



Preliminary

2014–2015 Academic Program Year Annual Report

on

Sexual Harassment and Sexual Assault at the

United States Merchant Marine Academy

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Foreword

The Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (P.L. 110-417) requires that the United States Merchant Marine Academy (Academy or USMMA) conduct an annual assessment to determine the effectiveness of the Academy's policies, training and procedures with respect to sexual harassment and sexual assault prevention.

The Academy contracted with the Defense Manpower Data Center (DMDC) to conduct Gender Relations Focus Group sessions with Midshipmen, faculty and staff. The Academy uses the DMDC to administer both its written survey and focus groups, enabling it to standardize its survey methodology, align results with the other four Federal service academies, and compare and contrast its findings with each of the service academies. This has allowed the Academy to better identify sexual assault prevention and response program deficiencies, determine root causes of such, and update its Plan of Action to correct those deficiencies.

The Academy has continued to expand and improve its Sexual Assault Prevention and Response (SAPR) Program. Following the resignation of the Academy's first Sexual Assault Response Coordinator (SARC) in April 2014, a new SARC was hired in November 2014. Her accomplishments include, but are not limited to, the introduction of a bystander intervention program called "Green Dot: Bystander Intervention"¹, the development of a Memorandum of Agreement with the Nassau County Rape Crisis Center to have the Center assume duties for the 24-hour hotline when she is unavailable, the expansion of the mandatory Plebe (freshman) sexual assault and sexual harassment indoctrination training from one hour per person, to three hours per person, and a restructure of the voluntary Sexual Assault Victim Advocate Program to the Victim Advocate (VA) Program. She also continued to provide mandatory small group training sessions for Midshipmen, faculty and staff, spearheaded recognition of the USMMA's Sexual Assault Awareness Month, and researched database solutions for organizing SAPR record keeping. As a result of her efforts, we believe that the Academy community has a heightened awareness of sexism, sexual harassment, and sexual assault prevention and response.

Yet, despite these efforts, the number of reported sexual assault incidents continues to be low and could be an indicator that many assaults are still unreported. During this reporting period, there was a decrease in reports from three in Academic Year 2013-2014 to one in Academic Year 2014-2015. The low number of official reports does not correlate with the anonymous 2014 Service Academy Gender Relations (SAGR) Survey, in which 17.1 percent (± 0.1 to ± 20.70) of women (or between 19 and 28 women) and 2.0 percent (± 0.1 to ± 5.8) of men (or between 8 and 24 men) reported that they had been sexually assaulted which is virtually the same as what was reported in 2012. If this trend is any indication, there are many assaults not being reported, and therefore, many Midshipmen are not receiving the support services they need to deal with this heinous crime. There is no easy method to determine why the number of reported incidents is low.

¹ The Green Dot program teaches students to identify developing situations that could possibly lead to sexual assault and trains them to employ techniques such as diversion or distraction in order to separate a potential perpetrator and victim.

It is unacceptable that not all Midshipmen feel that they can come forward to report an incident of sexual assault. It is the responsibility of the leadership of the Academy, Maritime Administration and the U.S. Department of Transportation to create an environment where Midshipmen can feel safe and confident in reporting displays/behavior of sexism, episodes of sexual harassment, and incidents of sexual assault.

While Midshipmen are now generally aware of campus resource availability and reporting sources, additional efforts must be made to ensure that Midshipmen are confident in the ability of leadership to protect their safety, maintain their privacy, and provide for the quick and unbiased adjudication of sexual harassment and sexual assault incidents. The U.S. Department of Transportation, the Maritime Administration and the Academy are committed to creating a living and working environment that provides security, respects the dignity of every Midshipman and members of the faculty and staff, and upholds the Academy's honor code.

Anthony R. Foxx
Secretary of the U.S. Department of Transportation

Executive Summary

The Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (P.L. 110-417) requires the Academy to prescribe a policy on sexual harassment and sexual violence and conduct an assessment at the Academy during each Academic Year to determine the effectiveness of sexual harassment and sexual assault prevention policies, training and procedures. The Act states that in even-numbered academic years [*i.e.*, Academic Years that start in an even number year and extend through the following odd numbered year], the Academy performs a self-assessment that includes an analysis of data and reporting of changes to policies, training and procedures. This preliminary report is for Academic Year 2014-2015.

In Academic Year 2014-2015, the Academy had one unrestricted report of sexual assault, which involved two Midshipmen. Under unrestricted reporting, both Academy senior leadership and law enforcement are notified of the sexual assault. A detailed breakdown of this incident is provided in the body of this Report. The incident occurred at an off-campus location and alcohol was involved. During the reporting period, there were no reports of sexual harassment.

The Academy's Policy on Sexual Assault Prevention and Response was in effect throughout the Academic Year, and is being revised to comply with the Clery Act² within the next six months. The Policy includes training for all Midshipmen as well as training for all Plebe Candidates during Indoctrination, Third Class (sophomores) and Second Class (juniors) embarking on Sea Year, and Midshipmen selected for Regimental leadership positions. Additionally, annual training is provided to all faculty, administrators, staff, Academy first responders, and victim advocates. Standard Operating Procedures (SOPs), adopted in October 2014, set guidelines for investigating unrestricted reports of sexual assault, processing a restricted report of sexual assault, and maintenance of restricted and unrestricted report records. The Sexual Assault Review Board, composed of senior leadership and representatives from the Academy faculty and staff, continues to provide guidance and oversight for the SAPR program.

During Academic Year 2014-2015, all Plebe Candidates received training during Indoctrination and all Midshipmen received prevention education training. Midshipmen also participated in nationally recognized speaker and training programs, including "Green Dot: Bystander Intervention" and "Responsible Drinking." In addition, Midshipmen participated in small group scenario-based training, Sexual Assault Awareness Month events, leadership discussions, classroom lectures, and regimental briefings.

The Sexual Assault Prevention and Response (SAPR) program provides a 24/7 hotline for Midshipmen and collaborates with the Nassau County Rape Crisis Center to offer immediate and comprehensive services on and off Academy grounds. Additionally, Midshipmen Human Relations Officers are designated and trained to provide support and resources for victims seeking information and referrals within the Regiment.

² The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (PL 101-542) (Clery Act) requires all institutions receiving Federal financial aid to publish an annual security report disclosing campus crime statistics and security policies.

As a follow up to the previous year's Service Academy Gender Relations (SAGR) Survey, conducted by DMDC, the Academy contracted again with DMDC to conduct the Gender Relations Focus Group sessions to obtain open and honest feedback from students, faculty, and staff.

DMDC provided the Academy with a draft report of focus group findings on November 16, 2015 and was not able to provide a final focus group report to the Academy until December 16, 2015. This is due to DMDC transitioning its contract for report analysis from SRA International, Inc., to Fors Marsh Group, LLC. The late submission of the final focus group report and the subsequent internal report review process would have delayed timely submission of this Report to Congress. Therefore, the Academy will submit an amended and final Report to Congress once DMDC's final analysis is received and evaluated, most likely in the spring of 2016.

The preliminary results proved to be informative as the Academy identified four main issues: 1) a pervasive sexist culture that exists on campus, making Midshipmen afraid to report sexual assaults due to potential humiliation and retaliation; 2) inadequate sexual assault prevention training for Midshipmen embarking on Sea Year; 3) insufficient engagement between the Academy and the maritime industry on sexual harassment and sexual assault issues; and 4) limited active engagement by leadership at all levels in addressing sexual harassment and sexual assault issues. The Academy has revised its current Plan of Action to concentrate on addressing these key issues.

This draft Report represents the sixth self-assessment of the sexual harassment and sexual assault program at the Academy. The Academy continues to revise and enhance its Plan of Action detailed in the Academic Year 2014-2015 Report to Congress and is making progress toward eliminating sexual assault and sexual harassment.

Legislative Requirement

This report is produced in compliance with the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (P.L. 110-417), title XXXV – Maritime Administration, section 3507.³ The Act requires that the Academy perform an annual assessment to determine the effectiveness of its policies, training and procedures with respect to sexual harassment and sexual assault involving its personnel.

The Duncan Hunter Act requires that in odd-numbered academic years (*e.g.*, Academic Year (AY) 2011-2012), the annual assessment consists of an anonymous voluntary survey of Midshipmen, an analysis of the survey results and formulation of a Plan of Action. In even-numbered years (*e.g.*, AY 2012-2013), the Academy performs a self-assessment that includes an analysis of data and reporting of changes to policies, training, and procedures. For AY 2014-2015, the Academy contracted with DMDC to conduct Focus Group sessions as a direct follow-up to the previous year's survey to support the self-assessment. This is the sixth report submitted to Congress since the implementation of the Duncan Hunter Act's requirements.

Existing Policies, Procedure and Processes

The policies related to the SAPR program listed below were in effect during the reporting period. These policies are available to Midshipmen and Academy personnel through the Academy's Intranet.

- Superintendent Instruction 2006-10, "Confidentiality at USMMA"
- Superintendent Instruction 2012-07, "Statement of Student Rights under the Family Educational Rights and Privacy Act (FERPA)"
- Superintendent Instruction 2012-08, "Policy On Sexual Assault Prevention and Response"
- Superintendent Instruction 2013-02, "Policy Against Discrimination and Harassment, Including Sexual Harassment of Midshipmen"

The Academy adopted three new Standard Operating Procedures (SOPs) in October 2014. These SOPs set guidelines for investigating unrestricted reports of sexual assault, processing a restricted report of sexual assault and maintenance of restricted and unrestricted report records. The Academy also processed a change to MARAD Administrative Order 150-1 in April 2015, clarifying the SARC's line of reporting in the event that the Academy Superintendent or Deputy Superintendent commits a sexual offense. In such a case, the SARC is to report the offense directly to the MARAD Executive Director.

³ Relevant text appears in Appendix A.

The term “sexual assault” is defined in Superintendent Instruction 2012-08 as:

Sexual assault, a crime of violence, is the intentional touching of a sexual nature against the will (by the use of force, physical threat, or abuse of authority), or without the consent of the victim. The victim of sexual assault may be male or female and the perpetrator of the sexual assault may be of the same or opposite sex. Sexual assault includes, but is not limited to the following:

- Unwanted kissing, groping, fondling or other more aggressive physical acts, such as rape, nonconsensual sodomy (oral or anal sex) or attempts to commit these acts;
- Sexual contact with someone whom you reasonably should have known was impaired due to the use of alcohol or drugs (including prescription medications);
- Sexual contact with someone who is “passed out,” sleeping or otherwise incapacitated;
- Sexual contact with someone who is unable to say “no” and/or change their mind due to the presence of coercion or intimidation; and
- Sexual contact with someone who is under the age of consent in the jurisdiction in which the sexual assault occurs.

The term “restricted reporting” is described in Superintendent Instruction 2012-08 as:

Restricted reporting allows Midshipmen who are sexual assault victims to disclose, on a confidential basis, the details of their assault to specifically identified individuals and receive medical treatment and counseling at a location of the victim’s choice (on or off-campus), without triggering the official investigative process. Midshipmen who are sexually assaulted and desire restricted reporting under this policy can report the assault only to the Academy’s SARC, a Victim Advocate (VA) or an Academy Health Care Provider (HCP), each of whom must immediately forward the report to the SARC. VAs or HCPs who fail to report sexual assaults to the SARC will be held accountable for such failure. Midshipmen may also report the assault to the Academy’s Chaplain. This policy on restricted reporting is in addition to the current protections afforded under privileged communications with a Chaplain and does not alter those protections.

Restricted reports cannot be made to anyone other than those identified in the paragraph above.

Midshipmen who initially elect to make a restricted report can, at any time after their initial restricted report, decide to pursue unrestricted reporting, which will result in the initiation of criminal and administrative investigatory proceedings. Sexual assault forensic exam evidence kits collected from victims can be retained for up to 12 months with the Federal Bureau of Investigation after the initial report of the sexual assault. Thus, victims have a limited window of opportunity to convert a restricted report to an unrestricted report and still have all of the physical evidence available for investigation.

The term “unrestricted reporting” is described in Superintendent Instruction 2012-08 as:

Unrestricted reporting allows Midshipmen who are sexually assaulted and desire medical treatment, counseling and an official investigation of their allegations to report their assault to the SARC, law enforcement, through the chain of command (including Company Officers

and other Commandant's uniformed staff members), a VA, an Academy HCP, a Midshipman Human Relations Officer, or any trusted advisor, faculty, or staff member. A report of sexual assault made to anyone other than the SARC must immediately be forwarded to the SARC, who will have primary responsibility for handling the report, including notifying appropriate law enforcement personnel and the Academy staff responsible for the administrative investigation. Individuals who fail to report sexual assaults to the SARC will be held accountable for such failure. Details regarding the incident will be limited to only those personnel who have a legitimate need to know. Use of the unrestricted reporting option is encouraged as it provides for immediate formal criminal and administrative investigations. It is the only option that can lead to accountability (i.e., offenders held accountable) and prevent offenders from re-offending.

The term "sexual harassment" is defined in Superintendent Instruction 2013-02 as:

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other unwelcome verbal or physical conduct of a sexual nature or conduct directed at a person because of his or her gender, including, but not limited to, when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of status in a course, program or activity, including Regimental duties, or
- Submission to or rejection of such conduct is used as a basis for an academic or Regimental decision affecting the individual, or for a decision regarding an individual's status in a course, program or activity, including Regimental duties, or
- Such conduct has the purpose or effect, when judged from the perspective of a reasonable person in the position of the complaining individual, of substantially interfering with an individual's academic or Regimental performance, or
- Such conduct has the purpose or effect when judged from the perspective of a reasonable person in the position of the complaining individual, of creating an intimidating, hostile or offensive learning environment.

Crude or offensive behavior is included under "unwelcome conduct."

Midshipmen who are sexually harassed can report through the chain of command (including Company Officers and other Commandant's uniformed staff members), to the SARC or a VA, an Academy HCP, a Midshipman Human Relations Officer, or any trusted advisor, faculty or staff member. There is no restricted reporting option for sexual harassment. A report of sexual harassment triggers an administrative investigation which will be adjudicated within the Academy's disciplinary system. Incidents of sexual harassment committed by staff and faculty members are investigated and adjudicated through the Academy's Civil Rights Office.

Sea Year Training Policies

Both Academy policy and Federal law require Midshipmen to complete creditable sea service in order to be eligible for the Merchant Marine Officer License exam during their First Class (senior) Year. Sea service requirements vary by major, but, in general, require approximately 300 days at sea, which is served on U.S.-flag and some foreign-flag commercial vessels.

As part of the at-sea training, Midshipmen are informed that the shipping companies with which they will sail are required to have a zero tolerance policy for sexual assault and sexual harassment and established written procedures defining harassment and discrimination, including an explanation of how to report such incidents and the disciplinary measures that will be taken to punish offenders. Midshipmen are advised to learn the sexual assault, sexual harassment and discrimination policies of the shipping company with which they are placed. The Academy has a database of policies from these companies available for Midshipman review prior to embarking on Sea Year.

During this reporting period, the Sea Year sexual harassment and sexual assault training was enhanced by incorporating a briefing specific to Sea Year challenges and was delivered by the SARC. An all-female session was further provided by the Office of Professional Development and Career Services, which arranged for a presentation by a recent female Academy graduate who is currently sailing in the maritime industry to provide advice and guidance to the female Midshipmen.

In the event of an incident during Sea Year, such as a sexual assault, Midshipmen are trained to utilize the shipping company's policy by reporting the incident, whether it occurred at sea or ashore, to their Captain, Chief Engineer, Union Representative or Designated Person Ashore. If members of the shipping company fail to act on a report of sexual assault, Midshipmen may contact Academy leadership directly. Alternatively, Midshipmen may contact Academy training representatives using a pre-arranged code word to communicate their situation. Once a Midshipman contacts the Academy, the training representative arranges for the Midshipman's immediate safe return to the Academy or other location, as deemed appropriate. The Academy SARC provides support services to individuals sexually assaulted at sea and serves as a liaison with the U.S.-flag or foreign-flag vessel company to ensure that the complaint is handled promptly and appropriately.

Reported Sexual Assault and Sexual Harassment Offenses

During Academic Year 2014-2015, the Academy had one unrestricted report of sexual assault involving Midshipmen. The incident occurred off campus and the incident was investigated and adjudicated administratively. The perpetrator was adjudicated per the Academy's SOP for "Procedures for Superintendent's disciplined Disciplinary Hearing in the Case of Sexual Assault/Harassment".

It is worrisome that the number of reports decreased from three in AY 2013-2014 to one in AY 2014-2015. This does not correlate with the anonymous 2014 SAGR Survey results, in which 17.1 percent (± 0.1 to ± 20.7) of women (or between 19 and 28 women) and 2.0 percent (± 0.1 to

±5.8) of men (or between 8 and 24 men) reported that they had been sexually assaulted, virtually unchanged from 2012. If this trend is any indication, there are many assaults not being reported. There is no easy way to determine why the number of reported incidents is low. According to the 2014 SAGR Survey, reasons that women would not report sexual assault included:

- 1) that they took care of it themselves (80 percent);
- 2) they felt uncomfortable making a report (78 percent);
- 3) they did not think their report would be confidential (71 percent);
- 4) they thought they would be blamed for the assault (69 percent); and
- 5) they did not want people talking or gossiping about them (68 percent).

Midshipmen comments from the Focus Group sessions validated these reasons.

In addition, the SAGR Survey showed that of the 17.1 percent of women reporting sexual assault, 11 percent (±8 to ±10) (about 10 to 13 women) reported the situation to a military authority or organization, compared to the one report received by the Academy. There is no clear explanation for this discrepancy, except that female Midshipmen appeared to prefer to report to entities other than the Academy officials. Victims may be reluctant to report sexual assault to Academy officials due to the small size of potential support in the form of other women in the Regiment (only 14 percent) and the small total student body (936 Midshipmen) which renders it difficult to keep such sensitive matters private. The number of men reporting sexual assault via the SAGR Survey was statistically insignificant.

During AY 2014-2015, there were no complaints of sexual harassment at the Academy and could be an indicator that many assaults are still unreported. This does not correlate with the 2014 SAGR Survey which revealed that 63 percent (±1 to ±21) of women (or between 69 and 90 women) and 11 percent (±3 to ±9) of men (or between 50 and 59 men) reported that they had been sexually harassed, virtually unchanged from 2012. If this trend is any indication, instances of harassment are going unreported. There is no easy way to determine why Midshipmen will not report this harassment. Additional reasons that men and women would not report sexual harassment, according to the SAGR Survey, included:

- 1) they did not think it was important enough to report (women: 78 percent/men: 64 percent);
- 2) they took care of the problem by confronting the person who harassed them (women: 51 percent/men: 33 percent);
- 3) they took care of the problem by avoiding the person who harassed them (women: 51 percent/men: 33 percent);
- 4) they took care of the problem by forgetting about it (women: 49 percent/men: 39 percent);
- 5) they did not want people talking or gossiping about them (women: 43 percent);
- 6) they thought reporting would take too much time and effort (men: 29 percent) and
- 7) they did not think anything would be done (men: 25 percent).

Midshipmen comments from the Focus Group sessions validated many of these reasons.

In addition, the SAGR Survey showed that of the 63 percent of women reporting sexual harassment, 4 percent (± 1 to ± 23) (about 4 to 27 women) discussed or reported the situation to an authority or organization, and of the 11 percent of men reporting sexual harassment, 2 percent (± 1 to ± 12) (about 11 to 23 men) discussed or reported the situation to an authority or organization. There is no clear explanation why the Academy received none of these reports, except that both male and female Midshipmen appear to prefer to report to entities other than the Academy officials.

The actions listed in Appendix B demonstrate the Academy's continued efforts to increase levels of trust and confidence in the program. Moving forward, the Academy must address the reasons why Midshipmen do not report sexual harassment and sexual assault and develop its 2015-2016 Plan of Action accordingly.

Disposition of Completed Investigations

One unrestricted report was made in AY 2014-2015. The complainant was a female Midshipman and the respondent was a male Midshipman. The incident which, occurred at a bar off-campus and involved alcohol consumption, was investigated and adjudicated administratively per the Academy's SOP for "Procedures for Superintendent's Disciplinary Hearing in the Case of sexual Assault/Harassment".

Table 1: Disposition of Completed Investigations				
Incident	Victim	Subject	Investigation	Result
1	Midshipman	Midshipman	Unrestricted/Referred	Administrative/ Disciplinary Action Taken

In both unrestricted and restricted reports, the victim is offered medical care, counseling and support services that are critically important following an incident. If a victim initially chooses to make a restricted report, they may elect to pursue an investigation at a later time by changing the report to unrestricted.

Review of 2013-2014 Service Academy Gender Relations (SAGR) Survey Results

The 2014 SAGR Survey revealed mixed results for the state of the Academy's SAPR Program. The Academy achieved a significant milestone for 2014 in that training has reached nearly 100 percent of Midshipmen and that the training has informed Midshipmen how to report sexual assault. From 2012 to 2014, more students responded positively to the SAGR Survey question asking whether they were inclined to trust the Academy to protect their privacy, ensure their safety and treat them with dignity and respect. Similarly, from 2012 to 2014, more Midshipmen indicated in the Survey that they are inclined to believe that Midshipmen leaders, senior leaders and uniformed officers make honest efforts to stop sexual harassment and assault. In addition, the Survey response rate improved, from 51 percent in 2012 to 57 percent in 2014, possibly indicating that more Midshipmen are willing to share information on a topic that frequently elicits fear and shame.

On the other hand, SAGR Surveys show that the number of sexual assaults being reported via the anonymous SAGR Survey remained virtually unchanged from 2012 to 2014. The 2014 SAGR Survey revealed that 17.1 percent (± 0.1 to ± 20.70) of women (or between 19 and 28 women) and 2.0 percent (± 0.1 to ± 5.8) of men (or between 8 and 24 men) reported that they had been sexually assaulted. Similarly, the SAGR Survey shows that sexual harassment statistics are virtually unchanged from 2012, with 63.0 percent (± 1 to ± 21) of women (or between 69 and 90 women) and 11.0 percent (± 3 to ± 9) of men (or between 50 and 59 men) reporting that they had been sexually harassed.

The 2014 Survey helped the Academy draw a profile of female sexual assault victims and their assailants. Of the 17.1 percent of women experiencing sexual assault, 60 percent indicated the incident occurred on Academy grounds in the dormitory or living area and 33 percent indicated that the incident occurred off Academy grounds during the summer experience, training or sea duty. The majority of women (77 percent) indicated the incident involved only one offender, 94 percent indicated the offender was male, 86 percent indicated the offender was affiliated with the Academy, and 58 percent indicated that the offender was a classmate in the same year. More than half (51 percent) indicated that either they or the offender were drinking and 56 percent indicated some degree of force was involved. More than half (58 percent) of the women indicated that the offender sexually harassed, stalked or sexually assaulted them before the incident. As a result of the incident, 40 percent of women considered requesting a transfer to another one of five Regimental companies within the Regiment, 54 percent thought about leaving the Academy and 54 percent indicated their academic performance suffered.

For the 2 percent of men who experienced sexual assault, the profile is not so clear. Data on location, offender and alcohol use was so sparse that it was not reportable due to low reliability. A little more than one-tenth (11 percent) of men indicated that some degree of force was involved in the incident and the same percent indicated that the offender sexually harassed or stalked them before the incident. As a result of the incident, 11 percent of men considered leaving the Academy and the same percentage indicated their academic performance suffered.

To attempt to understand why Midshipmen are reluctant to report sexual assault, the 2014 SAGR Survey asked them for their perceptions about various factors that might influence their decision to report. Both male and female Midshipmen indicated that the most significant deterrent to reporting sexual assault would be the reaction of the Regiment. A majority of women (71 percent) and 40 percent of men indicated that the reputation of a victim has a strong bearing on his or her credibility. Females (57 percent) felt to a larger extent than males (26 percent) that potential negative reaction from Academy peers makes victims less likely to report sexual assault. Nearly half of female Midshipmen (49 percent) believe that the victim will be blamed for contributing to or "inviting" the assault as a result of his or her dress or behavior compared to only 19 percent of men who believe the victim will be blamed. It is encouraging that, in general, from 2012 to 2014, a decreasing percentage of Midshipmen saw these factors as deterrents to reporting.

Plan of Action

During AY 2014-2015, the Academy closed out the Plan of Action outlined in the 2013-2014 Report to Congress and developed a new Plan of Action for Academic Year 2015-2016. The Plan of Action carries forward ongoing issues that still need to be addressed and includes new areas identified for improvement. The new Plan of Action and initiatives can be found in Appendix D.

The Plan of Action comprises six areas:

- Create a culture intolerant of sexual assault and sexual harassment, and the behaviors that enable it;
- Prevent sexual assault from occurring by increasing awareness and training in bystander intervention techniques, and developing leaders of moral character who stand against sexual harassment and sexual assault;
- Improve Midshipman awareness of sexual harassment and sexual assault response and prevention during the Sea Year experience by preparing them before Sea Year with civilian employer expectations regarding sexual harassment and sexual assault in the work place, providing them with reach-back resources at the Academy while they are at sea, and improving their reintegration into Regimental life upon return to the Academy
- Develop and document in the Midshipman Regulations Manual the process for disposition of Midshipmen sexual harassment and sexual assault cases;
- Review and revise Sexual Assault Prevention and Response Program documents to reflect Clery Act requirements; and
- Conduct a program self-evaluation.

These comprehensive initiatives are the foundation for the Academy's sexual harassment and Sexual Assault Prevention and Response program going forward.

Summary of Focus Group Results for Midshipmen

For this reporting period, the Academy contracted with DMDC to conduct the SAGR Focus Groups survey. Focus Groups included randomly selected Midshipmen and self-selected personnel from the faculty and staff. Feedback and themes provided from these sessions are qualitative and cannot be generalized to the full population. Themes should be considered as the attitudes and opinions of focus group participants only and not the opinions of all the students, faculty and staff.

The SAGR Focus Group sessions were held on 4-7 May 2015, and involved a total of 74 personnel: 43 Midshipmen from all four classes (freshmen, sophomores, juniors and seniors) and 31 employees (athletic, Regimental staff, other staff and faculty members).⁴ Separate 90-minute sessions were conducted for male and female students in the freshmen and sophomore class years as well as separate sessions for men and women in sessions that combined juniors and

⁴ Participation in the focus groups was voluntary; however, DMDC ensured that the sample size was sufficient.

seniors. A total of nine groups, each of which met only once, were facilitated. Three separate 90-minute sessions were held for athletic, regimental and academic faculty, and staff.

DMDC designed its Focus Group questions to qualitatively validate the quantitative data in the 2013-2014 SAGR Survey. DMDC analysts looked for follow-up topics that might clarify or expand upon findings from the previous year's survey. Six question areas were developed by DMDC. The Student Focus Group Guide, used to facilitate the sessions, can be found in Appendix C of this report. Those areas of interest, with a summary of findings, are as follows:

1. Sexual Assault: The focus groups began by DMDC sharing the prevalence rates of sexual assault at the Academy from the 2014 SAGR survey. Some Midshipmen reported that they were unaware of the rates of sexual assault at the Academy while others reported they might have heard about them through training or viewed them posted in a report. When presented with the information that the rates of sexual assault had increased⁵ for both women and men from the 2012 SAGR survey, some Midshipmen indicated the higher rates could be attributed to increased awareness and attention to the issue while others suggested that the rate increase was due to an increase in the proportion of female students at the Academy.

Sexual assault experienced by some men was attributed to "locker room behavior" and horseplay. Certain Midshipmen indicated that the experiences of sexual assault are different for men compared to women, but not all men believed they rose to the level of sexual assault. Additionally, some Midshipmen noted that it is very difficult for men to talk about experiences of sexual assault, so incidences may go unreported.

Some Midshipmen's perceptions about alcohol and sexual assault indicated that they believe alcohol makes sexual assault more likely because it lowers inhibitions and impairs judgment. A few believed it was possible that a classmate would intentionally inebriate another classmate to take advantage of them while others indicated that their peers would not engage in such behavior and noted that Midshipmen take care of each other when in vulnerable situations.

2. Sexual Harassment/Sexist Behavior: When presented with increased rates⁶ of perceived sexual harassment from both the 2012 and 2014 SAGR surveys, some female Midshipmen indicated that they expected the rates to be higher while others thought it seemed accurate. Some female Plebes (freshman) indicated that the phenomenon of male upperclassmen expressing sexual interest in new female Plebes still occurs, worsening around the time of a student's transition from Plebe to Fourth Class (*i.e.*, recognized by the Regiment as a true freshman). Other female Midshipmen reported that "a lot of girls here get hounded by guys" over social media and/or in person on a regular basis. Some male Midshipmen indicated that the Survey report of increased perceived sexual harassment rates were due to more training on the subject. Some male and female Midshipmen indicated that the male-dominated Academy population may contribute to

⁵ DMDC indicates that the increase from 2012 to 2014 is "statistically insignificant."

⁶ Ibid.

inappropriate language and jokes. Additionally, many commented that the maritime industry is also male-dominated and that inappropriate language and jokes are common at sea.

Some Midshipmen indicated that they believed the rates of the sexist behavior were accurate. Some male Midshipmen shared that they were unsure whether academic and physical expectations and punishments for men and women were equitable, whereas some female Midshipmen specified that they believe they constantly have to prove themselves as a result of the perception that Academy admission standards are lower for females than males. Some female Midshipmen revealed that they feel some Academy personnel do not take women in the Academy or the maritime industry as seriously as men.

3. Reporting and Retaliation: The Midshipmen were asked a number of questions to help understand barriers to reporting sexual assault. Some Midshipmen said they would not feel comfortable reporting sexual assault; they would rather talk informally to their roommate, friends, family or an external source. Some who indicated that they would feel comfortable reporting sexual assault stated that they would report to the SARC, Midshipman Human Relations Officer or VA. Many Midshipmen stated that they would not feel comfortable seeking support at the health clinic and some male Midshipmen replied that they were unsure of whom to report the incident to. Fear of retaliation, peer repercussions, potential career consequences and the time consuming/laborious process of reporting and adjudication were listed as the main reasons Midshipmen would choose not to report incidents of sexual assault.

Focus group participants were asked whether retaliation for reporting could occur at the Academy and what behaviors might constitute retaliation. Many Midshipmen suggested that retaliation among fellow Midshipmen may occur in the form of ostracism; others believe retaliation occurs against those who report for damaging the reputation of the attacker or getting him/her in trouble. Some Midshipmen noted that social media is generally not used for retaliatory purposes, but indicated that sites such as Yik Yak might be used due to their anonymous nature. Certain Midshipmen indicated that if they were to report retaliation, they would report it to a Midshipman Human Relations Officer, the SARC or an upperclassman.

4. Perceptions of Leadership: The Midshipmen were divided with respect to whether they believed that Academy leadership demonstrates honest and reasonable efforts to stop sexual assault and harassment. Some Midshipmen indicated that they believe Academy leadership takes the issue of sexual harassment and assault seriously by providing training and resources, by not tolerating behavior that violates another person, and by behaving professionally when discussing topics related to sexual assault and sexual harassment. Moreover, some Midshipmen indicated that the athletic staff tends to be sensitive to sexual assault and Midshipmen issues, due in part to their close working relationships. Conversely, others mentioned that leadership, including athletics, does not raise the issue of sexual assault or harassment frequently and that a few sexual assault and harassment trainings were canceled, which conveyed a lack of support for the

program. In general, Midshipmen expressed that they believe Midshipmen in leadership positions take their roles seriously and make efforts to stop sexual assault and harassment. They are generally perceived as more approachable, and tend to be more driven or motivated to “look out for their own.”

5. Prevention Education/Training: When Midshipmen were asked to comment on the effectiveness of ongoing training efforts at the Academy, many indicated that they had received several trainings on sexual assault and harassment, but mentioned they felt some students did not always take the training seriously. Some Midshipmen reported that training during Plebe Indoctrination was ineffective due to the fact they were too tired to successfully retain information. Additionally, some Midshipmen stated that training should not be led by other Midshipmen. Many Midshipmen indicated that the “Green Dot: Bystander Intervention” training was effective even though some people made fun of it. Suggestions to improve training included continued emphasis on small group trainings, inviting alumni who had experience with sexual assault to speak, issuing XYZ⁷ reports, and training aimed at improving interpersonal skills.

6. Culture: The Midshipmen were asked whether issues of sexual assault received the same emphasis as other issues and if there were ways to change the culture to reduce inappropriate behaviors. A number of Midshipmen noted that the Academy makes efforts to prevent sexual assault and harassment by providing numerous trainings and other resources (such as the SARC, and Midshipmen Human Relation Officers). Others indicated that they do not believe that sexual assault is readily apparent or taken seriously on campus. Some Midshipmen noted that students often joke about sexual assault and sexual harassment and do not take training seriously. Furthermore, a few Midshipmen suggested that they did not believe Academy leadership was doing enough to prevent sexual assault and harassment.

As a campus community, some Midshipmen shared that they feel the Academy is as safe as, or safer than any other higher education campus due in part to the close-knit nature of the Academy community and the belief that their peers would intervene if they observed a classmate at risk. Some Midshipmen indicated that they believe inappropriate comments are a part of the Academy culture and that this is particularly important to prepare them for being at sea.

Some Midshipmen recommended small, case-based scenario training and Midshipmen bystander intervention as the most effective way to address sexual assault and sexist behaviors on campus.

⁷ An XYZ report is a case study that redacts the names of complainant, respondent and witnesses in order to protect their privacy, enabling the study to be shared with the campus community as a learning tool.

Summary of Focus Group Results for Faculty and Staff

1. Sexual Assault: When presented with the DMDC sexual assault incidence rates from the 2014 SAGR survey, some faculty/staff indicated that the rates were higher than they expected while others thought they seemed accurate. Informed of the increase in incidence rates from 2012 to 2014, faculty/staff attributed it to the absence of a SARC, increased attention from high-profile cases at the other service academies and an increased focus on the issue and willingness to discuss sexual assault. Some staff members indicated that they believed male Midshipmen would most likely experience unwanted touching as opposed to attempted or completed rape. Furthermore, faculty/staff could not come to an agreement whether they believed sexual assault resulted from hazing or “locker room” behavior. Some staff commented that sexual assault among males may happen during sea duty because it is an unstructured environment. Some faculty and staff agreed that alcohol plays a role in sexual assault on campus.

2. Sexual Harassment/Sexist Behavior: Some faculty/staff indicated that they believed the increase from 2012 to 2014 in the perceived rates of sexual harassment and sexist behavior to be accurate. Increased rates were attributed by some faculty/staff members to a predominantly male demographic and to the Sea Year experience. Certain staff did not believe experiencing harassment would lead students to leave the Academy.

3. Reporting and Retaliation: Faculty/staff participants were told the number of reports that were made during the last year and subsequently asked a number of questions to help understand barriers to reporting sexual assault. A few staff members suggested they were not surprised by the low numbers and that the lack of formal complaints did not indicate the absence of sexual assault or harassment but rather a lack of reporting. Some staff attributed the low number of reports to the small size of the Academy, lack of oversight of the Midshipmen’s Sea Year experience and the Academy’s small female demographic. Some faculty/staff said that retaliation, career consequences, victim blaming, time-consuming and unclear administrative action and no guarantee of anonymity were a few of the other reasons students might not come forward to report. Some faculty/staff members indicated that more efforts should be made to encourage reporting and agreed that if the collateral punishment for alcohol infractions was removed, it would encourage more people to report. Certain staff members noted that the maritime industry’s emphasis on sexual assault and harassment prevention is improving.

Focus group participants were asked whether retaliation for reporting could occur at the Academy, what behaviors might constitute retaliation and what recommendations they had for eliminating retaliation at the Academy. Some faculty/staff members shared that they did not think someone in their position would retaliate against a student; however, some staff indicated that retaliation would occur between students. A few faculty/staff members reported that some student victims might perceive actions taken by officials to protect them as retaliatory. Certain faculty/staff members noted that due to the small size of the student body and close living quarters at the Academy, it is difficult to physically separate victims from their offenders. Some faculty/staff admitted that they were aware

of cases of ostracism but were unsure how to deal with someone who was experiencing it. At least one staff member stated that restricted reporting may avoid many of the problems with retaliation, although Midshipmen might not use the resource. Some faculty/staff indicated that social media is a vehicle for retaliation, but noted that it is not unique to the Academy and is not used as often as in the past.

4. Perceptions of Leadership: Faculty/staff were provided the results from the 2014 SAGR survey regarding perceptions of leadership and were asked if various levels of leadership made honest and reasonable efforts to stop sexual assault and sexual harassment. Responses varied, with some faculty/staff members reporting a lack of confidence in leadership could be due to perceptions of women, especially those that had been victimized, while others indicated that being underfunded and understaffed could convey a lack of serious leadership attention to the problem. Certain faculty/staff noted that confidence in Midshipmen leadership would depend on a Midshipman's class. Some faculty and staff noted the importance of turning inappropriate comments and behaviors into teachable moments in the classroom setting. Faculty/staff opinions varied regarding the Athletic Department's engagement with issues of sexual assault and sexual harassment. Some faculty/staff noted that coaches are in a unique position that may allow them to be especially effective in prevention efforts. Some faculty/staff observed that Midshipmen leaders may be perceived as making more effort to stop sexual harassment and sexual assault because they are in the same milieu with their fellow Midshipmen and are perceived as being more accessible.

5. Prevention Education/Training: When faculty/staff were asked about the programs and policies in effect at the Academy to prevent sexual violence, some members noted positive changes in prevention efforts over the past five years. A few faculty/staff members communicated that the Academy conducts the same training as the other Federal service academies and that training is offered regularly. Additionally, some staff indicated that bystander intervention, assertiveness, survivor stories and addressing the issue as part of leadership all seemed particularly effective. Staff suggestions for improving sexual assault and harassment training included small group sessions, input from faculty/staff and students, leadership development, and a robust training plan for Plebes (freshmen).

6. Culture: Faculty/staff were asked to describe the general attitude at the Academy regarding sexual assault. Some staff described a "culture of jocularity" where inappropriate jokes and comments are common; others suggested that the Academy is a place where Midshipmen look out for each other and would intervene if they knew someone had been sexually assaulted or was harassing others. Additionally, some staff noted that both the Academy and the maritime industry are male-dominated, which may make women (as a minority group) a target for discrimination. Some faculty/staff stated that they do not believe that preventing sexual assault and harassment is a priority in the Maritime industry, therefore making it more permissible for Midshipmen to act inappropriately when they return to the Academy from the Sea Year experience. At least one faculty/staff member mentioned that female Midshipmen do not feel safe at sea.

Preliminary Conclusions

The 2015 SAGR Focus Group sessions revealed that most Midshipmen are aware of Academy resources for the prevention of sexual harassment and sexual assault, such as the Green Dot: Bystander Intervention Program, and for the reporting of sexual harassment and sexual assault, such as to the SARC, the VA and Midshipmen Human Relations Officers. Perceptions of the degree to which sexual harassment and sexual assault are a serious issue at the Academy vary. Some faculty/staff and Midshipmen noted that Midshipmen are close-knit and take care of each other and that the Academy makes considerable efforts to prevent sexual harassment and sexual assault. However, others still see and hear an overabundance of sexist behaviors and remarks and recognize that many Midshipmen do not take training on the topic seriously. Midshipmen see retaliation, accusations of reports being perceived as false, and damage to one's career as formidable obstacles in feeling comfortable enough to come forward and report.

The Academy will update the Conclusion section of this report once the final DMDC Gender Relations Focus Groups final report review process is completed, most likely in the spring of 2016 after analysis of final DMDC report data is complete.

Appendix A - Excerpt from the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (P.L. 110-417)

SEC. 3507. ACTIONS TO ADDRESS SEXUAL HARASSMENT AND VIOLENCE AT THE UNITED STATES MERCHANT MARINE ACADEMY.

(a) **REQUIRED POLICY.**—The Secretary of Transportation shall direct the Superintendent of the United States Merchant Marine Academy to prescribe a policy on sexual harassment and sexual violence applicable to the cadets and other personnel of the Academy.

(b) **MATTERS TO BE SPECIFIED IN POLICY.**—The policy on sexual harassment and sexual violence prescribed under this section shall include—

(1) a program to promote awareness of the incidence of rape, acquaintance rape, and other sexual offenses of a criminal nature that involve cadets or other Academy personnel;

(2) procedures that a cadet should follow in the case of an occurrence of sexual harassment or sexual violence, including—

(A) a specification of the person or persons to whom an alleged occurrence of sexual harassment or sexual violence should be reported by a cadet and the options for confidential reporting;

(B) a specification of any other person whom the victim should contact; and

(C) procedures on the preservation of evidence potentially necessary for proof of criminal sexual assault;

(3) a procedure for disciplinary action in cases of alleged criminal sexual assault involving a cadet or other Academy personnel;

(4) any other sanction authorized to be imposed in a substantiated case of sexual harassment or sexual violence involving a cadet or other Academy personnel in rape, acquaintance rape, or any other criminal sexual offense, whether forcible or non-forcible; and

(5) required training on the policy for all cadets and other Academy personnel, including the specific training required for personnel who process allegations of sexual harassment or sexual violence involving Academy personnel.

(c) **ANNUAL ASSESSMENT.**—

(1) The Secretary shall direct the Superintendent to conduct an assessment at the Academy during each Academy program year, to be administered by the Department of Transportation, to determine the effectiveness of the policies, training, and procedures of the Academy with respect to sexual harassment and sexual violence involving Academy personnel.

(2) For the assessment at the Academy under paragraph (1) with respect to an Academy program year that begins in an odd-numbered calendar year, the Superintendent shall conduct a survey, to be administered by the Department, of Academy personnel—

(A) to measure—

(i) the incidence, during that program year, of sexual harassment and sexual violence events, on or off the Academy reservation, that have been reported to officials of the Academy; and

(ii) the incidence, during that program year, of sexual harassment and sexual violence events, on or off the Academy reservation, that have not been reported to officials of the Academy; and

- (B) to assess the perceptions of Academy personnel of—
 - (i) the policies, training, and procedures on sexual harassment and sexual violence involving Academy personnel;
 - (ii) the enforcement of such policies;
 - (iii) the incidence of sexual harassment and sexual violence involving Academy personnel; and
 - (iv) any other issues relating to sexual harassment and sexual violence involving Academy personnel.

(d) ANNUAL REPORT.—

(1) The Secretary shall direct the Superintendent of the Academy to submit to the Secretary a report on sexual harassment and sexual violence involving cadets or other personnel at the Academy for each Academy program year.

(2) Each report under paragraph (1) shall include, for the Academy program year covered by the report, the following:

(A) The number of sexual assaults, rapes, and other sexual offenses involving cadets or other Academy personnel that have been reported to Academy officials during the program year and, of those reported cases, the number that have been substantiated.

(B) The policies, procedures, and processes implemented by the Superintendent and the leadership of the Academy in response to sexual harassment and sexual violence involving cadets or other Academy personnel during the program year. (C) A plan for the actions that are to be taken in the following Academy program year regarding prevention of and response to sexual harassment and sexual violence involving cadets or other Academy personnel.

(3) Each report under paragraph (1) for an Academy program year that begins in an odd-numbered calendar year shall include the results of the survey conducted in that program year under subsection (c)(2).

(4) (A) The Superintendent shall transmit to the Secretary, and to the Board of Visitors of the Academy, each report received by the Superintendent under this subsection, together with the Superintendent's comments on the report.

(B) The Secretary shall transmit each such report, together with the Secretary's comments on the report, to the Senate Committee on Commerce, Science, and Transportation and the House of Representatives Committee on Transportation and Infrastructure.

Appendix B - Sexual Assault Prevention and Response Program Campaign

For Academic Year 2014-2015, the Academy implemented numerous actions while modifying existing policies to meet the program's goals and objectives. Below are key actions that were implemented or modified to prevent sexual assault and sexual harassment.

Prevention Training

Training provided or overseen by the Sexual Assault Prevention and Response Office Academic Year 2014/2015

Name of Program/Campaign	Audience	Date	Required	Description
Indoctrination 2014 SAPR Training	Plebe Candidates	7/7/14 x 6 sessions 7/10/14 x 4 sessions 7/8/14 x 6 sessions 7/9/14 x 3 sessions	Yes	Prevention, advocacy, response and bystander intervention
Sexual Harassment Training for Staff	Physical Ed & Athletics	7/21/14	Yes	Sexual Harassment
Sexual Harassment Training for Staff	Faculty Forum	8/7/14	Yes	Sexual Harassment
Sexual Harassment Training for Staff	Marine Transportation	8/26/14	Yes	Sexual Harassment
Sexual Harassment Training for Staff	Shipboard Training	9/8/14	Yes	Sexual Harassment
Sexual Harassment Training for Staff	Marine Engineering	9/16/14	Yes	Sexual Harassment
Sexual Harassment Training for Staff	Math and Science	9/23/14	Yes	Sexual Harassment
Sexual Harassment Training for Staff	Humanities	9/30/14	Yes	Sexual Harassment
Sea Year Lecture: Safety at Sea	Class of 2016 A-Split	8/4/14	Yes	Situational Awareness, Risk Management, Reporting resources, Bystander intervention
Sea Year Lecture: Sexual Harassment and Safety at Sea	Class of 2017 A-Split	8/11/14	Yes	Situational Awareness, Risk Management, Reporting resources, Bystander intervention
Sexual Assault Refresher Training	Class of 2016	8/11/14	Yes	Sexual assault Prevention
Gender Roles and Sexual Assault	Class of 2017	9/4/14	Yes	Sexist Behaviors
Sea Year Lecture	Class of 2017 B-Split	12/8/14	Yes	Maritime Harassment Video and Academy terms.

Name of Program/Campaign	Audience	Date	Required	Description
Lt Boyle, 1st CO	Class of 2016 1 st Company Approx. 19 students	12/11/14	Yes	Company Officer training about leadership and cyber safety
Lt Hill/Naval Science Policy class	Class of 2018 Approx. 53 students	12/12/14	Yes	Navy policy/overview of SAPR
Naval Science SAPR Training	Class of 2015 Two classes Approx. 53 students	2/9/15	Yes	Identification of terms and characteristics, Bystander intervention
SAPR Prevention Training	Class of 2016 1st CO Approx. 27 students	2/9/15	Yes	Quiz, Definitions, reviewing Case Studies in local media, Bystander intervention
SAPR-Leadership/ Naval Science	Class of 2015 Approx. 20 students	First Term	Yes	Leadership response, Bystander intervention.
Navy Science SAPR-Fleet	Class of 2017 Approx. 13 students	2/13/15	Yes	Identification of terms and characteristics, Bystander intervention
SAPR Prevention Training	Class of 2016 2 nd Company Approx. 21 students	3/16/15	Yes	Quiz, Definitions, reviewing Case Studies in local media, Bystander intervention
SAPR Prevention Training	Class of 2016 3 rd Company Approx. 26 students	3/16/15	Yes	Quiz, Definitions, reviewing Case Studies in local media, Bystander intervention
SAPR Prevention Training	Class of 2016 4 th Company Approx. 24 students	3/16/15	Yes	Quiz, Definitions, reviewing Case Studies in local media, Bystander intervention
SAPR Prevention Training	Class of 2017 Band Company Approx. 7 students	3/16/15	Yes	Quiz, Definitions, reviewing Case Studies in local media, Bystander intervention
Green Dot: Bystander Intervention	All-Hands	3/30/15	Yes	Bystander intervention
Sea Year Lecture/	Class of 2018 B-Split Approx. 114 students	4/6/15	Yes	Maritime Harassment Video
Gender Relations/ Human Relations	Students, Faculty and Staff Approx. 35 students	4/7/15	No	Presentation on an independent study by Midshipman Weymann

Name of Program/Campaign	Audience	Date	Required	Description
Invisible War	Class of 2015 Selecting Active Duty upon Graduation	4/17/15	Yes	Panel discussion about sexual assault in the military
SAPR-L/ Navy Science	Class of 2015 Approx. 17 students	4/28/15	Yes	Leadership response, Bystander intervention
SAPR-L/ Navy Science	Class of 2015 Approx. 22 students	4/29/15	Yes	Leadership response, Bystander intervention
SAPR-L/ Navy Science	Class of 2015 Approx. 16 students	4/30/15	Yes	Leadership response, Bystander intervention
SARC Interview for SAAM	Maritime TV worldwide	4/30/15	N/A	Interview about events for Sexual Assault Awareness Month (SAAM) at USMMA
SAPR-L/ Naval Science	Class of 2015 3 Classes Approx. 56 students	5/1/15	Yes	Leadership response, Bystander intervention
SAPR-L/ Naval Science	Class of 2015 Approx. 17 students	5/13/15	Yes	Leadership response, Bystander intervention

Victim Advocacy

- Trained Midshipmen Human Relations Officers (HROs) in each company to provide a resource of information regarding sexual harassment and assault within the Regiment of Midshipmen.
- Implemented Green Dot: Bystander Intervention program.
- Recruited and trained 10 faculty and staff to serve as Green Dot bystander intervention facilitators.
- Strengthened the Academy's partnership with the local county rape crisis center to create a supporting relationship when students request counseling services beyond what is offered at the Academy.
- Coordinated with Commander of Midshipmen to attend a meeting with the Associate Dean of students at Long Island University post to review Title IX and Clery Act requirements.
- Attended the NCAA National Inclusion Conference.
- Attended the Service Academy Conference of Sexual Assault Response Coordinators (SARCs) to obtain and share best practices in the campaign against sexual assault.
- Provided a 24/7 hotline phone for immediate response.
- Coordinated with Department of Public Safety to arrange meetings with the Kings Point Police Department and the U.S. Department of Transportation Office of Inspector General Investigations.
- Provided Advocacy services for Midshipmen requesting support.

- Collaborated with Patten Hall (Medical Clinic) to arrange a meeting with the lead Sexual Assault Nurse Examiner at North Shore hospital to review forensic examinations and review protocol for serving Midshipmen.

System Accountability

- Coordinated with the local U.S. Coast Guard Investigations Division to create investigative capacity for incidents occurring at sea, specifically incidents during Sea-Year.
- Coordinated with the local and county police to synchronize procedures and expedite the investigative process should an unrestricted report be made.
- Coordinated with DOT's Office of Inspector General and the Federal Bureau of Investigation to ensure that incidents that occur at the Academy or at sea are investigated expeditiously.
- Held monthly teleconferences among senior staff at the Academy, MARAD and DOT to discuss the Academy's progress on the Sexual Assault and Sexual Harassment Prevention Action Plan.
- Conducted monthly Sexual Assault Review Boards comprised of senior Academy personnel with the goal of addressing systematic issues surrounding sexual assault prevention, and victim advocacy issues.
- Reached out to all the other Federal service academies to review prevention education programing, review best practices and coordinate activities for sexual assault awareness month.
- Participated in 52 hours of training in the areas of bystander intervention, stalking, dating and domestic violence, and sexual assault and harassment.
- Met with Company officers weekly to address potential issues and review potential training topics.
- Facilitated Green Dot planning meeting with faculty and staff.

Awareness

- Maintained sexual assault prevention and response bulletin boards on each floor of the barracks where Midshipmen live.
- Posted pictures of the SARC and the respective company HROs on bulletin boards mentioned above.
- Organized displays around campus and passed out multiple program marketing materials highlighting the sexual assault prevention program, the 24/7 hotline number and sexual assault/sexual harassment awareness in general.
- Arranged for a showing of the movie "The Invisible War" and a discussion with the Superintendent for 1st class Midshipmen selecting Active Duty commissions upon graduation.
- Participated in classroom discussions with the Naval Science Department.
- Placed sexual assault prevention pamphlets in high traffic areas for maximum exposure.
- Collaborated with the Human Relations Committee to highlight prevention actions that affected the community during Sexual Assault Awareness Month.
- Collaborated with the Athletic Department to print sexual assault/harassment awareness campaign messaging in sports programs and do Public Service Announcements (PSA) at home games during the month of April.

- Collaborated with the Women's Lacrosse team to wear teal ribbons during a home game to promote sexual assault/sexual harassment awareness.

Appendix C - 2015 Student Focus Group Guide

Introduction to the Focus Group

Good morning/afternoon. My name is _____ and I am with the Defense Manpower Data Center also known as DMDC. My colleagues with me this morning/afternoon are _____ and _____ also with DMDC. We have asked you to be here with us to help us understand issues of sexual assault and sexual harassment prevention and response. You might recall that last year students at your Academy were asked to participate in a paper and pencil survey on these topics. This year, as was done two years ago, focus groups are being conducted to provide information to DoT and Academy leadership. Similar focus groups are being conducted at all three DoD Service Academies. Focus groups will also be done at the U.S. Coast Guard Academy.

This is a **voluntary focus group**. The Academy staff member who invited you to participate in this session should have informed you that we would be discussing gender-related issues, including sexual assault and harassment, and asked if you were willing to participate. If you prefer not to sit in on this focus group, you are free to sit quietly while others participate or to leave.

I have provided each of you with a handout. Please turn to page 1. You can follow along while I share with you the purpose for this focus group and the ground rules we will follow.

- Let's begin by talking about why we are doing the focus group. While the press and others may claim to know what is going on at the Academies, members of Congress and your senior leaders want to hear directly from you about the issues that affect you. Congress directed the Secretary of Defense to conduct an annual assessment cycle of surveys and focus groups in alternating years on gender issues at each of the Academies. [For U.S. Coast Guard and U.S. Merchant Marine say – While this Congressional requirement does not cover your Academy, your leadership asked to participate because they know these are important issues]. This is an opportunity for you to share your perceptions and recommendations directly with senior leaders.
- Focus group participants sometimes say “I have not experienced any of these behaviors, so why should I stay for this session?” The purpose of this focus group is to understand these issues at your Academy. You're the experts on what it's like to attend the Academies and we want to hear your opinion about Academy life. It doesn't matter if you *have* or *have not* had gender-related experiences. We do not want to discuss your personal experiences with sexual assault and sexual harassment. We do want to discuss issues in general so we can provide guidance to leadership to create the best environment possible for you.

I want to thank you in advance for participating in this important focus group and go over a few ground rules for the focus group:

- Please respect each other's opinions. We know you will have different perspectives on issues covered in this focus group. We want to hear those views—that's why we are here today. So there are no right or wrong statements or opinions.
- If you don't feel you have anything to contribute, there's no pressure for you to do so, and if you need to leave during the session, please do so in a quiet manner, so as not to disrupt the group.
- I will lead the discussion and _____ will be helping us to take notes. We will record comments but will not record names or other identifying information. Only an analysis and summary of the data will go in our report. If you would like to see how comments are being recorded, please examine what _____ is typing.
- My role as facilitator is to keep the session moving and to guide the discussion. This might mean that I will move on to another topic in the interest of time.
- This is a non-attribution session. Although we are taking notes on your comments and suggestions, to the extent allowed by law DMDC does not publish nor share anything outside this room that can be attributed to any one of you specifically. In some instances, DMDC may receive requests for the unedited comments collected at these sessions; this information will only be provided to the extent required by law. We ask your cooperation in protecting the privacy of the comments made within this session by not saying anything that would identify you or other participants. For example, do not state your name, your roommate's name, or your company identification. In addition, we also ask that you do not discuss the focus group proceedings after you leave. Additional information about protecting your anonymity is shown in the box on your handout.
- Please keep the crosstalk to a minimum. Let me be the focal point for questions and discussion.
- Does anyone have any questions?

I have several questions to ask you today, with a few subtopics in each. I will watch the time so we will be able to cover all questions by the end of this session at (give specific end time).

Please turn to page 5 of your handout. Here you will see some of the results from our 2014 survey that we will discuss today.

- **Perceptions About Unwanted Sexual Contact and Perceived Sexual Harassment**

- Let's begin by looking briefly at some of the results from the survey we conducted in Spring of 2014. Please take a look at the first section of the handout we provided to you. [Review 2014 estimated prevalence rates in handout. Also describe the composition of the USC rates – they include unwanted touching, attempted sex, and completed sex. And emphasize these are not official reports made – they are based on survey results and reflect the percentage of students who experienced one or more incidents of USC in the past year.] Have you seen these estimated prevalence rates? Why do you think the estimated prevalence rates increased between 2012 and 2014? [Note that the increase for women and men is not statistically significant. Probe for reasons for upward trends or why someone might not have an opinion.]
- What are the possible drivers for the increase in rates? What happened that might have resulted in the lower prevalence rates in the 2013-2014 school year? Do you think the lower rates are sustainable? Will they stay the same or go up or down the next time we do the survey in Spring 2016? Why?
 - For juniors and seniors: Is the emphasis on sexual assault and sexual harassment similar this year to that in 2013-2014?
- For Seniors: A lot has happened between 2012 and 2015. What changes have you seen? Has the focus on preventing sexual assault and sexual harassment been consistent over the years? Have the changes been positive or negative? How so?
- Are experiences of sexual assault different for men? For example at the other Academies men indicated on the survey that some of their unwanted behaviors were associated with horseplay, locker room behavior, hazing or initiation rites, someone being dared to do it, etc. Results here at USMMA are not reportable due to small numbers. Are these potentially the drivers of sexual assault with male survivors? What can be done to reduce this type of unwanted behavior?
- We also measure perceived sexual harassment on our survey. In 2014 the estimated prevalence rate for women at USMMA went up from 57% in 2012 to 63% in 2014, although it was not a statistically significant increase. Were you aware of this increase? It also increased for men – 8% in 2012 to 11% in 2014, but this was not significant. Why do you think it remained essentially the same for both?
 - Do you think Midshipmen have a better understanding of sexual harassment now than say a year ago? Is there any more emphasis on sexual harassment than in the past?

- Also, sexist behavior remained unchanged for women at 93% in 2012 and 94% in 2014. For men it went down from 41% in 2012 to 33% in 2014 [significant]. Why do you think it stayed the same for women? Why did it go down for men?

- **Reporting**

- Now let's switch to a related topic about reporting sexual assault. Please see the third section of the handout. [Share statistics from the MSA report at each Academy.] These are the number of reports last year. Are you aware of this number of reports? Note that these are the actual number of reports filed. Across all three DoD Academies this represents 16% of the reports that could have been filed based on the percentage of students who indicated they experienced unwanted sexual contact. Would you think it would have been higher or lower? Why?
- Does Academy leadership encourage reporting? [If no response: Does Academy leadership talk about reporting sexual assault?] At what level (senior leaders like the Superintendent and Commandant, uniformed officers/CPOs, midshipman)? Do your coaches and academic faculty talk about reporting? Anyone else [for example, counselors, SARCs]? Do your peers encourage reporting?
- What are some reasons why someone would report?
- What are some reasons why someone would not report?
- One thing we have learned from our surveys is that survivors of sexual assault often experience multiple incidents of unwanted behaviors. Please take a look at the fourth table in your handout [Share results on more than one experience and the same offender involved.] Reporting could reduce multiple incidents by identifying the offender and halting criminal behaviors before they continue with that same person or someone else. Would knowing that make a difference in someone deciding to report?
- What more can be done to encourage reporting?

- **Retaliation**

- I would like to shift the discussion now to a topic related to reporting sexual assault. Complaints of retaliation against someone who reports sexual assault have received considerable attention by leadership and in Congress.
- DoD policies specifically prohibit retaliation. Retaliation, as defined by the Department, includes two distinct types of actions:

- 1) taking or threatening to take an adverse personnel action, or withholding or threatening to withhold a favorable personnel action, with respect to a member of the Armed Forces because the member reported a criminal offense; [if asked for an example, for Midshipmen, actions that affect a midshipman promotion; a disciplinary or other corrective action; a transfer or reassignment to another company; a military performance evaluation; a decision on training opportunities; referral for mental health evaluations, or any other significant change in duties or responsibilities inconsistent with their current situation].
 - 2) ostracism and such acts of maltreatment, as designated by the Secretary of the Military Department, committed by peers of a member of the Armed Forces or by concerned other persons because the member reported a criminal offense.
- Were you aware that these prohibitions exist?
 - What kinds of behaviors would you consider “ostracism” or “maltreatment” in response to reporting a sexual assault here at the Academy?
 - Do you think retaliation might occur here at this Academy if someone were to report a sexual assault?
 - Who do you think would retaliate? Peers? Academy leadership? Midshipman leadership?
 - What do you think retaliation would look like? What specific types of actions would you consider to be retaliation?
 - What would motivate someone to do that?
 - Can retaliation also occur against someone who steps in to help someone or openly supports someone who reported?
 - Would such a supporter ever be retaliated against? What would that look like?
 - Can retaliation occur against someone accused of being the alleged perpetrator of sexual assault?
 - What would that type of retaliation look like?
 - Could retaliation or the perception of retaliation affect relationships within your company? How?

- Do you believe your officer and CPO leadership know when retaliation is happening? How do you think they deal with retaliation? Would they actively address it? How would they do so?
- We have heard that in some instances people perceive actions by officials that they consider retaliation but the actions were not retaliation and were not intended to be retaliatory, but were taken in an attempt to support the survivor [example, expedited transfer]. In other words, the leader was trying to be helpful but the person who reported the sexual assault perceived the action to be negative.
 - Can you think of any examples where that might happen?
 - From a survivor's perspective, do you think they would see that type of action as positive in helping them deal with a stressful situation or negative as action against them [if asked, give examples such as how counseling or placement on limited duty would]?
- What could be done to reduce or eliminate any form of retaliation or perceptions of retaliation?
- To whom would you report an instance of retaliation?

- **Social Media**

- The Department has taken a hard look at social media across the force. How do Academy students view the use of social media in general? Is this a venue students use to communicate with each other? Please describe.
 - What are the most commonly used social media sites among Midshipmen here at this Academy?
 - What are the positive aspects of the use of social media?
 - What are the negative aspects?
- Going back to our discussion about retaliation or reactions to reports of sexual assault at the Academy, does social media ever play a role? If yes, how so?
- How do you think the Academy can address the negative use of social media?
 - Are there any particularly negative uses the Academy should actively address?
 - Should the Academy monitor these sites? Should Midshipmen be held accountable for negative comments made on social media if the comments

are made with the specific intent to discourage reporting relating to a criminal offense of sexual assault?

- **Leadership Perceptions**

- Let's shift to a new topic now. Each year in the survey we ask if Midshipmen think their leaders make honest and reasonable efforts to stop sexual assault and sexual harassment. Please see the section in the handout on leadership. [Share results of survey on confidence in leadership at the various levels: Academy leadership, Faculty/Staff, Midshipman leadership, students]. Are those about right?
 - How do these levels of leaders show they are serious? What do they do or say? Can you provide examples?
- Do any of these levels of leadership demonstrate they are not that serious? Can you provide examples?
- What type of statement or actions would impress you?

- **Athletic Teams**

- Athletic staff consistently had the least positive ratings among the levels of leadership. [Emphasize this is athletic staff, not student athletes.] Why do you think that is? For those who do not have much contact with athletic staff, how do you think they form their opinions about this?
- We also heard on the survey that there might be more problems with unwanted gender related behaviors such as sexual assault and harassment by athletes and within athletic teams. Without naming specific teams or individuals, do you think this is something that happens more among athletes? Does leadership hold them to the same standards on these issues as other students? Do peers hold athletes to the same standards?
- What is the general perception of athletic teams and sexual assault?
 - "Bad apples" and stricter admission policies were brought up in the survey comments in 2014. Do students believe that recruitment for athletic purposes is fair? Is there a need for a change in admission procedure?
- What recommendations do you have for improvement?

- **Culture**

- Now let's talk for a few minutes about the culture here at the Academy regarding sexual assault. What is the general attitude among students about the focus on sexual assault?
 - Is sexual assault an important issue at the Academy?
 - Is it taken seriously by students, faculty, and athletic staff?
 - Does sexual assault have the same emphasis as other areas, such as use of alcohol, safety, or suicide prevention?
 - Are there any aspects of other programs that grab your attention? Could they be used to increase emphasis on sexual assault?
- Sexual assault has surfaced as a national issue. How does it reflect at the Academy? Are there similar issues? Are issues of sexual assault worse or better here? Is there anything the Academy could do better that is done at civilian universities?
- Are there groups within the Academy where it is taken more or less seriously? [If asked, give examples of groups like sports teams, clubs, class years, companies, upperclassmen.]
 - Is there any general feeling that the genders should be separated? In the dormitories? In training sessions?
- How can the culture be changed to improve the way sexual assault is addressed at the Academy?
 - Students indicated that training on respecting one another would be useful in changing culture. Do you agree? What would that look like?
 - Is there a need to address gender equality? How can the genders be made to feel more equal at the Academy?
- What peer program is in place here? Please describe. Is it effective? Why or why not? How could it be improved?
 - Many students have indicated these programs were beneficial. Would students prefer to receive training, notices, small, open-group discussions led by members of these programs?

- **Preventing sexual assault**

- Your Academy have taken many steps to prevent sexual assault. I would like to ask you a few questions about the programs and resources the Academy has put in place for prevention.
- First, what are some of the programs and resources here at your Academy that address sexual assault prevention? Please describe.
 - What makes these programs effective? What more could be done?
 - Think for a minute about other prevention-related programs at the Academy such as smoking, drinking, suicide, etc. What about those programs do you see as particularly successful? Could those features be adapted to sexual assault prevention?
- Do students feel they can discuss situations where they see someone at risk either with the person directly or with Academy officials [if asked, clarify that if a student sees a fellow student in a risky situation that they can speak up and warn the fellow student or alert an official.]
- Does your Academy seek input from students when they design or implement a new prevention program? Do you have any examples? How could the Academy use student input better?
- Are you aware of any local community resources that help in preventing or responding to incidents of sexual assault? How are those resources publicized to the Academy?
- What role could the alumni play in sexual assault prevention? Why?

- **Training**

- We receive numerous comments in our surveys and focus groups on the training the Academies provide in sexual assault prevention and response. We will not go into detail today on these topics, but in general, what is your opinion about the training you received in the past year?
 - Is it effective in reducing sexual assault?
 - Has the training changed in any way from previous years? How?
- What could be improved in terms of training?
 - Would information such as case studies or XYZ reports be beneficial to give you more details about incidents that have occurred?

- Does your training have an adverse effect on reporting?
 - Would publicizing disciplinary outcomes to students/faculty help in prevention?
 - Would sharing the life-long impact of experiencing a sexual assault help students recognize the serious nature of sexual assault? Does the Academy already do this? [If asked, clarify that training could include examples of the psychological impact on a person. Students sometimes tell us that they have never experienced sexual assault nor do they know anyone who has experienced it, therefore it is not particularly relevant to them. Would hearing more about the impact help raise awareness of the serious nature of sexual assault?]
 - Should there be different trainings for sexual harassment and sexual assault? Is the Academy focusing on one over the other?
- Are there opportunities to improve the training? How? What should be included? How should it be delivered?
- Does your sexual assault curriculum prepare you personally to combat sexual assault? [Clarify that training helps them avoid risky situations, intervene when they see a threat to fellow students, and/or deal with a situation where unwanted behaviors have happened to them.] Are these issues discussed in classes or leadership training, or only in specific sexual assault training sessions?
 - Does your training effectively prepare you to prevent or respond to sexual assault as a leader? Where do you receive that type of training?
 - “Preventative training” was mentioned as something that students wanted. What would this look like?
 - In our 2013 focus groups, many students indicated that they wanted teachers, military personnel, etc., to share their experiences dealing with issues of sexual assault and sexual harassment. Do these individuals do this at all?
 - To make training more meaningful, students indicated that addressing the situation in a “professional” way would be beneficial. What would this look like?

- **Use of Alcohol**

- Our surveys indicate that alcohol is frequently involved in incidents of sexual assault. Do you think that is the case here at your Academy?
- Aside from what we might call normal social use of alcohol, do you think someone might use alcohol to facilitate having sex with someone? How so? [If asked for clarification, say someone might pre-plan using alcohol to make it easier to have sex.]
 - Are there specific locations or activities that facilitate the use of alcohol? On campus? Off campus?
- What would you recommend to reduce the use of alcohol in situations that lead to unwanted sexual behaviors?
 - Are current policies enforced?
 - Are there any policy changes you would recommend?

- **Additional recommendations for addressing unwanted sexual contact and sexual harassment**

- What else would you recommend to address sexual assault and sexual harassment?
- What did we forget to ask you about?

Concluding Comments

We want to thank you in advance for your time today in this focus group session. As I mentioned at the beginning, we will treat all of your comments anonymously. There is no attribution to any of you for the specific comments you made today. Please also respect that non-attribution when you leave here today. Our goal is to provide the best data possible, and you have helped us greatly today with your comments and insights.

One last comment – on the last page of the participant handout you will see a list of resources available to you if you would like to follow up with us or have any questions. That is yours to keep. It also lists Academy resources if you would like to talk further to someone about this study or any experiences you might have had with unwanted gender-related behaviors.

Thank you again for your participation.

Appendix D - Sexual Assault Prevention and Sexual Harassment Prevention Action Plan for Academic Year 2015-2016

Reports	Responsible	Status ⁸	Target	Complete
Submit Interim Report to Congress	SARC, Deputy Superintendent		12/10/15	
Final Report to Congress	SARC, Deputy Superintendent		1/30/16	
DMDC set up for 2015-2016 SAGR survey	Lead: Commandant, Dean, SARC		6/30/16	
Clery Report and Annual Security report for DOE	Department of Public Safety, Deputy Superintendent		10/31/15	100%
Brief trending best practices to target leaders at the Academy: <ul style="list-style-type: none"> ▪ Superintendent's Management Council ▪ Deputy Superintendent's Management Council ▪ Academy Dept. Heads 	SARC		6/15/16	
Conduct a 2015-2016 organizational climate assessment for faculty and staff and establish a climate working groups to evaluate results.	Civil Rights		6/20/16	
Provide awareness of unwanted sexual attention and sexist behaviors.	Civil Rights/SARC		6/20/16	
Confer with other Federal service academies and universities to obtain and share best practices in prevention and response strategies.	Superintendent, Commandant, Dean, Professional Development and Career Services, SARC	Sharp Summit-West point- 9/15	6/20/15	25%

⁸ If no status, action item has not commenced.

Reports	Responsible	Status ⁸	Target	Complete
Sexual Assault Awareness Month	SARC, Superintendent, HROs, Student Activities Director, Commandant, Dean, Deputy Superintendent, Patten		4/30/16	
Hire Civil Rights Employee	Superintendent, Deputy Superintendent	2 nd round of interviews in progress 11/6/15	06/01/16	40%
Set up discussion groups with Superintendent, Deputy Superintendent, Faculty, Regimental Staff and Midshipmen re: campus climate <ul style="list-style-type: none"> 3 sessions 	Human Relations Council, Commandant, Dean, Deputy Superintendent		6/21/16	
Appoint Human Relations Officers for a yearlong commitment	Commandant, SARC		6/1/16	
Conduct Plebe Indoctrination Training Plan	Commandant, SARC		7/31/15	100%
Partner with Leadership and Ethics efforts to bring issues of SA/SH to the forefront as leadership issue	Ethics Director, Commandants Dept., Dean		6/20/16	
Each head coach for every team provide discussion and information Academy resources on IPV, sexist behaviors, BI and Academy culture.	Athletic Director, SARC		6/20/16	
Measure effectiveness of SAPR training; report out to SARB	SARC, DMDC		6/20/16	
Conduct training at all levels to brief changes to SI on Sexual Assault.	SARC, Deputy Superintendent, Counsel		6/20/16	
Provide two 6-hour bystander intervention trainings for groups of 25 students.	SARC, Sexual Assault Review Board, Green Dot staff team		6/20/16	

Reports	Responsible	Status ⁸	Target	Complete
Provide alcohol awareness education and partner with other service academies and universities to enhance alcohol awareness efforts.	Lead: Commandant, Patten	1. Student Activities Director provided a drinking and driving simulator 10/21/15 2. Patten providing small group training 2 nd trimester	6/20/16	33%
Address Midshipmen fears that punishment for an offense will be worse than reporting an assault.	Commandant, Dean	1. Updating and briefing Midshipmen on new Midshipmen regulations	6/20/16	
Emphasize and reinforce a no tolerance policy for act of retaliation for reporting incidences of Harassment and Assault	Commandant, PDCS, Dean, Superintendent, Dep. Sup		6/20/16	
Provide prevention education re: topics of Sexual assault, sexual harassment, dating violence and stalking to each class in small groups of 20-25 students. <ul style="list-style-type: none"> ▪ Plebe Candidates (Indoc) ▪ 3rd class ▪ 2nd class ▪ 1st class 	SARC, Civil rights, Naval Science	Plebes-July 2017 A-Split 1 st trimester	6/20/16	25%
Commandant's staff will give a brief intro to every SAPR training session stressing the importance of the issue on campus.	Commandant, Deputy Commandant, Regimental Commander, Company Officers		6/20/16	
Engage returning Sea Year midshipman and reintegrate into Academy life and professional environment.	PDCS, Commandant, Dean, SARC		March 2016, June 2016	

Reports	Responsible	Status ⁸	Target	Complete
Conduct Sea Year brief with emphasis on reporting avenues and bystander intervention.	PDCS, SARC		6/20/16	
Engage with the industry to solicit ideas and make recommendations for additional training or policy changes.	PDCS, MARAD Workforce Development		6/20/16	
Select and train faculty and staff Victim Advocates (VA).	SARC		6/20/16	50%
Identify and train Academy investigators of IPV.	SARB, DPS		6/20/16	30%
Identify ongoing training for SARC, VA's and EMS.	SARC, Patten		6/20/16	
Identify and train Campus Security Authorities (CSA) to achieve Clery compliance.	SARC, Counsel		6/20/16	
Establish a confidential database to track and analyze reported cases.	SARC, USMMA Department of Information Technology	Software has been procured. Awaiting installation from DOIT.	12/15	30%
Promote familiarity with investigatory process through training.	Lead: Commandant, Counsel, SARC		6/20/16	
Review case files to ensure compliance with Academy procedures.	SARC, Counsel		6/20/16	
Review disposition determinations and final actions to ensure all cases are handled at the appropriate level.	Senior steering committee		6/20/16	
Monitor/assess trends in dispositions as well as length of time from initial report to resolution.	SARB		6/20/16	
Assess employee and student confidence in reporting systems through new or existing surveys.	DMDC, Dep Sup, SARC	DMDC SAGR Survey	6/20/16	

Reports	Responsible	Status ⁸	Target	Complete
Assess effectiveness of student recreation programs (attendance, feedback, etc.)	Commandant		6/20/16	
Assess effectiveness of intramural	Athletic Director		6/20/16	
Update SI 2012-, Sexual Assault response and prevention program.	Senior Steering Committee, SARB		6/20/16	40%
Complete and submit Annual Security and Fire Safety Report	Deputy Superintendent	Completed and posted October 14 th 2015	10/1/15	100%
Update DOE Clery Database	Deputy Superintendent	Completed October 13 th 2015	10/14/15	100%
Develop 2016-2017 Plan of Action	SARB		6/20/16	
Close out 2015-2016 Plan of Action	SARB		7/01/16	