond to victims of sexual harassment and sexual assault.

The policy contains some additional information regarding expedited transfers, collateral misconduct, and legal assistance. The USMA Superintendent withholds from all subordinate commander's initial disposition authority over victim misconduct discovered during a report or

investigation. The policy also lists resources such as the West Point SHARP Hotline, Keller Army Community Hospital Emergency Room, Center for Personal Development, On-Duty Chaplain, Special Victims' Counsel, and USCC SHARP Resource Center.

In addition to the aforementioned policy letters, the USMA SHARP Command Policy Letter has been revised to include anonymous reporting option for sexual harassment.

Current assessment of the impact the USCC SHARP Program has had / is having is that there is an increased understanding and trust in the SHARP process. Cadets and USCC staff and faculty are integrated at all levels, engaged, and often offer recommendations in support of the SHARP program and Superintendent's Annual Guidance. Leadership remains focused and supportive of SHARP program initiatives and events.

USMA rigorously implemented the DoD Catch A Serial Offender (CATCH) Program. This office contacted all current Cadet Victims when the Program was released and provided the information and the opportunity to talk to the SARC/VA if they had questions and/or wanted to participate in the program. Information is also incorporated into all Annual Training Briefings. All Cadet Victims are briefed on the CATCH Program as they are briefed on reporting options as required. The Cadet Victim is provided the Catch a Serial Offender (CATCH) Program Victim Info Sheet and provided the opportunity to ask questions about participation in the program. They are also provided a copy when the Cadet Victim receives their unique log-in credentials when they elect to participate.

Areas for Continuous Improvement

USMA will continue to review policies and add additional policies as needed. In APY 20-21, USMA SHARP will also make a concerted effort to reach out to staff, faculty and Cadets to assist in the formulation of recommended policy changes and/or additions.

Functional Area 3: Victim Care and Advocacy

USMA SHARP personnel provided initial and annual refresher SHARP training to USMA Cadets and staff and faculty, as required by DoD policy. Part of this training included a brief history of the problem of sexual assault in the Military Services, a definition of sexual assault/harassment, information relating to reporting a sexual assault/harassment, victims' rights and advocacy services available.

AR 600-20 specifies that the SARC serves "as the designated [program manager] of victim support services who coordinates and oversees local implementation and execution of the [SHARP] program." The SARC also ensures "overall local management of sexual assault awareness, prevention, training, and victim advocacy." The SARC serves as the installation commander's consultant and coordinator for sexual assault prevention programs. Additionally, the SARC assists the installation commander in institutionalizing an environment of dignity and respect on the military installation.

IAW DoDI 6 495.02 and AR 600-20, when a Cadet victim is sexually assaulted, he or she may make either an unrestricted or a restricted report. Both unrestricted and restricted reports provide the Cadet an opportunity for immediate, in-person SAPR services.

IAW DoDI 6495.02 and AR 600-20, a restricted report is a reporting option that allows USMA Cadet sexual assault victims to confidentially disclose the assault to SHARP personnel or healthcare personnel, and receive healthcare treatment, including emergency care, counseling, and assignment of SHARP personnel, without prompting a criminal investigation. Commanders are made aware of generalities of restricted reports to help the commander better understand the prevalence of sexual violence on the installation; however, the information they receive is masked to protect the victim's privacy.

IAW to DoDI 6495.02 and AR 600-20, a Cadet victim can choose to keep his or her sexual assault confidential and not participate in the SAPR program. For example, a Cadet victim can disclose a sexual assault to their military mental health or medical healthcare provider, military chaplain, or military attorney, but refuse to meet with SHARP personnel and officially report the sexual assault. Unless an exception exists, these professionals must keep the disclosure confidential. Likewise, an adult sexual assault victim can disclose a sexual assault to SHARP personnel but refuse to officially report the sexual assault. The adult sexual assault victim's decision to not officially report the sexual assault does not preclude him or her from obtaining assistance through the SHARP office or victim support services. In addition, USMA maintained compliance with all applicable policies and directives in the area of victim care and advocacy.

USMA SHARP COVID-19 Response & Remote Services

USMA Cadets went home for Spring Break, 7 March 2020. Due to the COVID-19 pandemic, the Cadets were not permitted to return to USMA following spring break.

USMA leadership and SHARP developed and implemented a plan to ensure no Cadet was left without services regardless of where they were located geographically.

As a result, USMA staff provided a Zip Code Data Base for all Cadets. SHARP Team cross-referenced each Zip Code with Available Resources to include: Medical Treatment Facilities (Military and Civilian); Counseling / Advocacy Support (Chaplain, Medical, SARC, VA);

USMA SHARP used two primary Web Based Resources: DoD Safe Helpline / Search for Help Option and the RAINN (Rape, Abuse & Incest National Network) / Find Help Near You Option. Between these two options USMA SHARP had access to the following resources: SARC (All Services – Army, Air Force, Marines, etc); Civilian Sexual Assault Service Providers; Chaplain Support, Medical Personnel (MTFs), Military Police / Legal; and Independent sexual assault service providers, including National Sexual Assault Hotline affiliate organizations and other local providers.

The response was designed to support the Cadets. For example, if a Cadet chose to consult with the USMA SARC/VA, usually via phone, the SARC/VA would discuss with the victim their safety, ensuring the victim was in a safe location and did or did not require immediate medical attention. Once safety considerations and other priority areas of concerns were addressed, the SARC/VA would discuss other relevant information required to assist the victim that met their needs. USMA SHARP would then work with the victim to locate a desired facility that offered the required/desired services. Once agreed upon, the SARC/VA would begin the coordination.

The USMA PM/SARC would initiate phone contact with Program/Management Level professionals PRIOR to referring the Cadet to any civilian facility. USMA SHARP would discuss with the facility manager the following: Tricare Insurance Procedures/Expectations/Legal Reporting, etc. so that they understood the process when the Cadet arrived with only an Army

ID Card. This was done to lessen the questions for the cadet when they arrived for their appointment.

The SARC made direct contact with KACH medical (SAMFE) and the Sexual Assault Case Coordinator (SACC-Cadet Health Clinic) in order to initiate the dialog between the Cadet victim and the Case Coordinator and the local treatment facility medical team and the KACH SAMFE. This allowed for the medical professionals to ensure that each member of the medical team was tracking the requirements from medical treatment plan to the required prescriptions for that specific Cadet Victim's needs.

The USMA SHARP's primary focus was ensuring the Cadet's immediate safety (medical, environment, emotional), preserve the Cadet Victim's reporting options, and ensuring that the Cadet Victim has a direct link to the local resource of their choice and that their experience with that local facility was as seamless and efficient as possible. In theory, all the detailed coordination has already been accomplished by the West Point Team (SARC/VA and Medical Professionals) so that the Cadet could simply just arrive at their scheduled appointment time and receive treatment.

The same process was accomplished when utilizing a Military Treatment Facility. The process was, of course, more streamlined as there was no requirement for insurance discussions. Simple coordination between SARC/VAs from West Point and the local MTF and Cadet Victims were able to receive treatment within 48 hours.

Areas for Continuous Improvement

USMA will continue to monitor response systems as related to victim care. In addition, USMA will explore the possibility of developing qualitative surveys to allow those Cadets, staff and faculty who participate in or are supported by USMA SHARP service to inform USMA SHARP on their experiences and recommendations for improvement.

Functional Area 4: Prevention of Sexual Assault

The Prevention Plan of Action (PPOA) outlines the way ahead, including the data driven actions needed, for sexual assault prevention within the Department of Defense. The PPOA notes that sexual assault prevention requires a holistic, comprehensive approach executed with unity of effort toward the desired end state. Building this approach requires understanding the current environment, determining the scope of the local problem, and assessing the organizational factors that drive prevention. The assessment conducted by DoD SAPRO in 2019 provided a baseline of USMA's prevention capabilities in line with the PPOA elements. The self-assessment conducted in APY 19-20 used a similar process and provides an updated examination of prevention elements, all of which are summarized below.

The self-assessment was completed primarily by a single staff member with expertise in prevention. Any information and documentation needed to complete the assessment were compiled prior to the evaluation. The final evaluation was reviewed by the SHARP program

manager and the CIAG. Any disagreements were discussed. The final assessment of prevention capability is included herein.

The self-assessment required a review of both prevention system and prevention process (i.e., activity)-level assessment. In addition, one prevention activity was reviewed and assessed.

Prevention System - Human Resources

Leadership

USMA continued to benefit from strong leadership support and engagement as demonstrated by the Superintendent's participation in the monthly SARBs, focus on SH/SA prevention improvement, and the creation of the CIAG. USMA SHARP worked closely with the CIAG to incorporate SH/SA Prevention efforts into the larger character program across all USMA domains including, but not limited to Cadet Leader Development (CLD), USMA Official Directorate of Intercollegiate Athletics (ODIA), alcohol education programs, and diversity and inclusion programs. Thus, leadership at all levels are receiving information that highlights their role in preventing sexual assault.

Recognizing a need to use available research evidence to inform decisions (based on SAPRO's APY 18-19 assessment), USMA hired a new SHARP Prevention Specialist/Alternate Program Manager to support the synthesization of available data and prevention best practices into actionable initiatives. All of the events planned and executed by the SHARP team were informed by the research, which was briefed to higher leadership along with a rationale for approval.

Prevention Workforce

In the midst of the various transitions that occurred throughout APY 19-20, SHARP staff continued to provide onboarding training to new staff that incorporated the data gathered through EverFi about cadet educational knowledge gaps.

USMA selected and hired a new SHARP Prevention Specialist specifically because of her background in education in human sexuality and trauma-focused social work, among many other critical skillsets. The hiring of the SHARP Prevention Specialist alleviated some of the competing demands historically placed on the SHARP PM. Additionally, the creation of the CIAG and narrowed focus of the prevention efforts towards character development reduced some of the "time constraints and competing demands of dual-hatted individuals performing prevention roles" as the newly hired Lead Integrator for the CIAG began his work and collaboration with the SHARP Prevention Specialist along with the rest of the USMA SHARP staff and USCC.

Prevention System - Collaborative Relationships

As previously discussed, the CIAG has taken on the critical mission of developing, integrating, and maintaining collaborative relationships across silos. USMA SHARP is working directly with the CIAG to create a comprehensive prevention approach across the academy's spectrum of operations and education. To address the gap of the "lack of external collaborations" in AY 20-21 USMA SHARP plans to work with DA SHARP and DoD to review and collaborate on some of the main concepts developed during APY 19-20.

In addition to the collaborative relationships internal to the DoD, USMA sponsored research conducted by The Chronicle of Higher Education to survey officials from 567 colleges to determine where they stand on Title IX. USMA also sponsored several social media campaigns through The Chronicle of Higher Education between February – May 2020. Lastly, USMA also invited distinguished academic leaders and prevention specialists from across the country to come to the USMA at West Point, NY from April 1-3, 2020 for the National Discussion on Sexual Assault and Sexual Harassment at American Colleges, Universities, and Service Academies. This National Discussion was postponed due to COVID 19 and rescheduled to occur virtually in APY 20-21.

Prevention System - Infrastructure

Data

USMA has made a concerted effort over the last year to ensure all of our prevention activities and directions were data informed. EverFi regularly collects data on behalf of USMA to provide information on key risk factors such as alcohol use, consent, healthy relationships, and having difficult conversations. This information shaped the prevention activities conducted in AY 19-20 and continue to shape our future direction and prevention programs. In AY 18-19, cadet surveys indicated that 38% of the Cadet population did not believe SH/SA was a problem at the academy. In AY 19-20, due in large part to application and implementation of prevention activities to reduce this metric, only 9% of the Cadet population had this belief.

In addition to the EverFi data, USMA regularly receives Service Academy Gender Relations (SAGR) results and command climate survey results. The key risk and protective factors identified across the EverFi data, 2018 SAGR survey, and command climate surveys were used to develop a logic model for all SHARP related prevention activities and outcomes moving forward. It should be noted that due to COVID 19, the SAGR survey has been postponed and our internal surveys (including EverFi and command climate surveys) will be the basis of our evaluation of prevention efforts for the next few years.

Resources

While USMA leadership remains strongly committed to resourcing our prevention related activities, many of the gaps identified in AY 18-19 still have some room for improvement. USMA SHARP works with the dean's office, the CIAG, the Athletic department, and with the Commandant to ensure our prevention messaging is across the spectrum of operations. Insufficient funds dedicated to prevention efforts are still a concern, and USMA SHARP is actively pursuing additional funding resources sufficient to support full-spectrum prevention activities both internally and externally. It should be noted, the Department of the Army (DA) SHARP Program, under the leadership of the Army Resiliency Directorate (ARD), provided extensive funding to support unfunded USMA SHARP program requirements. This enabled the USMA SHARP team to meet and, in some areas, exceed our prevention goals. USMA SHARP is committed to providing professional development opportunities for our prevention and response staff to continue to ensure high-quality work and provide the most cutting edge, up-to-date knowledge possible.

The AY 18-19 evaluation identified time constraints as a primary barrier for prevention planning, implementation, and evaluation, which continue to exist. These time constraints are often at the academy level and include the actual legitimate time constraints of providing prevention programs and education along with all of the military and academic knowledge required for

academic degrees and DoD/DA military educational requirements for commissioning Army second lieutenants. In line with the CIAG and USMA SHARP efforts, during AY 19-20, USMA continued to identify the other activities, educational opportunities, and resources throughout the academy to leverage and complement USMA SHARP prevention efforts.

Prevention Process - Comprehensive Approach to Prevention

USMA employed EverFi in ongoing education in sexual assault prevention. The EverFi sexual assault prevention program aims to provide Cadets with a baseline set of facts, that in our case reinforced much of what many of them already knew, but the added benefit of the program is that it is presented online, allowing Cadets to do the training in their rooms. This ability to know that every Cadet had taken the same exact training, which we also were able to customize with our policies, processes and resources, helped us integrate several of the principles of effective prevention programming outlined by Nation et al. (2003). Additionally, the data from the surveys is available in real-time as Cadets completed the training, so we were able to immediately harvest key data points to create in-person class content.

Taking data gathered from USMA internal surveys, like the EverFi data and command climate surveys, and utilizing evidence-based prevention structures, USMA SHARP and the CIAG developed a comprehensive character development model in AY 19-20. This model has the ability to grow and expand as needed.

West Point conducted a Honorable Living Day on 09 SEP 19 with the theme, “Standing Down to Stand Up: A Call for Cultural Change.” On this day, the entire West Point Community set their official duties aside to participate in a series of educational and discussion events designed to motivate everyone to change West Point’s culture. The main topics discussed during this activity included: Redefining Manhood – One Locker Room at a Time; Violence Against Women – It’s a Men’s Issue; and an interactive intervention skills activity. Approximately 4400 Cadets and 500 Faculty heard from the Superintendent, they heard the survivor testimony of a fellow cadet, they listened to a speaker discussing manhood they attended a Ted Talk discussion, and they engaged in small group discussions to reflect on how they can begin to change the culture in their organization. Assessments indicated that Cadets found the day useful, learned something new, and became more committed to intervention.

West Point conducted a second Honorable Living Day on 14 JAN 20 with the theme, “Living Honorably in Daily Life.” Like the previous Honorable Living Day, the entire West Point Community set their official duties aside to participate in a series of educational and discussion events designed to motivate everyone to think about how they can live honorably in their daily interactions by being more inclusive and demonstrating empathy. The day’s events included an opportunity to hear from the Superintendent and a guest speaker focused on leading with an inclusive mentality, and engage in small group discussions about gender norms and improving inclusive leadership skills. Assessments indicated that Cadets increased their empathy for the opposite gender and wanted to continue discussion on that topic. The Cadets were less enthusiastic about constructing role-play scenarios, but 78% of Cadets agreed they learned a strategy for being a more inclusive leader.

Prevention Process - Continuous Evaluation

Prevention activities are communicated to stakeholders both within the organization during monthly SARBs and other opportunities such as staff and faculty meetings and TAC training and educational forums, and externally during the tri-annual Board of Visitors (BOV) SHARP

update. During APY 19-20, with the development of the relational character concept, USMA SHARP developed a set of key outcomes that will be used to assess future prevention activities.

A gap still exists in institutional ability to evaluate key risk and protective factors and impact of prevention activities on key risk and protective factors across the academy. If a prevention activity is being implemented outside the SHARP department, the impact data should be shared. One goal for APY 20-21 is to create/implement a process for ongoing and continuous evaluations and for sharing of data..

Prevention Process - Quality Implementation

USMA continues to utilize an informal mechanism for obtaining cadet feedback on prevention activities, as well as more formal feedback through EverFi. In APY 19-20, USMA SHARP added some questions to the USMA EverFi survey to collect cadet opinions on messaging oversaturation, which demonstrated improvement, though there is still room for growth in this area. Cadet feedback continues to be obtained in USMA's formal AAR process, which is reviewed in the planning of future activities. APY 20-21 will see the implementation of an academic relational character pilot course designed to bolster the cadet leadership in SA/SH prevention.

Prevention Activity Assessment

One prevention activity, the Honorable Living Day on 09 September 2019, was assessed using the prevention evaluation framework activity-level criteria. As noted previously, the activity is a community-wide education and awareness event that lasts for the entire workday. The activities are planned as part of a larger character development framework that takes place throughout the cadet career. The activity is a priority of leadership and has the funding necessary to allow for guest speakers to address specific topics. The activity was evaluated by faculty and cadets, who generally rated it positively. Prevention activities will be expanded in coming years to include evidence-informed policies, programs, and practices that address USMA's key risk and protective factors across the individual, interpersonal, and organizational levels, in addition to these one-time events, to ensure prevention effectiveness.

Prevention Priorities Based on Self-Assessment

Based on the self-assessment results included previously, the following priorities have been identified to increase prevention capability at USMA over the near and longer terms. Key considerations for addressing the priorities also are included.

Near-Term Priority Actions and Next Steps (Within the Next 6-months to a Year)

- Given gaps in prevention capability with respect to comprehensive prevention and to ensure consistent messaging across prevention activities, USMA plans to implement structures to capture all prevention activities being implemented across the academy throughout the year.
- To ensure that all faculty and staff understand their role in prevention and to ensure a shared understanding of prevention, USMA will plan and execute a strategy for prevention training for new staff and faculty.

- To ensure prevention policies, programs, and practices address key risk and protective factors across the individual, interpersonal, and organizational levels of the social ecology, USMA will finalize a comprehensive prevention plan that aligns with the efforts of the CIAG.
- To allow for a continued focus on sexual assault prevention and to increase prevention capacity, USMA plans to hire an additional prevention specialist who will augment and support USMA's ongoing prevention efforts.

Longer Term Priority Actions and Next Steps (1 – 5 Years)

- Formalize character/relational character curriculum to ensure plans for comprehensive prevention are included throughout the cadet's training and education at USMA.
- Review both the response and prevention mission overlap and determine the correct manning for USMA SHARP to proactively reduce, with the goal of, eliminating sexual harassment and sexual assault.
- Decrease underlying cultural problems that lead to SH/SA and bolster sexual self-advocacy and other protective factors such that SH/SA is unacceptable behavior at USMA.

Key Considerations and Barriers to Addressing Priority Actions and Next Steps

- Cadets are already overtaxed and time available for prevention activities is limited. This will be a key consideration (and perhaps barrier) in the identification of prevention activities moving forward.
- USMA will need to ensure that funding sources and/or resources are aligned to support activities to prevent sexual assault.
- USMA will need to ensure time to train faculty and cadet leaders so everyone is moving in the same direction and understands their individual and collective roles in preventing sexual assault.
- USMA will work to ensure that our prevention efforts focused on eliminating SH/SA have an intersectional lens and include the elimination of all trust-breaking behaviors and all areas of inequity between people.

Sexual Harassment Prevention Program Compliance Assessment

In accordance with tasking from the Under Secretary of Defense (Personnel and Readiness), and as part of the Academic Program Year 2019-2020 Data Call for the Department of Defense Report on Sexual Harassment and Violence at the Military Service Academies, the United States Military Academy (USMA) conducted a Sexual Harassment program compliance self-assessment. USMA used the DoD SAPRO-provided Program Compliance Tool to execute its assessment, organized into nine functional areas:

- Sexual Harassment Program Policy Requirements
- Procedures and Requirements for Processing Sexual Harassment Complaints
- Anonymous Complaints
- Responding to Sexual Harassment Complaints
- Requirements for Prevention and Response Training and Education Programs
- Retaliation
- Investigation Procedures
- Data Collection and Reporting Requirements
- Command Climate Assessment

Compliance in each area was determined by comparing USMA's programs to the requirements outlined in the governing instructions referenced in the Program Compliance Assessment Tool, principally DoD Instruction 1020.03: "Harassment Prevention and Response in the Armed Forces," February 8, 2018.

Overall, the self-assessment determined that USMA is in compliance with the Department's policies regarding sexual harassment prevention and response, with sufficient evidence of compliance in all nine functional areas.

Sexual Assault Prevention and Response Program Compliance Assessment

In accordance with tasking from the Under Secretary of Defense (Personnel and Readiness), and as part of the Academic Program Year 2019-2020 Data Call for the Department of Defense Report on Sexual Harassment and Violence at the Military Service Academies, the United States Military Academy (USMA) conducted a Sexual Assault Prevention and Response (SAPR) program compliance self-assessment. USMA used the DoD SAPRO-provided Program Compliance Tool to execute its assessment, organized into six functional areas:

- SAPR Program Policy Requirements
- Reporting Options and Procedures
- Commander Response Procedures
- SARC and SAPR VA Procedures
- Case Management Group
- Training

Compliance in each area was determined by comparing USMA's programs to the requirements outlined in the governing instructions referenced in the Program Compliance Assessment Tool, principally DoD Instruction 6495.02: "Sexual Assault Prevention and Response (SAPR) Procedures", Incorporating Change 3, May 24 2017.

Overall, the self-assessment determined that USMA is in compliance with the Department's policies regarding sexual assault prevention and response, with sufficient evidence of compliance in all six functional areas.