

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

March 9, 2026

MEMORANDUM FOR DoW SAPRO

FROM: SAF/MR
1660 Air Force Pentagon
Washington, DC 20330-1660

SUBJECT: Notification of Assessment (NOA) of the Military Service Academies (MSAs),
Academic program Year (APY) 2024-2025

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 date for the Annual Report on Sexual Harassment and Violence for the Academic Program Year 2024-2025, 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 2024-2025.

Please reach out to the USAFA staff with any questions about this report.

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Principal Deputy Assistant Secretary of the
Air Force for Manpower and Reserve Affairs

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1. MSAs EFFORTS to ENHANCE the ACADEMY ENVIRONMENT. Summarize relevant APY 24-25 academy efforts to enhance the academy environment; discussion should include but is not limited to, the following.

USAFA Response:

During Academic Program Year (APY) 2024-2025, the United States Air Force Academy (USAFA) advanced numerous initiatives under the Climate Transformation Task Force (CTTF) addressing recommendations from the 2023 Military Service Academies On-Site Installation Evaluation (OSIE) Report. With the CTTF efforts and OSIE findings in mind, USAFA has defined leadership, accountability and the development of professional, respectful environments through our current Superintendent's three priorities:

- **Warfighters to Win** – Equipping cadets to prevent harmful behaviors and lead with integrity.
- **Leaders of Character and Quality** – Promoting accountability for interpersonal violence.
- **Critical Thinkers to Adapt** – Fostering trust, cohesion, and help-seeking behaviors.

USAFA has effectively addressed 125 CTTF Milestones, each focused on improving and formalizing positive cultural change. These tasks are now under assessment to determine whether the processes USAFA put into place are driving a shift in the culture and mindset of cadets, as well as permanent party. Main tasks are summarized below.

Cadet Squadron Special Staffs and Integrated Prevention and Response (IPR) Liaisons

- USAFA replaced the “cadet ropes” system with Special Staff advisors in each squadron, integrating violence prevention into leadership development.
- The new Integrated Prevention and Response (IPR) Liaison Program, which launched in Fall 2025, trains cadets to provide peer support, deliver bystander intervention scenarios, and dispel myths surrounding mental health care and commissioning eligibility.
- This program is modeled after the Integrated Primary Prevention Workforce (IPPW) to further align with DoD guidance while reinforcing cadet development with USAFA's strategic objectives.

Curricular and Training Enhancements

- **Interpersonal Foundations Course (IPFC).** IPFC is a new, graded for credit, 20-lesson academic course for fourth-class (freshman) cadets to begin APY 2025-2026. This course explores foundational aspects of what influences interpersonal and intrapersonal relationships. The foundations learned in this course support the development of future Air Force or Space Force officers by integrating theoretical foundations, practical applications, and reflective components to provide cadets with a well-rounded and impactful learning experience. Upon completion of the course, cadets will be able to identify areas of competence within themselves when navigating personal and professional relationships.

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- **Enhanced Character Development Time (ECDT).** ECDT began in APY 23-24 and continued in APY 24-25. APY 24-25 topics included healthy relationships, connection, communication, grit, resiliency, social media, social dynamics, and upstander training. The Center for Character and Leadership Development (CCLD) owns and manages ECDT. CCLD uses a “train the trainer” model where CCLD staff train Active-Duty Squadron Commanders and Academy Military Trainers (AMT) who then train their cadet staff. At the start of each semester, CCLD provides training to cadet facilitators to assist cadets with ECDT content delivery. Fidelity checks are conducted regularly to ensure consistency in delivery and quality of training. Upstander training continued to receive the highest ratings with cadets appreciating the cadet focused scenarios leading to meaningful discussions. ECDT curriculum is modified in a timely manner based on feedback. For APY 25-26, CCLD introduces “Character and Leadership Lab” which focuses on intellectual engagement, emotional intelligence, and practical implementation.
- **Healthy Relationship Education (HRE) (Tab 1).** CCLD developed a special edition of the Healthy Relationships Education (HRE) curriculum in May 2023. In APY 24-25, HRE continued 1st semester during ECDT, conducted by squadron, with specific curriculum delivered by class year. The general outline of HRE by class is as follows.
 - 4 Degree (Freshman)- Starting relationships: relationship formation, vulnerability, conflict management
 - 3 Degree (Sophomore)- Romantic relationships: attraction, consent, rejection, technology pros/cons, healthy/unhealthy behaviors
 - 2 Degree (Junior)- Sexual relationships: boundaries, intimate vs sexual, introduction to comprehensive sex education
 - 1 Degree (Senior)- Ending relationships: Ethically ending relationships, healing from heartbreak, leading/supporting others

To deliver the HRE curriculum, CCLD trained selected permanent party volunteer facilitators to teach the same lesson each month to a different group of cadets. New volunteers receive training to facilitate HRE between semesters. With the creation of the Dean of Faculty’s IPFC, HRE was paused in February 2025, and CCLD shifted its focus to Character and Leadership Lab with a new framework grounded in character development and the Professional Military Education (PME) continuum that also enhances/boosts USAFA’s new foundational leadership curriculum.

- **Intercollegiate Healthy Relationship Training (HRT).** In APY 24-25, USAFA’s Athletic Department (AD) continued intercollegiate specific HRT training. HRT was delivered to each intercollegiate sports team by trained staff facilitators. HRT focused on ending relationships with compassion, understanding heartbreak, grief, loss and how to support oneself and others, and how gratitude enhances relationships. In APY 25-26, AD shifts focus to building healthy relationships and positive team culture through the Team Captain Enhancement Program (TCEP).
- **Social Media Training.** CCLD developed and executed Social Media training for all four year-groups during Enhanced Character Development Time (ECDT) during APY 24-25. The goal of this ECDT lesson was to promote proper media engagement and professional behavior in the digital space, reduce cyber sexual harassment, and support bystander/upstander action. Additionally, Cadet Wing’s Development, Innovation, and

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Integration Division (CWX), in coordination with AETC, aligned the “Responsible Use of Social Media” lesson with the Pre-Commissioning Terminal Learning Objectives outlined in AETCPAM 36-2614 which is required for all four-degree cadets. Specifically, the training met Commissioning Education (CE100) requirement 3.2.13: “Understand key components of proper media engagement as a DAF member, including the responsible use of personal social media.”

Policy and Structural Reforms

- **Return to Health Policy for Cadet Sexual Assault Survivors (Tab 2).** Ongoing evaluation of a policy supporting cadet survivors of sexual assault, signed in August 2023.
- **Cadet Guide to Care (Tab 3).** Resource developed to clarify access to mental health services and their career implications, providing source documentation rather than word-of-mouth, reducing stigma and barriers to care.
- **AFCWI 51-201 Administration of Cadet Discipline (Tab 4).** Revised in March 2025 to address sexual harassment and hazing directly, reinforcing accountability.
- **Discipline Transparency Bulletin (Tab 5).** Bi-monthly reports provide cadets and staff updates on disciplinary trends and legal education related to misconduct. USAFA provides a maximum amount of transparency in this bulletin, and our method has been touted by HAF/JA as best practice. The information in this bulletin is intended to provide USAFA personnel with a concise summary of discipline across USAFA and should not be interpreted as directing commanders or supervisors to take any particular action in future cases, as all cases are unique.

Improved Access and Support

- **Embedded Helping Agencies.** Resources and support services were physically embedded in cadet areas to improve accessibility.
- **Adjusted Office Hours.** USAFA has non-clinical helping agency representatives available in-person through 2000 to accommodate the cadet class schedules.
- **Social Media Crisis Response and Support Guide:** Developed by CCLD to help staff address and act regarding online threats of harm or concerning behavior. The guide is in review pending EO compliance.

USAFA’s efforts reflect a comprehensive, peer-informed, and policy-aligned approach to preventing sexual assault and supporting survivors through education, leadership development, improved access to care, and strengthened accountability mechanisms.

1.1 Policy. How SAPR and sexual harassment prevention and response policies and practices at the MSAs are consistent with current DoD policy and best practice.

USAFA Response:

SAPR and sexual harassment prevention and response policies and practices at the USAFA are consistent with current DoD policy and best practices including the policies below

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- Office of the Under Secretary of Defense “Actions to Address and Prevent Sexual Assault and Sexual Harassment in the Military,” 30 April 2025
- Deputy Secretary of Defense “Updates to Department of Defense Policies to Enhance Support for Adult Sexual Assault Victims,” 19 July 2024
- Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023

USAFA continues to take swift action to ensure all SAPR and sexual harassment prevention and response policies and practices at USAFA are consistent and compliant with current DoD policy and best practices. While SAFE-to-Report efforts were initiated at USAFA, the policy execution has been updated and mirrors DoD guidance. USAFA SAPR has incorporated the updated CMG forms 2910-5, 2910-6 and 2910-7 as standard practice in program execution. Implementation of DoD Civilian reporting through 2910-8 and the update to Law Enforcement Victim Exception reporting has been communicated as part of annual SAPR training and commander immersion in briefs. All items are uploaded as required in DSAID. USAFA SAPR program compliance checks are conducted quarterly. For USAFA Permanent Party population, updated guidelines outlining the Expedited Transfer (ET) process have been incorporated. The Commanders ask for victim preference on transferring suspect, and that PCS moves following final disposition are an appropriate assignment cycle and not inappropriately utilized. USAFA utilizes the MSA/ROTC Sexual Assault Survivor Transfer Process for cadet survivors. Convalescent leave for cadet survivors regardless of a Restricted or Unrestricted report is conducted utilizing USAFA’s Return to Health policy. USAFA is working in alignment with DAF guidance to update SAPR position descriptions to meet the Sexual Assault Response Workforce (SARW) model.

Due to the publication of executive orders and feedback, local operating instructions are under review and updates are pending. Highlighted below are policies under review, and updates to incorporate process improvements.

- **Encouraged to Report Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing (Tab 6).** The purpose of this policy is 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. While the “Department of the Air Force Safe-to-Report Policy for Service Member Victims of Sexual Assault,” 25 Aug 2022 allows squadron commanders to exercise discretion regarding collateral misconduct for victims, the Encourage to Report Policy (Tab 6) focuses on collateral misconduct discretion for USAFA cadet witnesses of sexual assault, harassment, bullying, or hazing to encourage reporting of those actions.
- **Return to Health Policy for Cadet Sexual Assault Survivors (Tab 2).** This policy formally delineates a process for supporting the psychological and physical recovery of cadets following a report of sexual assault. This policy is in accordance with

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Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023.

- **Physical Separation Policy for Cadet Victims and Alleged Perpetrators (Tab 7).** This policy is in accordance with Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023.
- **Case Management Group (CMG) Operating Instruction Draft (Tab 8).** This Operating Instruction is in accordance with the Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023. The CMG Operating Instruction 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 CMG meetings.
- **Take Back the Night (Tab 9).** This is not a policy; however, it is a best practice adopted from a longstanding worldwide movement to stand against sexual violence which was incorporated in response to events at the United States Military Academy. During this event, Permanent Party and leadership attend a social hour with the cadets to allow for open space discussion and community building. Following the social hour and Superintendent kick-off, the Permanent Party and leadership depart to allow the survivors to share their experiences. Take Back the Night (Tab 9) provides a meaningful opportunity for survivors of sexual assault to tell their story and voice their experience in a supportive and encouraging environment to promote healing, restoration, and understanding among fellow cadets. This event enhances the culture that is receptive to survivor stories, promotes reporting, endorses support agencies, and stands against the violence perpetuated against others. This annual event occurred in October 2025. Current planning efforts are underway with cadets taking the lead.
- **Involuntary Administrative Turnback.** Also known as suspension or involuntary excess leave, found within USAFAI 36-2007 *Application for and Administration Of Cadet Turnback Program*, 9 May 2024, Section 2 (Tab 10), and involuntary turnback, 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 in lieu of suspension or involuntary excess leave.
- **MSA/ROTC Sexual Assault Survivor Transfer Process.** Continuous Process Improvement (CPI) was conducted to assist with USAFA internal process execution for survivors.

1.1.1 MSAs incorporation of the latest Sexual Assault Prevention and Response (SAPR) policies to align with SAPR-related training efforts, encourage reporting, and improve victim support.

USAFA Response:

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Overview

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 targets 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. This is conducted for initial Squadron Commander and AMT training annually and as new policy updates are released.

Command Teams

SAPR Key Personnel Briefings are conducted within 30 days of assuming the leadership positions as outlined in DoDI 6495.02, enclosure 5, 3b. Trainings include a 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” in accordance with section 1743 of Reference (13).

Sexual Assault Response Workforce (SARW)

USAFA is working under the guidance of DoD SAPRO and DAF to execute the SARW transformation. Efforts include ensuring that all SAPR staff are under approved DoD SAPRO approved position descriptions and meet professional SARW requirements as outlined under DoDI 6495.03 and DAFI 90-6001 for appropriate experience and training to execute a professional SAPR workforce. All USAFA collateral duty volunteer victim advocates were sunset in Spring 2024.

Additionally, prevention personnel and SAPR personnel including SARC and SAPR Victim Advocate (VA) receive DoD and DAF required credentialing, and On the Job Training (OJT) for USAFA policies and procedures, prior to assuming their full duties. SAPR Program staff complete the foundational SARC or SAPR VA course and credentialing requirements, based on their position, IAW DoD and DAF policy (VA credentialing) through Air University no later than one year after the start date. Equal Opportunity (EO) personnel receive the required DoD and Department of the Air Force (DAF) career field training and On-the-Job (OJT) Training for USAFA policies and procedures, prior to assuming their full duties.

CTTF

USAFA is engaged with the Office of Command Climate and Well-Being Integration (OCCWI) and the DoD CTTF working group to identify and measure prevention efforts that show the best Return on Investment for the Total Force. Efforts identified and undertaken by the USAFA CTTF DAF Plan of Action & Milestones (POAM) will be evaluated. This strategic approach

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contained three phases; assess, execute, and sustain, with focus areas on cadet development, leadership and staff development, and accountability. The 125 CTTF POAM milestones were achieved to directly address these issues, memorialized by 18 logic papers organized by Lines of Effort (LOE) that aligned with the original On-Site Installation Evaluation (OSIE) report. Identified items will be included in evaluation efforts for the upcoming Spring 26 MSA OSIE. Execute action items identified in CTTF efforts and within SAPR policy to develop and support survivors wishes to engage with first responders to follow a non-clinical recovery program that supports cadets seeking assistance with restorative strategies to aid their return to health and resilience. Efforts will be included in revised USAFA Return to Health policy updates. Continued efforts will be tracked in CTTF Continuum of Care Line of Effort (LOE).

No Wrong Door and Co-Location

USAFA has executed the “No Wrong Door” approach to address sexual harassment, sexual assault, and domestic abuse. All SAPR, Equal Opportunity, Family Advocacy Program (FAP), Victim Witness Assistance Program (VWAP), Victim’s Counsel (VC), chaplains, medical, and mental health providers to include the Peak Performance Center (PPC) have been appropriately trained for a “warm handoff” to the appropriate resource(s). Training was accomplished in alignment with DAF guidance. In APY 24-25, the Superintendent stood up the quarterly Helping Agency meeting that he chairs to bolster efforts around supporting the ‘No Wrong Door’ approach. This is in addition to the Quarterly Case Management Group (QCMG) that is chaired by the Superintendent and the quarterly Community Action Group (CAG) that is chaired by the Vice Superintendent. Finally, all efforts are captured in the CTTF Continuum of Care LOE.

Outcomes from the efforts helped to inform on a hybrid footprint for co-location at the USAFA Community Center, Arnold Hall and within the dormitory footprint. In APY 25-26, USAFA is piloting extended hours of care for non-clinical helping agencies in Arnold Hall that include SAPR, Chaplain, and Integrated Resilience Office from 1200-2000 for the cadet population.

USAFA continues to review and identify all local SAPR program related operating procedures that apply and are in support of Service and Department policy (including 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 6).** This policy strives to remove barriers to reporting for witnesses of sexual assault and victims and witnesses of harassment, bullying, and hazing like 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 6) 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 with the goal of facilitating their healing and

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- recovery and ensuring their privacy. The Return to Health Policy (Tab 2) is designed to provide more comprehensive accommodation for cadets needing multiple accommodations or accommodations across a lengthier span of time 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 7)**, 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 continues to support the **Military Service Academy Transfer (MSA) Program** “under the Physical Separation Policy” (Tab 7). The transfer of survivors allows for the time and space to heal in a new environment. While the MSA 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 (CPI) meeting with process stakeholders to begin to codify the ownership of each of the steps in the transfer process. The CPI identified steps to assist in refining the internal USAFA pathways for ROTC transfer request. 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 three one-semester ROTC transfers with a return to USAFA.
 - **Case Management Group** is implemented by the Case Management Group (CMG) Operating Instruction Draft (Tab 8). The CMG Operating Instruction 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 CMG meetings.
 - **Take Back the Night** (Tab 9) while not a policy is a best practice adopted from the oldest worldwide movement to stand against sexual violence which was incorporated in response to the event at USMA. During this event, Permanent Party and leadership attend a social hour with the cadets to allow for open space discussion and community building. Following the social hour and Superintendent kick-off, the Permanent Party and leadership depart to allow the survivors to share their experiences. Take Back the Night (Tab 9) provides a meaningful opportunity for survivors of sexual assault to tell their story 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 receptive to survivor stories, promotes reporting, endorses support agencies, and stands against the violence perpetuated against others. This annual event occurred in October 2025.

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- **Involuntary Administrative Turnback**, also known as suspension or involuntary excess leave, found within USAFAI 36-2007 *Application for and Administration Of Cadet Turnback Program* (Tab 10), 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 in lieu of suspension or involuntary excess leave.

1.1.2 MSAs policy revisions directed by the Deputy Secretary of Defense memorandum, “Updates to Department of Defense Policies to Enhance Support for Adult Sexual Assault Victims” during this APY incorporating Service updates.

- DoDI 5505.18, “Investigation of Adult Sexual Assault in the Department of Defense”
- DoDI 6495.02, vol. 1, “Sexual Assault Prevention and Response (SAPR): Program Procedures”
- DoDI 6495.02, vol. 3, “Sexual Assault Prevention and Response: Retaliation Response for Adult Sexual Assault Cases”

USAFA Response:

Overview

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 targets 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.

Command Teams

SAPR Key Personnel Briefings are conducted within 30 days of assuming the leadership positions as outlined in DoDI 6495.02, enclosure 5, 3b. Trainings include a 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” in accordance with section 1743 of Reference (13).

Sexual Assault Response Workforce (SARW)

USAFA is working under the guidance of DoD SAPRO and DAF to execute the SARW transformation. Efforts include ensuring that all SAPR staff are under approved DoD SAPRO approved position descriptions. USAFA meets professional SARW requirements as outlined under DoDI 6495.03 and DAFI 90-6001 for appropriate experience and training to execute a

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professional SAPR workforce. All USAFA collateral duty volunteer victim advocates were sunset in Spring 2024.

Additionally, prevention personnel and SAPR personnel including SARC and SAPR Victim Advocate (VA) receive DoD and DAF required credentialing, and OJT for USAFA policies and procedures, prior to assuming their full duties. SAPR Program staff complete the foundational SARC or SAPR VA course and credentialing requirements, based on their position, IAW DoD and DAF policy (VA credentialing) through Air University no later than one year after the start date. Equal Opportunity personnel receive the required DoD and Department of the Air Force (DAF) career field training and OJT for USAFA policies and procedures, prior to assuming their full duties.

Training Updates

DD Form 2910-8, "Reporting Preference Statement for DoD Civilian Employees to Report Adult Sexual Assault" within the SAPR Program has been incorporated in alignment with policy requirements. Training updates are included in the annual training and squadron commander required immersion training.

SAPR personnel have provided updates to the appropriate USAFA agencies outlining the updates changes to DoDI 5505.18, "Investigation of Adult Sexual Assault in the Department of Defense," that created a "Law Enforcement (LE) Sexual Assault Victim Disclosure Exception (LE Victim Exception)." This LE exception allows LE victims to disclose their sexual assault incident in "personal" conversations to certain LE and Military Criminal Investigative Organization personnel without initiation of an investigation or command notification.

USAFA will continue to work with DAF and DoD SAPRO to review and follow all applicable updates to policies and regulations outlined under SAPR and sexual harassment policies and procedures.

1.1.3 MSAs efforts to educate Academy personnel on policy changes and any specialized training with personnel on implementing the policies. Highlight any newly implemented or novel approaches to disseminating this information.

- Discuss the training that Academy personnel receive on their responsibilities related to sexual assault and sexual harassment prevention and response.
 - Requirements to provide notice to Military Criminal Investigative Organizations (MCIOs) and Office of Special Trial Counsel (OSTCs) when notified of a sexual assault or a retaliation incident
 - Safe-to-Report policy and roles of the OSTC and the Commander regarding collateral misconduct
 - Convalescent leave availability for both Restricted and Unrestricted Reports.
 - Updates to the Expedited Transfer Process
 - Commander responsibilities when the victim is transferring from the installation because of an Expedited Transfer

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- Discuss SAPR and sexual harassment training, platforms used to manage, track, and provide trainings for cadets/midshipmen and MSA faculty and staff.
- Discuss how effectiveness of SAPR and sexual harassment training is being assessed and measured.
- Discuss processes in place to receive feedback on training and the training format from cadets/midshipmen and others? How does this feedback impact training?

USAFA Response:

USAFA educates personnel on policy changes through email distribution with a link to SharePoint pages containing policy. Policy is also explained in the Sexual Assault and Harassment Prevention and Response Handbook (Tab 11). 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 were conducted in small groups of approximately 30 students. This format 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 reflection and discussion, making it very clear that harassment can occur through all mediums such as text messages, emojis, and social media.

The Unit Training Manager tracks annual training by working closely with the SAPR Program training facilitators. Facilitators of the annual SAPR training coordinate directly with the units to establish the date and location for the face-to-face training. The following list consists of training opportunities to discuss SAPR Program requirements with cadets, permanent party, and leadership: BCT (Basic Cadet Training), 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 (updated to Integrated Prevention & Response Liaison Fall 2025), 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 to inform the development of future training. The Equal Opportunity (EO) office uses DAF Equal 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.

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All USAFA commanders and leadership receive an immersion briefing upon arrival at USAFA to receive training regarding the Integrated Prevention and Response programs. Training content includes commander requirements to provide notice to Air Force Office of Special Investigation (OSI), Office of Special Trial Counsel (OSTC) Military Criminal when notified of a sexual assault or of a retaliation incident. Specific training is conducted to address commander responsibilities when the victim is requesting an Expedited Transfer (ET) or MSA/ROTC cadet transfer. Training content covers responsibilities as commanders and members of the SAPR Case management Group (CMG). In addition to their initial CMG training with SAPR Program staff, as new Commanders attend the CMG 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 prior to starting their term at USAFA. Squadron Commanders and Academy Military Training Noncommissioned Officers attended a Survivor panel with cadets which helped 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, HQ USAFA Office of the Staff Judge Advocate (USAFA/JA) trains incoming Squadron Commanders for approximately five hours on military justice, discipline, and other legal processes prior to their taking 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 Commanders 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.

All prevention activities at USAFA operate utilizing data-driven policies, continuous program evaluation and practices for prevention programming. Program assessment utilizes empirically 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 on-going research protocols related to the evaluation of Cadet Healthy Personal Skills (CHIPS), eCHEKUP TO GO (brief alcohol intervention) and Sexual Communication and Consent (SCC). 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. Analysis is on-going and will continue to be utilized to determine if short-term effects of these prevention activities will translate into decreased sexual harassment and assault prevalence rates.

Prevention courses are taught by a cadre of six contracted instructors. These individuals rehearse their training course content with each other to ensure their message is consistent, and their

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energy will captivate their audience. Course content fidelity checks are conducted to ensure program course compliance. Feedback on the fidelity checks is reviewed monthly and results in updated course adjustments as directed.

Following the Secretary of Defense directed On-Site Installation Evaluation (OSIE) visit in 2023, multiple climate-focused actions were directed. The Climate Transformation Task Force (CTTF) is actively addressing, tracking and assessing 125 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 accomplished directly by the USAFA Vice Superintendent and reported directly to the Secretary of the Air Force by the USAFA Superintendent. The next OSIE inspection will be Spring 2026. An additional data point that USAFA relies heavily on is the Service Academy Experience Survey (SAES). This survey requires 100% of cadets to have the opportunity to participate. USAFA had a 95% participation rate in 2024. The next SAES is scheduled for Spring 2026. Unfortunately, this survey has limited availability for cadets to provide feedback on any prevention training or prevention efforts.

1.2 MSAs Continue Action Implementation and Evaluation. Discuss continued implementation of the On-Site Installation Evaluations recommendations to reach full operating capacity by 2025.

(REF: DSD memorandum, “Updates to Department of Defense Policies to Enhance Support for Adult Sexual Assault Victims,” July 19, 2024; Annual Report on Sexual Harassment and Violence on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2023-2024)

USAFA Response:

Driven by the 2023 OSIE and SecDef directives, USAFA is proactively transforming the institutional climate. USAFA executed a comprehensive overhaul of cadet development, directly addressing unacceptable behaviors and building a culture that is focused on USAFA’s three priorities: 1) Warfighters to Win, 2) Leaders of Character and Quality, and 3) Critical Thinkers to Adapt. Specifically, USAFA has accomplished the following to address the 2023 OSIE findings.

USAFA utilized a deliberate strategic approach to address over 125 CTTF POAM milestones. USAFA tackled 125 milestones following a three-phased approach: assessment, action, and evaluation with focus areas on cadet development, leadership and staff development, and accountability. The 125 CTTF POAM milestones were achieved and memorialized by 18 Logic Papers organized by Lines of Effort (LOE) which aligned with the original OSIE report. CTTF LOE progress was tracked and briefed monthly to senior leaders. Progress is documented in logic papers, reviewed by the USAFA Inspector General (IG) office, and signed by the Vice Superintendent.

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USAFA Strategic Guidance 2025 (Tab 12). USAFA’s Strategic Guidance Line of Effort (LOE) 4: Cultivating a Culture of Reciprocal Trust, Transparency, and Communication serves as the backdrop to USAFA’s 3 Priorities: 1) Warfighters to Win, 2) Leaders of Character and Quality, and 3) Critical Thinkers to Adapt. LOE 4 uniquely captures USAFA’s intent to build teams where all members are seen, heard, valued, and supported. LOE 4 was directly influenced by USAFA’s CTTF intent.

Cadet Special Staffs Established. The cadet squadrons were formally assigned five cadet liaisons whose role is to advise their cadet leadership and serve as a conduit to helping agencies. The liaisons include Integrated Prevention and Response (IPR), Personal Ethics and Education Representative (PEER), Medical, Spiritual, and Equal Opportunity (EO). These cadet liaisons work closely with helping agency SMEs.

Curriculum Enhancements: Interpersonal Foundations Course (IPFC). The IPFC course integrates CTTF efforts into the core curriculum ensuring cultural changes are sustainable long-term. The IPFC is a two-credit-hour course, delivered for academic credit that addresses power dynamics, bullying/hazing, forming/maintaining/dissolving interpersonal relationships, and communication skills. This foundational course taken freshman year sets the stage for upperclassmen’s Healthy Relationship Training “booster shots” where cadets will get to reinforce and practice concepts and skills from IPFC across the 47-month training pipeline.

Four-class Developmental System. The four-class development system was implemented to promote standards and accountability. By shifting from a narrow 4th-class model to a comprehensive four-year warfighter leadership development program, cadets are integrated into the Cadet Wing earlier, emphasizing clear phasing of privileges and expectations, reinforcing leadership fundamentals. This intentional focus on cadet owned honor system and recognition and promotion replaced outdated, stress-inducing traditions. Further, USAFA updated the Cadet Standards and Duties (CS&D) for clarity and purpose and developed recognition and promotion standards for each class year and implemented a wing-wide CULEX (Culminating Exercise).

Through the Cadet Sq/CCs and Special Staff members, the cadets are providing recommendations to the CTTF team on how to best market the continuing efforts of climate transformation at USAFA. In APY 25-26, USAFA leadership is leaning into the Year of Cadet Empowerment by truly empowering cadets to own their climate and culture and that effort begins with utilizing a term that speaks to the Cadet Wing. This approach ensures 2023 OSIE recommendations are fully operationalized throughout USAFA.

In terms of assessing effectiveness, USAFA/A9 analytics team has access to relevant data sets like the Defense Organizational Climate Survey, the Defense Organizational Climate Pulse Survey, and the 2025 Workplace Experiences Survey of Military Members, in addition to disciplinary actions, and feedback from oversight groups. USAFA anticipates the DoD OFR’s OSIE visit in Spring 2026 will provide further validation and collaborates with SMEs in IPR and CTTF for enhanced evaluation.

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Impact: This analytics and review process allows USAFA leadership to make informed decisions on programs to continue, alter, or terminate.

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

- 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, to include 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 policy. Policy is also explained in the Sexual Assault and Harassment Prevention and Response Handbook (Tab 11). 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 2029, initial fourteen-day Basic Cadet Training included sexual assault and prevention and bystander intervention conducted in groups of approximately 30 students. The training timeline allowed for in-depth discussion of sexual assault and sexual harassment scenarios, leading to a deeper understanding of the material. A specific scenario depicting sexual harassment through electronic communication was included for these sessions to. This identified that harassment could occur through all mediums such as text messages and social media.

USAFA created a new segment of training for all cadets called 4-minute drills executed during lunch in an informal discussion led by upper-class cadets at the lunch tables. The content is developed by USAFA’s Center for Character and Leadership Development (CCLD), 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 on the Continuum of Harm.

Key leaders, including commanders and first sergeants, are briefed one-on-one during an Equal Opportunity (EO) 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

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Teams to answer questions and clarify policy changes for members for urgent or routine inquiries.

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. Members can also file a MEO formal complaints with their chain of command, Equal Opportunity, or Security Forces for 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. The Superintendent published his policy of zero tolerance to show the leadership stance on this from top to bottom, “Superintendent’s Policy on Harassment – Zero Tolerance” (Tab 13). This emphasis is readdressed as new leadership assumes command. USAFA’s Center for Character and Leadership Development (CCLD) has produced training focused on appropriate use of social media. This covers cyber bullying and other harassing behaviors. This also covers proper media engagement and professional behavior regardless of the social medium.

1.4 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 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)

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

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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. USAFA engages monthly with the other MSA industry professionals to collaborate on lessons learned and best practices to incorporate into implementation plans for the CATCH program. These engagements inform on education and marketing strategies to encourage participation in the CATCH program within the Cadet Wing and across USAFA.

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, 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 to include firefighters, Security Forces, and medical treatment facility personnel, are trained on the CATCH program by SAPR Program personnel.

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

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

USAFA Response:

Leadership at USAFA prioritizes fostering a protective environment through communications and actions. 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 Counselor (MFLC) and transportation access to off-installation referral sources.

USAFA has executed the 'No Wrong Door' approach to address sexual harassment, sexual assault, and domestic abuse. All SAPR, Equal Opportunity (EO), Family Advocacy Program

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(FAP), Victim Witness Assistance Program (VWAP), Victim’s Council (VC), chaplains, medical, and mental health provides to include the Peak Performance Center (PPC) have been appropriately trained for a “warm handoff” to the appropriate resource. Training was accomplished in alignment with DAF guidance. In APY 24-25, the Superintendent stood up the quarterly Helping Agency meeting that he chairs to bolster efforts around supporting the ‘No Wrong Door’ approach. This is in addition to the Quarterly CMG that is chaired by the Superintendent and the quarterly Community Action Board (CAB) that is chaired by the Vice Superintendent. Finally, all efforts are captured in the CTTF Continuum of Care LOE.

Outcomes from the efforts helped to inform on a hybrid footprint for co-location at the USAFA Community Center, Arnold Hall and within the dormitory footprint. In APY 25-26, USAFA is piloting extended hours of care for non-clinical helping agencies in Arnold Hall that include SAPR, Chaplain, and Integrated Resilience Office from 1200-2000 for the cadet population. Warm Handoffs are available to clinical helping agencies. Ongoing efforts will commence from data informed from this pilot project.

2. MSAs EFFORTS TO PROMOTE A QUALITY RESPONSE. Summarize relevant APY 24-25 academy efforts related to promoting a quality response among cadets and midshipmen to include but not limited to the following.

2.1 Evaluate the impact of the “Return to Health” Policy. To better support survivor recovery and reintegration, the MSAs implemented a Return to Health policy for cadets and midshipmen who have experienced sexual assault. Discuss the following:

- Impact on Restricted and Unrestricted reporting.
- Impact on victim care, recovery and reintegration.
- Outcomes, unintended consequences, and overall effectiveness and efficiency of the policy.
- Discuss policy adjustments stemming from implementation.

USAFA Response:

USAFA’s Return to Health Policy (Tab 2) formally consolidated our processes for supporting the psychological and physical recovery of cadets following a report of sexual assault. The process enables cadets to balance their continued USAFA, military, physical, and character development requirements with access to support services and engagement in recovery while also maintaining their privacy. The policy does not alter the authority or ability of responsible parties to provide accommodations deemed necessary to provide support to cadets upon a cadet’s request. The policy also affirms that the primary responsibility to care for victims of sexual assault rests with the Commander, in accordance with DAF Instruction (DAFI) 90-6001, SAPR Program.

The Sexual Assault Medical Manager (SAMM) will administer and manage Return to Health accommodations as an additional component of a comprehensive sexual assault response and

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recovery program. This policy provides clear guidance to cadets, staff, and faculty about options and processes available to cadets to request accommodations.

A cadet may receive Return to Health accommodations through any of the following:

- Directly (self-initiate) through mental health or medical providers, which is then relayed to the SAMM.
- Through a referral to the SAMM from a USAFA helping agency (e.g., SAPR office, Chaplain, Peak Performance Center (PPC), Family Advocacy Program (FAP), or Personal Ethics and Education Representative
- Through a referral by any permanent party (e.g., command, faculty, coach) to the SAMM.

The SAMM will coordinate with the appropriate personnel to ensure instructors and commanders are informed of any profiles and/or accommodations. Each profile will be generic in nature, providing instructors and commanders with awareness that a profile exists and outlining accommodations in place but not the specific reason for the profile. Accommodations as part of a Return to Health plan may include, but are not limited to:

- Excusal from class/practice/training events or limited attendance/participation
- Excusal from airmanship programs or limited participation
- Excusal from games or competitions, either as participant or spectator
- Excusal from a specific lesson or activity that may trigger symptoms
- Limited engagement with others while balancing access to support
- Limited time in a laboratory
- Minimal reading
- Postponement of exams and graded events
- Extended deadlines and/or extended testing time
- Extra Instruction (EI)
- Reassignment to new cadet squadron or dormitory
- Change of classes/class section
- Bedrest/quarters

Additional accommodations for Mission Elements (ME; wing level equivalents) to consider include:

- An extension for a cadet to turn in missed work at the conclusion of midterms or the end of semester.
- Separate the midterm or final exam into multiple parts to allow for rest/recovery periods.
- A postponement of the final exam until the following semester (Spring or Summer Term) or otherwise agreed upon date
- A waiver of the final exam and acceptance of the current grade as the final grade with Vice Dean approval after coordination with the responsible Department Head
- Administrative or medical leaves are authorized by appropriate officials.

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- Waiver of outstanding or past due work from grade calculation with Vice Dean approval after coordination with the responsible Department Head
- Course Drop(s): A cadet may need to drop one or more classes. This request will be made with permission of the cadet, by SAMM coordination with the USAFA Dean of Faculty Registrar (DF/DFVR) and approval of the Vice Dean.
- Commissioning in less than or greater than 8 semesters: The USAFA Board will be convened to vote on the matter.

Training on the Return to Health Policy (Tab 2) is conducted to all USAFA staff and permanent party personnel, and within the first 14 days of Cadet Basic Training for cadets. The Return to Health Policy (Tab 2) is also included in the annual SAPR training for all faculty, staff, and commanders, which includes Cadet Wing (CW) Squadron Commanders and cadets.

Additionally, a cadet who discloses a sexual assault to a coach or faculty member is encouraged to meet with the SARC and/or the SAMM to learn about the options to report the sexual assault and/or to request accommodations.

If the cadet chooses to meet with the SARC, the cadet will not be required to make a formal restricted or unrestricted report to initiate a SAPR Related Inquiry (SRI) to obtain information about reporting, accommodations, and Return to Health. If a cadet is interested in Return to Health, a cadet is directed to the SAMM to conduct the intake and provide basic information about Return to Health and possible accommodations.

The impact of the Return to Health Policy (Tab 2) on reporting will be tracked and assessed within the quarterly CMG and monthly leadership meetings for trend reporting.

USAFA evaluates each victim's health and well-being and utilizes several processes to determine the best way-forward for the individual to reduce possible negative impacts. Return to Health accommodations are managed by the SAMM in coordination with providers at the Cadet Clinic and/or Mental Health who will collaborate with the SAPR Program office, other appropriate agencies and ME to support the cadet, consistent with the cadet's permission and Health Insurance Portability and Accountability Act.

The SAMM will monitor and track all Return to Health requests and accommodation. If the cadet has made a restricted report, the Integrated Prevention and Response Director or SARC will support the SAMM monitoring the Return to Health plan to ensure tracking in the CMG. For Unrestricted cases with a Return to Health plan, SARC or SAPR VA will provide updates at the monthly CMG

In addition to required monthly check-ins by SARC/SAPR VA for cadets requesting SAPR services, the SAMM maintains monthly check-ins to verify cadet wellness for any cadets with a Return to Health plan. Cadets can request to modify or extend the health profile through their medical provider or SAMM. To determine appropriate care for Return to Health, the 10th Medical Group will use criteria for evaluating cadets in Return to Health, like those in place in

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the Return-to-Learn and Return-to-Play programs. To assist informing care, the below intake screening questions are utilized for ongoing support:

Medical/Clinical offices utilize intakes to track responses to the following questions for communication with SAPR Program personnel and command/leadership teams.

1. Have you been hit, kicked, punched or experienced any unwanted sexual contact within the past year? Y/N
2. Do you feel safe in your current dormitory room or squadron? Y/N
3. Is there a partner from a previous or current relationship who is making you feel unsafe now? Y/N

Defense Sexual Assault Incident Database (DSAID) aims to improve 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. 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. DSAID data can be analyzed to identify potential risk factors associated with sexual assault and retaliation. This information helps organizations and agencies develop preventive strategies and targeted interventions to reduce the incidence of sexual assault and protect survivors from retaliation. By understanding the data, DSAID can help allocate resources more effectively. For example, it can identify regions or communities with higher rates of sexual assault or retaliation and direct resources accordingly. Data analysis can reveal shortcomings in existing policies and laws related to sexual assault and retaliation as well as assist in policy changes aimed at improving legal protections for survivors and preventing retaliation.

The SAMM evaluates each Return to Health request on a case-by-case basis, and specific accommodations are written into the cadet's Return to Health profile based on the needs for their well-being. Commanders, staff, and faculty will continue to have the flexibility and authority to make additional accommodations in their area responsibility to support a cadet beyond the accommodations within the profile and beyond the expiration date of the profile.

Regarding the authority for approving any of the accommodations, the SAMM has the authority to excuse a cadet from classes or activities if it is determined that the excusal is medically necessary. ME have the authority to excuse cadets from activities within their respective areas of responsibility to determine how excused activities will be made-up (e.g., need for extra instruction, impact on grades).

Although our aim is always to see cadets return to health, graduate, and commission from USAFA on time, we recognize that is not the most appropriate option for every survivor. As a result, we educate survivors on their options to assist them in their recovery.

Return to Health is an action item embedded within CTTF efforts. Policy adjustments stemming from implementation are under review. Return to Health efforts are included in the Continuum of

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Care LOE. This action item will be included in data collection areas and measurement outcomes to update current policy guidelines.

2.2 Evaluate the implementation of the policies regarding Physical Separation of cadet and midshipman survivors of sexual assault and alleged perpetrators.

- Impact on Restricted and Unrestricted reporting.
- Impact on victim care, recovery and reintegration.
- Outcomes, unintended consequences, and overall effectiveness and efficiency of the policy.
- Discuss policy adjustments stemming from implementation.

USAFA Response:

The USAFA Superintendent's Physical Separation Policy for Cadet Victims and Alleged Perpetrators (Tab 7) provides consolidated options to address physical separation contained in DAFIs, Air Force Instructions (AFIs), and the Uniform Code of Military Justice (UCMJ), and existing local processes and policies into one document. The purpose of the policy is to provide guidance to command teams on how to ensure victims and their alleged perpetrators remain physically separated, to the maximum extent possible, when both reside in the cadet area to complete their course of study. USAFA has had processes in place to support Physical Separation for more than 10 years; these processes are now memorialized into a consolidated policy. These options include:

- **No-Contact Order (DAFI 5I-201).** Issued by Commanders, used to temporarily stop communications between two or more parties who are involved in a dispute that does not rise to the level of a criminal investigation or to safeguard the investigative process in a criminal matter.
- **Protective Order (DAFI 5I-201).** Formal protective orders issued by Commanders, to limit communications, prohibit a subject or accused from being within a certain physical distance of a protected person or their household or place of work, mandate counseling, and/or take other measures necessary to ensure adequate protection of the protected person. Victims may work with their victim advocate and/or victims' counsel to facilitate a Civilian Protective Order/Military Protective Order (MPO) or No Contact Order request.
- **Class Deconfliction/Schedule Change.** Victims can make a request through their commander or victim advocate for class schedule changes. The request may be to change the victim's classes or the alleged perpetrator's classes to facilitate physical separation. Commanders and/or victim advocates will work with the CW Culture and Climate Division (CWP) and Director of Cadet and Faculty Support to adjudicate the request. Where possible, victims and alleged perpetrators shall not be placed in the same class at the start of a semester, and appropriate efforts shall be made to move the victim or alleged perpetrator to a new class if the semester has already begun. In addition to addressing schedule changes on an individual ad hoc basis, prior to each semester, the HQ USAFA/CVV will provide CWP with a list of cadets who have

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made an Unrestricted Report and those with an MPO. CWP will facilitate deconflicting the schedules of all cadets listed in the MPO with DFVR. DFVR will work with the Athletic Department Scheduling and Grading Office (ADPEG) and the 306th Flying Training Group (306 FTG) Scheduler to deconflict schedules to the extent practicable. If a cadet's case does not have an MPO, HQ USAFA/CVV will coordinate with CWP and DFVR to accommodate the cadet's request and deconflict schedules wherever possible. In the case of a Restricted or Open-with-Limited Report, HQ USAFA/CVV, with the approval of the cadet, will relay the cadet's schedule change request to CWP. CWP will then coordinate with DFVR to process schedule changes by providing the minimum amount of information necessary to facilitate the change. In deconflicting class schedules, consideration should be given to graduation and major's/minor's requirements and both cadets' ability to satisfy those requirements. In addition, and to the extent practicable, DFVR will work with ADPEG and the 306 FTG Scheduler to arrange class schedules to minimize classes in adjacent classrooms, reducing the likelihood of incidental contact, while making sure that there are minimal impacts to cadets' ability to manage and meet academic and graduation requirements.

- **Intercollegiate Athletics Deconfliction.** In the event a victim and alleged perpetrator are involved in the same athletic team, the Athletic Department (AD) will assess the safety and needs of the victim and take action as appropriate. Victims can make a request through their commander or victim advocate to AD/Vice and/or Sport Supervisors for excusals from team activities.
- **Extracurricular and Intramural Activity Deconfliction.** In the event a victim and alleged perpetrator are involved in the same extracurricular or intramural activity, the victim may request through their commander or victim advocate to be reassigned and/or excused from the activity or for their alleged perpetrator to be excused or reassigned from the activity. Depending on the activity, the request will be made through AD Programs (ADP), CW Training (CWT) (cadet clubs), 306 FTG (airmanship activities/clubs), or DFVR (if the activity is on the cadet's academic schedule).
- **Squadron/Dormitory Change.** Victims can make a request to their commander that either they or their alleged perpetrator be moved to a new cadet squadron. If the request involves moving the alleged perpetrator, commanders may request input from alleged perpetrators as to whether they oppose being moved to a new squadron and/or their preferred new squadron. If a squadron change is approved for either a victim or alleged perpetrator, commanders shall ensure that a support plan is in place to ensure the health, safety, and well-being of the transferred cadet. Commanders should also consider relocating cadets to a squadron in a different dormitory building to ensure the maximum amount of physical separation and reduce the likelihood of incidental contact in dorm hallways or common areas. CWP will coordinate with the Commander, Group Commander, and the Vice Commandant of Cadets for approval or disapproval of the cadet's request to transfer. HQ USAFA/CVV will track adherence to this timeline and report it to the USAFA Superintendent. HQ USAFA/CVV will notify CWP if there is a concern about the cadet's safety. CWP

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- shall coordinate the cadet squadron transfer in no less than 24 hours. (All processes will remain the same, except for adopting a 24-hour timeframe for safety.) The five day and 24-hour timelines outlined above are for the approval/disapproval process only. If a transfer is approved, the cadet's leadership will coordinate the most expeditious time for the actual move to take place. If a request for squadron change involves a cadet with a restricted report, options may be limited, and parties involved should provide only the minimum amount of information necessary, with the consent of the victim. Ordinarily, a request to move an alleged perpetrator from a victim with a restricted report will not be approved. Similarly, unless safety concerns are present, a request to move an alleged perpetrator prior to that individual being notified by investigative agencies that they are suspected of an offense will not be approved until after the alleged perpetrator has been notified of the investigation.
- **Transfer to Reserve Officer Training Course (ROTC) or another MSA (DAFI 90-6001 and DAFI 36-3501).** In accordance with above-referenced 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 USAFA 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. If a cadet chooses to transfer, the cadet or their commander will work with DFVR and ADP prior to departure to ensure they understand the impacts to academic and physical fitness requirements. This option is not available to an alleged perpetrator. The USAFA Superintendent is the approval authority for MSA transfers.
 - **Voluntary Turnback USAFAI 36-2007 Application for and Administration of Cadet Turnback Program (Tab 10).** A victim or alleged perpetrator may take up to one year of administrative turnback for reasons of personal hardship or medical reasons. During this period, cadets will remain in active-duty status and have access to all military benefits, including healthcare, but will not receive pay. Cadets on turnback will depart USAFA and may live anywhere of their choosing. During that time, they will not have any military training or academic requirements but are still subject to military law. The cadet's commander maintains responsibility for the care and support of their cadet while on turnback and must work with helping agencies to develop a safety and care plan prior to the cadet's departure. If an investigation or disciplinary process is pending at the time the cadet requests turnback, commanders should consult with the Air Force Office of Special Investigations and HQ USAFA Judge Advocate (JA) prior to recommending approval.
 - **Suspension and Involuntary Excess Leave (10 U.S.C. §702, USAFAI 36-3504).** The Commandant of Cadets can initiate the indefinite suspension of a cadet. An indefinite suspension is an involuntary action based on serious misconduct to indefinitely remove a cadet from all cadet duties and activities and deny access to the cadet area. It is only to be used when disenrollment, involuntary administrative discharge, pretrial confinement, no-contact orders, or other restrictive measures are

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not available, appropriate, or sufficient to provide for the safety of others and/or the preservation of good order and discipline. Prior to initiating the suspension of any cadet, the initiating authority must ensure one of the following criteria is met: (1) pending separation from USAFA; or (2) pending return to USAFA to repeat an academic semester or year; or (3) other good cause. The USAFA Superintendent is the approval authority for an indefinite suspension. Upon approving a suspension, the Superintendent may also direct that the cadet be placed on involuntary excess leave or relocated to a nearby Air Force Base. If the cadet is removed from the cadet area, their commander must work with helping agencies to develop a safety and care plan for the cadet. The cadet's commander remains responsible for the care and support of their cadet while on tum back.

- **Pre-Trial Confinement (Article 10, UCMJ; R.C.M. 304; R.C.M. 305).** Commanders may order pretrial confinement of any person who is subject to trial by court-martial if probable cause requirements are met. Because the pretrial confinement process involves a specific legal process, commanders may not initiate the process without first consulting HQ USAFA/JA.
- **Mandatory Formations and Meal Deconfliction.** When both a victim and alleged perpetrator remain in the cadet area, commanders shall consider how the cadets will remain physically separated when required to attend a mandatory event in the same location. MPOs and no-contact orders should include guidance regarding the required physical distance and to the extent practicable, commanders should remind cadets with an MPO/no-contact order prior to such events of the existence of the MPO/no-contact order, the required physical separation distance, and instruct the cadets to not communicate with each other. Commanders should be familiar with seating arrangements in cadet dining facility (Mitchell Hall) or at other required events to ensure cadets are not required to sit at adjacent tables. If the health and safety of the cadets cannot be achieved while allowing them to be present at the same mandatory event, commanders shall evaluate alternative options for attendance or making up the required event.

Cadets are briefed on the USAFA Physical Separation Policy through their annual SAPR training, as well as the Superintendent's published memo which they are responsible for reading. Additionally, Commanders and VAs are responsible for ensuring victims are informed of the physical separation options and processes as soon as practicable following an initial report. Commanders shall then implement the option(s) which best align with the purposes of the Superintendent's Physical Separation Policy for Cadet Victims and Alleged Perpetrators to ensure the health, safety, and welfare of victims as well as reduce the likelihood of additional, harmful interactions occurring between the victim and alleged perpetrator. Data collections efforts to measure impact on Restricted and Unrestricted Reporting are underway. Anecdotal feedback from survivors has been positive regarding USAFA leadership for a designated path to support victim care and recovery. Some unintended consequences impacting meeting required military and graduation requirements have been communicated. This can lead to a survivor being required to attend USAFA for an additional semester.

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HQ USAFA/JA provides approximately five hours of training time with the incoming Squadron Commander Cohort during their academic year prior to taking command. This training is provided by an attorney who covers many of these processes that include suspension, disenrollment, no-contact orders, MPOs, etc.

USAFA Physical Separation Policy is an action item embedded within CTTF efforts. Policy adjustments stemming from implementation are under review and will be included in data collection areas and measurement outcomes to update policy guidelines.

2.3 Implement the “No Wrong Door” approach to sexual harassment, sexual assault, and domestic abuse. Describe your MSA’s approach to implementing “No Wrong Door.” Discuss SARCs and SAPR VAs training focused on in-person or virtual “warm handoffs” to the appropriate providers, for victims seeking assistance. (Supports IRC-SAM Recommendation 4.3a)

USAFA Response:

USAFA has executed the ‘No Wrong Door’ approach to address sexual harassment, sexual assault, and domestic abuse. All SAPR, Equal Opportunity (EO), Family Advocacy Program (FAP), Victim Witness Assistance Program (VWAP), Victim’s Council (VC), chaplains, medical, and mental health providers, to include the Peak Performance Center (PPC) have been appropriately trained for a “warm handoff” to the appropriate resource. Training was accomplished in alignment with DAF guidance. In APY 24-25, the Superintendent stood up the quarterly Helping Agency meeting that he chairs to bolster efforts around supporting the ‘No Wrong Door’ approach. This is in addition to the Quarterly CMG that is chaired by the Superintendent and the quarterly Community Action Board (CAB) that is chaired by the Vice Superintendent. Finally, all efforts are captured in the CTTF Continuum of Care LOE.

Outcomes from the efforts helped to inform on a hybrid footprint for co-location at the USAFA Community Center, Arnold Hall and within the dormitory footprint. In AY 25, USAFA is piloting extended hours of care for non-clinical helping agencies in Arnold Hall that include SAPR, Chaplain, and Integrated Resilience Office from 1200-2000 for the cadet population. Warm Handoffs are available to clinical helping agencies. Ongoing efforts will commence from data informed from this pilot project.

2.4 Case Management Group. Discuss your MSA’s oversight actions to ensure that Case Management Group meetings are conducted and that appropriate forms are used and stored according to SAPR policy.

- DD Form 2910-4, “Catch a Serial Offender (CATCH) Program Explanation and Notification Form for SAPR-Related Inquiry (SRI) CATCH Entries.”
- DD Form 2910-5, “Monthly Case Management Group (CMG) Meeting Notes for the Sexual Assault Prevention and Response (SAPR) Program.”
- DD Form 2910-6, “Quarterly Case Management Group (QCMG) Meeting Notes for the Sexual Assault Prevention and Response (SAPR) Program.”

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- DD Form 2910-7, “High-Risk Response Team (HRRT) Meeting Notes for the Sexual Assault Prevention and Response (SAPR) Program.”
- DD Form 2910-8, “Reporting Preference Statement for DoD Civilian Employees to Report Sexual Assault.”

(REF: DSD memorandum, “Updates to Department of Defense Policies to Enhance Support for Adult Sexual Assault Victims,” July 19, 2024; Annual Report on Sexual Harassment and Violence on Sexual Harassment and Violence at the Military Service Academies, Academic Program Year 2023-2024; 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; DoDI 6495.02, volume 1, “Sexual Assault Prevention and Response: Program Procedures;” Section 539A, William M. “Mac” Thornberry, FY21 NDAA)

USAFA Response:

USAFA’s Superintendent chairs the monthly and quarterly Case Management Group (CMG). The Integrated Prevention and Response Director, who is also the lead SARC, co-chairs monthly and quarterly CMG. All USAFA installation SARCs are in attendance. Oversight is conducted and appropriate forms are used and stored according to DoD SAPRO policy in the DoD approved data collection system DSAID. The approved Air Force SAPR MICT checklist is reviewed quarterly by USAFA SAPR staff to ensure program compliance and identify needed updates. USAFA SAPR coordinates with USAFA/IG for higher level review of the SAPR MICT checklist. Any identified concerns are included in USAFA’s Commander’s Inspection Management Board (CIMB) for leadership oversight. Regular SAPR case management reviews and checks are conducted by the lead and installation SARCs to ensure compliance. USAFA CMG Operating Instruction is currently undergoing a USAFA wide publications review to ensure executive order compliance and to incorporate the latest updates to SAPR policy from the service and DoD. Operating instructions outline CMG, Quarterly CMG, and HRRT. USAFA utilizes DoD and DAF CMG training curricula for all SAPR staff and leadership. SAPR Program staff are trained to utilize all forms as outlined in DoDI 6495.02, SAPR: Program Procedures. Forms are outlined below.

- DD Form 2910-4, “Catch a Serial Offender (CATCH) Program Explanation and Notification Form for SAPR-Related Inquiry (SRI) CATCH Entries.”
 - DD Form 2910-5, “Monthly Case Management Group (CMG) Meeting Notes for the Sexual Assault Prevention and Response (SAPR) Program.”
 - DD Form 2910-6, “Quarterly Case Management Group (QCMG) Meeting Notes for the Sexual Assault Prevention and Response (SAPR) Program.”
 - DD Form 2910-7, “High-Risk Response Team (HRRT) Meeting Notes for the Sexual Assault Prevention and Response (SAPR) Program.”
- DD Form 2910-8, “Reporting Preference Statement for DoD Civilian Employees to Report Sexual Assault.

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

USAFA Response:

The USAFA has the tools and abilities required to effectively fulfill the requirements in DoD policy and continues to assess the tools and abilities required to effectively fulfill the requirements in DoD policy related to SAPR and sexual harassment prevention and response programs. Collaborative efforts between leadership at all levels, HQ USAFA/JA, HQ USAFA/EO, HQ USAFA/COV, creates an open and transparent effort that supports deliberate sexual harassment and assault prevention and response program integration and implementation. USAFA will continue to communicate and collaborate with SAPRO and the Office of Civil Rights and Equal Opportunity.

3.1 Defense Sexual Assault Incident Database (DSAID).

- What barriers exist to meeting the DSAID entry requirements?
- 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.
- Discuss any other methods in place that document and track SAPR related inquiries.

(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 DSAID and prioritizes meeting data entry timeline requirements. Technical problems with the database itself or outages are the only known issues to hinder the accurate and timely entry of SAPR data fields during this reporting cycle.

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. 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. DSAID data can be analyzed to identify potential risk factors associated with sexual assault and retaliation. This information helps organizations and agencies develop preventive strategies and targeted interventions aimed to reduce the incidence of sexual assault and protect survivors from retaliation. By understanding the data, 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 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.

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SAPR Program staff are required to adhere to DoD 6495.02, regarding documentation of SAPR Related Inquiries (SRI) entries in DSAID. As part of new employee training and on boarding, staff are trained in the process for inputting SRIs at USAFA. Additionally, staff are required to complete DSAID training (within Joint Knowledge Online (JKO)) 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 request access and are granted exception to policy from DAF for USAFA SAPR VAs to be trained and proficient in DSAID to input 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 accuracy of cases opening/updating SAPR cases and maintaining training records for staff.

4. 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:

In March 2024, a SAPR VA moved on-site within the USAFA Preparatory School (USAFA/PS) to provide embedded advocacy and access to care for USAFA/PS 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/PS walls opened additional lines of communication. The USAFA/PS has shared best practices that encourage removing barriers to help seeking. They hold an event called “Into the Light Walk” that 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/PS 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 were given access to both USAFA Preparatory School leadership and cadet candidates. The cadet candidates were also part of the 2022 and 2024 academy prevalence survey (now known as the SAES) with a participation rate of 95% in 2024, the highest in the survey’s history. USAFA leadership developed and delivered messaging related to the SAGR survey, to encourage participation. This message was passed to USAFA Preparatory School leadership and was relayed to the cadet candidates as well.

Other enduring practices specific to the USAF/PS:

- **Falcon Wings mentoring.** Cadets from USAFA (mostly former cadet candidates) are linked with USAFA/PS cadet candidates in group-mentoring sessions approximately

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

- **Military Family Life Counselor (MFLC) continues to serve cadet candidates on-site.** The USAFA/PS has a full-time Military Family Life Counselor and a private office. The MFLC briefs the USAFA Preparatory School on their role as a helping agency and emphasis 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 MFLC around campus and use this strong relationship that assists personal recommendations. The MFLC meets with cadet candidates individually for counseling while helping them identify, understand, and work through challenges.
- The Squadron Commander and Academy Military Training Noncommissioned Officers conduct and lead targeted training. These leaders cover critical roles providing training that address lessons on a variety of topics that include Life Skills Management, Behavior Skills Development, and Resiliency Skills.
- Equal Opportunity (EO), 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 on small-group discussions led by Squadron Commander and Academy Military Training Noncommissioned Officers at the squadron level.

5. 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:

USAFA has been undergoing a cultural transformation since the Fall of 2022. The Climate Transformation Task Force is in alignment with requirements to execute solutions to address all identified lines of effort. USAFA will move to a sustainment phase for AY 25/26.

USAFA reinvigorated the “Knock it off Policy” to be used by any cadet at any time. 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 Cadre 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 they are empowered and supported by leadership to hold all cadets, no matter the class, accountable to the standards. USAFA/JA publishes bi-monthly disciplinary action updates detailing results of disciplinary board results. CW leadership discusses the outcomes within the squadrons.

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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 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.

USAFA has elected to continue to fund their cadre of Prevention Trainers. This is a contract composed of six individuals that conduct Comprehensive Integrated Primary Prevention (CIPP) Plan training from the 2025 USAFA CIPP Menu of Options (Tab 14). 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.

The Integrated Resilience Office (IRO) launched a Cadet-led initiative that mirrors the structure and function of the Integrated Primary Prevention Workforce (IPPW). The IRO collaborated with the Cadet Wing to establish a Cadet Community Action Team (CCAT). These groups will operate under the direct supervision of the IRO and will serve as a microcosm of the USAFA Community Action Team (CAT) and Community Action Board (CAB).

Cadets participating in CCAT will be trained using the Department of the Air Force Instruction (DAFI) 90-5001 to develop primary prevention competencies. Additionally, a designated group of cadets, the Integrated Prevention and Response (IPR) Liaisons, began training in the Fall of 2025 and will provide USAFA staff with feedback directly from their cadet squadrons.

Helping agencies are currently co-located under a hybrid structure at the Community Center and Arnold Hall on USAFA, aligning with OSIE recommendations. The Equal Opportunity (EO) office remains the exception, currently operating within the 10th Air Base Wing footprint with a satellite office in Sijan Hall. Coordination is ongoing to relocate EO personnel to Arnold Hall and the Community Center as space becomes available.

Attachments:

Tab 1: HRE Logic Paper

Tab 2: Return to Health Policy

Tab 3: Cadet Guide to Care

Tab 4: AFCWI 51-201 Administration of Cadet Discipline

Tab 5: Discipline Transparency Bulletin Jun & Jul 25

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Tab 6: Encouraged to Report Policy

Tab 7: Physical Separation Policy

Tab 8: Case Management Group Operating Instruction Draft

Tab 9: Take Back the Night

Tab 10: USAFAI 36-2007 *Application for and Administration of Cadet Turnback Program*

Tab 11: Sexual Assault and Harassment Prevention and Response Handbook

Tab 12: USAFA Strategic Guidance 2025

Tab 13: Superintendent's Policy on Harassment – Zero Tolerance

Tab 14: 2025 USAFA CIPP Menu of Options

Acronyms:

AD - Athletic Department

ADP - Athletic Department Programs

ADPEG - Athletic Department Scheduling and Grading Office

AFCWI - Air Force Cadet Wing Instruction

AFI - Air Force Instruction

AMT - Academy Military Trainers

APY - Academic Program Year

AY - Academic Year

BCT - Basic Cadet Training

CAB - Community Action Board

CAT - Community Action Team

CATCH - Catch a Serial Offender

CCAT - Cadet Community Action Team

CCLD - Center for Character and Leadership Development

CHIPS - Cadet Healthy Personal Skills

CIPP - Comprehensive Integrated Primary Prevention

CMG - Case Management Group

CPI - Continuous Process Improvement

CTTF - Climate Transformation Task Force

CULEX - Culminating Exercise

CVV - Integrated Prevention and Response Office

CW - Cadet Wing

CWP – Cadet Wing Culture and Climate Division

CWT – Cadet Wing Training

DAF - Department of the Air Force

DAFI - Department of the Air Force Instruction

DF - Dean of Faculty

OD - Department of Defense

DODI - Department of Defense Instruction

DRU - Direct Reporting Unit

DSAID - Defense Sexual Assault Incident Database

ECDT - Enhanced Character Development Time

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EI - Extra Instruction
EO - Equal Opportunity
ETP - Exception to Policy
ET – Expedited Transfer
FAP - Family Advocacy Program
FTG - Flying Training Group
HAF – Headquarters Air Force
HQ - Headquarters
HRE - Healthy Relationship Education
HRRT - High-Risk Response Team
HRT - Healthy Relationship Training
IAW - In Accordance With
IG - Inspector General
IPFC - Interpersonal Foundations Course
IPPW - Integrated Primary Prevention Workforce
IPR - Integrated Prevention and Response
IRC - Independent Review Commission
IRO - Integrated Resilience Office
JA - Judge Advocate
JKO - Joint Knowledge Online
LE - Law Enforcement
LOE - Line of Effort
ME - Mission Element
MEO - Military Equal Opportunity
MFLC - Military Family Life Counselor
MICT - Management Internal Control Toolset
MPO - Military Protective Order
MSA - Military Service Academies
NDAA - National Defense Authorization Act
OCREOP - Civil Rights and Equal Opportunity Policy
OFR - Office of Force Resilience
OI - Operating Instruction
OJT - On the Job Training
OSIE - On-Site Installation Evaluation
OSTC - Office of Special Trial Counsel
PEER - Personal Ethics and Education Representative
PME - Professional Military Education
POAM – Plan of Action with Milestones
PPC - Peak Performance Center
PS - Prep School
ROTC - Reserve Officer Training Core
RTI – Response to Intervention
SAES - Service Academy Experience Survey
SAFE - Secure Access File Exchange

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SAGR - Service Academy Gender Relations
SAMM - Sexual Assault Medical Manager
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
SRI - SAPR-Related Inquiry