Preparing Tomorrow’s Warrior Leaders for the Future Force

Strategic Plan for the Physical Program
Department of Physical Education
West Point
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Department of Physical Education
West Point, New York

Updated: 1 May 2016

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http://www.usma.edu/dpe/SitePages/Home.aspx
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West Point Mission
The West Point mission is to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army.

Department of Physical Education
Vision Statement
The Department of Physical Education will create a cadet-centered educational environment that provides a militarily relevant and scientifically based physical development program, which instills the warrior ethos of physical and mental superiority.

Mission Statement
The Department of Physical Education develops warrior leaders of character who are physically fit and mentally tough by engaging cadets in activities that promote and enhance physical excellence.

Physical Program Strategic Goals
1. Cadet Excellence. Upon commissioning, West Point graduates will:
   1.1 Demonstrate physical excellence
   1.2 Plan, prepare, execute, assess, and improve physical readiness training
   1.3 Live honorably and develop effective teams
   1.4 Demonstrate resiliency and courage
   1.5 Commit to a lifetime of optimal physical performance

2. Faculty Excellence
   2.1 Maintain a diverse and professional faculty
   2.2 Develop and retain a high quality staff and faculty

3. Army Excellence
   3.1 Provide disciplinary expertise to West Point and the Army through educational and research efforts to optimize physical performance
   3.2 Provide disciplinary expertise to the Army through an academic major in exercise science – kinesiology

4. Programmatic Excellence
   4.1 Provide contemporary educational and training facilities where cadets can optimize their physical fitness and movement skills
   4.2 Provide opportunities for cadets to develop effective teams through sport and physical activity
   4.3 Provide a comprehensive risk management strategy for all program activities to minimize risk while facilitating physical development
Operationalizing Physical Program Strategic Goals

1. **Cadet Excellence** concentrates efforts on the principal focus of DPE – the United States Corps of Cadets. We must attract and admit physically proficient young men and women and then develop and sustain them throughout a comprehensive 47-month experience (Figure 1). We will assist in the development of every cadet to be a commissioned leader of character, reflecting the diversity of the Nation, so that each is committed to the values of Duty, Honor, Country, and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army. Achievement of the Physical Program Strategic Goals will develop graduates who will thrive in tomorrow’s security environment.

1.1 Demonstrate physical excellence.

i. **Definition:** Physical excellence involves consistently performing well on physical fitness assessments and events while maintaining a favorable body composition. Physical excellence is further defined through the definition of physical fitness: the ability to meet any physical demand of combat; measured by performance across all components of Physical Readiness Training (PRT). Cadets who demonstrate physical excellence are athletic and move efficiently and effectively. They possess higher than average levels of all health and skill related fitness components when compared to their peers across our country. View Appendix D for examples and definitions of health and skill related fitness components.

ii. **Example tasks/events:** Appendix A illustrates additional physical opportunities.

   a. Cadet Summer Training (CST) opportunities – cadets will participate in PRT throughout their summer, both as individuals and as leaders when they become upper class cadets. Other events are presented within the required summer training such as the confidence obstacle course, the water obstacle course, and Recon training. In addition, cadets can participate in an optional Military Individual Advanced Development (MIAD), such as Air Assault or Airborne school, and a Physical Individual Advanced Development (PIAD), such as rock climbing or Advanced Sports Development (ASD; aka SCUBA), to further demonstrate their physical fitness. Cadets will also be afforded opportunities while in Cadet Troop Leader Training (CTLT) to lead PRT sessions with a regular Army unit.

   b. DPE curriculum – the mandatory DPE curriculum is full of opportunities for cadets to distinguish themselves physically in boxing, combatives, survival swimming, and military movement.

   c. Competitive sports – every cadet is required to participate in athletics at either the corps squad (intercollegiate), competitive club athletics, or company athletic level. Competition at each level allows cadets to distinguish themselves and showcase their talents and physical attributes while developing effective teams.

   d. Fitness testing – cadets will have the opportunity to demonstrate excellence on fitness testing three times throughout each year: semi-annually on the Army Physical Fitness Test (APFT) and once each year through the Indoor Obstacle Course Test (IOCT). In addition, the First Class has the chance to exhibit their physical readiness during the Occupational Physical Assessment Test (OPAT).

   e. Extracurricular clubs – opportunities exist for cadets to further demonstrate physical excellence while participating in one of the many clubs here at
West Point, such as the Ultimate Frisbee Club, SCUBA Club, or the Obstacle Course Racing Series Club.

   iii. **Example metrics of success:** Appendix C lists example targets for each metric.
      a. Physical Program Score, Cumulative (PPSC) – the average of all physical requirements completed at West Point. Every cadet is required to achieve a PPSC of 2.0 or higher in order to graduate. The Commandant’s Award recognizes those cadets who distinguish themselves and truly demonstrate physical excellence in the physical program with a PPSC greater than 3.667 and successful completion of other requirements.
      b. Fitness testing – cadets are required to meet the minimum Army standards for the APFT and established minimums for the IOCT. Each fitness test has an award which recognizes physical excellence for each event, the Army Physical Fitness Badge and the IOCT tab.
      c. Intercollegiate/competitive sports records – competitive records of teams which compete against other programs throughout the country may assist in demonstrating physical excellence.

1.2 Plan, prepare, execute, assess, and improve physical readiness training.
   i. **Definition:** The Army’s framework for exercising Mission Command is the operations process in which commanders conceptualize detailed planning, visualize and describe the operational environment, then direct, lead and assess military operations. Planning is the initial step in the process, to understand a situation, envision a desired future and detail effective ways of bringing about the desired end state. Planning allows the ability to create and communicate a common vision, to synchronize action of force in time, space and purpose in order to achieve specific objectives. Preparation consists of activities required by leaders and subordinates to improve their ability to execute an operation. Effective preparation ensures the force is trained, equipped, integrated, ready, and may improve the situational understanding of an environment or task. Execution is putting a plan into action to achieve an objective, where leaders seize initiative, constantly assess, and accept prudent risk to exploit opportunities. Assessment is determining the progress towards accomplishing a task, creating an effect, or achieving an objective. Assessment is done throughout the entire operations process; it precedes and guides all other activities. By continuously monitoring and evaluating, one can determine progress towards attaining the desired end state and performing objectives or tasks.

   In terms of PRT, West Point cadets must be capable of applying the operations process to a valued daily training event, designed to prepare their future teams for the rigors of combat. Vital to the operations process is a cadet’s ability to properly assess the physical readiness of their unit, prepare the unit for intense training, and execute while adapting plans to ensure each Soldier is successful. Designing PRT individualized to a single Soldier within a platoon setting is integral to increasing readiness.

   ii. **Example tasks/events:** Many DPE courses, including the core curriculum and multiple Lifetime Physical Activities (LPAs), involve planning, preparation, execution, assessment, and improvement of physical activities. All activity courses include various aspects of execution and assessment while the two core cognitive courses, PE215 and
PE450, include various aspects of the planning and preparation phase. PE215 and PE450 are the greatest contributors to the entire operations process, as Cadets will assess either themselves or a group of individuals, create a PRT plan, put the plan into action, conduct assessments throughout, and identify methods to improve their plan.

iii. **Example metrics of success**: The events listed below directly and indirectly evaluate a cadet’s ability to plan, prepare, execute, assess, and improve PRT.

   a. PE215 – grade for basic exercise physiology and creation of individual fitness plan based on assessed shortfalls in physical activity
   b. PE450 – plan a Unit Physical Readiness Training Program (UPRTP), prepare and execute a PRT lab, assess during a Planning and Considerations quiz
   c. Cadet Basic Training (CBT) or Cadet Field Training (CFT) PRT as a leader and/or Member of Squad (MOS) for PRT
   d. Lead other cadets through an APFT while maintaining the standards outlined in Field Manual (FM) 7-22: Army Physical Readiness Training
   e. Developmental opportunities within the Chain of Command (CoC) such as a Physical Development Officer (PDO), Athletics Officer (AO), Sandhurst Captain, etc.
   f. Sport Participation (corps squad, competitive club athletics, company athletics or Sandhurst)
   g. Number of cadets that are able to assist in the planning, preparation, execution, assessment, and improvement of PRT during their CTLT experience
   h. Cadets enrolled and pass DPE required activity and LPA courses

1.3 **Live honorably and develop effective teams.**

   i. **Definition**: Living honorably is the daily commitment to internalize and uphold the values inherent in “Duty, Honor, Country” and the Army Ethic; to strive for excellence, and to develop character, competence, and commitment in us and others; to serve the Nation as members of the Army Profession now and into the future. The ability to develop effective teams is crucial to officership in the U.S. Army. Teamwork pulls together the knowledge and experience of a diverse group of people to accomplish the mission. In the Army, teams occur throughout every level of the organization. The Army as a whole is a team of cohesive teams. It begins with buddy teams—two military members who look after each other in a variety of positions and environments. It is proven that a team is more effective than an individual when members work together, using their unique skills, experiences, and capabilities. Second Lieutenants are expected to lead, develop themselves, their subordinates, and organizations while bringing efforts together to achieve results while living honorably.

   West Point cadets are charged with developing others and conducting team building while living honorably. Holistic leader development programs contribute to unit cohesion, resilience, and agility by producing leaders and teams that are creative, life-long learners, adaptable, and capable of exercising mission command. Leaders will create and expand a culture of mutual trust, respect and value of every individual and eliminate problems such as sexual harassment and sexual assault. Cadets will continue to develop team-building skills through annual participation in company athletics, competitive club athletics, and corps squad sports where they will compete and win honorably while remaining true to our institutional values. These activities will develop the skills and abilities necessary to lead a platoon and company in the Army.
ii. **Example tasks/events:** Every DPE course, core curriculum and LPA, involves working with a team, but not every course specifically evaluates teamwork. Boxing, Fundamentals of Combatives, and Combat Applications incorporate drill work and sparring; Military Movement and Survival Swimming incorporate spotting, but most of the courses are designed to assess the individual’s performance. However, certain courses have identified events where instructors can evaluate teamwork for an individual cadet. They may be assessed on communication, professional relationships, respect, motivation, building trust, time management, or outcome depending on the required event. This environment enables everyone to have a stake in each other’s pursuit of excellence where they can take part in and celebrate a teammate’s success as much as their own.

iii. **Example metrics of success:** Each of these events specifically evaluates teamwork where the higher the grade, the more effective the individual/team is at achieving the goal.

   a. PE223 – Basketball: Team Performance grade  
   b. PE266 – Volleyball: Team Play grade  
   c. PE230 – Cycling: Group Ride grade  
   d. PE232 – Emergency Water Safety: Team Comprehensive Scenario grade 
   e. PE234 – Lifeguarding: Course Exit Scenario grade  
   f. PE242 – Ice skating: Group Routine grade  
   g. PE250 – SCUBA: Skill Assessment #3 (Rescue breathing), Skill Assessment #6 (Scenario), Underwater Obstacle Course, Underwater Activities grades  
   h. PE450 – Army Fitness Development: Group lab, Unit Physical Readiness Training Program (UPRTP), peer evaluation grades  
   i. Company Athletics – Competitive Sports Index (CSI): Team player grade

1.4 **Demonstrate resiliency and courage.**

   i. **Definition:** Officership is both physical and mental in nature. Within the 47-month West Point experience, developing leaders are placed in situations that demand physical and mental toughness in order to achieve success. Army Leaders need to possess the necessary levels of courage in both the physical and mental arena to meet the challenges of leading Soldiers in a dynamic environment. The ability to perform in order to achieve mission success is inherent to being an Army officer. Resilience is the ability to confront and deal with anything recognized as dangerous, difficult or painful, instead of withdrawing from it. It requires persistence, despite danger and hardship, and the capacity to deal with anxiety, fear, or suffering while acting responsibly. It requires the motivation to subjugate self-interest for a higher cause. A resilient person displays virtues such as sacrifice, determination, commitment, and confidence. Our core courses are designed to develop these traits by providing challenging, sometimes fear-invoking, developmentally diverse experiences for cadets to perform under increasing levels of stress while remaining in a safe environment.

   ii. **Example tasks/events:** Cadets demonstrate the physical and mental toughness necessary to accomplish challenging tasks by completing graded events embedded in both the physical program coursework and CST. As cadets successfully complete challenging experiences, they begin to recognize and value fear. This develops increased confidence in their ability to take calculated risks, enhancing their leadership
and decision making skills, guiding towards expectations of further success. Ultimately, cadets adopt a long-term values system that is pervasive, consistent, and predictable – they are better able to take risks, solve problems and act with courage.

iii. **Example metrics of success:** Developing graduates who demonstrate resilience and courage requires a physical development curriculum that exposes cadets to challenging and fearful activities. Within the physical program and CST, there are opportunities to assess the development of resilience and courage when one is faced with adversity.

- a. PE116 – Boxing: authentic graded bouts, affective assessment, staying poised in a physically and psychologically challenging environment
- b. PE117 – Military Movement: horizontal bars, rope climbing, vaulting, handspring, overcoming fear of heights
- c. PE109 through PE323 – Survival Swimming: all Survival Gates and specifically Survival Gate #3, tower entry
- d. PE115 and PE360 – Combatives: ground fighting and Situational Combative Assault Readiness (SCAR)
- e. PE250 – SCUBA: multiple scenarios, underwater obstacle course, underwater activities, unfamiliar environmental challenges, performing under pressure
- f. Company Athletics – CSI: assigned grade for their mental toughness
- g. IOCT – overall grade
- h. CBT – rappelling and mountaineering
- i. CFT – Water Obstacle Course (WOC) / Slide for Life (SFL), Confidence Obstacle Course (COC) completion
- j. Military development schools (airborne, air assault, etc.) completion

1.5 **Commit to a lifetime of optimal physical performance.**

i. **Definition:** It is essential that leaders internalize a healthy and active lifestyle. This implies variety and balance between participation in recreational and competitive sports, in addition to fitness and movement activities. Sports and activities assist in the development of knowledge, skills, and personal attributes which are important in the Army profession and mature into a lifetime commitment of optimal physical performance. The health benefits from physical activity are well known and physical competence is an absolute necessity to lead our nation’s Soldiers. LPAs and the company, competitive club athletics, and corps squad team experiences provide the initial stimulus for this development and it is the assumption that our graduates will model an active and healthy lifestyle for their subordinates to emulate.

ii. **Example tasks/events:** It is difficult to track the lifetime commitment of optimal physical performance when cadets graduate, but we can build and assess the foundational values.

iii. **Example metrics of success:**

- a. PE215 – grade on final block project
- b. Number of cadets volunteering for Brigade Open events
- c. Number of cadets that compete on an official competitive club athletics roster who also volunteers as a player or coach for one or more company athletics
- d. Number of cadets volunteering to participate in additional LPAs beyond the single course requirement for graduation
e. Cadet improvement in each of their IOCT scores

The Physical Program Developmental Plan encompasses a four-year educational experience that supports the accomplishment of our cadet excellence strategic goal. The program begins on Reception Day when a new cadet enters CBT and ends on Graduation Day when the cadet is commissioned as a Second Lieutenant in the United States Army. The plan provides a visual description of the framework for the physical developmental experiences available to each cadet and is illustrated below in Figure 1.

![Physical Program Developmental Plan Diagram](image)

**Figure 1. Physical Program Developmental Plan**

2. **Faculty Excellence** produces exceptional graduates because everyone working with cadets must reflect the highest standards of professional expertise, leadership, and character in accordance with the Army Values. We develop and maintain an environment that respects and capitalizes on diverse, well-reasoned opinions from our staff and faculty. Decision-making embraces the resident expertise of an organization whose members provide complete information and excellent advice for a shared governance.

2.1 **Maintain a diverse and professional faculty.**

i. **Definition:** Attracting our staff and faculty members from all backgrounds and with diverse perspectives supports a blend of excellence at West Point that reflects
diversity in our Army and contributes to the collective strength of the Academy. The diverse talents of the faculty are leveraged to enhance the span and scope of their contributions to our mission while promoting academic freedom and responsibility in the pursuit of excellence. We maintain high quality personnel who are competitive with their counterparts in the Army and academia through effective accession practices and professional development opportunities that meet the needs of DPE and the Army.

ii. Characteristics: All faculty will exhibit excellence in physical fitness and performance with a commitment to a lifetime of optimal physical performance. Rotating Military Officers (RMOs) should have successful company command experience and a foundation in one of the three core physical domains – combatives, movement, or swimming.

iii. Example metrics of success:
   a. Faculty will have a master’s degree in physical education/exercise science
   b. Number of terminal degrees in physical education/exercise science
   c. Faculty will maintain professional certifications in optimal performance/movement/instruction (i.e., ATC, NSCA, ACSM, NBF, Red Cross, etc.)
   d. RMOs possessing most qualified/highly qualified command Officer Evaluation Reports (OERs)
   e. The number of faculty competing and achieving academic rank promotions to Assistant Professor, Associate Professor, and Full Professor

2.2 Develop and retain a high quality staff and faculty.

i. Definition: We will continue the development of our staff and faculty in all domains so that they are top performers at West Point and ready for increased responsibility should they leave. This requires growth as teachers, as scholars, as servants, and as developers of both cadets and other faculty members. We are role models for cadets in the knowledge and performance of exercise and sport sciences. We teach the best ideas and techniques available from the larger academic community through constant outreach to, and interaction with, other institutions at both the cadet and faculty level. We are able to inspire and motivate cadets through our own excellence in teaching, performance, leadership, and scholarship.

ii. Characteristics: Develop staff and faculty members through New Instructor Training (NIT) and Basic Instructor Preparation (BIP) that will prepare them to lead and instruct their assigned physical classes.

iii. Example metrics of success:
   a. Staff and faculty attend NIT and BIP for their assigned courses
   b. Faculty completion of our internal Teaching Improvement Program (TIP) with their Teaching Improvement Facilitator (TIF)
   c. Staff and faculty may volunteer to attend the Master Teacher Program (MTP) to enhance their teaching abilities
   d. Retention of military individuals for a fourth year of instruction if it is in the best interest of the officer, the department, and the Army
   e. Faculty attend professional conferences in order to stay current for educating/training cadets to optimize human performance/movement
   f. Staff provided professional development and training opportunities in order to support curriculum requirements
3. **Army Excellence.** We contribute through our research, analysis, and education capacities to facilitate the accomplishment of our national objective of winning whenever the Army is placed in harm’s way. Winning is who we are as an Army. Our very ethos states that we do not accept defeat and that we never quit. The attributes of discipline, toughness, resilience, commitment and competence that are highlighted in the DPE curriculum are the same traits that produce leaders who will command winning platoons and companies.

3.1 **Provide disciplinary expertise to West Point and the Army through educational and research efforts to optimize physical performance.**

   i. **Definition:** Our faculty will maintain an active outreach program to West Point and the Army related to optimizing Soldier physical readiness. We will use the unique interdisciplinary talent that resides within the department to help solve problems of national significance while enhancing and validating cadet education and faculty development. We assist in critical operational challenges and research requirements facing the Army and the Department of Defense (DOD).

   ii. **Example tasks/events:**
      a. Plan, prepare, execute, assess, and improve physical readiness training during CBT and CFT
      b. Development of Army policies and procedures related to physical readiness and optimizing physical performance
      c. Conduct, report, and publish empirical research and physical concepts related to human performance and physical readiness
      d. Serve as the Subject Matter Expert (SME) to develop, assess, and implement the Candidate Fitness Assessment (CFA) for West Point
      e. Serve as a principal member of the United States Military Academy (USMA) Admissions Committee to provide guidance and counsel concerning physical readiness
      f. Serve as a principal member of the West Point Leader Development System (WPLDS) Committee to provide guidance and counsel concerning physical readiness

   iii. **Example metrics of success:**
      a. Faculty contributes to the revision of FM 7-22
      b. CST assigned faculty develop, assess, and implement the CBT/CFT PRT plan that increases the APFT pass rate for both CBT and CFT
      c. Host/participate in the All Academy Physical Education Conference
      d. Revise and support implementation of the CFA
      e. Leadership reviews cadet candidate files and makes recommendations for admission based upon physical readiness

3.2 **Provide disciplinary expertise for the Army in the form of an academic major in exercise science – kinesiology.**

   i. **Definition:** We will develop and sustain a 10-course academic major in exercise science that is militarily relevant and scientifically based to support the West Point academic outcome goals.

   ii. **Example tasks/events:**
a. Enrollment of Kinesiology (KIN) major students each academic year
b. The KIN curriculum continues to follow all policies and procedures mandated by the Academic Board
c. The KIN faculty is terminally-degreed with expertise in exercise physiology, biomechanics, exercise testing and prescription, motor learning/motor control, performance nutrition and exercise psychology
d. KIN faculty conducts, reports, and publishes empirical research related to human performance and physical readiness

iii. Example metrics of success:
   a. Cadet research production and presentation during the Kinesiology capstone integrative experience
   b. Number of KIN major students each year
   c. Number of published scholarly articles during the academic year in support of West Point, the Army, and optimal human performance
   d. CST assigned faculty serve as consultants for the CBT/CFT physical training plan

4. **Programmatic Excellence** is achieved through every member of the organization because we accept responsibility as a steward of the resources needed to execute our mission. We will effectively manage resources from a variety of funding sources according to established best practices and regulations. Our high-quality facilities and other infrastructure will promote excellence in our programs and reflect West Point’s high standards for DPE.

4.1 **Provide contemporary educational and training facilities where cadets can optimize their physical fitness and movement skills.**

   i. **Definition:** DPE will maintain state of the art facilities in each domain of the physical program. We will continue to provide combatives and aquatic venues, strength and conditioning facilities, gymnasiuems, and athletic fields to support cadet development. All facilities must be properly staffed, equipped and maintained.

   ii. **Example tasks/events:**
   a. We maintain aquatics venues to include a dedicated survival swimming wave pool
   b. We maintain gymnasiuems to include a movement laboratory and indoor obstacle course
   c. We maintain combatives venues to include space for stand-up fighting and ground grappling
   d. We maintain an athletic field dedicated to instruction within close proximity to Arvin Cadet Physical Development Center (ACPDC)
   e. We maintain our athletic fields with competition space dedicated for sports

   iii. **Example metrics of success:**
   a. Athletic fields meet certification standards for sport and play
   b. All facilities are maintained to Army standards
   c. Support staff is professionally certified in their areas of expertise
4.2 Provide opportunities for cadets to develop effective teams through sport and physical activity.

i. Definition: Cadets will continue to develop team-building skills through annual participation in company athletics, competitive club athletics, and core squad sports. These activities will assist in the development of the skills and abilities necessary to build teams and lead a platoon in the Army.

ii. Example tasks/events: During PE215 and PE450, cadets will work in a small group that is charged with conducting and assessing PRT where their performance is reflected in their assigned grade. Opportunities exist for cadets where they may be selected as a Captain of their specific team, a company or higher level PDO, or a company or higher AO. Others will compete for a MIAD or PIAD and if selected, may be chosen to lead fellow cadets in the physical preparation for those opportunities. Not every cadet is afforded these physical leadership opportunities, but every cadet can volunteer as a company athletic referee or coach in order to develop effective teams. Brigade Opens are another excellent avenue for cadets to volunteer as Officers in Charge (OIC) to plan, prepare, execute, assess, and improve a physical competition where any cadet may participate.

iii. Example metrics of success:
   a. PE215 and PE450 – group project grades
   b. Cadet competitive sport grade when assigned as a referee or coach
   c. Number of cadets selected as a captain or co-captain for their competitive club athletics or corps squad team
   d. Number of cadets that exhibit physical excellence and selected for company through brigade PDO or AO
   e. Number of cadets that exhibit physical excellence and serve as a PIAD or MIAD physical development leader
   f. Number of cadets that volunteer as Brigade Open OIC

4.3 Provide a comprehensive risk management strategy for all program activities to minimize risk and facilitate physical development.

i. Definition: The role of the U.S. Army is to fight and win the nation’s wars. To win these wars, the Army must engage in ground combat, which is inherently violent and dangerous. The history of Army training has been predicated on the model of ‘train like you fight’. In some cases, physical training is violent and dangerous. It is our duty to structure PRT to provide these crucible experiences while mitigating risk. We will continue to conduct risk analysis on all physical training and adapt risk mitigation strategies for all physical activities.

ii. Example tasks/events:
   a. Athletic Trainers conduct an initial closed-head injury screening on cadets
   b. Our leadership conducts a risk/benefit analysis for physical events to include the development or adaptation of a risk mitigation plan
   c. We provide environmental data (i.e., lightning, temperature, humidity, etc.) in a timely manner for physical events
   d. Athletic Trainers provide appropriate medical coverage for physical training/sport events
e. Athletic Trainers provide a sequential and progressive “Return To Play” training program for physical injuries
f. Work closely with medical personnel outside DPE to ensure cadet safety and well-being

iii. Example metrics of success:
   a. Events with greater than minimal risk will have medical coverage
   b. Accountability on the closed-head injury screening, assessment, diagnosis and treatment program
   c. Provide a written “Return To Play” policy/program
   d. Number of athletic trainers that are NATA certified
   e. Number of faculty that are CPR/AED certified
Strategic Plan for the Physical Program

Team Members

Director: COL Nicholas Gist
Deputy Director: MAJ (P) Russ Nowels

Subordinate Directors:
Instruction: Dr. Jeff Coelho
LPAs: Dr. Lynn Fielitz
Operations: Dr. Bart Woodworth
Facilities: Mr. Arthur Coughlin
IT Support: Mrs. Jennifer Trainor

Kinesiology: Dr. Jesse Germain
Competitive Sports: Dr. Craig Yunker
Assessment: Mr. Jason Suby
Sports Medicine: Mr. John Palmer

Course Directors:
Military Movement: Mr. Tim Goetz
Combat Applications: Mrs. Melissa Jackson
Army Unit Fitness: CPT (P) Michael Tiffany

Boxing: Dr. Ray Barone
Survival Swimming: Mr. John McVan
Personal Fitness: Mr. Jon Liba

Committee Teams Chaired by Dr. Jeff Coelho

Assessment:
Team Leader: Mr. Jason Suby
Team Members: Dr. Todd Crowder, CPT (P) Cameron Turner, CPT (P) Michael Munroe, CPT Benji Marquez

Lifetime Physical Activities:
Team Leader: Dr. Craig Yunker
Team Members: Mr. Arthur Coughlin, Mr. Dan Furlong, Mr. Paul Gannon, Mr. Dawes Strickler, MAJ Timothy Mitroka, CPT Ryan Feeney

Basic Instructor Program:
Team Leader: Dr. Lynn Fielitz
Team Members: Mr. Dustin Fulkerson, MAJ Michael Dargavell, MAJ Robert Peterson, MAJ Helen Lilly, MAJ Evan Westgate, CPT (P) Richard Juten

Testing:
Team Leader: MAJ Tyler Patterson
Team Members: Dr. Bart Woodworth, Mr. John Palmer, Ms. Sue Kligerman, CPT (P) Ryan Hill, CPT (P) Nicholas Ouimet

Fitness:
Team Leader: CPT (P) Alex Bedard
Team Members: Mr. Drew Van Dam, Mr. Gregory Hess, MAJ William Kobbe, MAJ Nathan Showman, CPT (P) Kelly Calway, CPT Anthony Soika

Kinesiology:
Team Leader: Dr. Jennifer Hewit
Team Members: Dr. Jesse Germain, Dr. Daniel Jaffe

“Set the standard… Maintain the standard”
Appendix A
Additional physical program assessment tasks/events
Current as of 1 May 2016. This is not an all-inclusive list and the most up to date version is found at: http://www.usma.edu/dpe/SitePages/Home.aspx

Required core program tasks/events

Instructional Coursework: Instructional program goals are designed by each course director to contribute to the success of the physical program strategic goals. The accomplishment of the physical program strategic goals in turn supports both West Point and WPLDS outcome and strategic objectives. Through the bottom up and top down approach and analysis of our outcomes, we can illustrate DPE mission accomplishment.

Outcomes are analyzed through various activities across the department and this appendix illustrates just a sample of tasks/events where physical requirements could be assessed. For example, we could assess our faculty preparation in BIP, the cadet grades in our Master Fitness Leader courses (MFL), or analyzing the team building outcome in a variety of LPA courses. BIP courses consist of Survival Swimming, Boxing, Fundamentals of Combatives, Combat Applications, and Military Movement. The MFL conceptual framework is embedded in the four-year curriculum and includes the Fundamentals of Personal Fitness and Army Fitness Development courses. Cadets are responsible for developing and implementing a personal physical fitness program. This process is facilitated through various instructional, participatory, leadership, and assessment opportunities. LPA courses contribute to a commitment of a lifetime of optimal physical performance through participation in a wide variety of physical activity classes such as rock climbing, tennis, alpine skiing, cycling, and SCUBA.

Fitness Testing: The fitness-testing program is designed to assess a cadet’s progress toward achieving physical excellence. Cadets are required to take the APFT each academic term and the IOCT each academic year. These tests are designed to monitor progress and motivate cadets to achieve physical excellence. In addition to the APFT and IOCT, health-related components of fitness are assessed and embedded in the core curriculum in the Fundamentals of Personal Fitness and Army Fitness Development courses.

Competitive Sports Participation: All cadets are required to participate in the competitive sports program. There are three levels of participation: company athletics, competitive club athletics, and corps squad (intercollegiate level). Every cadet must participate in a competitive sport during each academic term. Cadets receive a grade based on their Character in Sport Index, a series of rubrics/observable traits derived from the following six components:
1) Fair Play/Sportsmanship
2) Mental Toughness/Perseverance/Winning Spirit
3) Team Player/ Unselfishness
4) Coachability/Attitude/Teachable Spirit
5) Playing Ability
6) Time
Supplementary assessments

**Company Physical Activity Events:** Cadet companies host many voluntary and mandatory physical activity events throughout the year. Examples are:
- Commandant’s Zone of Consideration Program (CZCP)
- Commandant’s Physical Remediation Program (CPRP)
- Company Physical Development Activities
- Company Military Development Activities

**Physical Individual Advanced Development:**
- Advanced Sports Development (SCUBA)
- Mountaineering/Climbing
- Kinesiology collaboration with external organizations

**Competitive Military Individual Advanced Development:**
- Air Assault School
- Airborne School
- Combat Diver Qualification Course
- SAPPER School

**Competitive Military Fitness Events:**
- German Proficiency Badge
- Sandhurst competition

**Competitive Sporting Events:**
- West Point Half Marathon
- West Point Triathlon
- Tunnel to Tower run
- Army 10-miler
- Army Spring Cycling Classic
- Brigade Boxing Open
- Obstacle Course Racing Series

**Brigade Open Tournaments:** The Brigade Open Championship program was initiated to offer cadets the opportunity to participate in a variety of tournament-style sporting events. Some events are designed as single day tournaments, four day round robin competitions, or semester long elimination/ladder events. The Brigade Open Championships are offered primarily late fall and winter in an effort to maximize indoor facility usage. The following are examples of Brigade Open championships that are available to all cadets: combatives, golf, racquetball, volleyball, 3 v 3 basketball, and weightlifting.

**Hobby Club Sports:** Some hobby club sports do not meet the competitive sport requirement and therefore, participation is voluntarily and an addition to the competitive sport participation requirement. These sports are sponsored by the Director of Cadet Activities. West Point recognizes and supports numerous hobby club sports teams such as fly fishing, hunting, racquetball, and bowling.
Appendix B
DPE Goal Assessment Strategy
Current as of 1 May 2016. This is not an all-inclusive list and the most up to date version is found at: http://www.usma.edu/dpe/SitePages/Home.aspx

DPE’s Director of Assessment conducts analysis of attainment for both the physical program strategic goals and the core curriculum instructional goals. A comprehensive and continuous assessment process supports program development and improvement, promotes accountability, and identifies impacts to internal and external agencies. Our assessment strategy allows us to respond to the changing needs of West Point and the Army.

Example survey assessment metrics for physical program tasks/events

Cadet/graduate survey data: Survey data related to many outcome objectives are gathered throughout the 47-month experience, as well as the 5-year service commitment period. The following assessment tools are utilized to determine the degree to which graduates have internalized what they have learned.

  i. Course-end feedback survey data: Information is gleaned immediately after a course has been completed.

  ii. CST survey: Addresses goal attainment as it relates to cadet fitness performance, and is compared with cadet fitness data measured during the same time frame.

  iii. Basic Officer Leadership Course (BOLC) performance and conduct report: This annual report summarizes academic, physical, military and conduct performance data from each of the 16 branch Officer Basic Courses attended by each West Point class approximately one year beyond graduation.

Supervisor/Commander Survey Data:

  i. Periodic Developmental Reviews (PDRs): Each semester, instructors are assigned multiple cadets to assess and counsel on a PDR in order to assist in the development of a self-improvement plan. The PDR provides a structure and systematic means for the leader development of individual cadets based on current Army doctrine.

  ii. Battalion Commander focus group interviews: Focus group interviews are administered annually with former battalion commanders which normally take place at the Army War College. The purpose of these interviews is to identify how they perceive the performance of West Point graduates as lieutenants and captains under their command with respect to the physical goals of DPE.

  iii. Graduate/Commander survey: This report is based on surveys of graduates and their commanders for each West Point class at approximately three to four years beyond graduation. It provides data on graduates’ self-reported confidence on various dimensions of their intellectual, military and physical foundation, and their company commanders’ comparative perceptions of their performance in the field.

Embedded performance indicators: DPE collects significant program assessment data from indicators embedded in the required core curriculum. These measures of success are mapped from each course director and focus on the five physical program
strategic goals.
  i. Event grades within core courses
  ii. Summative course grades
  iii. End of course survey results

Ancillary performance indicators: Cadet’s participate in a myriad of supplemental activities that promote the development of the physical program goals. Although DPE is not responsible for collecting or gathering this data, it assists in illustrating the attainment of our physical goals.
  i. Course-end surveys for PIADs and MIADs
  ii. Self-reflections/surveys for PIADs, AIADs, and Semester Abroad
  iii. Army Global Assessment Tool 2.0
  iv. Princeton Review Survey
  v. Resilience Survey
  vi. Character Development Questionnaire

Medical record indicators: Cadet medical records are a vital source of strategic and program information. These records are essential in assessing DPE’s risk mitigation strategy and demonstration of resilience and courage.
Appendix C
Example metrics and targets for physical assessment
Current as of 1 May 2016. This is not an all-inclusive list and the most up to date version is found at: http://www.usma.edu/dpe/SitePages/Home.aspx

Appendix C illustrates the example metrics mentioned in each section of our Strategic Plan and possible targets for our assessments. We will not assess each of these targets every single year and they may change due to our analysis or new guidance from our leadership. These targets should assist in visualizing our assessment strategy and possible areas for improvement.

1. Cadet Excellence. Upon commissioning, West Point graduates will:
   1.1 Demonstrate physical excellence
      a. PPSC – 80% of cadets maintain a 2.75
      b. Fitness Testing – 75% earn APFT and IOCT badges
      c. Intercollegiate/Competitive Sports Records – competitive club athletics teams win 60% of their competitions and beat at least one of the sister Service Academies

   1.2 Plan, prepare, execute, assess, and improve physical readiness training
      a. PE215 – 85% average for basic exercise physiology and creation of individual fitness plan based on assessed shortfalls in physical activity
      b. PE450 – 85% average on UPRTP; 88% average for execution of PRT lab; 80% average for Planning and Considerations quiz
      c. CBT or CFT PRT as a leader and/or MOS – 80% of cadet cadre execute the PRT script correctly and 90% of cadets know PRT standards
      d. Cadet led APFTs – 99% accountability of each repetition is completed to standard and 100% accountability of all scores
      e. Developmental opportunities within the Chain of Command (CoC) – 80% of PDOs plan, prepare, execute, assess and improve a PRT plan for their company through their DPE Company Guidance Officer
      f. Sport Participation (Corps Squad, Competitive Club Athletics, Company Athletics or Sandhurst) – 100% accountability of enrollment for each cadet; 50% of cadets in charge of planning physical events seek out DPE guidance
      g. CTLT Experience – 90% of cadets execute PRT with their assigned platoon and assessed through the CTLT survey
      h. All DPE required activity and LPA courses – 100% accountability of cadet enrollment

   1.3 Live honorably and develop effective teams
      a. PE223 – Basketball: 80% average for Team Performance grade
      b. PE266 – Volleyball: 80% average for Team Play grade
      c. PE230 – Cycling: 80% average for Group Ride grade
      d. PE232 – Emergency Water Safety: 80% average for Team Comprehensive Scenario grade
      e. PE234 – Lifeguarding: 80% average for Course Exit Scenario grade
f. PE242 – Ice skating: 80% average for Group Routine grade
g. PE250 – SCUBA: 80% average for Skill Assessment #3 (Rescue breathing), Skill Assessment #6 (Scenario), Underwater Obstacle Course, and Underwater Activities grades
h. PE450 – Army Fitness Development: 80% average for Group lab, Unit Physical Readiness Training Program (UPRTP), and peer evaluation grades
i. Company Athletics – CSI for Team Player is an 80% average

1.4 Demonstrate resiliency and courage
a. PE116 – Boxing: 85% average for authentic graded bouts
b. PE117 – Military Movement: 80% average for horizontal bars, rope climbing, vaulting, and handspring
c. PE109 through PE323 – Survival Swimming: 80% average for survival gates and tower entry
d. PE115 and PE360 – Combatives: 80% average for ground fighting and SCAR
e. PE250 – SCUBA: 80% average for underwater obstacle course and underwater activities
f. Company Athletics – CSI for Mental Toughness is an 80% average
g. IOCT – 100% pass by graduation
h. CBT – 95% completion of rappelling and mountaineering block
i. CFT – 95% completion of WOC/SFL and COC
j. 75% completion for all cadets enrolled in MIADs and less than 10% drop due to physical event failures

1.5 Commit to a lifetime of optimal physical performance
a. PE215 – 80% average grade on final block project
b. At least 300 cadets volunteer for Brigade Open events measured through signup records held by DPE Competitive Sports
c. At least 50 cadets on an official competitive club athletics roster also volunteer as a player or coach for company athletics and tracked by DPE Competitive Sports
d. At least 200 cadets volunteer to participate in additional LPAs beyond the single course requirement for graduation and measured by the DPE Guidance office
e. 50% of cadets improve for each of their three IOCTs

2. Faculty Excellence
2.1 Maintain a diverse and professional faculty
a. All faculty will have a master’s degree in physical education/exercise science
b. At least 20% of civilian faculty will have terminal degrees in physical education/exercise science
c. All faculty will maintain professional certifications in optimal performance/movement/instruction (i.e., ATC, NSCA, ACSM, NBF, Red Cross, etc.)
d. All RMOs will have most qualified/highly qualified command OERs
e. At least 10% of the faculty is competing and achieving academic rank promotions to Assistant Professor, Associate Professor, and Full Professor

2.2 Develop and retain a high quality staff and faculty
   a. All staff and faculty will attend NIT and BIP for their assigned courses
   b. Every faculty member will complete our TIP with their TIF
   c. At least 20% of our faculty volunteers to attend the MTP
   d. Identify one RMO from each cohort that we want to stay and teach for an additional year if it is also in the best interest of the officer and the Army
   e. At least 80% of the civilian faculty attends a professional conference every two years in order to stay current in best practices for educating/training cadets to optimize human performance/movement
   f. At least 50% of our staff is provided the opportunity to attend professional developmental and training every two years in order to support curriculum requirements

3. Army Excellence
   3.1 Provide disciplinary expertise to West Point and the Army through educational and research efforts to optimize physical performance
      a. Identify at least one staff member to have a direct line of communication with the writers of FM 7-22 to provide insight and recommendations
      b. Develop, assess, and implement the CBT/CFT physical training plan that results in less than five percent APFT failure rate in CBT and one percent APFT failure rate in CFT
      c. We host/participate in the All Academy Physical Education Conference every other year
      d. We annually assess the CFA for meeting West Point goals, revise, and support implementation
      e. Our selected leadership reviews every cadet candidate file and makes a recommendation for the admission board based upon physical readiness

   3.2 Provide disciplinary expertise to the Army through an academic major in exercise science – kinesiology
      a. Each KIN major researches and presents their project during the Kinesiology capstone integrate experience
      b. We select approximately 18 extraordinary cadets each academic year for the KIN major bases on their future potential for greatness
      c. Our faculty publishes two to four scholarly research articles during the academic year in support of West Point, the Army, and optimal human performance
      d. CST assigned faculty attend all CBT/CFT planning meetings to serve as consultants and develop the summer the physical training plan in conjunction with the summer cadet PDO/AO

4. Programmatic Excellence
   4.1 Provide contemporary educational and training facilities where cadets can optimize their physical fitness and movement skills
a. Athletic fields meet certification standards for sport and play while identified hazards are mitigated within 24 hours
   b. All facilities are maintained to Army standards while 90% of the work orders are completed within 60 days
   c. 60% of support staff is professionally certified in their areas of expertise

4.2 Provide opportunities for cadets to develop effective teams through sport and physical activity
   a. PE215 and PE450 – group project grades are at least 80%
   b. 75% of referees and coaches earn at least an 85% for their competitive sport grade
   c. At least 10% are selected as a captain or co-captain for their competitive club athletics or corps squad team
   d. At least 80% of cadets selected from company through brigade PDO or AO maintain a 3.0 PPSC
   e. At least 80% of cadets selected as a PIAD or MIAD physical development leader maintain a 3.3 PPSC
   f. At least 50 cadets volunteer as a Brigade Open OIC

4.3 Provide a comprehensive risk management strategy for all program activities to minimize risk while facilitating physical development
   a. All events with greater than minimal risk will have medical coverage
   b. 100% accountability on the closed-head injury screening, assessment, diagnosis and treatment program
   c. Provide a written “Return To Play” policy/program that is assessed annually for the effectiveness of returning cadets to class
   d. All athletic trainers are NATA certified
   e. All faculty is CPR/AED certified
Appendix D
Definitions for the components of physical fitness
Current as of 1 May 2016. These are not all-inclusive definitions and the most up to date version is found at: http://www.usma.edu/dpe/SitePages/Home.aspx

Physical Readiness Training components from FM 7-22

1. Strength
   i. Muscular endurance – the capacity of a muscle/muscle group to exert a force repeatedly or to hold a fixed or static contraction over a period of time
   ii. Muscular strength – the capacity of a muscle/muscle group to exert a force against maximal resistance

2. Endurance
   i. Aerobic endurance – the ability to sustain low-intensity activity of long duration
   ii. Anaerobic endurance – the ability to sustain high-intensity activity of short duration

3. Mobility qualitative performance factors
   i. Agility – the ability to start, stop, change direction, and efficiently change body position
   ii. Balance – the ability to maintain equilibrium. External forces such as gravity and momentum act upon the body at any given time. Sensing these forces and responding appropriately leads to quality movements.
   iii. Coordination – the ability to perform multiple tasks. Coordination of arm, leg, and trunk movement is essential in climbing and individual movement techniques.
   iv. Flexibility – the range of motion of a joint and its surrounding muscles. Flexibility is essential in performing quality movement safely.
   v. Posture – any given position in which the body resides. Posture constantly changes as the body shifts to adapt to forces of gravity and momentum. Good posture is important in military bearing and optimal body function. Proper carriage of the body while standing, sitting, lifting, marching, and running is essential to movement quality and performance.
   vi. Power – the product of strength and speed. Throwing, jumping, striking, and moving explosively from a starting position require both speed and strength. Power is generated in the trunk (hips and torso). Developing trunk strength, stability, and mobility is important to increasing power. Soldiers, as tactical athletes, are power performers.
   vii. Speed – the rate of movement. Speed improves through better technique and conditioning. Lengthening stride (technique) and increasing pace (conditioning) improve running speed.
   viii. Stability – the ability to maintain or restore equilibrium when acted upon by forces trying to displace it. Stability depends on structural strength and body management. Quality movements through a full range of motion, such as lifting a heavy load from the ground to an overhead position, require stability to ensure optimal physical performance without injury.
Appendix E
References
Current as of 1 May 2016. This is not an all-inclusive list and the most up to date version is found at: http://www.usma.edu/dpe/SitePages/Home.aspx


Department of Physical Education. (2010). Preparing tomorrow’s leaders to meet the physical demands of the Army. West Point, NY. United States Military Academy.


