

Appendix A: United States Military Academy





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

MASP

NOV 16 2022

MEMORANDUM FOR Department of Defense Sexual Assault Prevention and Response Office (DoD SAPRO), 4800 Mark Center Drive, Suite 07G21, Alexandria, VA 22311-8000

SUBJECT: The United States Military Academy (USMA) Annual Report on Sexual Harassment and Violence, Academic Program Year (APY) 2021-2022

1. I approve submission of the USMA Annual Report on Sexual Harassment and Violence, APY 2021-2022, for your review and consideration.

[REDACTED]

A handwritten signature in black ink, appearing to read "S. W. Gilland", written in a cursive style.

STEVEN W. GILLAND
Lieutenant General, US Army
Superintendent



United States Military Academy

Academic Year 2021-2022 Programmatic Data Call

Executive Summary

During Academic Program Year (APY) 2021-2022, the United States Military Academy (USMA) continued its robust efforts to provide world-class Sexual Harassment and Assault Response and Prevention (SHARP) services to victim/survivors of sexual harassment and assault. USMA has significant victim advocacy, medical, legal, and leadership response systems including dedicated and engaged leadership at all echelons, 24/7 forensic medical examination capability, full time Special Victim Prosecutor (SVP), full time Special Victim Counsel (SVC), Criminal Investigation Command (CID) special agents with specialized training and experience, Cadet counseling services, significant behavioral health resources, chaplains, and Military Family Life Consultants (MFLC).

In APY 2020-2021, USMA began an intentional effort to expand and improve prevention programs which focused on development of a comprehensive SHARP prevention plan greatly enhancing prevention efforts in sexual harassment and assault. In APY 2021-2022, USMA significantly expanded, institutionalized, and implemented comprehensive prevention strategies, policies, programs, and procedures. These efforts include the development of a comprehensive prevention policy addressing all harmful behaviors addressed in Department of Defense Directive (DODI) 6400.09, development of a specialized Prevention Skills (PS-101) course, development of a peer-to-peer prevention Cadet program, and continued coordination and partnerships with national, DoD, and Army prevention experts. USMA is dedicated to continuing its work on improving policy compliance, prevention, and response efforts, and to the cultivation of a true culture of dignity and respect for all members of the West Point community.

Introduction

The United States Military Academy (USMA) has made considerable progress, including making significant policy and program improvements during Academic Program Year (APY) 2021-2022. Strategic level summaries of challenges confronted, and progress made are organized within four categories:

- Efforts to Reduce and Prevent Sexual Assault, Sexual Harassment, and Other Harmful Behaviors
- Sexual Assault and Sexual Harassment Reporting
- Victim Care and Advocacy
- Program Oversight

Efforts to Reduce and Prevent Sexual Assault, Sexual Harassment, and Other Harmful Behaviors

1.1 Describe the successes and challenges related to efforts to reduce and prevent sexual assault, sexual harassment, and other harmful behaviors during APY 21-22.

During APY 21-22, the United States Military Academy (USMA) took massive strides to unify and institutionalize primary prevention efforts to identify and reduce the shared risk factors across all harmful and unwanted behaviors while increasing shared protective factors across the installation. These strides can be seen in the following successes:

- **West Point Comprehensive Primary Prevention Policy** – In APY 21-22, USMA developed and enacted an overarching policy to establish and integrate policies and responsibilities to mitigate self-directed harm and prohibited abusive or harmful acts at West Point and the United States Military Academy (USMA), West Point. This policy aligns with Department of Defense Instruction 6400.09 DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm, dated 11 September 2020.
- **Prevention Cadet Program** – In APY 21-22, USMA re-examined its Character Cadet program and moved forward with an initiative to combine the Trust, Respect, and Peer-Support programs into one unified Prevention Cadet program in which Cadets are encouraged to ACT to prevent harm. A – Address sexual assault and sexual harassment, C – Create healthy climates, and T – Tackle holistic health. Building on data and knowledge received by the 2021 Office of People Analytics (OPA) peer influencer study, this re-design of the USMA peer-to-peer support program significantly enhances USMA efforts to engage peer leaders in taking responsibility and action to address risk and protective factors in their units and organizations. This new ACT program also provides training and experience for Cadets to take these experiences and skills to the Army and DoD as future leaders in prevention.
- **Bystander Intervention Training** – Over the course of APY 20-21, USMA SHARP professionals worked with the West Point Theater Arts Guild and Dialectic Society (TAGD) to develop Cadet-specific, situational role-play scenarios that would allow Cadets to practice intervening as a bystander. On 07 April 2022, the Corps of Cadets

was divided into mixed gender and class groups by company of ~20 CDTs. Each small group was led by both a Cadet facilitator running the bystander intervention role-play scenario activity and a trained staff/faculty mentor to ensure completion of the exercise and to make sure that the discussions stayed on track. Following the role-play scenario activity, the staff/faculty mentor guided a processing discussion with the Cadets. Overwhelmingly, the Corps reported that this was one of the best trainings they had participated in. The role-play scenarios allowed Cadets to practice and build critical skills intervening in instances of sexual harassment, bullying, racism, and potential self-harm.

- **Sexual Assault/Sexual Harassment (SA/SH) Attitudes and Opinions Survey** – Recognizing that the attitudes and opinions of individuals within a community influences the culture of that community, USMA SHARP professionals planned and have begun the implementation of a five-year assessment of the attitudes and opinions of the Corps of Cadets that influence their readiness to prevent sexual assault and sexual harassment. To generate the baseline, the SA/SH Attitudes and Opinions survey was distributed to 4,254 Cadets at the start of the bystander intervention training. 3,526 chose to complete the survey. Results are being analyzed to generate a baseline for the Corps at that time. The Class of 2026 was offered the opportunity to complete the SA/SH Attitudes and Opinions survey in August 2022 to generate a baseline for that class. The survey was distributed to 1,197 Cadets. 744 Cadets completed the survey. In March 2023 when the next Bystander Intervention Training is scheduled to be completed, the entire Corps will be offered the opportunity to complete the SA/SH Attitudes and Opinions survey. The results will be compared to the baseline to support USMA SHARP staff in analyzing the efficacy of the prevention program overall. This cycle is planned to be repeated through April 2026 to look at the progression of at least one complete class.

USMA was not without challenges in APY 21-22:

- **Impact of COVID19** – Though there had been minimal disruption to prevention efforts in APY 20-21 due to the ongoing COVID19 pandemic, because of loosened restrictions there was a greater impact on large-scale events with the Corps in APY 21-22. The USMA had restrictions placed that did not allow for large-scale gatherings in APY21-22. These restrictions meant that the USMA SHARP Program had to cancel its large-scale, Corps-wide events including: 1) the January 2022 Deep Dive, 2) the Sexual Assault Awareness/Prevention Month Townhall, and 3) the SHARP Inaugural Symposium – Respect is a Verb. These cancelled events hindered the USMA's ability to set some wide-scale cultural expectations in the realm of preventing sexual assault and harassment throughout the Corps. Given these events were a part of the Comprehensive SHARP Prevention Plan approved in APY 20-21, this delayed our program implementation and evaluation efforts as well.
- **Anticipatory Staffing Changes** – At the start of APY 22-23, the West Point Garrison SARC retired, the USCC SARC retired, the USMA VA transitioned out, and the KACH SARC had a permanent change in station. To prepare for these departures and the inevitable and anticipated underlap, the USMA SHARP Program Manager, the USMA SHARP Alternate Program Manager/prevention specialist, and the USMA SHARP Prevention Specialist all had to divert some attention away from prevention efforts and towards response efforts. The USMA SHARP Alternate Program Manager/prevention specialist assumed the role of Acting SARC and worked with the USCC SARC and USMA VA prior to their departure to ensure no loss of services or support to those USMA serves.

1.2. Actions to Address: Identify and empower prevention decision-makers.

Following the publication of the “Actions to Address and Prevent Sexual Assault at the Military Service Academies” on 15 February 2022, USMA took the following actions to appoint an individual with sufficient experience to perform the duties of the full-time Violence Prevention Integrator:

After careful consideration of the professionals at USMA with sufficient experience and grade to perform the duties of the interim full-time Violence Prevention Integrator until the full Position Description (PD) has been created and finances allocated to hire the official Violence Prevention Integrator, The USMA SHARP Program Manager/Lead SARC was identified and appointed as the interim Violence Prevention Integrator. This SHARP professional has over four decades of experience within the realm of victim advocacy and behavioral analysis with a focus on preventing violence before it occurs. The appointment was signed on 22 February 2022. The USMA Prevention PM has the responsibility to oversee the primary prevention program by providing assessments of prevention activities to determine redundancies, gaps, efficiencies, and consistent prevention messaging across disciplines. The Prevention PM has the authority to direct coordination and recommend resource decisions to the Superintendent across programs addressing sexual assault, sexual harassment, suicide prevention, and other harmful behaviors. Primary functions are to manage a holistic approach for primary prevention of self-directed harm and prohibited and abusive acts within the West Point community and ensure compliance with DoD and Army Policies. This individual serves as the principle advisor to the senior mission commander for all matters relating to the implementation of the USMA primary prevention program.

To staff and empower the interim Violence Prevention Program Integrator to integrate activities and make programming recommendations West Point OPOD 2022-044 (West Point Primary Prevention Program) was published 17 May 2022 and distributed.

To assess prevention activities to determine redundancies, gaps, efficiencies, and consistent prevention messaging across disciplines USMA SHARP program professionals, working in conjunction with the Interim Violence Prevention Program Integrator, distributed the Prevention Assessment Inventory to key stakeholders throughout West Point. Published in both the weekly TASKORD and the West Point OPOD 2022-044 (West Point Primary Prevention Program), it was directed that “Any individuals and program entities whose efforts support or are directly involved in preventing any of the harmful behaviors should complete the Prevention Assessment Inventory.” 262 responses were collected, the results are being analyzed to assess prevention activities to determine redundancies, gaps, efficiencies, and consistent prevention messaging across disciplines.

Senior Leadership including the Superintendent, Commandant, Dean, Garrison Commander, and Keller Army Community Hospital Commander have all been supportive of the effort to integrate primary prevention and to prioritize it across the installation. Time is one of the most valuable resources at USMA. Cadet time is no exception due to numerous competing priorities including academics, military skills, and athletics. USMA leadership and prevention professionals recognize these challenges and work closely to ensure sufficient time for prevention activities. USMA anticipates this process will be enhanced in APY 2022-2023 as the Primary Prevention Council (PPC) reviews and analyzes current and future primary prevention activities with the goal of identifying activities that address multiple risk and protective factors impacting two or more harmful behaviors and combining or reducing prevention activities that are ineffective or duplicitous.

1.3. Actions to Address: Revise academy policy to incorporate prevention elements.

On 11 April 2022, West Point Policy Memorandum #MR-22-03: West Point Comprehensive Primary Prevention Policy was approved by the West Point Senior Commander/USMA Superintendent. The purpose of this policy is as follows:

- Establishes and integrates policies and responsibilities to mitigate self-directed harm and prohibited abusive or harmful acts at West Point and the United States Military Academy, West Point.
- Leverages existing capabilities, where possible, to establish a West Point enterprise-wide primary prevention system that facilitates data-informed actions which integrate primary prevention activities and prevent self-directed harm and prohibited abusive or harmful acts.
- Focuses prevention efforts on research-based/informed programs, policies, and practices.
- Identifies the West Point Primary Prevention Council (PPC) as the governance body to oversee this policy and assess the prevention system and data-informed actions. The West Point PPC Charter further details the functions of this body.
- Adapts and applies the Centers for Disease Control and Prevention's (CDC's) framework for comprehensive violence prevention to comply with Government Accountability Office-18-33 Recommendation 1 to include specific risk and protective factors, risk domains, and tertiary strategies for harassment prevention. Within this framework, dedicated prevention specialist(s) may add other evidence-informed prevention theories and methodologies (e.g. Deterrence Theory, Theory of Planned Behavior, and crime prevention) to inform USMA's Comprehensive Primary Prevention Plan.
- Directs the implementation and evaluation of West Point's Comprehensive Prevention Plan through the PPC.

As codified in the USMA SHARP SOP (Standard Operating Procedure) 4-4.e. "All West Point Prevention Specialists are required to complete [the DoD SPARX Prevention] course to attain the DoD Prevention Workforce Tier 2 Credential as a minimum requirement offered through the National Center for Sexual Violence Prevention (NCSVP) at Georgia State University."

To ensure prevention decision-makers and leaders have the training and tools needed to support prevention efforts, the West Point Comprehensive Primary Prevention Policy 5.c. requires that prevention personnel (Military members or DoD civilian personnel whose official duties involve prevention of self-directed harm and prohibited abusive or harmful acts and who attain and sustain prevention-specific knowledge and skills (e.g., chaplains, suicide prevention program managers, command climate specialists, prevention integrator/program managers, and prevention specialists) at the command or installation level will: Identify, adapt, implement, and evaluate research-based prevention programs, policies, and practices effectively and in collaboration, as appropriate, with individual(s) or entities responsible for prevention programming and other relevant oversight entities in accordance with federal laws and applicable regulations.; and Consult and collaborate with leaders and prevention stakeholders within the military and civilian community to optimize the access and usage of resources, in accordance with applicable laws and DoD policy and regulations. Additionally, 5.e. requires that "collaboration among military leaders, prevention personnel, and community stakeholders will facilitate the sharing of information and the linking of research-based prevention policies,

programs, and practices to the extent authorized by applicable laws and DoD policy and regulations.” USMA has, and will, continue to collaborate with national and military prevention experts to inform and hone USMA’s primary prevention efforts, including the Centers for Disease Control and Prevention’s (CDC’s) Violence Prevention Technical Assistance Center (VPTAC).

1.4. Actions to Address: Evaluate individual prevention activities within the overall comprehensive prevention approach.

The United States Military Academy (USMA) developed and began implementation on its Sexual Harassment/Assault Response/Prevention (SHARP) Comprehensive Prevention Plan in May 2021 including the plan for both **implementation** and **evaluation**. Recognizing that prevention of sexual violence is part of a broader umbrella of preventing numerous harmful behaviors, the USMA SHARP professionals broadened the aperture of prevention efforts in APY 21-22 to focus on the reduction of shared risk factors and the maintenance/growth of shared protective factors across the DoD’s five primary harmful behaviors (sexual assault, sexual harassment, bullying, hazing, and self-harm).

To evaluate the implementation and effectiveness of our prevention policies, programs, and practices, USMA has planned a mixed methods evaluation combining information from both quantitative and qualitative data. Several data sources will be used in USMA’s evaluation including (1) extant data such as attendance logs, (2) facilitator forms completed by facilitators of specific courses, (3) After-Action Reviews (AAR) completed after participating in specific briefings/trainings, (4) pre and post course surveys completed by Cadets after participating in targeted and/or longer briefings/trainings, (5) data from interviews and focus groups with Cadets, both USMA Peer Prevention Cadets (ACT Cadets) and non-ACT Cadets, and (6) Cadet Defense Equal Opportunity Command Climate Survey (DEOCS), EverFi, SA/SH Attitudes and Opinions, West Point Leader Development System (WPLDS), Service Academy Gender Relations (SAGR), and Innovations in Sexual Assault Prevention Pilot Program (ISAPPP) survey data in conjunction with NORC at the University of Chicago as a comparison for the United States Naval Academy’s SHAPE program.

The broad evaluation questions guiding this evaluation plan include:

1. To what extent are the prevention & awareness activities being implemented as intended?
2. When these activities are being implemented as intended, to what extent are these prevention and awareness activities associated with changes in the short and intermediate outcomes?
3. What moderates the relationship between these prevention and awareness activities and short or intermediate outcomes?

In the following sections, we address how implementation of prevention activities will be assessed, as well as the relationship between prevention activities and short and intermediate outcomes, planned data sources for outcome evaluation, utilization of a comparison group, planned data analyses, and how findings will be used.

Assessing Implementation of Prevention Activities

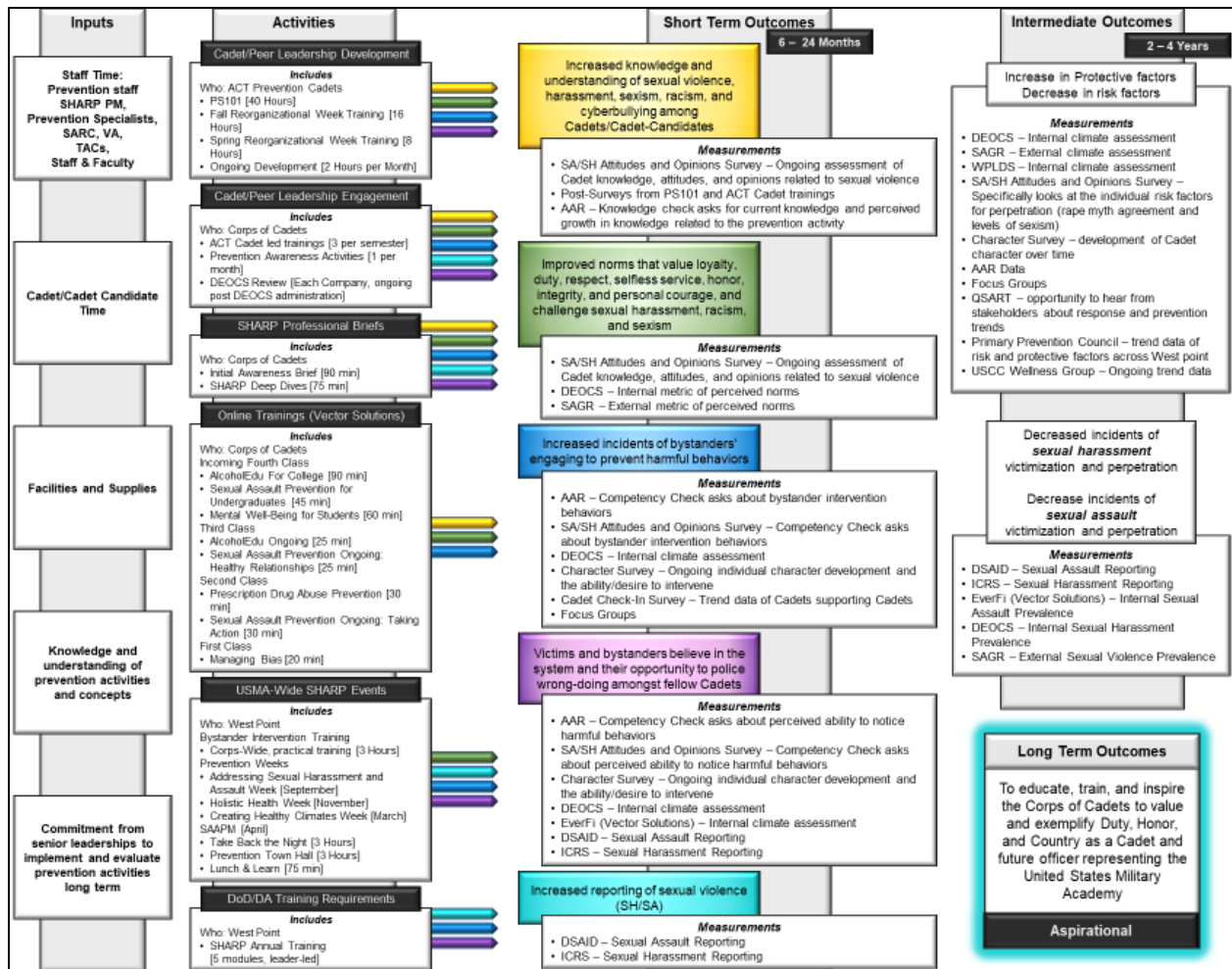
Implementation of different prevention and awareness strategies will be assessed through a variety of approaches including:

1. Extant data such as attendance logs for events/courses to determine participation and engagement with the prevention activities.
2. AARs completed by participants of briefings which include approximately 5 implementation related questions related to participant perceived value, engagement, and dosage.
3. Post course surveys completed after Prevention Skills 101 (PS101), ACT Cadet Training, and EverFi by participants that includes questions related to engagement and appropriateness of course content difficulty. Note- the surveys vary from one course to the next.
4. Interviews and focus group data collected from Cadets to understand what worked well and could be improved, what participants found to be most valuable, and perceived value of the activity given other prevention and awareness activities.

This information will be used to understand if (a) individuals who are supposed to receive a specific prevention and awareness activity actually receive it, (b) if the prevention and awareness activities are being delivered as intended, and (c) how responsive/engaged individuals are in those activities. This is critical to determine before moving on to exploring evaluation questions focused on understanding the impacts of prevention and awareness activities.

Assessing Relationship of Prevention Activities to Short and Intermediate Outcomes

Simultaneously while trying to understand the quality of implementation of prevention activities, we will also assess the targeted short and intermediate outcomes (described in our logic model, see *below*) of different prevention and awareness strategies through a variety of approaches. Long-term outcomes will not be assessed given that these outcomes are more visionary versus concrete and operationalized.



Revised USMA SHARP Logic Model

Short-term Outcome Measures

Short-term outcome measures are included in the following data sources: (a) SHARP After Action Review Survey, (b) Training Surveys (PS101, ACT Training), (c) Character Survey, (d), DEOCS survey, (e) DSAID data, (f) EverFi [Vector Solutions] Course surveys, (g) Focus Groups, (h) ICRS data, (i) SA/SH Attitudes and Opinions survey, and (j) SAGR survey.

- SHARP After-Action Review Survey – Explores engagement with the training/briefing/activity (“the event”), self-identified knowledge gained through the event, self-identified ability to prevent the harmful behavior(s) the event focused on, self-identified future actions, and sustains/changes recommended if the event were to be repeated.
- Prevention Training Survey (PS101, ACT Training) – Includes perception of knowledge, comfort leading conversations related to a variety of topics (e.g., Army Values, Healthy Relationships, Consent, Media Literacy, Behavioral Health, Bystander Intervention, and the Prevention of Harmful Behaviors), assessment of knowledge, alignment to Army Values, perception of attitude and attitude correctness, bias, emotional intelligence, and

the value of the course/training. This survey will be administered both before and after Prevention Skills 101 and other trainings for the ACT Cadets.

- Character Survey – The character survey is an inventory administered to the entire Corps of cadets in the first and last couple weeks of the academic year, in order to understand trends in character-related thoughts, feelings, and behaviors within and across time. Administration of the survey is developed and managed by the Simon Center for the Professional Military Ethic.
- DEOCS survey – The Cadet Defense Organizational Climate Survey (DEOCS) gathers information from Cadets to assess risk and protective factors (e.g., equal opportunity positive behaviors), and overall climate (e.g., work group cohesion, work group effectiveness, leadership cohesion, job satisfaction, trust in the organization, and organizational commitment) using valid and reliable scales (Office of People Analytics, 2020). This survey is administered biannually, and results are broken out by various subgroups including minority/majority, male/female, listed/unlisted, senior/junior officer, military/civilian, non-federal employee/federal employee.
- DSAID data – The Defense Sexual Assault Incident Database (DSAID) has the official records of reports (both restricted and unrestricted) of sexual assault.
- EverFi [Vector Solutions] Course surveys – The EverFi survey which assesses some of the same risk and protective factors as the SAGR survey.
- Focus Groups – Formal and informal focus groups with Cadets, Staff, and Faculty will be conducted to collect qualitative data to assess the effectiveness of USMA’s prevention efforts.
- ICRS data – The Integrated Case Reporting System (ICRS) has the official records of reports (both formal and informal) of sexual harassment.
- SA/SH Attitudes and Opinions survey – The Sexual Assault/Sexual Harassment (SA/SH) Attitudes and Opinions survey includes valid and reliable scales of knowledge and attitudes related to sexual violence (e.g., rape myth acceptance, ambivalent sexism, and hostile sexism). A baseline survey will be administered to all incoming Fourth Class Cadets and then this survey will be administered at least once a year to the entire Corps for at least five consecutive years (without changes being made to the measure) in order to understand change over time.
- SAGR survey – The bi-annual Service Academy Gender Relations (SAGR) survey which measures the “estimated prevalence rates of unwanted sexual contact, sexual harassment, and gender discrimination” (Davis et.al, 2019, p. iii).

Intermediate Outcome Measures

The intermediate outcomes of sexual assault and harassment will be assessed through various reports and surveys providing detailed information about these constructs.

Analysis Plan

USMA, with potential support from the Violence Prevention Technical Assistance Center (VPTAC), will analyze the various quantitative and qualitative data sources. Qualitative focus group data will be analyzed to understand what is working well and what needs to be revised in terms of course content and approach as well as to provide context and inform survey data.

Quantitative implementation and survey data will be analyzed depending on data type (e.g., considering factors such as who completed the survey, response options, and types of constructs included) and how the data will be used. Most of these data sources will be collected

and reported on by others outside of USMA (e.g., EverFi survey results are analyzed, reported on, and shared back by EverFi and ISAPP Core Measures survey results will be analyzed, reported on, and shared back by NORC).

Before analyzing and reporting any findings from surveys, USMA/VPTAC (where appropriate) will conduct data diagnostics that check for outlier data points and skewed distributions in both the implementation and survey data by running frequency tables, investigating ranges of responses, and examining means and standard deviations. This analysis is important to determine whether any problems occurred when importing or merging data files. It also highlights any problems with missing data and the extent to which USMA can generalize survey findings to a subsample of USMA or USMA as a whole. (Some of the surveys like the “Training Surveys” described above are only being administered to a small group of people but other surveys are intended to be completed by all USMA members.) When appropriate, composite scales will be developed through which multiple survey questions will be combined to obtain a stronger estimate of an underlying concept (e.g., five items related to rape myths will be used to form a “acceptance rape myths” construct).

USMA/VPTAC (where appropriate) will then analyze the survey data descriptively to present average responses to related questions (e.g., means, frequencies) and constructs and indices of variation. VPTAC could also descriptively analyze or present results from some surveys by several factors, such as minority/majority, male/female, listed/unlisted, senior/junior officer, military/civilian, non-federal employee/federal employee. The amount of support that VPTAC can provide will guide the types of analyses that will be completed. Moreover, the research questions will guide the analysis performed. Moderation analyses, as well as, regression or ANOVA models will be considered, as appropriate.

Key to the analysis plan is a triangulation of various data sources to help paint a picture of how well USMA sexual assault prevention and awareness activities are being implemented, where there are gaps or areas for growth, where activities are leading to change, and what outcomes are not being impacted or are declining. USMA/VPTAC will work to triangulate data by having conversations with key stakeholders about the results of several data sources and sharing different types of reports that highlight key findings of different sources to help key stakeholders see themes or patterns that emerge.

USMA/VPTAC will submit the appropriate paperwork to AIR’s Institutional Review Board, along with USMA HRPP, and receive approval prior to any recruitment or data collection efforts to ensure the protection of human subjects and the confidentiality of participants in various data collection efforts.

Prevention Activities to be Evaluated

Included in the above evaluation plan, the following Prevention Activities will specifically be evaluated to meet USD (P&R) memorandum requirement:

1. SHARP Deep Dives

SHARP Deep Dives examine a relevant cultural topic and focus less on the individual’s role in their own lives and more on how Cadets can impact the overall culture and climate of USMA. The SHARP Deep Dives are presented by USMA SHARP professionals in large groups (1 over 1000+) and are intended to set a cultural tone throughout the Corps that is then reinforced by company- (and smaller) level discussions, activities, and engagement. At

the end of each SHARP Deep Dive, the Corps is given the opportunity to complete the SHARP After-Action Review Survey (SHARP AAR). The results of the SHARP AAR survey are reviewed and analyzed by SHARP personnel, potentially with the support of VPTAC.

2. Bystander Intervention Training

The annual Bystander Intervention Training is led by trained Cadets in conjunction with the Theatre Arts Guild (TAGD). Each company (~120 Cadets) is broken down into mixed gender and class groups of ~20 CDTs. Each small group has both a Cadet facilitator running a Cadet-created, bystander intervention role-play scenario activity and a trained staff/faculty mentor to ensure completion of the exercise and to make sure that the discussions stay on track. Following the role-play scenario activity, the staff/faculty mentor guides a processing discussion with the Cadets. At the completion of the training, the Corps is given the opportunity to complete the SHARP After-Action Review Survey (SHARP AAR). The results of the SHARP AAR survey are reviewed and analyzed by SHARP personnel, potentially with the support of VPTAC.

As a result of support/discussions with VPTAC following the data analysis, USMA SHARP has revised the AAR survey to enhance the received data and improve the actionability of the responses.

Additionally, at the start of the Bystander Intervention Training Cadets are given the opportunity to complete the “SA/SH Attitudes and Opinions” survey described above. In April 2022, the survey was distributed to 4,254 Cadets. 3,526 chose to complete the survey. Results are being analyzed to generate a baseline of what’s so for the Corps at that time. The Class of 2026 were offered the opportunity to complete the SA/SH Attitudes and Opinions survey in August to generate a baseline for that class. The survey was distributed to 1,197 Cadets. 744 Cadets completed the survey. In March 2023 when the next Bystander Intervention Training is scheduled to be completed, the Corps will be offered the opportunity to complete the SA/SH Attitudes and Opinions survey. The results will be compared to the baseline to support USMA SHARP staff in analyzing the efficacy of our prevention program overall.

3. Prevention Skills 101 (PS101)

PS101 is a 40-hour intensive course designed to prepare Prevention Cadets for their role in educating their peers in prevention skills and acting as conduits to support professionals. Leaders of character choose the harder “right” over the easier “wrong”, treat everyone with dignity and respect, and are expected to both intervene when they see incidences of harmful behaviors and set the standard/climate that develops a culture that is not permissive of harmful behaviors. Before one can support others, individuals must look inward to assess their own values and beliefs. As an Army professional, one must ground themselves within the Army Values; having their actions be a demonstration of the Army Values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage in action. PS101 is designed to: (1) Set the conditions for Cadets to explore their own values, beliefs, and attitudes that relate to their relational character – the application of Army Values for the development, sustainment, and promotion of healthy relationships and holistic health. (2) Educate the Cadets in the mechanics of prevention strategies. (3) Provide background knowledge specific to preventing the breadth of harmful behaviors the Army/Department of Defense is committed to preventing including Sexual Assault, Sexual Harassment, Bullying, Hazing, and Self-harm across the Social Ecology. (4) Prepare the Cadets to develop and

lead trainings/discussions on these sensitive topics for both education and support purposes. Cadets who participate in PS101 are asked to complete the “Training Survey” described above both prior to the start of the course and at the end of the course. The pre and post surveys are linked to individuals to allow for comparison which in turn supports the evaluation and effectiveness of PS101. PS101 courses have been and are scheduled to occur throughout the summer.

Sexual Assault and Sexual Harassment Reporting

2.1. Policy on sexual harassment and sexual violence.

The following policies were either developed or updated to reflect additional Congressional, DoD, and DA requirements as well as additional emphasis by West Point senior leadership.

- **West Point Comprehensive Primary Prevention Policy** – An overarching policy to establish and integrate policies and responsibilities to mitigate self-directed harm and prohibited abusive or harmful acts at West Point and the United States Military Academy (USMA), West Point. This policy aligns with Department of Defense Instruction 6400.09 DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm, dated 11 September 2020.
- **Updated Safe to Report Sexual Assault and Sexual Harassment Policy** – Renamed the former Collateral Misconduct Policy and updated to include protections for those reporting incidences of sexual harassment as well as witnesses of both sexual assault and sexual harassment who may have engaged in minor misconduct to remove the victim’s fear of punishment as a barrier to reporting.
- **Updated Command Policy Letter** – Updated to include requirements in the April 2021 Department of Defense Instruction 6495.02, Volumes 1 & 2, Sexual Assault Prevention and Response; the November 2021 Department of Defense Instruction 5505.18, Investigation of Adult Sexual Assault in the Department of Defense; and 10 U.S.C. § 7461. Signed 26 April 2022.
- **West Point Prohibited Relationships During Entry-Level Training Policy** – Written to align with the April 2017 Department of Defense Instruction 1304.33, Protecting Against Inappropriate Relations During Recruiting and Entry Level Training, this policy defines prohibited relationships between Cadets/Cadet Candidates and permanent party personnel stationed at West Point

2.2. Actions to Address: Facilitate greater access to the CATCH A Serial Offender (CATCH) program.

Information about and to promote the CATCH A Serial Offender (CATCH) program was included in the SHARP Resource Guide, which was electronically distributed to all Cadets, including the Class of 2025 in summer 2021. Additionally, CATCH was discussed by SHARP professionals with the Corps of Cadets during their SHARP briefs. These SHARP briefs include the Cadet Basic Training deck presented to the then incoming Class of 2025 and the rest of the Corps during Cadet Summer Training. The CATCH program was also promoted as a resource during the mandatory SHARP Superintendent’s Townhall held on 26 October 2021 for the Class of 2025 and 2024 and again on 28 October for the Class of 2023 and 2022 during Trust Week.

A laptop was acquired and setup to have the CATCH entry page as the default webpage when the web-browser on it is opened. It was designed to time out after 5 minutes of inactivity,

erasing all browser data to preserve user anonymity. This laptop is housed in the SHARP Resource Center and available for Cadets to utilize for CATCH Submission entry.

2.3. Actions to Address: Track sexual assault reports associated with the “Safe to Report” policy.

Expanding upon a form created by the United States Air Force Academy to track sexual assault reports associated with the “Safe to Report” policy, USMA SHARP professionals created a USMA SHARP Intake Form to utilize alongside the DD Form 2910 to accurately track and document cases of Cadet survivors of sexual assault who report under the Department’s “Safe to Report Policy.” All USMA SARCs and VAs are required to ensure this requirement is met. This is detailed in the USMA SHARP SOP (Standard Operating Procedure) 5-11. Additional SARC/VA responsibilities a. “SARCs or VAs receiving sexual assault reports will ensure the USMA SHARP Intake form is completed.”

2.4. Update Command Climate Assessment Reporting and Action Plans.

Between 12 September 2021 to 12 October 2021, USMA surveyed the Corps of Cadets using the redesigned 5.0. Defense Equal Opportunity Climate Survey (DEOCS). 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 (Cadets and Tactical Officers) to develop plans for corrective action pertinent to their company. 41% of the United States Corps of Cadets (USCC) completed the DEOCS. The DEOCS Executive Report was shared with all companies. 28 of 36 companies created plans of action that were shared with the Office of Diversity, Inclusion, and Equal Opportunity (ODIEO). The requirement for these actions was included in FRAGO 4 (25 January 2021) to USCC OPORD 2020-27 – Section 3.7.

Victim Care and Advocacy

3.1. Actions to Address: Develop localized Case Management Group (CMG) operating instructions.

USMA Conducted monthly and quarterly CMG meetings as required by DoD and DA policies and directives.

USMA requirements for monthly CMG (Sexual Assault Review Board – SARB) and quarterly CMG (Quarterly Sexual Assault Response Team – QSART) are included in the USMA SHARP SOP (Standard Operating Procedure) Chapter 11: Case Management Review (CMG) – Sexual Assault Review Board (SARB) and Chapter 12: Quarterly CMG – Quarterly Sexual Assault Response Team (QSART).

3.1.1. Document actions taken to ensure DD Form 2910, “Victim Reporting Preference Statement,” DD Form 2910-2, “Retaliation Reporting Statement for Unrestricted Sexual Assault Cases,” and DD Form 2910-3 “Return of Victim’s Personal Property in Restricted Reporting Sexual Assault Cases Collected During a Sexual Assault Forensic Examination (SAFE)” are signed, a copy is

provided to the victim for the record, and it is stored in the Defense Sexual Assault Incident Database (DSAID).

All USMA SARCs are required to ensure these requirements are completed. This is detailed in the USMA SHARP SOP (Standard Operating Procedure) 13-1. Defense Sexual Assault Incident Database (DSAID) b. Case Entry.

3.2. Actions to Address: Provide Military Department leadership and CMG participant training curriculum to the DoD Sexual Assault Prevention and Response Training and Education Center of Excellence within SAPRO.

USMA used the Army SHARP Academy Sexual Assault Review Board (SARB) presentation slides to train our SARB members. The training slides used for this training was provided to Department of the Army (DA) and Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) representatives electronically on 3 March 2022. The training itself was conducted at the March 2022 USMA SHARP Prevention Council meeting.

3.2.1. Document actions taken to evaluate the effectiveness of Leadership and CMG participant training

Effectiveness was assessed based on the impact this training had on individuals. This impact was assessed via feedback recorded in both the Action Items recorded in the SHARP PC Memo – 25 March 2022 – the meeting minutes – as well as through the SHARP PC Feedback Survey electronically provided to all participants.

3.3. Actions to Address: Provide extended class schedule deconfliction.

All USMA SARCs and VAs are required to ensure this requirement is met. This is detailed in the USMA SHARP SOP (Standard Operating Procedure) 5-11. Additional SARC/VA responsibilities: b. “SARCs are responsible for proper victim case management including, but not limited to, ensuring coordination with the Dean, Office of the Registrar, Department of Military Instruction (DMI), and West Point Athletics to ensure schedule deconfliction between the reported victim and reported subject, if requested by the victim. Entities within the Deans’ Office, Office of the Registrar, Department of Military Instruction (DMI), and West Point Athletics are required to support the SARC in deconflicting the schedules of these Cadets. Schedule deconfliction will be initiated as requested by the victim and will be coordinated for the remainder of the time both the reported victim and reported subject are attending USMA regardless of the outcome of the case. Additionally, class deconfliction will be conducted/continued in support of any existing Military Protective Order (MPO) and/or Civilian Protection Order (CPO). This schedule deconfliction should continue as Cadets are commissioned.”

3.4. Document actions taken to examine cadet and midshipman transfer policies.

The United States Military Academy (USMA) has been a part of the Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) working group to establish policies to allow Cadets access to expedited transfers in the case of a sexual assault at the request of the victim. While the official policies are still being determined at higher levels, USMA

SHARP's procedures have been codified in the USMA SHARP SOP (Standard Operating Procedure) Chapter 9: Expedited and MSA Transfer Requests.

3.5. Document actions taken to train and equip Sexual Assault Response Coordinators (SARCs) and SAPR Victim Advocates to educate victims on general investigative and military justice topics.

The United States Military Academy (USMA) is fortunate to have access to personnel stationed at West Point who are specially trained around the general investigation of sexual harassment and sexual assault and the military justice involved in these cases including: Criminal Investigative Division (CID) Special Agents, a Special Victims Prosecutor, and a Special Victim's Counselor. The United States Corps of Cadets' (USCC) Sexual Assault Response Coordinator (SARC) and the USMA Victim Advocate (VA) worked closely with these various entities throughout APY 21-22 to ensure they had the necessary training and knowledge to be able to educate victims on general investigative and military justice topics. The SARC and SAPR Victim Advocates had several 1:1 conversations with individuals from CID and the SJA in order to understand the general investigative and military justice process in order to be able to convey this information to victims.

Additionally, representatives from CID, the SVP, and SVC were invited to attend all SHARP trainings to impart any knowledge specific to their specialty to the Cadets. The current West Point Lead SARC is an Army retired Senior Special Agent with decades of experience within the military criminal justice system. The Lead SARC continuously mentors and trains SHARP professionals, staff, faculty, and Cadets on general investigative and military justice topics.

3.6. Document Actions taken to ensure instructions on processes and procedures requiring SAPR personnel who do not have DSAID access provide SAPR Related Inquiries (SRIs) to SAPR personnel with DSIAD access to document all SRIs in database.

All USMA SARCs and VAs are required to ensure this requirement is met. This is detailed in the USMA SHARP SOP (Standard Operating Procedure) 5-11. Additional SARC/VA responsibilities d. "SARCs/VAs without access to DSAID must inform a SARC with DSAID access of any SAPR Related inquiries (SRIs) within 48 hours of the interaction to be entered into DSAID as a SRI."

Program Oversight

4.1. Document actions taken to ensure completed MSA reports transmitted to the Secretary of Defense are also transmitted to the Board of Visitors.

The Lead SARC is required to ensure this requirement is met. This is detailed in the USMA SHARP SOP (Standard Operating Procedure) 2-3. Lead Sexual Assault Response Coordinator (SARC): "The USMA Lead SARC will coordinate with the USMA Office of the General Staff to ensure the USMA Annual Report be provided to the USMA Board of Visitors and Secretary of Defense"

4.2. Document policies, procedures, and processes implemented by academy leadership in response to sexual harassment and sexual violence involving cadets/midshipman, or other Academy personnel this APY.

The following policies were implemented by academy leadership in response to sexual harassment and sexual violence involving Cadets or other Academy personnel this APY:

- West Point Comprehensive Primary Prevention Policy – An overarching policy to establish and integrate policies and responsibilities to mitigate self-directed harm and prohibited abusive or harmful acts at West Point and the United States Military Academy (USMA), West Point. This policy aligns with Department of Defense Instruction 6400.09 DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm, dated 11 September 2020.
- Updated Safe to Report Sexual Assault and Sexual Harassment Policy – Renamed the former Collateral Misconduct Policy and updated to include protections for those reporting incidences of sexual harassment as well as witnesses of both sexual assault and sexual harassment who may have engaged in minor misconduct to remove the victim's fear of punishment as a barrier to reporting.
- Updated Command Policy Letter – Updated to include requirements in the April 2021 Department of Defense Instruction 6495.02, Volumes 1 & 2, Sexual Assault Prevention and Response; the November 2021 Department of Defense Instruction 5505.18, Investigation of Adult Sexual Assault in the Department of Defense; and 10 U.S.C. § 7461. Signed 26 April 2022.
- West Point Prohibited Relationships During Entry-Level Training Policy – Written to align with the April 2017 Department of Defense Instruction 1304.33, Protecting Against Inappropriate Relations During Recruiting and Entry Level Training, this policy defines prohibited relationships between Cadets/Cadet Candidates and permanent party personnel stationed at West Point.

4.3. Document plans for approved actions that are to be taken in the following APY regarding prevention of and response to sexual harassment and sexual violence involving cadets/midshipmen, or other academy personnel.

Since 2011, there have been Cadets working to prevent sexual harassment and sexual violence throughout the Corps. What started as a Cadet-led, Cadet-designed organization within the Corps (Cadets Against Sexual Assault and Harassment – CASHA) was transitioned into a Cadet leadership position in APY 13-14. Over time, the position expanded from one Cadet per company (36 Cadets) into a seven-person brigade staff, four regimental positions, and two company representatives for a total of 83 official Cadets amongst the Corps working to prevent sexual assault and sexual harassment (SA/SH). In APY 19-20, CASHA was renamed Trust to reflect the underlying protective factor these Cadets were working to instill. Simultaneously, a secondary leadership group was formed (Respect) to focus on preventing bullying and hazing alongside challenging racism and extremism amongst the Corps. In APY 20-21, these two groups along with the Peer-Support Program (PSP) Cadets – those preventing self-harm amongst the Corps – were put together under the Simon Center for the Professional Military Ethic (SCPME) as Character Cadets alongside the pre-existing Honor Cadets. As more research and best practices are released regarding prevention, it has been recognized that prevention requires an entire system of parts working together to prevent harmful behaviors. Character development is only one part of this larger system. Character development is a

never-ending process and thus a longer, tertiary form of prevention, unlike primary prevention education which focuses on immediate skill development and secondary prevention which focuses on developing a heightened awareness of problematic behaviors alongside the skills to counter these behaviors, such as bystander intervention. The Department of Defense (DoD) is using the Centers for Disease Control and Prevention's (CDC's) public health prevention model which asserts that there are common risks and protective factors that support or inhibit violence. In APY 21-22, USMA recognized that it is therefore crucial that prevention efforts tackle these risk factors from a unified front, rather than the siloed approach USMA has been utilizing. Similarly, the protective factors should be fostered across the entire community. USMA SHARP Professionals submitted the Rationale for Prevention Cadets proposal to higher leadership in October of 2021. What was proposed and is being implemented in APY 22-23 is the creation of the Prevention Cadet Program – Prevention Cadets ACT to Prevent Harm.

The United States Military Academy wants all Cadets, Staff, Faculty, and Military Personnel to ACT to prevent harmful behaviors. A – Address sexual assault and sexual harassment, C – Create healthy climates, and T – Tackle holistic health. The oversight of the Prevention Cadets has been moved from SCPME under the newly created Headquarters and Headquarters Company (HHC) Tactical Officer. A new Cadet position of ACT Prevention Captain has been created to oversee the Prevention Cadets and provide information up to the First Captain of Cadets and higher leadership (Superintendent, Commandant, Dean). The Prevention Cadet program now consists of 204 Cadets (12 Cadets at the Brigade level including the ACT Prevention Captain, 12 Cadets at the Regimental level, and 5 Company Representatives per company for a total of 180 Company Representatives). The HHC ACT Cadets were selected in two ways, they either volunteered for the positions or were nominated by their TACs for the role. They were then interviewed and selected by the Brigade Tactical Officer (BTO). The company representatives were selected by the company TAC officers with some Cadets volunteering and others being assigned. Of the 204 ACT Cadets, 111 are First-Class Cadets and 93 are Second-Class Cadets. 127 are Men and 77 are Women.

The Prevention Cadets will work closely with Subject Matter Experts (SMEs) within the three focus areas of prevention – Sexual Harassment/Assault Response/Prevention program personnel to support the prevention of sexual assault and sexual harassment and the development of healthy relationships throughout the Corps; The Office of Diversity, Inclusion, and Equal Opportunity personnel to support the prevention of bullying/hazing through the creation of healthy climates throughout the Corps; and the Center for Personal Development personnel to support the prevention of self-harm and the development of holistic health throughout the Corps. ACT Cadets will be expected to educate their peers to prevent five of the problematic behaviors listed within the Department of Defense Instruction 6400.09 – DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm (Sexual Assault; Sexual Harassment; Bullying; Hazing; and Self-Harm) while also acting as conduits to the professional resources for their peers who need support.

To provide context and information about their roles to the new Prevention Cadets, USMA SHARP professionals created the ACT Prevention Binder which will be printed and provided to all Prevention Cadets. A modified version will be electronically distributed to staff and faculty: the Prevention Information and Resource Binder. In this way, all response and prevention resources are put together, showcasing the new, unified approach to prevention.

The Prevention Cadet Mission – Prevention CDTs will act in accordance with DoDI 6400.09 and USMA Prevention Policies to ensure the execution of peer-led prevention activities. Additionally,

the Prevention Cadets will act as conduits for their peers to access the available professional resources.

With the vision that: The United States Military Academy leads the Army in having a trained and unified prevention work force addressing the underlying risk and protective factors that lead to harmful behaviors. USMA Prevention Cadets are recognized for their expertise and ACT to prevent harm.”

The ACT program responds to several aspects of the 2021 Academic Climate and Networking Study (ACNS):

1. Leveraging Influential Cadets and Midshipmen – by having prevention Cadets embedded within their companies and represented in the Cadet Higher Headquarter Staff, other Cadets are seeing the importance the institution places on prevention.
2. Social Norms Focus One – the ACT Cadets have received the necessary training through both Prevention Skills 101 and training during reorganization week to understand the mismatch of themselves and their peers between the expectation and perceptions of behaviors within the USMA that may contribute to a culture of diffused responsibility. These specific Cadets have been tasked with modeling the responsibility of every Cadet to act appropriately and support others in doing the same.
3. Ability for small group discussions – by having five prevention Cadets within every company, the companies themselves can break out into small groups for discussions around harmful behaviors with trained peer facilitators (1:20).

4.4. Document approved actions taken to host a senior summit each academic year with MSA leadership to facilitate exchange of SAPR best practices.

The National Discussion on Sexual Assault and Sexual Harassment of America’s Colleges, Universities, and Service Academies is an annual event approved by the Department of Defense and hosted on a rotating basis by the three Military Service Academies (The United States Military Academy, The United States Naval Academy, and the United States Air Force Academy) in conjunction with their associated service branch (Army, Navy, and Air Force). In APY 21-22, the National Discussion was the responsibility of the Department of the Navy.