

Appendix C: Air Force Self-Assessment of the United States Air Force Academy





DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

January 6, 2025

MEMORANDUM FOR DoD SAPRO

FROM: SAF/MR

SUBJECT: Notification of Assessment (NOA) of the Military Service Academies (MSAs),
Academic Program Year (APY) 2023-2024

In response to the Secretary of Defense's 23 March 2023 memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," please find the approved Annual Report on Sexual Harassment and Violence for the Academic Program Year 2023-2024, the Sexual Harassment Program Compliance tool, and the cost estimate.

The United States Air Force Academy (USAFA) has completed compliance assessments for Sexual Harassment and Sexual Assault Programs. Both the Equal Opportunity (EO) program and the Sexual Assault Prevention and Response (SAPR) program remain compliant. The EO program remains compliant with explanations, and the SAPR program meets or exceeds standards for APY 2023-2024.

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The United States Air Force Academy is focused on developing warrior leaders ready to lead on Day One after Commissioning, recognizing that leadership free from interpersonal violence is essential to building Lethal Warfighting Teams. To achieve this mission, USAFA implements rigorous military training for cadets, honed on essential combat skills. Cadets train extensively in Agile Combat Employment, Tactical Combat Casualty Care, and Ready Airman Training, forging the tactical and operational foundation for effective leadership. Furthermore, USAFA has transitioned to a four-class Development System, where every class bears leadership responsibilities and pursues training goals that build upon one another. This system ensures a deliberate and progressive development of officers prepared to lead warfighters in technically complex combat environments, fostering a culture where every Airman and Guardian can contribute their all to the mission, free from the threat of interpersonal violence.

1. Are SAPR and sexual harassment prevention and response policies and practices at the MSAs consistent with current DoD policy and best practices?

USAFA Response:

The United States Air Force Academy Inspector General's office conducted the annual Sexual Assault Prevention and Response By-Law inspection between 6 May - 31 May 2024. The USAFA Sexual Assault Prevention and Response office was found to be "in compliance."

USAFA SAPR and sexual harassment prevention and response policies and practices are consistent with current Department of Defense policy and best practices. Per Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023, USAFA took swift action to ensure all Sexual Assault Prevention and Response and Sexual Harassment Prevention and Response policies and practices at USAFA are consistent with and compliant with current DoD policy and best practices. Existing local policies and practices, which are consistent with DoD policy, are introduced below. Each of these is discussed in detail in the response to section 1.1. and 1.2.

- Encouraged to Report Policy (Tab 1) for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, 10 Apr 2023, is a policy to remove barriers to reporting for witnesses of sexual assault and victims and witnesses of harassment, bullying, and hazing complimentary to the Secretary of the Air Force Memorandum, "Department of the Air Force Safe-to-Report Policy for Service Member Victims of Sexual Assault," 25 Aug 2022.
- Return to Health Policy (Tab 2) for Cadet Sexual Assault Survivors, 11 Aug 2023, is per Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023.
- Physical Separation Policy (Tab 3) for Cadet Victims and Alleged Perpetrators, 30 Aug 2023, is per Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023.
- Case Management Group Operating Instruction Policy draft (Tab 4) is per Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023.
- Take Back The Night (Tab 5) while not a policy, is a best practice adopted from the oldest

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worldwide movement to stand against sexual violence, and is fully incorporated in USAFA prevention efforts. During this event, Permanent Party and leadership meet with the cadets for open space discussion and community building and provide a space for survivors of sexual assault to share their stories and voice their experiences in a supportive and encouraging environment to promote healing, restoration, and understanding among fellow cadets. This event furthers a cadet culture that is not only receptive to survivor stories, promotes reporting, endorses support agencies, and stands against the violence perpetrated against others, but focuses on healing so every teammate can get back to the mission as soon as possible. The fall 2023 event had approximately 250 cadets in attendance, the 2024 spring semester grew to approximately 450 cadets.

- USAFAI 36-2007 *Application for And Administration of Cadet Turnback Program*, 9 May 2024, (Tab 6) Section 2. Involuntary Administrative Turnback maintains public safety and health in the cadet area, USAFA Superintendent may turn back cadets pending the proper legal process.

1.1 Actions to Address: Incorporate the latest Sexual Assault Prevention and Response (SAPR) policies to align with SAPR-related training efforts, encourage reporting, and improve victim support.

- Discuss your MSA's policy revisions during this APY that incorporated Service updates.
- Discuss how your MSA educates Academy personnel on policy changes as well as any specialized training with personnel on how to implement the policies. Highlight any newly implemented or novel approaches to disseminating this information.
- Discuss your MSA's oversight actions taken to ensure Case Management Group (CMG)/Quarterly CMG, and High-Risk Response Team are conducted per policy and appropriate forms are used and stored.
- Discuss efforts that have been undertaken to implement and track outcomes associated with the Safe-to-Report policy.

(REF: USD(P&R) memorandum "Actions to Address and Prevent Sexual Assault at the Military Service Academies" APY 2022-2023, Under Secretary of Defense for Personnel and Readiness (USD(P&R)) memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies, March 10, 2023; Annual Report on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2021-2022; Section 539A, William M. "Mac" Thornberry, FY 21 NDAA; USD(P&R) memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies, February 15, 2022; Annual Report on Sexual Harassment and Violence on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2020-2021; DoDI 6495.02, volume 1, "Sexual Assault Prevention and Response: Program Procedures")

USAFA Response:

IAW Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023, the Secretary of the Air Force was directed to develop a Plan of Action. This was done with routine and direct communication with HQ USAFA staff. This CTF Plan of Action & Milestones (POAM) (Tab 9) is being tracked and

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accomplished.

USAFA has taken swift action to ensure all local SAPR program-related operating procedures comply and in support of Service and Department policy (to include revision where indicated and expansion as necessary) with the following guidance:

- Encourage to Report policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, (Tab 1) is a policy to remove barriers to reporting for witnesses of sexual assault and victims and witnesses of harassment, bullying, and hazing similar to Secretary of the Air Force Memorandum, “Department of the Air Force Safe-to-Report Policy for Service Member Victims of Sexual Assault,” 25 Aug 2022. The purpose of Encourage to Report (Tab 1) is to restore discretion to commanders and provide exceptions for punishments or administrative actions otherwise mandatory under Air Force Cadet Wing Instruction 51-201 or other policies that may function as a barrier to reporting harassment, bullying, hazing, or sexual assault.
- Return to Health Policy for Cadet Sexual Assault Survivors (Tab 2), is a formal application to accommodate survivors to facilitate their healing and recovery and ensure their privacy. Return to Health (Tab 2) is designed to provide more comprehensive accommodations for cadets needing multiple accommodations or accommodations across a lengthier period and/or provide an avenue for cadets to receive accommodations without disclosing their report. In addition, it does not change or impact the ability of cadets to request accommodations directly through the SAPR program, their chain of command, or faculty/staff.
- Physical Separation Policy for Cadet Victims and Alleged Perpetrators (Tab 3), ensures victims and alleged perpetrators remain physically separated, to the extent possible, when both reside in the cadet area. The desired end-state is to protect the health, safety, and welfare of victims as well as maintain good order and discipline, while to the extent practicable permitting victims and their alleged perpetrators to complete their coursework and satisfy training requirements.
- USAFA supports the Military Service Academy Transfer Program under the Physical Separation Policy (Tab 3). The transfer of survivors allows for the time and space to heal in a new environment. While the Military Service Academy transfer was incorporated into DAFI 36-3501, gaps in processes for ROTC programs at civilian universities were identified. This academic year, to improve the transfer process for cadets, HQ USAFA/A1 supported a Continuous Process Improvement meeting with process stakeholders to begin to codify the ownership of each of the steps in the transfer process. The Continuous Process Improvement remains ongoing to establish a process for the returning cadets to USAFA after their transfer. During the four years of this program’s history, USAFA completed several successful transfers with ROTC, USMA, and USNA. USAFA supported six permanent cadet transfers, whether to or from USAFA and supported two one-semester ROTC transfers with a return to USAFA.
- Case Management Group is implemented by the Case Management Group Operating Instruction Draft (Tab 4) pending the new Superintendent’s signature to incorporate recent revisions. The Case Management Group Instruction Operating Instruction

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- incorporates the latest updates to SAPR policy from the service and DoD. Updates include procedures for responding to retaliation, services for those who report allegations of retaliation related to an unrestricted report, and procedures to track retaliation allegations and disposition in the monthly SAPR Case Management Group meetings.
- Take Back The Night (Tab 5), while not a policy, is a best practice adopted from the oldest worldwide movement to stand against sexual violence, and is fully incorporated in USAFA prevention efforts. During this event, Permanent Party and leadership meet with the cadets for open space discussion and community building and provide a space for survivors of sexual assault to share their stories and voice their experiences in a supportive and encouraging environment to promote healing, restoration, and understanding among fellow cadets. This event furthers a cadet culture that is not only receptive to survivor stories, promotes reporting, endorses support agencies, and stands against the violence perpetrated against others, but also focuses on producing critical-thinking graduates, who are prepared for the complexities of modern warfare and ready to innovate, adapt, and lead in a rapidly changing geopolitical landscape. The fall 2023 event had approximately 250 cadets in attendance, and the 2024 spring semester grew to approximately 450 cadets.
 - Involuntary Administrative Turnback, also known as suspension or involuntary excess leave, found within USAFAI 36-2007, (Tab 6) may be initiated by the USAFA Commandant of Cadets and directed by the Superintendent. The Superintendent may direct involuntary turnback for cadets pending the proper legal process to maintain public safety and health within the cadet area. Cadets under consideration for Involuntary Administrative Turnback may request a Voluntary Administrative Turnback instead of suspension or involuntary excess leave.

USAFA will continue to ensure all local SAPR-related operating procedures comply with DAF policy. All personnel, stakeholders, decision-makers, leaders, and helping agency team members are provided training annually through the quarterly Community Action Board (CAB) and the monthly Community Action Team, immersion briefings. Documentation is captured in Community Action Team and Community Action Board minutes. USAFA Inspector General office reviews USAFA's Integrated Prevention and Response office oversight actions to ensure monthly Case Management Group, quarterly Case Management Group, and SAPR High-Risk Response Team are conducted per policy and appropriate forms are stored in the Defense Sexual Assault Incident Database.

Policy changes are addressed through a variety of methods. Subject Matter Experts (SMEs) conduct individual and small group in-person training for leadership, cadets, and permanent party. Targeted updates are provided at the weekly Superintendent Staff Leadership meeting to provide updates on policy changes and to address implementation plans. Leadership conducts All Calls and targeted strategic communication messaging to inform policy changes, updates, and direction on implementation plans. Changes are incorporated in annual training that is provided to all USAFA personnel. Commanders, SARCs, SAPR VAs, and EO personnel ensure victims are informed on what constitutes retaliation following an initial report. Training on policy changes as well as specialized training and what constitutes harassment, assault, and retaliation is conducted for all USAFA staff, permanent party personnel, and cadet/midshipmen populations.

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IAW DoDI 6400.09, 11 Sep 2020 and IAW DoDI 6400.11, 20 Dec 2022, all prevention personnel complete the identified and required initial training (DoD SPARX Training) as well as ongoing professional development as determined by each Military Service or the National Guard Bureau (NGB) (e.g., DoD-developed or authorized training), and document training completion. Additionally, prevention personnel, SAPR personnel including SARC, and SAPR Victim Advocates (VA) receive required DoD and DAF required credentialing, and On the Job Training (OJT) for USAFA policies and procedures, before assuming their full duties. SAPR Program staff complete the foundational SARC or SAPR VA course and credentialing requirements IAW DoD and DAF policy (VA credentialing) IAW position requirements through Air University no later than one year after the start date. Equal Opportunity personnel receive required DoD and Department of the Air Force (DAF) career field training and On-the-Job Training for USAFA policies and procedures, before assuming their full duties.

To track cases of cadet survivors of sexual assault who reported under Safe to Report, as directed in Section 539A of the Fiscal Year (FY21) National Defense Authorization Action (NDAA), the USAFA SAPR Program developed an intake form that requests feedback from cadet clients by asking if the client is aware of the Safe to Report Policy. If they are, the client is asked if the Safe to Report Policy influenced their decision to make a report. This informs future reports regarding engagement and utilization of both Safe to Report and Encourage to Report (Tab 1).

With the roll-out of the USAFA's Encouraged to Report (Tab 1), a policy to remove barriers to reporting for witnesses of sexual assault and victims and witnesses of harassment, bullying, and hazing complimentary to Safe to Report. The USAFA SAPR Program developed an intake form that requests feedback from cadet clients by asking, 1) Is the client aware of the Encouraged to Report Policy? If yes, 2) Did the Encouraged to Report Policy influence the client's decision to make a report?

USAFA implemented the draft HQ USAFA Sexual Assault and Response Operating Instruction 90-01, *Case Management Group*, 15 Aug 2022 (Tab 4) pending final signature. The HQ USAFA Sexual Assault and Response Operating Instruction 90-01, *Case Management Group* incorporates the latest updates to SAPR policy from the DoDI 6495.02, Volume 3, Sexual Assault Prevention and Response: Retaliation. Updates include procedures for responding to retaliation, outlines services for those who report allegations of retaliation related to an unrestricted report, and procedures to track retaliation allegations and disposition in the monthly SAPR Case Management Group meetings. These operating instructions outline the Case Management Group, Quarterly Case Management Group, and High-Risk Response Team. SAPR Program staff are trained to utilize all forms as outlined in DoDI 6495.02, Sexual Assault Prevention and Response: *Retaliation Response for Adult Sexual Cases*.

USAFA utilizes DAF Case Management Group training curricula for leadership and a Case Management Group participant guide. This training discusses the purpose and membership requirements. The Case Management Group guidance was amended by issuing a policy letter to incorporate known revisions pending receipt of additional Service guidance. (The policy letter incorporates the latest updates to SAPR policy from the Department.) Updates include procedures for responding to retaliation, services for those who report allegations of retaliation related to an unrestricted report, and procedures to track retaliation allegations and disposition in the monthly SAPR Case Management Group meetings. SAPR Key Personnel Briefings are conducted within

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30 days of assuming the leadership positions as outlined in DoDI 6495.02, enclosure 5, 3b. Training includes trends brief for unit and area of responsibility, the confidentiality and “official need to know” requirements for both Unrestricted and Restricted Reporting, and the requirements of the “8-day incident report” per section 1743 of Reference (13).

1.2 Actions to Address: Revise the “Return to Health” Policy. Summarize the MSA’s “Return to Health” Policy and the measures that will be used to evaluate the impact of the policy.

- United States Military Academy (USMA) and the United States Naval Academy (USNA):
 - Discuss policy updates to incorporate a timeline process from the date of request to the date of disposition and how a point of contact is designated and communicated.
- USNA:
 - Describe updates that allow restricted reporters to participate in the Return to Health policy while preserving the nature of a Restricted Report.

(REF: USD(P&R) memorandum “Actions to Address and Prevent Sexual Assault at the Military Service Academies” APY 2022-2023, USD(P&R) memorandum “Actions to Address and Prevent Sexual Assault at the Military Service Academies, March 10, 2023; Annual Report on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2021-2022)

USAFA Response Not Required

1.3 Actions to Address: Issue Policy on the Physical Separation of Cadet and Midshipman Survivors of Sexual Assault and Alleged Perpetrators.

- USMA and USNA:
 - Discuss policy updates to incorporate a timeline process from the date of request to the date of disposition and how a point of contact is designated and communicated.
 - Describe updates that allow restricted reporters to participate in the Physical Separation Policy (Tab 3) while preserving the nature of a Restricted Report.
- USNA:
 - Describe policy updates including how barriers to full implementation of physical separation policies are addressed, how the confidentiality of restricted reporters will be protected, and an appeal process for a request that has been denied.

(REF: USD(P&R) memorandum “Actions to Address and Prevent Sexual Assault at the Military Service Academies, March 10, 2023; Annual Report on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2021-2022)

USAFA Response Not Required

1.4 Sexual Harassment: Continue to emphasize the harm to mission and personnel that stems from sexual harassment (including online harassment).

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- Discuss your MSA's policy revisions during this APY that incorporated Service updates.
- Discuss how your MSA educates Academy personnel on policy changes as well as any specialized training with personnel on how to implement the policies. Highlight any newly implemented or novel approaches to disseminating this information.
- Discuss how barriers to making a sexual harassment complaint are removed or mitigated.
- Discuss how sexual harassment personnel and resources are integrated with other prevention and response personnel and activities.
- Discuss how harassment conducted through the use of electronic devices or communications, including social media is addressed at the academy.

(REF: DoDI 1020.03, "Harassment Prevention and Response in the Armed Forces")

USAFA Response:

USAFA educates personnel on policy changes through email distribution with a link to SharePoint pages containing the policy. The policy is also explained in the Sexual Assault and Harassment Prevention and Response Handbook (Tab 7). Additionally, USAFA permanent party is informed of policy changes and updates during routine in-person training, specifically Annual SAPR training, Annual Suicide Prevention Training, and Annual EO training. Training course completions are tracked, and numbers are reported annually. For the Class of 2028, Basic Cadet Training sessions conducted in groups of approximately 40 students lasted 1 hour and 45 minutes. This increase in time allowed for in-depth discussion of scenarios, leading to a deeper understanding of the material. A specific scenario dealt with sexual harassment through electronic communication was included for these sessions to reflect on and discuss, making it very clear that harassment can occur through all mediums such as text messages, emojis, and social media.

USAFA has created a new segment of training for all cadets called Enhanced Character Development Time, recognizing that Lethal Warfighting Teams are built on a foundation of respect and trust, with every member 100% on mission. There are eight blocks of time throughout each semester. The content for this time is developed by USAFA's Center for Character and Leadership Development, with input from agencies across USAFA. The content is routinely adjusted based on cadet needs. Recent updates have included lessons on social media behaviors and ways to limit or address elements of the Continuum of Harm. These efforts directly support the creation of a culture where interpersonal violence is not tolerated and is understood to be fundamentally incompatible with the Air Force Academy's mission. Teammates impacted by interpersonal violence cannot devote themselves fully to the mission, and require support and resources to heal. However, the ultimate objective is a culture of zero tolerance for interpersonal violence, ensuring all cadets can dedicate themselves fully to becoming Lethal Warfighters."

Key leaders, including commanders and first sergeants, are briefed one-on-one during an Equal Opportunity Key Personnel Briefing within 45 duty days of assuming their leadership position on EO policy and processes, updates, trends, and responsibilities within the EO purview. EO staff members are available via in-person office visits, on-call phone/text, email, or Microsoft Teams to answer questions and clarify policy changes for members for urgent or routine inquiries.

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Updated processes have been executed for sexual harassment complaints to remove and mitigate barriers to reporting. Members with allegations of sexual harassment may report military equal opportunity (MEO) informal complaints with their chain of command, and Equal Opportunity. Member can also file a MEO formal complaint with their chain of command, Equal Opportunity, or Security Forces for an independent investigation. Additionally, members may also file a restricted or unrestricted report of sexual harassment with SAPR for victim advocacy support. These agencies work together to the maximum extent to ensure members are supported. This creates flexibility and affords members the option to meet with the office that best aligns with their intent and desired outcome to minimize re-traumatization and ensures sexually harassing behaviors are addressed without delay.

USAFA has taken a strong stance against harassment of any kind through social media or any electronic means. Our Superintendent has published his policy of zero tolerance to show the leadership stance on this from top to bottom (Tab 8). This emphasis is readressed as new leadership assumes command. USAFA's Center for Character and Leadership Development has produced training focused on the appropriate use of social media. This covers cyberbullying and other harassing behaviors. This also covers professionalism regardless of the social medium.

1.5 Incorporate Military Preparatory Schools in sexual Assault and Harassment prevention and response training and program implementation.

- Describe how the Military Academy Preparatory Schools will be specifically included or further incorporated into sexual harassment and assault prevention and response activities.

USAFA Response:

USAFA has embedded SAPR Victim Advocates (VA) in cadet dormitories to increase access to care. By embedding our staff in dormitories, cadets have convenient access to essential response services without leaving their living spaces. This removes barriers addressed at reducing time from cadets demanding schedules, enhances building connectedness, and reduces the stigma associated with engaging with helping agencies. To address the physical and mental well-being of cadets, these services are easily accessible in between activities and at the start/end of the academic day. Ultimately, embedding services in dorms reflects the changing needs and expectations of cadets. Embedded SAPR advocacy services align USAFA with contemporary practices and focus on developing best practices for service delivery.

In March 2024, a SAPR VA moved on-site within the USAFA Preparatory School to provide embedded advocacy and access to care for USAFA Preparatory School cadet candidates to utilize SAPR services. This VA is conveniently located in the Academic/Athletic building and serves as the primary point of contact for the coordination of SAPR services, prevention, and outreach activities.

Embedding a VA within the USAFA Preparatory School walls has opened up additional lines of communication. As the USAFA cadets have seen success with their first year of holding Take Back The Night (Tab 5), the USAFA Preparatory School is considering hosting their version of this event. The USAFA Preparatory School has shared best practices with USAFA. They held an

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event called “Into the Light Walk,” which focuses on removing barriers and encouraging help-seeking targeted at accepting mental health services. This was a community-building event that focused on Suicide Prevention awareness.

The USAFA Preparatory School is routinely involved in focus groups and surveys to ensure their perspective is included. During USAFA’s 2023 and 2024 On-Site Installation Evaluation visits, the surveying group was given access to both USAFA Preparatory School leadership and cadet candidates. The cadet candidates were also part of the Service Academy Gender Relations (SAGR)¹ survey of 2022 and 2024 with a participation rate of 95% for 2024, the highest in SAGR history. USAFA leadership developed and delivered messaging related to the SAGR survey, to encourage participation. This messaging was passed to USAFA Preparatory School leadership and was relayed to the cadet candidates as well.

Other enduring practices specific to the USAF/PS:

- The Squadron Commander and Academy Military Training Noncommissioned Officers conduct and lead targeted training. These leaders cover critical roles providing training that addresses lessons on a variety of topics to include: Life Skills Management, Behavior Skills Development, and Resiliency Skills.
- Military Family Life Counselor continues to serve cadet candidates on-site. The USAFA Preparatory School has a full-time Military Family Life Counselor and a private office. The Military Family Life Counselor briefs the USAFA Preparatory School on their role as a helping agency and emphasizes getting to know students in a variety of ways; from teaching honor lessons in basic training, to participating in training sessions, or having lunch with students. This immersive experience and presence assist in a variety of ways to increase student help-seeking behaviors. Cadet candidates and staff recognize the Military Family Life Counselor around campus and use this strong relationship that assist with personal recommendations. The Military Family Life Counselor meets with cadet candidates individually for counseling while helping them identify, understand, and work through challenges.
- Equal Opportunity, SAPR, and Violence Prevention. These offices are part of our annual training plan for students (much of which is also provided to staff based on requirements and commander’s guidance). The Center for Character and Leadership Development conducts Healthy Relationships sessions, with follow-up small-group discussions led by Squadron Commanders and Academy Military Training Noncommissioned Officers at the squadron level.
- Falcon Wings mentoring. Cadets from USAFA (mostly former cadet candidates) are linked with USAFA Preparatory School cadet candidates in group mentoring sessions approximately once per month. The typical ratio is 2-3 cadets with 26-28 cadet candidates. Current cadets can share success strategies and share stories of how they overcame personal obstacles in adapting to the challenges of USAFA. Many highlighted

¹Since 2006, the Service Academy Gender Relations survey used the term “gender” to describe men and women. These groups have been defined using survey items and/or administrative data categories for “male” and “female” and therefore references to gender should be understood to mean “sex”. Future surveys will be renamed to comply with the Executive Order 14168 “Defending Women from Gender Ideology Extremism and Restoring Biological Truth.”

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help-seeking behaviors, reflected on issues that affected their performance, and how they dealt with those challenges.

2.0 To what extent does the MSA environment reflect a healthy, responsive climate that supports reporting, deters retaliation, and supports victims? Discuss strategies in place to provide coping skills and other support to cadet/midshipmen victims/complainants who choose not to report their incidents of sexual assault or sexual harassment.

USAFA Response:

Leadership at USAFA prioritizes fostering a protective environment through communications and actions which include a focus on producing critical-thinking graduates, who are prepared for the complexities of modern warfare and ready to innovate, adapt, and lead in a rapidly changing geopolitical landscape. Cadets train in Agile Combat Employment concepts, including establishing and defending forward operating locations, executing command and control in communications-denied environments, and utilizing Tactical Combat Casualty Care to ensure combat effectiveness and survivability. USAFA provides this through a structured four-class system that mirrors operational Air Force and Space Force structures, progressively training cadets to embrace teamwork, respect, and effective leadership at every level, from follower/teammate to frontline-engaged supervisor to team leader to unit leader.

The Superintendent's intent is to eliminate racially and sexually harassing behaviors and enforce the zero-tolerance policy for these unacceptable actions. The Superintendent has clearly outlined expectations that leaders at every level create and sustain healthy command climates that afford each member the right to serve, advance, and be evaluated based on individual merit, fitness, capability, and performance in an environment free from unlawful discrimination.

All cadets have access to helping agency resources on and off-installation through embedded SAPR VAs, embedded Chaplains, embedded Peak Performance Center limited-scope counselors, Military Family Life Counselors, and transportation access to off-installation referral sources. From 2020-2022, in the absence of updated unwanted sexual contact prevalence data, and in recognition of the continued priority of addressing sexual violence, USAFA leadership took deliberate steps to expand the following: 1) Healthy Relationship Education; 2) Sexual Communication and Consent and Cadet Healthy Personal Skills training and comparative study; and 3) Parent Based Intervention (pre-accessions training).

Upon receipt of the Spring 2022 Defense Organizational Climate Survey, the USAFA Superintendent directed the initiation of the Holistic Prevention Redesign, a collaboration between the Integrated Prevention and Response Program and CyberWorx. AF CyberWorx collected 1,200 data points from cadets, permanent party, stakeholders, and leadership addressing: Cadet Culture, Command and Community, Frameworks, and Systems. Ultimately, this dialogue and data gathered informed the USAFA Leadership Strategic "Culture & Climate" off-site in Mar 2023. The Let's Be Clear Campaign (Tab 10a) was the initial solution to addressing persistent negative behaviors and shifting USAFA culture to address these challenges. Implementing these action items occurred through a series of Superintendent All Calls, campaign material distribution, and personal commitment memos completed by each individual. USAFA's Let's Be

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Clear Campaign (Tab 10a) serves as a cultural shift seeking to support reporting, freedom from retaliation, and support for victims. With the Let's Be Clear Campaign (Tab 10b), there was a deliberate effort to deliver Healthy Relationship Education, a newly expanded offering for all cadets, and Enhanced Character Development Time through the Center for Character and Leadership Development. Additionally, USAFA works in collaboration with New York University, San Diego State University, the University of Florida, and RTI International for ongoing research protocols related to the evaluation of Cadet Healthy Interpersonal Skills (CHiPS), eCHEKUP TO GO (brief alcohol intervention) and Sexual Communication and Consent (SCC). These research-based activities solicit cadet feedback to identify which program yields the best impact on cadet life focusing on engagement with interventions, perceived impacts on risk and protective factors, and time spent engaged in these programs. Let's Be Clear has completed all intended phases and is now in its final phase. The final phase of Let's Be Clear is to align all enduring efforts under the Secretary of the Air Force's USAFA Cultural Transformation Task Force directed by the Secretary of Defense initiative.

The Office of Force Resilience executed the On-Site Installation Evaluation that was directed by the Secretary of Defense. These findings triggered a comprehensive review across all USAFA elements and set up the Cultural Transformation Task Force. The Cultural Transformation Task Force evaluated many of the items focused on cultural change under Let's Be Clear and created additional milestones. The Plan of Action and Milestones (POAM) (Tab 9) serves as a living document and the source for requested tasks. The Commandant of Cadets, Dean of Faculty, Director of Athletics, USAFA Preparatory School, 10th Air Base Wing, Center for Character and Leadership Development, and HQ USAFA Staff Directors are each tasked with appropriate milestones under the On-Site Installation Evaluation recommendations.

2.1 Expand Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) expertise to work with all members of the military community.

- 2.1.1 Discuss current and planned activities to increase competency of SARCs and VAs
- 2.1.2 Discuss continuing education and networking opportunities for SARCs and VAs
- 2.1.3 Discuss any handover/gap plans for personnel shortages or transition periods
- 2.1.4 Discuss staffing needs/challenges and efforts to address these challenges.

(REF: DoDI 6495.02, volume 1, pg. 12, "Sexual Assault Prevention and Response (SAPR) Program")

USAFA Response:

SAPR program personnel, including Sexual Assault Response Coordinators (SARC) and SAPR Victim Advocates (VA), play a critical role in maintaining a mission-ready force of Lethal Warfighters. To fulfill this vital role, they complete DAF SAPR foundational coursework at Air University, meeting position, and credentialing requirements. This training is reinforced through On-the-Job Training focused on USAFA policies and procedures before assuming full duties. Recognizing that every Airman is critical to mission success, Equal Opportunity personnel also complete required DoD and DAF career field training, along with USAFA-specific policies and procedures training. Importantly, all SAPR program staff will have completed DAF-approved training to meet credentialing requirements for their positions through Air University no later than one year after their start date. This ensures a consistent and high standard of

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support for survivors. Locally, staff benefit from additional subject matter expert training from the USAFA Sexual Assault Medical Manager, Victim Witness Liaison Program, Victims' Counsel, Family Advocacy, Center for Character and Leadership Development, and the UC Health Forensic Nurse Examiner Team. This comprehensive training program underscores USAFA's commitment to fostering a culture where sexual assault is unacceptable and incompatible with our mission of developing Lethal Warfighters.

The National Organization for Victim Advocacy (NOVA) offers training for victim advocates. This year, five SAPR staff attended the 50th-anniversary training event. Additionally, this year, USAFA provided two victim advocates with the opportunity to attend NOVA's Campus Advocacy Training, a 30-hour advanced training academy focused on building knowledge and skills to prevent and respond to domestic and dating violence, sexual assault, and stalking in higher education. USAFA will continue to grow its competence by seeking training opportunities for staff.

USAFA is embedding SAPR VAs in cadet dormitories to increase access to care. By embedding our staff in dormitories, all cadets have convenient access to essential response services without leaving their living spaces. This can save time and effort, especially since cadet schedules are typically demanding due to academic course load, military requirements, intercollegiate, and club activities. To address the physical and mental well-being of cadets, these services are easily accessible in between activities and at the start/end of the academic day. Ultimately, embedding services in dorms reflects the changing needs and expectations of cadets. Embedded SAPR advocacy services align USAFA with contemporary practices and service delivery with cadets' needs which may serve as an MSA best practice. These embedded VAs are a layered resource within the dorms, meaning they're one of many resources. Cadets also have access to cadet peers who receive specific training to act as liaisons to the USAFA SAPR office for SAPR-related situations. Cadets that are part of the Teal Rope Program² (Tab 13) are allies that understand the uniqueness of the USAFA environment. Cadets from all backgrounds interview and join the Teal Rope program.

The USAFA SAPR Program team continues to work with USAFA leadership and fellow service academies to ensure the successful accomplishment of MSA transfers. This year, USAFA engaged in the first ROTC semester transfer. USAFA continues to operate these transfers to ROTC and MSAs in accordance with Department of the Air Force Instruction (DAFI) 90-6001 and DAFI 36-3501. In accordance with these authorities, victims may choose to temporarily or permanently transfer to an ROTC program or another MSA. Except in extraordinary circumstances the transfer will coincide with the beginning of a new academic year or semester. If the cadet transfers to ROTC, they are responsible for getting admitted to the host university. If the cadet transfers to another MSA, they may choose to commission in the Air Force/Space Force, or the service associated with their gaining MSA. A transfer to ROTC or an MSA is voluntary, and a victim may not be forced to transfer. In addition, this option is not available to an alleged perpetrator. The Superintendent is the approval authority for MSA transfers. If the request is denied, the victim may appeal to the Secretary of the Air Force. If a cadet transfer is temporary,

² USAFA has the revised the Teal Rope Program Spring 2025 under Cadet Wing Special Staff operations to support Warfighter to Win strategic alignment as the Integrated Prevention & Response Liaisons.

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the Cadet Wing Climate and Culture and Department of Faculty Academic Affairs will track schedule requirements similar to Service Academy Exchange Program cadets to ensure cadets do not fall behind or miss milestones. The SAPR Program team will continue to support the recovery of all victims through the best practice of ROTC/MSA transfers.

DoD is executing the Independent Review Commission (IRC) directed change to the SAPR workforce structure. USAFA stands ready to execute the final DoD Sexual Assault Response Workforce Model (SARW) guidance. USAFA Senior Leadership and HQ USAFA Integrated Prevention and Response office are in close collaboration with SAF/MRF and HAF/A1Z to ensure the structure aligns with DoDs SARW and DoD Integrated Primary Prevention Workforce (IPPW) workforces to support USAFA's organizational structure and community needs. The SARW model intends to promote professional skills across services. SAPR position descriptions across USAFA and the DAF will incorporate required updates as outlined in DoD policy. DoD SAPRO executed a Military Service Academy SARW-specific working group to capture USAFA-specific needs. USAFA highlighted the increased workload (SAPR-related inquiries) and extended timelines on caseload management required by the cadet population when evaluating the manpower and program funding recommendations. Due to initial guidance to decrease reliance on collateral duty SAPR personnel and an increase in personnel allocated out of the Let's Be Clear Campaign (Tab 10c), USAFA moved forward with the sunseting of the Volunteer Victim Advocate force. Due to being a university setting and maintaining clients for the duration of their time at USAFA, staff preparation for turnover is critical to the success of our program. A warm handoff is a process designed to ensure a smooth transition of care from one SAPR staff member to another, with a focus on maintaining continuity and fostering a supportive environment for the client. SARCs ensure the handoff of the client and services rendered are executed as dictated by the client to meet recovery needs.

3.0 Do the MSAs have the tools and abilities required to effectively fulfill the requirements of DoD policy? Is SAPRO and/or OCREOP technical assistance needed?

USAFA Response:

Leadership at USAFA prioritizes fostering a protective environment through their communications and actions which include a focus on producing critical-thinking graduates, who are prepared for the complexities of modern warfare and ready to innovate, adapt, and lead in a rapidly changing geopolitical landscape. Cadets train in Agile Combat Employment concepts, including establishing and defending forward operating locations, executing command and control in communications-denied environments, and utilizing Tactical Combat Casualty Care to ensure combat effectiveness and survivability. USAFA provides this through a structured four-class system that mirrors operational Air Force and Space Force structures, progressively training cadets to embrace teamwork, respect, and effective leadership at every level, from follower/teammate to frontline-engaged supervisor to team leader to unit leader

The Superintendent's intent is to eliminate racially and sexually harassing behaviors and enforce the zero-tolerance policy for these unacceptable actions. The Superintendent has clearly outlined expectations that leaders at every level create and sustain healthy command climates that afford each member the right to serve, advance, and be evaluated based on individual merit, fitness,

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capability, and performance in an environment free from unlawful discrimination.

Within the Headquarters USAFA Integrated Prevention and Response POAM (Tab 11), USAFA is developing a dedicated program evaluation and analysis department. As a Direct Reporting Unit, Headquarters USAFA Integrated Prevention and Response is led by a GS-15 Director reporting directly to the Superintendent. The directorate supports USAFA with a staff of 36 (combined civil service, uniformed, and contractor personnel). The current directorate has two dedicated branches: Prevention and Response, both led by GS-13 Branch Chiefs. USAFA Senior Leadership and HQ USAFA/CSV are in close collaboration with HAF/A1Z to lead this effort for DAF and ensure DAF policy supports USAFA's organizational structure and community needs.

As Let's Be Clear was initiated internally to USAFA, a separate and parallel On-Site Installation Evaluation was directed by the Secretary of Defense. These findings triggered a comprehensive review across all USAFA Mission Elements and stood up Climate Transformation Task Force. The Climate Transformation Task Force evaluated many of the items focused on cultural change under Let's Be Clear and created additional milestones. The Plan of Action and Milestones (POAM) (Tab 9) serves as the source document for requested tasks. The Commandant of Cadets, Dean of Faculty, Director of Athletics, USAFA Preparatory School, 10th Air Base Wing, Center for Character and Leadership Development, and HQ USAFA Staff Directors are each tasked with appropriate milestones under the On-Site Installation Evaluation Recommendations.

USAFA was recommended through the On-Site Installation Evaluation 2023 report (Tab 12) to develop actionable data to measure primary prevention efforts and to build continuous assessment strategies aimed at improving prevention program outcomes to reduce identified risk and build protective factors. This has been supported and directed by the Secretary of the Air Force. USAFA has struggled to truly obtain data that would properly assess our prevention and response programs to assess progress toward reducing sexual assault and sexual harassment. Our primary source of this data comes from the bi-annual SAGR Survey. The timeline that SAGR executes from survey administration to findings publication is lengthy and precludes agile response to policies and processes at USAFA and only offers a snapshot of data two years at a time. Additionally, USAFA would like to build out a process with Office of People Analytics to produce data directed at the prevention programs we have in place while reducing the number of surveys, survey delays, and time burden on cadets that hinder mission focus. Change takes time to implement and without timely output, program assessment is overcome by events rendering the output as dated and irrelevant. Cadets are subject to 53 surveys annually, on average.

3.1 Actions to Address: Communicate the Importance of Military Justice Reform:

Describe how the Academy has informed its personnel, including Command Teams, cadets, and midshipmen, about the significant changes to the military justice process that took place in December 2023, including the role of the Office of Special Trial Counsel, the role of the Superintendent in military justice, and the impact of reforms on the MSA disciplinary processes. Describe ongoing efforts to educate academy personnel about these changes.

(REF: USD(P&R) memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies, March 10, 2023; Annual Report on Sexual Harassment and Violence at the

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Military Service Academies, Academic Program Year 2022-2023)

USAFA Response:

IAW the 10 Mar 2023 SECDEF Memorandum, Headquarters USAFA Judge Advocate office has teamed with AF/JA and AF Office of Special Trial Counsel (AF/OSTC) to develop training for cadets to educate them on the importance of military justice reforms, the OSTC, changes to sentencing, etc. The training was not exclusive to cadets, and Headquarters USAFA Judge Advocate office emphasized education of USAFA Permanent Party as well. Using the AF/JA and AF/OSTC training, Headquarters USAFA Judge Advocate office recorded a video training for all Squadron Commander and Academy Military Training Noncommissioned Officers to deliver to their cadets prior to 23 Oct 2023. The training included a QR code/link that cadets may use to ask follow-up questions. Headquarters USAFA Judge Advocate office also gave Squadron Commander and Academy Military Training Noncommissioned Officers the option of adding additional live follow-on training.

The video training was provided to all cadets, and Headquarters USAFA Judge Advocate office conducted live in-person training with CW staff including Squadron Commander and Academy Military Training Noncommissioned Officers and Senior Enlisted Leaders as part of the regular Status of Discipline meeting. While focused training was provided to address the recent changes to the process, USAFA acknowledges that cadets have expressed uncertainty and hesitation in embracing the new structure. Targeted conversations and updates are being executed to address these concerns. In addition, Headquarters USAFA Judge Advocate office will work with other medical examiners to provide similar training to faculty, staff, coaches, and military criminal investigative organizations. Headquarters USAFA Judge Advocate office briefed USAFA Senior Leaders on the changes at a senior staff meeting in Aug 2023 as well as to the incoming cohort of Squadron Commanders during their May 2023 Article 137 training.

In addition to the above, which is intended as a one-time initial training, Headquarters USAFA Judge Advocate office is working with Air Force Justice and Discipline Directorate, AF/OSTC, and the USAFA Department of Law to incorporate the military justice reforms into the already existing military justice training and education programs. For example, Article 137 training for all new military personnel, commanders, and incoming Squadron Commanders will be updated and include military justice reforms. The Department of Law incorporated the military justice Reforms into class discussions during AY23-24. Also, the Dean of Faculty Department of Law substantially revised the content of their Law 220: Law for Air Force Officers curriculum and textbook to incorporate the OSTC and other Military Justice reforms into the core curriculum for all cadets.

3.2 Defense Sexual Assault Incident Database (DSAID).

- 3.2.1 What barriers exist to meeting the DSAID entry requirements?
- 3.2.2 Discuss how DSAID is utilized to provide victim care and advocacy for sexual assault reporters and those alleging retaliation related to a sexual assault report.
- 3.2.3 Discuss any other methods in place that document and track SAPR-related inquiries.

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(REF: DoDI 6495.02, volume 1, pg. 12, “Sexual Assault Prevention and Response (SAPR) Program”)

USAFA Response:

The USAFA SAPR team is highly proficient in operating the DSAID and prioritizes meeting data entry timeline requirements. Technical problems with the database system itself or outages are the only known issues to hinder the accurate and timely entry of SAPR data fields during this reporting cycle.

The DSAID aims to capture the support and care provided to sexual assault survivors and those affected by sexual assault, including victims, non-reporters, and individuals alleging retaliation related to a sexual assault report. The DSAID utilizes data sharing and analysis to enhance victim care and advocacy as it can be used as an analysis tool to identify trends, patterns, and common challenges faced by survivors and those involved in sexual assault cases. The DSAID can use data analysis to identify potential risk factors associated with sexual assault and retaliation. This information helps organizations and agencies develop preventive strategies and targeted interventions aimed at reducing the incidence of sexual assault and protecting survivors from retaliation. By understanding the data, the DSAID can help personnel allocate resources more effectively. For example, it can identify regions or communities with higher rates of sexual assault or retaliation reports and direct resources accordingly. As the DSAID capabilities develop, data analysis can reveal shortcomings in existing policies and laws related to sexual assault and retaliation as well as assist in the implementation of policy changes aimed at improving legal protections for survivors and preventing retaliation.

SAPR Program staff are required to adhere to DoD 6495.02, regarding documentation of SAPR Related Inquiries entries in DSAID. As part of new employee training and onboarding, staff are trained regarding the process for inputting SRIs at USAFA. Additionally, staff are required to complete DSAID training (within Joint Knowledge Online) and with service experts, as available, upon completion of the Air University SAPR VA/SARC course. USAFA SARCs are inputting SRIs supplied by victim advocates within 48 hours of the SRI being made by the victim. USAFA access requests are granted exception to policy from DAF for USAFA SAPR VAs to be trained and proficient in DSAID to input SAPR SAPR-related inquiries. This allows SARCs to delegate DSAID duties for entering the daily SRIs. This ensures all cases are updated in a timely manner and the SARC can provide the necessary oversight to ensure the accuracy of cases opening/updating SAPR cases and maintaining training records for staff.

3.3 Training. Discuss SAPR and sexual harassment training, including methods used, tracking of completed training, and responsibility for managing requirements.

- 3.3.1 What platforms are being used to manage, track, and provide training for cadets/midshipmen and MSA faculty and staff?
- 3.3.2 How are commanders and leaders trained on their responsibilities related to sexual assault and sexual harassment prevention and response?
- 3.3.3 Discuss how the effectiveness of SAPR and sexual harassment training is being assessed and measured.

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3.3.4 Discuss processes in place to receive feedback on training and the training format from cadets/midshipmen and others. How does the feedback impact training?

(REF: DoDI 6495.02, volume 2, pg. 4, “Sexual Assault Prevention and Response: Program Procedures”)

USAFA Response:

Leadership at USAFA prioritizes fostering a protective environment through their communications and actions which include a focus on producing critical-thinking graduates, who are prepared for the complexities of modern warfare and ready to innovate, adapt, and lead in a rapidly changing geopolitical landscape. Cadets train in Agile Combat Employment concepts, including establishing and defending forward operating locations, executing command and control in communications-denied environments, and utilizing Tactical Combat Casualty Care to ensure combat effectiveness and survivability. USAFA provides this through a structured four-class system that mirrors operational Air Force and Space Force structures, progressively training cadets to embrace teamwork, respect, and effective leadership at every level, from follower/teammate to frontline-engaged supervisor to team leader to unit leader. All training is conducted in a culture and climate of respect where we hold each other to high standards and lift each other up and in an environment where every teammate is seen, heard, and valued; training will be demanding but it will never be demeaning.

The Superintendent’s intent is to eliminate racially and sexually harassing behaviors and enforce the zero-tolerance policy for these unacceptable actions. The Superintendent has clearly outlined expectations that leaders at every level create and sustain healthy command climates that afford each member the right to serve, advance, and be evaluated based on individual merit, fitness, capability, and performance in an environment free from unlawful discrimination.

The Unit Training Manager tracks annual training by working closely with all the SAPR Program training facilitators. Facilitators of annual SAPR training coordinate directly with the units to establish the date and location for the face-to-face training. On a limited basis, the SAPR Program office also coordinates recorded training as an alternative option for those who are unable to attend the face-to-face training. The following list consists of training opportunities to discuss SAPR Program requirements with cadets, permanent party, and leadership: BCT; 14-day initial SAPR training for all incoming classes and cadet cadre training, Healthy Relationship Training for intercollegiate teams, annual SAPR training, VA training, Teal Rope training, Case Management Group training, Squadron Commander and Academy Military Training Noncommissioned Officers training, New Commander Orientation, New Employee Orientation/ Newcomer’s Brief, New Department of Faculty and Athletics Instructor Training, post-deployment reintegration training, First Term Airmen Center training, Admissions, Parents Weekend panels and presentations, and at the Community Action Team. Legal Counsel, Victims’ Counsel, and military justice personnel receive additional training and annual SAPR training. All response personnel, including firefighters, Security Forces, and medical treatment facility personnel, are trained by SAPR Program personnel. After completion of the training, feedback mechanisms include the use of QR codes for electronic surveys as well as paper surveys; feedback is used to inform the development of future training. The EO office uses the DAF Equal

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Opportunity Network to track equal opportunity training provided to cadets, faculty, and staff. Training is provided in person using PowerPoint slides as a guide and focuses on peer-to-peer interaction, group discussion, and scenarios.

All USAFA commanders and leadership receive an immersion briefing upon arrival at USAFA to receive training regarding the Integrated Prevention and Response programs as well as their responsibilities as commanders and members of the Case Management Group. In addition to their initial CMG training with SAPR Program staff, as new Commanders attending the Case Management Group for the first time, they are provided with an additional refresher overview of the process by the Chair. Squadron Commander and Academy Military Training Noncommissioned Officers cohort classes received additional training in Spring 2023, before starting their term at USAFA. Squadron Commander and Academy Military Training Noncommissioned Officers attended a Survivor panel with cadets which helps to provide additional awareness on support and justice needs to support healing and recovery. The educational component allowed these leaders to understand the impact they have on the lives of the survivors within their squadrons. The panel will continue in the next academic year as a best practice for incoming Squadron Commanders and Academy Military Training Noncommissioned Officers. In addition, the HQ USAFA Judge Advocate office trains incoming Squadron Commanders for approximately 5 hours on military justice, discipline, and other legal processes before they take command of cadet squadrons. Commanders and leaders are trained on their responsibilities related to sexual harassment prevention and response during SAPR Key Personnel Briefings, required within 30 duty days of assuming the position. EO is involved in the cohort training for Squadron Commander and Academy Military Training Noncommissioned Officers to ensure they enter their positions with an understanding of their responsibilities and establishes a direct connection with the EO office.

In addition to traditional feedback avenues, in Jan 2023, the CyberWorx Holistic Prevention Redesign aimed to evaluate the USAFA prevention program for efficacy and adapt approaches to further develop a consistent environment of dignity and respect. Following a human-centered design approach, utilizing qualitative and quantitative methods, CyberWorx-led teams explored the root causes of behaviors across the spectrum of harm, identified underlying human needs, and ideated potential solution directions to address the needs. The initial feedback around Cadet Culture, Command and Community, and Frameworks and Systems informed the Senior Leadership Strategic, “Culture & Climate,” off-site in Mar 2023. This off-site informed insights on the way ahead for USAFA’s Let’s Be Clear Campaign (Tab 10c). In Apr 2023, the Let’s Be Clear Campaign outlined the following lines of efforts over three phases, including multiple initiatives: Line of Effort 1: Leaders of Character Use Their Power to Prevent Unhealthy Behaviors; Line of Effort 2: Warfighters Respond to Harm Courageously; Line of Effort 3: Effective Teams Accelerate Accountability. The EO office solicits feedback from training provided to various personnel on the installation. Most recently, hard copy feedback was provided during Basic Cadet Training since the basic cadets do not have access to phones or computers to provide electronic feedback. EO office information was included at the bottom of the page for basic cadets to tear off and take with them for future reference.

All prevention activities at USAFA operate utilizing data-driven policies, continuous program evaluation, and practices for prevention programming. Program assessment utilizes empirically

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supported process and outcome metrics supported by data-driven quantitative and qualitative assessments to monitor and evaluate effectiveness. Current prevention programs that are analyzed by our Integrated Prevention Office include Parent Based Intervention, Healthy Relationship Training, and Healthy Relationship Education. Currently, USAFA works in collaboration with New York University, San Diego State University, the University of Florida, and RTI International for ongoing research protocols related to the evaluation of Cadet Healthy Personal Skills, eCHEKUP TO GO (brief alcohol intervention) and Sexual Communication and Consent. These research-based activities include a variety of feedback opportunities to evaluate impacts on risk and protective factors. These programs are comprised of baseline surveys, interventions, as well as feedback surveys, and/or follow-on focus groups to provide further insight into the experience with and the opinions of the programs. The analysis is ongoing and will continue to be utilized to determine if the short-term effects of these prevention activities will translate into decreased sexual harassment and assault prevalence rates.

Prevention courses have been harnessed and taught by a cadre of six contracted instructors. These individuals practice their training courses on one another to ensure their message is consistent, their energy will captivate their audience and conduct constant feedback. This group relies on feedback from their audience and adjusts their briefing style as needed.

Following the Secretary of Defense's directed On-Site Installation Evaluation visit, multiple climate-focused actions were directed. The Climate Transformation Task Force is actively addressing, tracking, and assessing 124 milestones related to transforming the climate at USAFA. These milestones range in Office of Primary Responsibility from the Commandant of Cadets, Dean of Faculty, Director of Athletics, USAFA Preparatory School, 10th Air Base Wing, Center for Character and Leadership Development, and HQ USAFA Staff Directors. This tracking is being accomplished directly by the USAFA Vice Superintendent and reported directly to the Secretary of the Air Force by the USAFA Superintendent. One area of data that USAFA relies heavily on is the SAGR Survey conducted every other year. This survey requires 100% of cadets to have the opportunity to participate. USAFA had a 95% participation rate this year. This data was gathered in April 2024, and USAFA will not have actionable data from this survey until the Spring of 2025. Additionally, this survey does not allow the cadets to provide feedback on any prevention training or prevention efforts.

3.4. Catch a Serial Offender (CATCH) Program. How are cadets and midshipmen educated on the CATCH Program?

- Please provide examples of communications to cadets/midshipmen about the CATCH program (flyers, e-mails, etc.).
- Discuss any coordination or collaboration with other MSAs on the implementation of the CATCH program

(REF: USD(P&R) memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies, February 15, 2022; Annual Report on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2020-2021)

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USAFA Response:

The USAFA SAPR Program SARC and SAPR VAs ensure that the CATCH Program is discussed with all parties that inquire about services with the SAPR Program Office. CATCH Program victim information sheets are available to all cadets and permanent party members who come into the SAPR Program Office to speak with the SARC or SAPR VA. Additionally, during the SAPR and/or intake process, the program is discussed. USAFA currently maintains dedicated, private space to facilitate CATCH entries in the student academic center, the Community Center, and embedded SAPR Program Offices (cadet dormitories). Private comfort rooms are available to accommodate CATCH inputs via standalone computers that can be utilized with a login that does not require a DoD Common Access Card. Upon receiving their access code from the SARC, these easily accessible locations allow victims who elect to participate in CATCH the space to input their submissions privately and at a location and time of their choosing.

CATCH Program information is incorporated into all annual SAPR training at USAFA. The 2023 expansion of the CATCH Program is currently included in all SAPR training opportunities with the USAFA community. During these training opportunities, the CATCH program is defined, to include eligibility, process, and ways to obtain additional information regarding the program via the SARC, VAs, Victims' Counsel, or the DoD SAPRO website. Cadets are also informed of the anonymity of the process, information about the match process, and options if notification of a match with other entries should occur. Instructors additionally discuss the benefits of participation in this program.

The following list of training events demonstrates opportunities where the CATCH Program is discussed with Cadets, permanent party, and leadership: BCT and cadre training, annual SAPR training, Teal Rope training, CMG training, Squadron Commander training, New Commander Orientation, New Employee Orientation/Newcomer's Brief, post-deployment reintegration training, First Term Airmen Center training, Admissions, Parents' Weekend panels and presentations, and at the Community Action Team. Legal Counsel, Victims' Counsel, and military justice personnel receive additional training in addition to annual SAPR training. All response personnel including firefighters, Security Forces, and medical treatment facility personnel, are trained on the CATCH program by SAPR Program personnel.

Lastly, peer-to-peer education is highlighted through the USAFA Teal Rope program (Tab 13). Teal Ropes promotes the CATCH program when educating fellow cadets on support services. Our Teal Ropes receive additional education regarding the CATCH program to ensure that they have appropriate and up-to-date information to supply to their peer group. Teal Ropes additionally ensures that updated posters for SAPR programs are placed within the squadron footprint.

4.0 Additional Information. Discuss other SAPR and sexual harassment prevention and response policies and programs not previously addressed in this data call that your MSA is implementing.

USAFA Response:

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The USAFA Climate Transformation Task Force (CTTF) efforts, aim to identify and establish responsibilities and efforts that promote a climate of dignity and respect and accelerate the impact of our violence prevention programs. All leaders are responsible for fostering an environment that empowers every individual to reach their full potential, and to develop leaders of character, motivated to a lifetime of service, and prepared to lead our Air Force and Space Force as we fight and win our Nation's wars. Ongoing/surge efforts are mere months into a multiyear transformation with an emphasis on prioritizing standards, cadet 4-class system, CTTF, and Warfighting Focus. Bolstered areas will focus on increased communications, timely tracking of processes, and respect for the chain of command. USAFA will address stress by transforming into a culture of Work/Life Harmony. Areas of growth include Co-location, expanded support hours, a Blue Book reference guide for all medical/mental health services, Special Staff functions, and OPORDS to communicate Commander Intent. USAFA has been undergoing a cultural transformation since the Fall of 2022. The Let's Be Clear campaign (Tab 10a) which was under development in the Fall of 2022, was a cadet-informed campaign geared toward encouraging a healthy, safe environment. As the Cultural Transformation Task Force stood up and began looking at the OSIE report findings and recommendations (Tab 12), USAFA was already well on its way. USAFA Action Officers were able to nest every one of the Let's Be Clear action items under the broader Cultural Transformation Task Force effort. The Cultural Transformation Task Force Plan of Action and Milestone (Tab 9) looks at 124 actions, each with 5-10 sub-tasks. These tasks have pushed USAFA to review the entire curriculum to ensure that the training addresses protective factors.

Other areas have asked that USAFA ensure that permanent party have the right background and the right training to handle the unique environment at USAFA and to ensure they're cultivating a healthy work and learning environment. A large part of this cultural shift has centered around transparency and internal messaging to ensure that cadets are receiving correct and timely information. These are large pieces of the change; a few specific examples can be found below. USAFA has shifted from a Fourth-Class system where the upper three classes focus on training the lower one class to a four-class system. Mechanics have been put into place to ensure that this shift is internalized. The new focus is developing a deliberate Four Class system, to ensure that each class year is developing and growing by focusing on developing and growing the other three classes. This will allow the classes to lean on one another, and not put one class in a vulnerable position where they do not feel safe, protected, or respected.

USAFA reinvigorated the "Knock it off Policy" to be used by any cadet at any time in the Academic Year 24-25 Military Expectations (Tab 14). A Knock It Off drives a training pause, should someone identify that training is having a negative effect. This is primarily focused on Basic Cadets during Basic Cadet Training. Cadet cadres are trained in how to respond to a Knock It Off call, and basic cadets are trained in how they may properly make a Knock It Off call. This encourages a safer training environment and can prevent training from creating an environment conducive to risk factors. This also shows the cadets that they are empowered and supported by leadership to hold all cadets, no matter the class, accountable to the standards.

USAFA hosted the Secretary of Defense's National Discussion for 2024. The theme is "Transforming Culture to Eradicate Sexual Violence" in line with the Secretary of Defense's MSA Cultural Transformation Task Force. The National Discussion on Sexual Assault and

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Sexual Harassment is a tri-department event, initiated by all three service secretaries, to generate a dialogue with America's colleges, universities, and service academies through a combined effort to combat and eradicate sexual assault and sexual harassment from college, university, and military service academy campuses across the nation. The event brings together experts and leaders at public, private, and government-run educational institutions to understand better and address the challenges of eliminating sexual assault and sexual harassment on college and university campuses across the nation. Details of the conference can be found at www.usafa.edu/nd24.

Take Back The Night (Tab 5) while not a policy, is a best practice adopted from the oldest worldwide movement to stand against sexual violence, and is fully incorporated in USAFA prevention efforts. During this event, Permanent Party and leadership meet with the cadets for open space discussion and community building and provide a space for survivors of sexual assault to share their stories and voice their experience in a supportive and encouraging environment to promote healing, restoration, and understanding among fellow cadets. This event furthers a cadet culture that is not only receptive to survivor stories, promotes reporting, endorses support agencies, and stands against the violence perpetrated against others, but focuses on healing so every teammate can get back to the mission as soon as possible. The fall 2023 event had approximately 250 cadets in attendance, the 2024 spring semester grew to approximately 450 cadets.

USAFA has elected to continue to fund its cadre of Prevention trainers. This is a contract composed of six individuals who conduct Comprehensive Integrated Primary Prevention (CIPP) Plan training from the Menu of Options (Tab 15). They also conduct training for the Basic Cadets during Basic Cadet Training. This team uses a train-the-trainer process that ensures fidelity of content delivery and ensures engagement from the audience while relaying the important messages. Fidelity checks ensure that a consistent message is delivered so that cadets receive the same training no matter which instructor conducts the training.

Attachments:

Tab 1: Encouraged to Report

Tab 2: Return to Health

Tab 3: Physical Separation Policy

Tab 4: Case Management Group (CMG) Operating Instruction (OI) Policy Draft

Tab 5: Take Back The Night Event Description

Tab 6: USAFAI 36-2007 *Application For and Administration of Cadet Turnback Program*

Tab 7: SAHPR Handbook (Removed)³

Tab 8: Superintendent's Emphasis Letter on Harassment 1 Jan 21

Tab 9: CTTF Plan of Action and Milestones⁴

Tab 10a: Let's Be Clear – A Culture Reset at USAF v19 Campaign Plan

Tab 10b: USAFA Let's Be Clear Strategic Design

³ The USAFA SAHPR Handbook, Rope Utilization Guide, Academic Year 24-25 Military Expectations, and Menu of Options have been removed and are under legal review for compliance with the Executive Order 14168 "Defending Women from Gender Ideology Extremism and Restoring Biological Truth."

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Tab 10c: USAFA Let's Be Clear Strategic Plan

Tab 11: CVV Plan of Action and Milestones

Tab 12: On-Site Installation Evaluation Report 2023

Tab 13a: USAFAI 90-6001, *Sexual Assault Prevention & Response Teal Rope Program*, 1 Jun 22

Tab 13b: Rope Utilization Guide (Removed)

Tab 14: Academic Year 24-25 Military Expectations (Removed)

Tab 15: Menu of Options (Removed)

Acronyms:

AD – Director of Athletics

AMT – Academy Military Trainer

AOC – Air Officer Commanding

APY – Academic Program Year

BCT – Basic Cadet Training

CATCH – Catch a Serial Offender

CCLD – Center for Character and Leadership Development

CMG – Case Management Group

CPI – Critical Program Information

CTTF – Climate Transformation Task Force

CW – Cadet Wing

DAF – Department of the Air Force

DAFI – Department of the Air Force Instruction

DF – Dean of Faculty

DoD – Department of Defense

DODI – Department of Defense Instruction

DRU – Direct Reporting Unit

DSRID – Defense Sexual Assault Incident Database

ECDT – Enhanced Character Development Time

EO – Equal Opportunity

ETP – Exception to Policy

ETR – Encouraged to Report

HQ – Headquarters

HRE – Healthy Relationships Education

HRRT – High-Risk Response Team

HRT – Healthy Relationships Training

IAW – In Accordance With

IRC – Independent Review Commission

JA – Judge Advocate

JKO – Joint Knowledge Online

LBC – Let's Be Clear

MFLC – Military and Family Life Counselors

MJ (if the one time this appears in the document on p. 16 is eliminated)

MSA – Military Service Academy

NDAA – National Defense Authorization Act

NGB – National Guard Bureau

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NOVA – National Organization for Victim Advocacy
OCREOP – Office for Civil Rights and Equal Opportunity Policy
OJT – On the Job Training
OMB – Office of Management and Budget
OSIE – On-Site Installation Evaluation
OSTC – Office of Special Trial Counsel
POAM – Plan of Action and Milestones
PPC – Peak Performance Center
ROTC – Reserve Officer Training Corps
RTH – Return to Health
SAFE – Secure Access File Exchange
SAGR – Service Academy Gender Relations
SAPR – Sexual Assault Prevention and Response
SAPRO - Sexual Assault Prevention and Response Office
SARC – Sexual Assault Response Coordinator
SARW – Sexual Assault Response Workforce
SCC – Sexual Communication and Consent
SECDEF – Secretary of Defense
SME – Subject Matter Expert
SRI – Sexual Assault Prevention and Response-Related Inquiries
USAF – United States Air Force
USAF A – United States Air Force Academy
USAF AI – United States Air Force Academy Instruction
USAF APS – United States Air Force Academy Preparatory School
USD – Under Secretary of Defense
USMA – United States Military Academy
USNA – United States Naval Academy
USSF – United States Space Force
VA – Victim Advocate