



DEPARTMENT OF THE NAVY

COMMANDANT OF MIDSHIPMEN
U.S. NAVAL ACADEMY
101 BUCHANAN ROAD
ANNAPOLIS, MARYLAND 21402-5100

COMDTMIDNINST 1650.4B
27 Nov 09

COMDTMIDN INSTRUCTION 1650.4B

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. COMDTMIDNINST 1650.4A dtd 15 March 1996

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 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 will be presented during Homecoming Weekend in 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 address 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 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.

5. 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 a leadership instructor and will be responsible to the Chairman, Department of Leadership, Ethics and Law, and the Director, Leadership Development Division 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 LEADDEV, the Commandant, and their respective Battalion Officers. **All aspects of the nomination and selection process shall be held as confidential.** The nominees 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.

d. The coordinator will obtain each nominees performance and academic information.

e. The Kauffman Leadership Excellence Award Board composition is as follows: Deputy Commandant; Director, Leadership Development Division; Battalion Officers; Chairman, Department of Leadership, Ethics and Law; two senior civilian faculty members in the Department of Leadership, Ethics and

Law 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 board will convene when directed by the Commandant, and the board's recommendation will be ratified by the Commandant prior to public announcement of the winner.

g. The ceremony will be held the Friday morning of Homecoming Weekend in accordance with the schedule of events provided in enclosure (3). The Director, Leadership Development Division will officiate using remarks similar to those provided in enclosure (4). The Commandant 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); and the awardee's name engraved on the perpetual plaque affixed within Luce Hall. Personnel in attendance will include:

- (1) Awardee's Family (VIP seating)
- (2) Commandant (VIP seat)
- (3) Deputy Commandant (VIP seat)
- (4) Awardee's Battalion Officer (VIP seat)
- (5) Director, Leadership Development Division (VIP seat)
- (6) All Division of Leadership 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).


MATTHEW L. KLUNDER

Copy to:
C-2 (Electronically)

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

<u>ACTION</u>	<u>Completed By</u>	<u>Completed</u>
	(Spring Semester)	
1. Schedule Dep Dant for Awards Board with Dep Dant Secretary (in Commandant Conf Rm)	Week 9 _____	_____
2. Distribute nomination memos to Midshipmen and Company Officers.	Week 12 _____	_____
3. Remind Midshipmen nominations are due to Company Officers.	Week 13 _____	_____
4. Remind Company Officers nominations are due to Battalion Officers.	Week 14 _____	_____
5. Collect nominations from Battalion Officers.	Week 16 _____	_____
6. Ensure MID-PERF and MID-QUERY AC INFO are included in each nomination package.	Week 16 _____	_____
7. Conduct awards board (Commandant Conf Rm)	Week 17 _____	_____
8. Notify awardee via memo	Week 17 _____	_____
9. Schedule Memorial Hall with Skeds Officer.	-4 month _____	_____
10. Provide ceremony set-up plan to Bancroft 1 st LT.	-4 month _____	_____
11. Schedule ceremony in Webevent.	-4 month _____	_____
12. Schedule photographer/reporter with Trident.	-3 month _____	_____
13. Schedule Dant, DepDant, BattO, CompO, O-Rep, LeadDev, LeadEthLaw, BrigCmdr for award ceremony.	-3 month _____	_____
14. Route Kauffman Award Ceremony package to Dant. Include SOE, suggested remarks and award citation for signature.	-2 month _____	_____
15. Notify Alumni Assoc. of awardee. Coordinate watch purchase via Budget/Supply.	-2 month _____	_____

- | | | | |
|--|----------|-------|-------|
| 16. Take nameplate to Rickover Hall for engraving. | -1 month | _____ | _____ |
| 17. E-mail Division of LeadDev to ensure attendance. | -2 weeks | _____ | _____ |
| 18. Retrieve name plate from engravers. | -1 week | _____ | _____ |
| 19. Retrieve certificate from Dant, insert in blue presentation folder. | -1 week | _____ | _____ |
| 20. Remind all VIP attendees of ceremony. | -2 days | _____ | _____ |
| 21. Remind Company, O-rep, and DivLeadDev of ceremony. | -1 day | _____ | _____ |
| 22. Double check on set-up with Bancroft 1 st LT. | -1 day | _____ | _____ |
| 23. Arrive early at Memorial Hall with watch, award certificate and extra copy of remarks, ensure set-up is correct. | -0 days | _____ | _____ |

[Date]

From: Kauffman Leadership Award Coordinator
To: Company Officers
Via: (1) Chairman, Department of Leadership, Ethics, and Law
(2) Director, Leadership Development Division
(3) Commandant of Midshipmen
(4) Battalion Officers

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

Ref: (a) COMDTMIDNINST 1650.4B

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 of our Navy. The Kauffman family is hoping to identify an individual who may not have been recognized by other means within the Academy.
4. 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.
5. Please ensure, in any manner you see fit, that the Second Class in your company understands the principles behind the award.
6. Thank you for your careful consideration in this matter.

(Name)

Enclosure (2)

KAUFFMAN LEADERSHIP AWARD CEREMONY
SEQUENCE OF EVENTS

1. 0645 MIDN 1/c AWARDEE AND PARENTS MEET IN COMMANDANT'S OFFICE.
2. 0655 ## COMPANY HOLD FORMATION IN MEMORIAL HALL; BRING THE COMPANY TO PARADE REST.
3. 0655 LEL EA, FORM UP DEPARTMENT OF LEADERSHIP, ETHICS, & LAW. IN RANKS AT PARADE REST.
4. 0700 FORMATION LEADERS BRING FORMATIONS TO ATTENTION UPON ARRIVAL OF THE OFFICIAL PARTY.
5. 0700 MASTER OF CEREMONIES - "LADIES AND GENTLEMEN, PLEASE RISE FOR THE ARRIVAL OF THE OFFICIAL PARTY."
6. 0700 MASTER OF CEREMONIES [ONCE OFFICIAL PARTY IS IN PLACE] - "LADIES AND GENTLEMEN, PLEASE BE SEATED."
7. 0700 MASTER OF CEREMONIES - "THE DIRECTOR OF LEADERSHIP DEVELOPMENT DIVISION, [NAME]."
8. 0700-0705 DIRECTOR LEADERSHIP REMARKS
9. 0705-0710 COMMANDANT PRESENTS CERTIFICATE OF RECOGNITION AND WRISTWATCH TO AWARDEE [MASTER OF CEREMONIES READS CITATION]
 - a. PHOTOGRAPH OF THE PRESENTATION
10. 0710 COMMANDANT REMARKS
11. 0715 BRIEF REMARKS BY AWARDEE
12. 0720 MASTER OF CEREMONIES CONCLUDES CEREMONY. FORMATION LEADERS BRING FORMATIONS/COMPANY TO ATTENTION AND DISMISS.
13. 0720 PHOTOGRAPH OF AWARDEE, PARENTS, COMMANDANT AND DIRECTOR OF LEADERSHIP. OTHER PHOTOS AS DESIRED.

DIRECTOR, LEADERSHIP DEVELOPMENT DIVISION

Introduction and Remarks

GOOD MORNING MEMBERS OF THE XXXXXXXXXX COMPANY, MR. & MRS. XXXXXXXX, LADIES AND GENTLEMEN. WE ARE PLEASED TO BE WITH YOU THIS MORNING. IN A MOMENT I WILL ASK THE COMMANDANT OF THE UNITED STATES NAVAL ACADEMY TO PRESENT THE DRAPER L. KAUFFMAN LEADERSHIP AWARD TO **MIDSHIPMAN XXXXXXXXXXXX**. BEFORE I DO THAT, I WOULD LIKE TO TELL YOU BRIEFLY ABOUT RADM DRAPER L. KAUFFMAN. KNOWN AS THE FATHER OF THE 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 THE 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.

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 UIFORM. 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** XXXXXXXXXX.

MIDSHIPMAN XXXXXXXXX'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 XXXXXXXXX, FRONT AND CENTER.

I AM PLEASED TO ASK CAPTAIN [NAME], COMMANDANT OF MIDSHIPMEN, OF THE UNITED STATES NAVAL ACADEMY, TO PRESENT THE DRAPER L. KAUFFMAN AWARD, A HANDSOME, ENGRAVED GOLD WATCH AND CERTIFICATE OF RECOGNITION, TO **MIDSHIPMAN XXXXXXXXXX...CAPTAIN [NAME]**.

[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 HOMECOMING WEEKEND.

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

MIDSHIPMAN 1/C XXXXXXXXXXXXX

the

*Kauffman Leadership Excellence
Award*

"This award is presented to Midshipman xxxxxxxxx who, as a Midshipman Second Class, was judged by [his/her] 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 xxxxxxxxx has excelled in each of these areas of endeavor. [His/Her] exceptional performance reflects great credit upon himself and the United States Naval Academy."

*Captain, U.S. Navy
Commandant of Midshipmen
U.S. Naval Academy*

[Date]

MEMORANDUM

From: Kauffman Award Coordinator, Leadership, Ethics and Law
Department
To: Bancroft Hall First Lieutenant
Subj: KAUFFMAN AWARD CEREMONY [year]
Encl: (1) Room layout for ceremony

1. Memorial Hall has been scheduled for 0730-0815, [date] to conduct the [year] 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 xxxxx@usna.edu. Thank you for your help.

Very respectfully,

[NAME]
LT, U.S. Navy

**Memorial Hall Setup
For Kauffman Award**

