



DEPARTMENT OF THE NAVY

UNITED STATES NAVAL ACADEMY

121 BLAKE ROAD

ANNAPOLIS, MARYLAND 21402-5000

COMDTMIDNINST 1650.4A

15 MAR 1996

COMDTMIDN INSTRUCTION 1650.4A

From: Commandant of Midshipmen

Subj: RADM DRAPER L. KAUFFMAN LEADERSHIP EXCELLENCE AWARD

Ref: (a) Mrs. Draper L. Kauffman ltr dtd 29 January 1980

Encl: (1) General Plan of Action and Milestones
(2) Sample Memorandum to Company Officers
(3) Award Ceremony Sequence of Events
(4) Official Remarks
(5) Sample Award Certificate
(6) Sample Memorandum to Bancroft 1st LT for Ceremony Setup
(7) Seating Chart for Award Ceremony

1. Purpose. To establish policy concerning the nomination, selection and presentation procedures for the RADM Draper L. Kauffman Leadership Excellence Award.

2. Cancellation. COMDTMIDINST 1650.4

3. Background.

a. The Kauffman Award was established in 1980 by RADM Kauffman's widow using the broad criteria provided in reference (a). The award is intended to be given to a Second Class Midshipman who has shown leadership potential across a broad spectrum of service to others. The spirit of the award is to inspire the awardee to develop and use this potential responsibly, not only at the Academy, but afterwards, when he or she joins the Fleet or Fleet Marine Force. The Kauffman family believed that the Naval Academy Alumni watch would be the ideal award, because it was their hope that every time the awardee looked at the time, he or she would be reminded of their commitment to ship, shipmate, and self. When describing the Naval leader, Rear Admiral Kauffman always stressed the whole person, not just the athlete, the scholar, or the individual with

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the best appearance, but a well-rounded leader that could blend all of these attributes selflessly. The Kauffman family is hoping to identify an individual who may not have been recognized by other means within the Academy.

b. Since 1981, the selection process has begun during the nominee's Second Class year. The award has been presented during Parents' Weekend prior to the fall semester of the awardee's First Class year.

c. The procedures contained in this instruction were developed by the Department of Leadership, Ethics and Law to appeal to the whole person concept alluded to by Mrs. Kauffman in reference (a), and to utilize a process of peer nomination. The model of peer selection is an ideal process for selecting and recognizing a midshipman who consistently meets this responsibility and does so without consideration of reward. The individual selected must reflect the principles and beliefs that RADM Kauffman represented both in and out of uniform. The spirit of RADM Kauffman was one of voluntarism, service without expectation of reward or recognition, and resolute focus on mission accomplishment. The selected individual should be the unsung hero who, day-in and day-out, performs above and beyond what is expected, and does so with the highest regard for the success of the unit. A good record in sports or ECA accomplishment, participation in company events, community involvement, and leadership amongst peers are examples of some of the attributes that would make an individual a candidate for the Kauffman Award. However, the nominator need not restrict the qualifications for nomination to those listed previously.

4. Eligibility for Award. The Second Class Midshipman who has demonstrated proven ability in followership, potential for leadership, and a career of service upon graduation will be eligible for the award. In addition, the nominee should have no significant conduct or academic difficulties, whether documented or pending.

15 MAR 19965. Method of Nomination and Selection.

a. A member of the Leadership, Ethics and Law Department, appointed by the Chairman of the department, will be assigned the collateral duty of Kauffman Award Coordinator. This individual, henceforth known as the coordinator, will normally be an NL302 instructor and will be responsible to the Chairman, Department of Leadership, Ethics and Law, and the Director, Division of Professional Development for carrying out the guidance provided in this instruction. The coordinator will use the Plan of Action and Milestones provided in enclosure (1) of this instruction as a guide to assist in this task.

b. Within the first week of the spring semester, the coordinator will provide to each Company Officer a memorandum describing the suggested peer selection criteria for respective nominees for the Kauffman Award as exemplified in enclosure (2). The memoranda for the Company Officers will be routed to them via PRODEV, the Commandant, and their respective Battalion Officers. **All aspects of the nomination and selection process shall be held as confidential.** The process should be a surprise to the awardee. This unsung hero should not be aware of the nomination or final determination at any time during the selection process by the review board.

c. Peer nominations will be the only source of nominations. Only Second Class Midshipmen, who are themselves eligible to be selected will nominate one peer. The nomination will be made on a single-page, single-spaced, signed, confidential letter containing the name and company of the peer nominated. These letters will be forwarded, in confidence, directly to the nominee's Company Officer, who will screen both the nominator and nominee for eligibility, and forward all qualified nominee's to their respective Battalion Officers. The Battalion Officers will forward not more than five of the most competitive to the coordinator, who will maintain possession until the review board is convened.

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d. The coordinator will obtain all the nominee's MIDGRADE*** and MIDPERF*** marks from the respective Company Officer, and will coordinate all the requirements of the review board as directed by the Commandant.

e. The Kauffman Leadership Excellence Award Board composition is as follows: Deputy Commandant; Director, Division of Professional Development; Battalion Officers; Chairman, Department of Leadership, Ethics and Law; two senior civilian faculty members in the Department of Leadership, Ethics and Law (normally the Leadership Section Head and the Ethics Section Head) and two Junior Officers from the Department of Leadership, Ethics, and Law (normally the coordinator plus one other officer).

f. The respective Battalion Officers will brief his or her nominee's record, and any other significant contributions or achievements to the board. The Junior Officers will act as recorders for the board, and will be allowed to vote. The Department of Technical Programs will provide the support required for voting using the respondex system. The board will convene when directed by the Commandant.

g. In order to ensure ample time is available to make arrangements for family and friends to attend the award ceremony, the awardee will be notified prior to the end of commissioning week by the Commandant.

h. The ceremony will be held the Friday morning of First Class Parents' Weekend in accordance with the schedule of events provided in enclosure (3). The Director, Division of Professional Development will officiate using remarks similar to those provided in enclosure (4). The Superintendent will present the award. The award will consist of a Naval Academy wristwatch as noted in reference (a), provided by the USNA Alumni Association; an award certificate as provided in enclosure (5);

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and the awardee's name engraved on the perpetual plaque affixed outside the planetarium in Luce Hall. Personnel in attendance will include:

- 1) Superintendent (VIP seat)
- 2) Commandant (VIP seat)
- 3) Deputy Commandant (VIP seat)
- 4) Awardee's Battalion Officer (VIP seat)
- 5) Director, Division of Professional Development (VIP seat)
- 6) All Division of Professional Development faculty and officers
- 7) Awardee's Company
- 8) Brigade Staff
- 9) Primary ECA/BSA/sports team with which awardee is affiliated

The ceremony will be held in Memorial Hall, set up according to the seating plan and memorandum provided in enclosures (6) and (7).


W. T. R. BOGLE

Copy to:
C-2

**Kauffman Leadership Award
Plan of Action and Milestones**

<u>ACTION</u>	<u>Complete By</u>	<u>Completed</u>
1. Distribute nomination memos to Company Officers.	(Spring Semester) Week 1 _____	_____
2. Remind Company Officers nominations due in one week.	Week 7 _____	_____
3. Collect nominations from Company Officers.	Week 8 _____	_____
4. Schedule review board with all board members.	Week 9 _____	_____
5. Obtain MIDPERF*** and MIDGRADE*** from respective Company Officers.	Week 10 _____	_____
6. Contact Schedules Officer to include Award ceremony in I/C Parents' Week printed schedule.	Week 11 _____	_____
7. Conduct final board (PRODEV Conf. Rm.)	NLT Comm Wk	_____
8. Notify awardee via memo	NLT Comm Wk	_____
9. Notify Alumni House of awardee. They provide watch. Take watch for engraving to Tilghman's.	-1 month _____	_____
10. Take nameplate to USNA Store for engraving	-1 month _____	_____
11. Schedule Supt, Dant, DepDant, BattO, CompO, O-Rep, ProDev, LeadEthLaw, BrigCmdr for award ceremony	-1 month _____	_____
12. Schedule Memorial Hall with Skeds Officer	-1 month _____	_____
13. Provide ceremony set-up plan to Bancroft 1st LT	-1 month _____	_____
14. Schedule photographer/reporter with Trident	-1 month _____	_____
15. Schedule ceremony in WAB, POD	- 3 weeks _____	_____

Enclosure (1)

- | | | | |
|---|----------|-------|-------|
| 16. Provide ceremony remarks and awardee bio to Supt, Dant and DirProDev | -2 weeks | _____ | _____ |
| 17. Print out certificate on special parchment from LeadEthLaw Dept Admin Assistant and take to Supt for signature | -2 weeks | _____ | _____ |
| 18. E-mail Division of ProDev to ensure attendance | -1 week | _____ | _____ |
| 19. Retrieve watch from engravers | -1 week | _____ | _____ |
| 20. Retrieve name plate from engravers | -1 week | _____ | _____ |
| 21. Retrieve certificate from Supt, insert in blue presentation folder | -1 week | _____ | _____ |
| 22. Remind Company Officer to have mids get word to I/C parents to invite to ceremony | -1 week | _____ | _____ |
| 23. Remind all VIP attendees of ceremony | -2 days | _____ | _____ |
| 24. Remind company, O-rep, and DivProDev of ceremony | -1day | _____ | _____ |
| 25. Double check on set-up with Bancroft 1st LT | -1day | _____ | _____ |
| 26. Arrive early at Memorial Hall with watch, award certificate and extra copy of remarks, ensure set-up is correct | -0 days | _____ | _____ |

[Date]

MEMORANDUM

From: Kauffman Leadership Award Coordinator
To: Company Officers
Via: Chairman, Department of Leadership, Ethics and Law
Director, Division of Professional Development
Commandant of Midshipmen
Battalion Officers

Subj: REQUEST FOR NOMINATIONS FOR THE RADM DRAPER L. KAUFFMAN LEADERSHIP AWARD

Ref: (a) COMDTMIDNINST 1650.4A

1. IAW reference (a), please forward to your Battalion Officer, peer generated, Second Class nominees who are eligible for the RADM Draper L. Kauffman Leadership Award.
2. The Second Class Midshipman who has demonstrated proven ability in followership, potential for leadership, and a career of service upon graduation will be eligible for the award. In addition, the nominee should have no significant conduct or academic difficulties, whether documented or pending.
3. The model of peer selection will be used for selecting and recognizing a midshipman who consistently meets the spirit of RADM Kauffman: voluntarism, service without expectation of reward or recognition, and resolute focus on mission accomplishment. The individual that should be nominated is an unsung hero who performs above and beyond what is expected, and does so with the highest regard for the success of the unit. When describing the Naval leader, RADM Kauffman always stressed the whole person, not just the athlete, the scholar, or the individual with the best appearance. What he wanted was well-rounded leaders for our Navy. The Kauffman family is hoping to identify an individual who may not have been recognized by other means within the Academy.
3. **Peer nominations will be the only source of nominations. Only Second Class Midshipmen, who are themselves eligible to be selected will nominate one peer. The nomination will be made on a single-page, single-spaced, signed, confidential letter containing the name and company of the peer nominated. These letters will be forwarded, in confidence, directly to the nominee's Company Officer, who will screen both the nominator and nominee for eligibility, and forward all qualified nominee's to their respective Battalion Officers. The Battalion Officers will forward not more than five of the most competitive to the coordinator, who will maintain possession until the review board is convened.**
4. Please insure, in any manner you see fit, that the Second Class in your company understand the principles behind the award.
5. Thank you for your careful consideration in this matter.

[Name]

Enclosure (2)

KAUFFMAN LEADERSHIP AWARD CEREMONY
SEQUENCE OF EVENTS

1. 0715 COMPANY COMMANDER HOLD FORMATION IN MEMORIAL HALL INSTEAD OF OUTSIDE; BRING THE COMPANY TO PARADE REST.
2. 0725 DIVISION OF PROFESSIONAL DEVELOPMENT, BRIGADE STAFF, ECA/BCA, ETC. IN RANKS AT PARADE REST.
3. 0730 COMPANY OFFICER BRINGS COMPANY TO ATTENTION UPON ARRIVAL OF SUPERINTENDENT, COMMANDANT, DEPUTY COMMANDANT, [] BATT O AND DIRPRODEV
4. 0730-0735 DIRECTOR, PRODEV REMARKS
5. 0735 INTRODUCTION OF SUPERINTENDENT, BY DIR PRODEV
6. 0735-0740 SUPERINTENDENT REMARKS AS DESIRED
7. 0740 SUPERINTENDENT PRESENTS WRISTWATCH TO AWARDEE.
 - A. PHOTOGRAPH OF THE PRESENTATION
8. 0742 BRIEF REMARKS BY AWARDEE
7. 0745 COMPANY OFFICER BRING COMPANY TO ATTENTION AND DISMISS.
8. 0750 PHOTOGRAPH OF AWARDEE, PARENTS, SUPERINTENDENT, COMMANDANT, AND PRODEV

Enclosure (3)

DIRECTOR, DIVISION OF PROFESSIONAL DEVELOPMENT

Introduction and Remarks

GOOD MORNING MEMBERS OF THE TWENTY-FOURTH COMPANY, MR. & MRS. XXXXXXXXXXXX, LADIES AND GENTLEMEN. WE ARE PLEASED TO BE WITH YOU THIS MORNING. IN A MOMENT I WILL ASK THE SUPERINTENDENT OF THE UNITED STATES NAVAL ACADEMY TO PRESENT THE DRAPER L. KAUFFMAN LEADERSHIP AWARD TO MIDSHIPMAN XXXXXXXX. BEFORE I DO THAT, I WOULD LIKE TO TELL YOU BRIEFLY ABOUT RADM DRAPER L. KAUFFMAN. KNOWN AS THE FATHER OF U.S. NAVY UNDERWATER DEMOLITION TEAMS, HE WAS A GRADUATE OF THE CLASS OF 1933. INITIALLY, HE WAS NOT COMMISSIONED IN THE NAVY BECAUSE OF HIS POOR EYE SIGHT AND WENT TO WORK FOR THE UNITED STATES LINES FOR SEVEN YEARS IN ITS NEW YORK, SAN FRANCISCO AND EUROPEAN OFFICES. WHEN WAR STARTED IN EUROPE HE RESIGNED FROM UNITED STATES LINES, AND SERVED AS AN AMBULANCE DRIVER IN FRANCE. CAPTURED BY THE GERMANS IN JUNE 1940, HE WAS IMPRISONED FOR TWO MONTHS. UPON HIS RELEASE HE MADE HIS WAY TO ENGLAND VIA UNDERGROUND ROUTES THROUGH SPAIN AND PORTUGAL. IN ENGLAND HE VOLUNTEERED FOR AND WAS COMMISSIONED IN THE ROYAL NAVY VOLUNTARY RESERVE. SERVING IN THE LONDON AREA DURING THE BLITZ, HE WAS CITED BY THE BRITISH ADMIRALTY AND BY KING GEORGE IV, PERSONALLY, FOR HIS WORK IN BOMB AND MINE DISPOSAL IN THE WAKE OF THE BOMBINGS. ONE MONTH BEFORE PEARL HARBOR WAS ATTACKED BY THE JAPANESE, HE RECEIVED A COMMISSION IN THE U.S. NAVAL RESERVE. AS A NEW LIEUTENANT HE WAS SENT TO HAWAII TO RECOVER AN UNEXPLODED BOMB THAT HAD LODGED IN A BUILDING AT SCHOFIELD BARRACKS DURING THE AIR ATTACK. FOR RECOVERING AND DISASSEMBLING THE 500-POUND BOMB, THE FIRST RECOVERED BY AMERICANS, HE WAS AWARDED THE NAVY CROSS. HE EARNED A SECOND NAVY CROSS FOR HIS WORK WITH UNDERWATER DEMOLITION TEAMS UNDER HEAVY ENEMY FIRE AT SAIPAN IN 1944. AT THAT TIME, HE WAS A COMMANDER AND IN CHARGE OF ALL UDT ACTIVITIES INVOLVED IN THE SAIPAN, TINIAN AND GUAM OPERATIONS. SUBSEQUENTLY HE WAS AWARDED THE LEGION OF MERIT FOR THE PLANNING AND EXECUTION OF UDT OPERATIONS AT IWO JIMA AND OKINAWA. FOLLOWING WORLD WAR II HE TRANSFERRED TO THE REGULAR NAVY AND ROSE TO FLAG RANK AS A LINE OFFICER. IN JUNE OF 1965 HE BECAME THE 44TH SUPERINTENDENT OF THE NAVAL ACADEMY. RADM KAUFFMAN DIED IN AUGUST OF 1979 AND IN MARCH OF 1986 THE NAVY GUIDED MISSILE FRIGATE KAUFFMAN (FFG59) WAS LAUNCHED.

Enclosure (4)

RADM KAUFFMAN WAS AN OUTSTANDING LEADER IN EVERY ASPECT OF HIS LIFE AND IT IS ESPECIALLY FITTING THAT AN AWARD IN LEADERSHIP IS PRESENTED IN HIS HONOR. THE DRAPER L. KAUFFMAN AWARD IS PRESENTED TO THAT MIDSHIPMAN WHO, AS A MIDSHIPMAN SECOND CLASS, IS JUDGED, BY [HIS] PEERS, TO HAVE THE HIGHEST LEVEL OF THE PRINCIPLES AND BELIEFS THAT RADM KAUFFMAN REPRESENTED BOTH IN AND OUT OF UNIFORM. THE SPIRIT OF RADM KAUFFMAN WAS ONE OF VOLUNTARISM, SERVICE WITHOUT EXPECTATION OF REWARD OR RECOGNITION, AND RESOLUTE FOCUS ON MISSION ACCOMPLISHMENT. THIS YEAR'S AWARD WINNER HAS CONSISTENTLY PERFORMED ABOVE AND BEYOND THE CALL OF DUTY WITH THE HIGHEST REGARD FOR THE SUCCESS OF THE UNIT. WE ARE VERY PLEASED TO PRESENT THE RADM DRAPER L. KAUFFMAN LEADERSHIP EXCELLENCE AWARD TO MIDSHIPMAN 1/C XXXXXXXXXXXXX.

MIDSHIPMAN XXXXXX'S NAME HAS BEEN ADDED TO THE NAMES OF PREVIOUS KAUFFMAN AWARD WINNERS ON THE KAUFFMAN PLAQUE ON THE GROUND FLOOR OF LUCE HALL.

MIDSHIPMAN XXXXX, FRONT AND CENTER.

I AM PLEASED TO ASK ADMIRAL LARSON, SUPERINTENDENT OF THE UNITED STATES NAVAL ACADEMY, TO PRESENT THE DRAPER L. KAUFFMAN AWARD, A HANDSOME, ENGRAVED GOLD WATCH AND CERTIFICATE OF RECOGNITION, TO MIDSHIPMAN XXXXXX.....ADMIRAL LARSON.

[PRESENTS AWARD, MAKES COMMENTS AS DESIRED]
[BRIEF COMMENTS BY AWARDEE]

LADIES AND GENTLEMEN, THIS CONCLUDES THE CEREMONY. I THANK YOU ALL FOR COMING AND HOPE THAT YOU WILL ENJOY THE REMAINDER OF FIRST CLASS PARENTS' WEEKEND.

*The Superintendent
of the United States Naval Academy
takes pleasure in awarding*

MIDSHIPMAN 1/C XXXXXXXXXXXX

the

*Kauffman Leadership Excellence
Award*

"This award is presented to Midshipman xxxxxxx who, as a Midshipman Second Class, was judged by [his] peers to have met the spirit of Rear Admiral Kauffman: voluntarism, service without expectation of reward or recognition, and resolute focus on mission accomplishment. Selection for the award was based on peer nomination of the classmate who performed above and beyond the call of duty, and did so with the highest regard for the success of the unit. Midshipman xxxxxxx has excelled in each of these areas of endeavor. [His] exceptional performance reflects great credit upon himself and the United States Naval Academy."

*Admiral, U.S. Navy
Superintendent
U.S. Naval Academy*

Enclosure (5)

[Date]

MEMORANDUM

From: Kauffman Award Coordinator, Leadership and Law Department

To: Bancroft Hall First Lieutenant

Subj: KAUFFMAN AWARD CEREMONY 199x

Encl: (1) Room layout for ceremony

1. Memorial Hall has been scheduled for 0730-0815, [date] to conduct the 199x presentation of the Kauffman Award.
2. Required will be a podium with microphone, 5 VIP chairs behind it and 20 (2 rows of 10) chairs facing it approximately 10 feet away. xxth company will stand behind the 20 chairs and members of Leadership, Ethics and Law Dept along with other staff members will stand to the left of them, with other midshipman guests standing to the right (see enclosure (1)). A small table next to the podium with a cloth is required for putting the award on.
3. If there are any questions, please contact me at 3-xxxx or xxx@jacksonville.
Thanks for your help.

Very Respectfully,

[NAME]
LT USN

Enclosure (6)