

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





SECRETARY OF THE AIR FORCE
WASHINGTON

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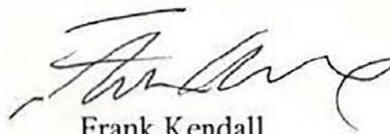
MEMORANDUM FOR DEPARTMENT OF DEFENSE SEXUAL ASSAULT PREVENTION
AND RESPONSE OFFICE

SUBJECT: Data Call for the Department of Defense Annual Report on Sexual Harassment and
Violence at the Military Service Academies for Academic Program Year 2022-2023

In response to the 10 March 2023 Secretary of Defense memorandum titled "*Actions to Address and Prevent Sexual Assault at the Military Service Academies*," attached is the approved draft response of the program compliance assessment of the United States Air Force Academy's (USAFA) Sexual Assault Prevention and Response (SAPR), sexual harassment prevention, and associated data calls.

The USAFA completed compliance assessments for both Sexual Harassment and Sexual Assault Programs. The USAFA Equal Opportunity (EO) program covering sexual harassment and the USAFA SAPR program remain compliant. The SAPR program showed every assessed item meets or exceeds program compliance standards during this APY 2022-23 evaluation.

SAPR, EO, Diversity and Inclusion, and other prevention focused offices jointly completed USAFA's prevention evaluation, demonstrating integrated prevention efforts across installations.



Frank Kendall



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE ACADEMY**

OCT 30 2023

**MEMORANDUM FOR DEPARTMENT OF DEFENSE SEXUAL ASSAULT PREVENTION
AND RESPONSE OFFICE**

FROM: HQ USAFA/CC

**SUBJECT: Department of Defense Annual Report on Sexual Harassment and Violence at the
Military Service Academies, Academic Program Year (APY) 2022 – 2023**

1. This memorandum responds to the 14 Jun 2023 Under Secretary of Defense Personnel and Readiness memorandum for the Department of Defense (DoD) to conduct assessments at the Military Service Academies no later than Aug 2023 (IAW Section 532 of the John Warner National Defense Authorization Act for Fiscal Year 2007 (Public Law No. 109-364). I am forwarding the response of program compliance assessment of the United States Air Force Academy (USAFA) Sexual Assault Prevention and Response (SAPR), sexual harassment prevention and reporting programs as well as the response to the prevention capability self-assessment.
2. The United States Air Force Academy has completed compliance assessments for both Sexual Harassment and Sexual Assault Programs. The USAFA Equal Opportunity (EO) program covering sexual harassment and the USAFA SAPR program covering sexual assault prevention and response and sexual harassment remain compliant. The USAFA/EO program remains compliant with explanations as appropriate. The SAPR program showed every assessed item meets or exceeds compliance standards during this APY 22-23 self-evaluation.
3. The USAFA Prevention Self-Assessment demonstrates integration of climate, resiliency and prevention factors across the installation. We remain committed to building a strong prevention framework and assessment strategy that provides leadership data to inform decisions for programming and policy for current and future cadets. USAFA remains resolute in its shared commitment to violence prevention and cultivating a culture of dignity and respect for all.

A handwritten signature in black ink, appearing to read "R. M. Clark", is positioned above the typed name.

**RICHARD M. CLARK
Lieutenant General, USAF
Superintendent**

Annual Report on Sexual Harassment and Violence at the Military Service Academies Academic Program Year 2022-2023 Programmatic Data Call

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

USAFA Response:

Sexual Assault Prevention and Response (SAPR) and sexual harassment prevention and response policies and practices at the United States Air Force Academy (USAFA) are consistent with current Department of Defense (DoD) policy and best practices. In accordance with Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023, USAFA took swift action to ensure all SAPR and sexual harassment prevention and response policies and practices at USAFA are consistent with and compliant with current DoD policy and best practices. The USAFA Superintendent’s SAPR Policy Alignment memo, 31 Aug 2023, consolidates existing local policies and practices, which are consistent with DoD policy. Each of these are discussed in detail in the response to section 1.2.

- “Encouraged to Report” (ETR) Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, 10 Apr 2023, is a companion policy to Secretary of the Air Force Memorandum, “Department of the Air Force Safe-to-Report Policy for Service Member Victims of Sexual Assault,” 25 Aug 2022.
- Return to Health (RTH) Policy for Cadet Sexual Assault Survivors, 11 Aug 2023, is in accordance with 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, 30 Aug 2023, 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 (OI) Policy, 30 Aug 2023, is in accordance with Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023.

USAFA will continue to ensure all local SAPR-related operating procedures follow Air Force (AF) policy.

Reference Tab 6

Tab 6 Atch 1. USAFA Let’s Be Clear Campaign Strategic Design

Tab 6 Atch 2. USAFA Let’s Be Clear Campaign Strategic Plan

Tab 6 Atch 3. USAFA SAPR Policy Alignment, 31 Aug 23

Tab 6 Atch 4. USAFA Physical Separation Policy for Cadet Victims and Alleged Perpetrators, 30 Aug 23

Tab 6 Atch 5. “Encouraged to Report” Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, 10 Apr 23

Tab 6 Atch 6. USAFA Return to Health Policy for Cadet Sexual Assault Survivors, 11 Aug 23

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Tab 6 Atch 7. USAFA Case Management Group Operating Instruction Policy, 30 Aug 23
Tab 6 Atch 8. USAFA Case Management Group Operating Instruction 90-01, 15 Aug 22

1.1 Actions to Address: Identify and empower prevention decision-makers: Consistent with the findings of the Independent Review Commission on Sexual Assault in the Military and the need to further develop a specialized prevention workforce, the Academies will appoint and/or hire a senior, civilian full-time Violence Prevention Program Integrator with sufficient grade and authority to be a peer of O-6 officers and their civilian equivalents. The Military Departments will program this position at each Military Service Academy (MSA) and hire or re-align personnel into the position before September 30, 2023.

Develop an MSA Prevention Workforce Implementation Plan: MSA Superintendents to develop a Plan of Action and Milestones (POA&M) to revise their MSA's operating instructions integrating the new DoD Instruction (DoDI) 6400.11, "DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders."

- Document actions taken to appoint and/or hire a senior, civilian full-time (i.e., a non-interim) Violence Prevention Program Integrator with sufficient grade and authority to be a peer of O-6 officers and their civilian equivalents.
- Document steps taken to hire and integrate the prevention workforce staff and create an integrating body for prevention initiatives.
- Document actions taken to specify and require training for new prevention staff.
- Document actions taken to ensure prevention decision-makers and leaders have the training and tools needed to support prevention efforts.

(REF: USD(P&R) memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023; 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:

- **Document actions taken to appoint and/or hire a senior, civilian full-time (i.e., a non-interim) Violence Prevention Program Integrator with sufficient grade and authority to be a peer of O-6 officers and their civilian equivalents.**

As of 30 July, 2023, HQ USAFA Integrated Prevention and Response Office (HQ USAFA/ CVV) is under the guidance of a Director, Integrated Prevention and Response, GS-15, with sufficient grade and authority to be a peer of O-6 officers and their civilian equivalents. This position was previously a GS-14 SAPR Program Manager. In coordination with HQ USAFA/A1 and the AF Personnel Center, the position was rewritten and upgraded to support division oversight at the GS-15 (O-6 equivalent) level.

- **Document steps taken to hire and integrate the prevention workforce staff and create an integrating body for prevention initiatives.**

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Prior to the Independent Review Commission (IRC) on Sexual Assault in the Military, USAFA had 10 positions supporting the installation, SAPR, and resilience. Following the IRC's recommendations, USAFA initiated position reviews, conversion and re-organization for manpower and program alignment with the IRC manpower change requirements. Of note, the Direct Reporting Unit (DRU) and MSA, USAFA no longer has a Violence Prevention Integrator, and instead has a Prevention Branch within HQ USAFA/CVV, staffed with a Prevention Chief (GS-13), two Prevention Analyst (GS-12), two Prevention Coordination Specialists (GS-12), and two Prevention Specialists (GS-11).

In calendar year 2023, USAFA funded the HQ USAFA/CVV for expedited hiring all 15 positions outlined in the IRC. Original projections showed DAF funding the positions between 2023 and 2025.

Also, under USAFA's Let's Be Clear Campaign and in coordination with the Secretary of the Air Force, funding for four additional Victim Advocates, one Unit Program Coordinator, one SAPR Non-Commissioned Officer in Charge, and six contracted prevention trainers, was executed for calendar year 2023.

IAW Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023, USAFA has completed the draft Prevention Workforce and Leadership POA&M. The POA&M outlines an 18-month plan for actions. This plan addresses embedding victim advocates in cadet dormitories and co-location of prevention and response program management teams. The POA&M also aligned multiple policy updates, specifically the updated policies and practices under a Prevention Plan of Action which include how to implement, assess, and advocate for prevention and response. It also included an updated pre and post intervention crisis/suicide checklists and action teams, and align Community Action Board and Team (CAB/CAT) efforts in the DRU and MSA environment.

- **Document actions taken to specify and require training for new prevention staff.**

IAW DoDI 6400.09, 11 Sep 2020 and IAW DoDI 6400.11, 20 Dec 2022, all prevention personnel complete the identified and required initial training (DoD SPARX Training) as well as ongoing professional development as determined by each Military Service or the NGB (e.g., DoD-developed or authorized training), and document training completion. Additionally, prevention personnel, SAPR program personnel including Sexual Assault Response Coordinators (SARC), SAPR Victim Advocates (VA), and Equal Opportunity (EO) receive required DoD and DAF required career field training/credentialing, and On-the-Job Training (OJT) for USAFA policies and procedures, prior to assuming their full duties. SAPR program staff complete the VA credentialing IAW position requirements through Air University no later than 1 year after start date.

- **Document actions taken to ensure prevention decision-makers and leaders have the training and tools needed to support prevention efforts.**

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All prevention personnel, prevention decision-makers and leaders, and helping agency team members are provided prevention framework training annually through the CAB/CAT. This training reviews the prevention framework IAW the DoD SPARX Leadership Action Guide Reference.

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. Additionally, Commanders, SARCs, SAPR/VAs, and EO personnel are responsible for ensuring victims are informed on what constitutes retaliation as soon as practicable following an initial report.

Reference Tab 6

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Tab 6 Atch 2. USAFA Let's Be Clear Campaign Strategic Plan

Tab 6 Atch 3. USAFA SAPR Policy Alignment, 31 Aug 23

Tab 6 Atch 4. USAFA Physical Separation Policy for Cadet Victims and Alleged Perpetrators, 30 Aug 23

Tab 6 Atch 5. "Encouraged to Report" Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, 10 Apr 23

Tab 6 Atch 6. USAFA Return to Health Policy for Cadet Sexual Assault Survivors, 11 Aug 23

Tab 6 Atch 7. USAFA Case Management Group Operating Instruction Policy, 30 Aug 23

Tab 6 Atch 8. USAFA Case Management Group Operating Instruction 90-01, 15 Aug 22

Tab 6 Atch 9. USAFA Community Action Board and Team Policy

Tab 6 Atch 10. USAFA Prevention Workforce Plan of Action and Milestones Draft, 1 Sep 23

Tab 6 Atch 11. GS-15 Integrated Prevention Response Director Position Description

Tab 6 Atch 12. Prevention Contract Quality Assurance Surveillance Plan

Tab 6 Atch 13. Cadet Wingman Intervention Training Facilitator Guide

Tab 6 Atch 14. Cadet Healthy Personal Skills (CHiPS) Field Manual

Tab 6 Atch 15. Sexual Consent and Communication (SCC) Manual

Tab 6 Atch 16. Wingman Intervention Training Facilitator Guide

Tab 6 Atch 17. Healthy Relationships Education/Training Outline

Tab 6 Atch 18. Secure Bond Leadership Training Outline

Tab 6 Atch 19. Suicide Prevention (T1) Training Facilitator Guide

Tab 6 Atch 20. Suicide Prevention (T2) Training Facilitator Guide

Tab 6 Atch 21. DoD SPARX Leadership Action Guide Reference

1.2 Actions to Address: Incorporate the latest Sexual Assault Prevention and Response (SAPR) policies to align with SAPR-related prevention and training efforts, encourage reporting, and improve victim support: Revise MSA policies to incorporate Service updates from the following: DoDI 6495.02, Volume 3; DoDI 6495.02, Volume 2; Deputy Secretary of Defense Memorandum "Updates to Department of Defense Policy and Procedures for the Sexual Assault Prevention and Response Program and Adult Sexual Assault Investigations; Military Service regulations implementing "Safe to Report" policies.

- Discuss your MSA's policy revisions that incorporated Service updates from the above referenced policies.

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- Document actions taken to track cases of cadet and midshipman survivors of sexual assault who report under the Department’s “Safe to Report” as directed in section 539A of the Fiscal Year (FY) National Defense Authorization Action (NDAA).
- Document the number of reports received wherein the victim cited the “Safe to Report” policy influenced their decision to report.
- Document any updates to the APY 21-22 actions taken to update victim intake documentation to capture reports by cadets and midshipmen who request to make a report using the “Safe to Report” policy as directed in section 539A of the FY21 NDAA.
- Discuss your MSA’s oversight actions taken to ensure CMG/Quarterly CMG (QCMG), and High-Risk Response Team (HRRT) forms are used.
- Document any updates to leadership and CMG participant training curricula.
- Discuss your MSA’s use of the Safety Assessment Tool and Safety Assessment Worksheet. If the tool is not used, discuss why not, and discuss what instruments are used to ensure the Safety Assessment is conducted in accordance with policy.
- Discuss how your MSA educates Academy personnel on policy changes as well as any specialized training with personnel on how to implement the policies.

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

USAFA Response:

- **Discuss your MSA’s policy revisions that incorporated Service updates from the above referenced policies.**

IAW Secretary of Defense Memorandum, “Actions to Address and Prevent Sexual Assault at the Military Service Academies,” 10 Mar 2023, USAFA has taken swift action to ensure all local SAPR program related operating procedures are in compliance with Service and Department policy (to include revision where indicated, and expansion as necessary) with the following guidance:

- ETR Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, is a companion policy to Secretary of the Air Force Memorandum, “Department of the Air Force Safe-to-Report Policy for Service Member Victims of Sexual Assault,” 25 Aug 2022 and is designed to address barriers to reporting concerning collateral misconduct for witnesses of sexual assault as well as victims and witnesses of hazing, bullying, and unlawful harassment. The purpose of ETR is to restore discretion to commanders and provide exceptions for punishments or administrative actions otherwise mandatory under Air Force Cadet Wing (AFCW) Instruction 51-201 or other policies that may function as a barrier to reporting harassment, bullying, hazing, or sexual assault.

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- RTH Policy for Cadet Sexual Assault Survivors, is a formal application to accommodate survivors with the goal of facilitating their healing and recovery and ensuring their privacy. RTH is designed to provide more comprehensive accommodations 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, 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.
- CMG is amended by issuing a policy letter to incorporate known revisions pending receipt of additional Service guidance. The policy letter incorporates the latest updates to SAPR policy from the Department. Updates include procedures for responding to retaliation, outlines services for those who report allegations of retaliation related to an unrestricted report, and procedures to track retaliation allegations and disposition in the monthly SAPR CMG meetings.

USAFA will continue to ensure all local SAPR-related operating procedures are in compliance with AF policy.

- **Document actions taken to track cases of cadet and midshipman survivors of sexual assault who report under the Department’s “Safe to Report” as directed in section 539A of the Fiscal Year (FY) National Defense Authorization Action (NDAA).**

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

- **Document the number of reports received wherein the victim cited the “Safe to Report” policy influenced their decision to report.**

Between May 2022 and May 2023, 12 clients who filed either a Restricted or an Unrestricted Report cited that they were aware of the Safe to Report Policy and indicated, the Safe to Report Policy influenced their decision to file a report. One client indicated the Encourage to Report Policy influenced their decision to file a report.

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- **Document any updates to the APY 21-22 actions taken to update victim intake documentation to capture reports by cadets and midshipmen who request to make a report using the “Safe to Report” policy as directed in section 539A of the FY21 NDAA.**

The USAFA SAPR Program developed a revised intake form that requests feedback from cadet clients by asking, 1) Is the client aware of the Safe to Report Policy? If yes, 2) Did the Safe to Report Policy influence the client’s decision to make a report?

With the roll-out of the USAFA’s Encouraged to Report, our companion to Safe to Report, the USAFA SAPR Program developed an intake form that requests feedback from cadet clients by asking, 1) Is the client aware of the Encouraged to Report Policy? If yes, 2) Did the Encouraged to Report Policy influence the client’s decision to make a report?

- **Discuss your MSA’s oversight actions taken to ensure Case Management Group (CMG)/Quarterly CMG (QCMG), and High-Risk Response Team (HRRT) forms are used.**

USAFA implemented the HQ USAFA Sexual Assault and Response Operation Instruction 90-01, *Case Management Group*, 15 Aug 2022. For the new academic year, USAFA distributed an updated policy letter as interim guidance to the HQ USAFA Sexual Assault and Response Operation Instruction 90-01, *Case Management Group*, 15 Aug 2022, and is in revision pending additional DAF guidance. The policy letter incorporates the latest updates to SAPR policy from the DoDI 6495.02, Volume 3, Sexual Assault Prevention and Response: Retaliation. Updates include procedures for responding to retaliation, outlines services for those who report allegations of retaliation related to an unrestricted report, and procedures to track retaliation allegations and disposition in the monthly SAPR CMG meetings. These operating instructions outline the CMG, Quarterly CMG, and HRRT. SAPR Program staff are trained to utilize all forms as outlined in DoDI 6495.02, *SAPR: Program Procedures*.

- **Document any updates to leadership and CMG participant training curricula.**

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

- **Discuss your MSA’s use of the Safety Assessment Tool and Safety Assessment Worksheet. If the tool is not used, discuss why not, and discuss what instruments are used to ensure the Safety Assessment is conducted in accordance with policy.**

Safety and immediate medical needs are discussed with all clients in accordance with policy. At intake, the USAFA staff utilize the Safety Assessment Tool to assess whether a client is in imminent danger due to harm to self or others and requires intervention from law enforcement or healthcare

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providers. When supporting a victim, SARCs and SAPR VAs are encouraged to continuously assess for safety throughout the lifecycle of client interactions.

- **Discuss how your MSA educates Academy personnel on policy changes as well as any specialized training with personnel on how to implement the policies.**

IAW DoDI 6400.09, 11 Sep 2020 and IAW DoDI 6400.11, 20 Dec 2022, all prevention personnel complete the identified and required initial training (DoD SPARX Training) as well as ongoing professional development as determined by each Military Service or the NGB (e.g., DoD-developed or authorized training), and document training completion. Additionally, prevention personnel, SAPR personnel including SARC, SAPR VA, and EO receive required DoD and AF required career field training/credentialing, and OJT for USAFA policies and procedures, prior to assuming their full duties. SAPR Program staff complete the VA credentialing IAW position requirements through Air University no later than 1 year after start date.

All prevention personnel, prevention decision-makers and leaders, and helping agency team members are provided prevention framework training annually through the CAB/CAT. This training reviews the prevention framework IAW the DoD SPARX Leadership Action Guide Reference.

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. Leadership conduct all calls, and targeted strategic communication messaging to inform policy changes, updates, and direction on implementation plans. Changes are incorporated in annual trainings conducted for all of USAFA. Specialized training on what constitutes harassment, assault, and retaliation is conducted for all USAFA staff, permanent party personnel and cadets. Additionally, Commanders, SARCs, SAPR VAs, and EO personnel ensure victims are informed on what constitutes retaliation following an initial report.

Reference Tab 6

Tab 6 Atch 1. USAFA Let's Be Clear Campaign Strategic Design

Tab 6 Atch 2. USAFA Let's Be Clear Campaign Strategic Plan

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Tab 6 Atch 9. USAFA Community Action Board and Team Policy

Tab 6 Atch 21. DoD SPARX Leadership Action Guide Reference

Tab 6 Atch 28. SAPR Client Intake Form

Tab 6 Atch 33. Case Management Group Members Training Final, Jan 23

Tab 6 Atch 34. Case Management Group Training for Commanders Final, Jan 23

Tab 6 Atch 35. Case Management Group Training for Commanders Lesson Plan Final, Jan 23

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Tab 6 Atch 36. Case Management Group Member Training Lesson Plan Final, Jan 23

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

- United States Naval Academy (USNA) and the United States Air Force Academy (USAFA):
 - Discuss your MSA’s Return to Health policies
- All three Academies:
 - Discuss how academy personnel and cadet/midshipman populations are educated on the policy.
 - Discuss plans to assess the policy’s impact on sexual assault reporting.
 - Discuss plans to evaluate the impact of the policy on victim health and well-being.
 - Discuss plans to assess the policy’s impact on cadets/midshipmen completing their academy career.

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

USAFA Response:

- **Discuss your MSA’s Return to Health policies**

USAFA’s RTH policy 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 Department of the Air Force Instruction (DAFI) 90-6001, SAPR Program.

The Sexual Assault Medical Manager (SAMM) will administer and manage RTH accommodations as an additional component of a comprehensive sexual assault response and 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 RTH 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), Teal Rope, 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

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accommodations in place but not the specific reason for the profile. Accommodations as part of an RTH 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
- 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 authorized by appropriate officials.
- 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.

○ **Discuss how academy personnel and cadet/midshipman populations are educated on the policy.**

Training on the USAFA RTH policy is conducted to all USAFA staff and permanent party personnel and within the first 14 days of Cadet Basic Training for cadets. The RTH policy is also included in annual SAPR training for all faculty, staff, commanders which includes Cadet Wing (CW) Air Officers Commanding (AOC; squadron-level commanders) and cadets.

Additionally, a cadet who discloses a sexual assault to a coach or faculty member will be 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.

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

- **Discuss plans to assess the policy's impact on sexual assault reporting.**

The impact of the USAFA RTH Policy on reporting will be tracked and assessed within the quarterly CMG and monthly leadership meetings for trend reporting.

- **Discuss plans to evaluate the impact of the policy on victim health and well-being.**

USAFA evaluates each victim's health and well-being and utilizes several processes to determine best way-forward for the individual to reduce possible negative impacts. RTH 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 RTH requests and accommodations. If the cadet has made a restricted report, the Integrated Prevention and Response Director or the Integration Response and Care Branch Chief will support the SAMM monitoring the RTH plan to ensure tracking in the CMG. For unrestricted cases with an RTH 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 an RTH plan. Cadets can request to modify or extend the health profile through their medical provider or SAMM. To determine appropriate care for RTH, the 10th Medical Group will use criteria for evaluating cadets in RTH similar to those in place in 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

The 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

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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 can use data analysis to identify potential risk factors associated with sexual assault and retaliation. This information helps organizations and agencies develop preventive strategies and targeted interventions 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.

- **Discuss plans to assess the policy’s impact on cadets/midshipmen completing their academy career.**

The SAMM evaluates each RTH request on a case-by-case basis and specific accommodations are written into the cadet’s RTH 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 of 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 area 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.

Reference Tab 6

Tab 6 Atch 1. USAFA Let’s Be Clear Campaign Strategic Design

Tab 6 Atch 2. USAFA Let’s Be Clear Campaign Strategic Plan

Tab 6 Atch 3. USAFA SAPR Policy Alignment, 31 Aug 23

Tab 6 Atch 4. USAFA Physical Separation Policy for Cadet Victims and Alleged Perpetrators, 30 Aug 23

Tab 6 Atch 5. “Encouraged to Report” Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, 10 Apr 23

Tab 6 Atch 6. USAFA Return to Health Policy for Cadet Sexual Assault Survivors, 11 Aug 23

Tab 6 Atch 7. USAFA Case Management Group Operating Instruction Policy, 30 Aug 23

Tab 6 Atch 8. USAFA Case Management Group Operating Instruction 90-01, 15 Aug 22

Tab 6 Atch 9. USAFA Community Action Board and Team Policy

1.4 Actions to Address: Issue Policy on the Physical Separation of Cadet and Midshipman Survivors of Sexual Assault and Alleged Perpetrators. Current actions are not sufficient to fully

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comply with section 539 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2021.

- Discuss steps taken to ensure cadet and midshipman survivors and alleged perpetrators of sexual assault are able to complete their course of study at the academy without taking classes together or being in close, physical proximity during mandatory activities.
- Discuss training provided to educate SAPR Program personnel on the physical separation policy.
- Discuss how Command Teams and cadets and midshipmen are educated on the physical separation policy.

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

USAFA Response:

- **Discuss steps taken to ensure cadet and midshipman survivors and alleged perpetrators of sexual assault are able to complete their course of study at the academy without taking classes together or being in close, physical proximity during mandatory activities.**

The USAFA Superintendent’s Physical Separation Policy for Cadet Victims and Alleged Perpetrators 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 for 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 51-201): 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 51-201): 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 (CW/CWP) and DFVR 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

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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 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.

- **Intercollegiate Athletics Deconfliction:** In the event a victim and alleged perpetrator are involved on 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/CCD 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 for the cadet's safety. CWP 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.) As outlined in USAFA Superintendent's Physical Separation policy, the command has five days and 24-hour timelines for the approval/disapproval process only. If a transfer is

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approved, the cadet's leadership will coordinate the most expeditious time for the actual move to take place. In the event that 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): IAW 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 a 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 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): 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 (HQ USAFA/JA) prior to recommending approval. If approved, the cadet should be informed that they may be required to return, at their own expense, to participate in investigative or legal proceedings.
- 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 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

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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.

- Pretrial Restraint (Article 10, UCMJ; R.C.M. 304; R.C.M. 305): Commanders may order pretrial restraint of any person who is subject to trial by court-martial if probable cause requirements are met. Because the pretrial restraint process involves a specific legal process, commanders may not initiate the process without first consulting with HQ USAFA/JA.
- Mandatory Formations and Meal Deconffliction: 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 a 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.

○ **Discuss training provided to educate SAPR personnel on the physical separation policy.**

SAPR Program personnel including SARCs and SAPR VAs receive OJT on USAFA policies and procedures, including the Superintendent's Physical Separation Policy for Cadet Victims and Alleged Perpetrators after credentialing and prior to assuming their full duties. On request, the HQ USAFA/JA provides additional training related to legal requirements, processes, boundaries, etc. related to ethical victim care and support.

○ **Discuss how Command Teams and cadets and midshipmen are educated on the physical separation policy.**

Prevention personnel, SAPR Program personnel including the SARC, SAPR VA, and EO receive required DoD and AF required career field training/credentialing, and OJT for USAFA policies and procedures, prior to assuming their full duties. All prevention personnel, prevention decision-makers and leaders, and helping agency teams are provided prevention framework training which includes training on the USAFA Physical Separation Policy annually through the CAB/CAT. Training reviews the prevention framework IAW the DoD SPARX Leadership Action Guide Reference.

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

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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.

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

Reference Tab 6

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Tab 6 Atch 7. USAFA Case Management Group Operating Instruction Policy, 30 Aug 23

Tab 6 Atch 8. USAFA Case Management Group Operating Instruction 90-01, 15 Aug 22

1.5 Retaliation: Document plans for actions taken, or that will be taken in the following APY, regarding prevention of and response to retaliation involving cadets/midshipmen or other academy personnel.

- Discuss how academy personnel and cadet/midshipmen population are educated on what constitutes retaliation.
- Discuss how plans to prevent and respond to retaliation involving cadets/midshipmen impact sexual assault reporting.
- Discuss measures to evaluate the impact of the actions taken regarding prevention of and response to retaliation.
- Discuss measures to assess the policy and actions taken regarding prevention of and response to retaliation involving cadets/midshipmen (include actions to assess the impact on cadets/midshipmen completing their academy career).

(REF: Independent Review Commission Recommendations on Combatting Sexual Assault in the Military, July 2, 2021)

USAFA Response:

- **Discuss how academy personnel and cadet/midshipmen population are educated on what constitutes retaliation.**

SAPR Program personnel, including SARCs and SAPR VAs, as well as EO, receive DoD and DAF-required career field training/credentialing, and OJT for USAFA policies and procedures regarding retaliation, prior to assuming their full duties. HQ USAFA/JA provides additional training related to legal requirements, processes, boundaries, etc. related to ethical victim care and support.

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This training is provided to the inbound AOCs during their academic year prior to taking command of a cadet squadron.

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.

Additionally, Commanders, SARCs, SAPR VAs, and EO personnel are responsible for ensuring victims are informed on what constitutes retaliation as soon as practicable following an initial report.

○ **Discuss how plans to prevent and respond to retaliation involving cadets/midshipmen impact sexual assault reporting.**

The USAFA Superintendent's plans to reduce the prevalence of, and increase the likelihood of victim and witness reporting sexual assault, as well as prevent and respond to retaliation involving cadets, are outlined in the USAFA SAPR Policy Alignment memorandum, 31 Aug 23. The memo aligns:

- DoDI 6495.02, Volume 3, "Sexual Assault Prevention and Response: Retaliation Response for Adult Sexual Assault Cases," 24 Jun 2022
- DoDI 6495.02, Volume 2, "Sexual Assault Prevention and Response: Education and Training," 9 Apr 2021
- DAFI 90-6001 _ DAFGM2022-01, Sexual Assault Prevention and Response Program, 30 Sep 2022
- Secretary of Defense Memorandum, "Actions to Address and Prevent Sexual Assault at the Military Service Academies," 10 Mar 2023
- Deputy Secretary of Defense Memorandum, "Updates to Department of Defense Policy and Procedures for the Sexual Assault Prevention and Response Program and Adult Sexual Assault Investigations," 10 Nov 2021
- 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
- USAFA Case Management Group Operating Instruction (OI) Policy memo, 31 Aug 2023

The policy memo incorporates the latest updates to SAPR Program policy from the DoDI 6495.02, Volume 3, Sexual Assault Prevention and Response: Retaliation. The revision includes procedures for the response to retaliation related to adult sexual assault cases within the SAPR Program, to facilitate services for those who report allegations of retaliation related to an unrestricted report to assist in their recovery, as well as track reports of retaliation allegations through disposition in the monthly SAPR CMG meetings. (Note: The CMG Policy outlines local updates for current implementation in advance of the OI being finalized). The following policies allow for open and continuous communication as well as showing support from leadership. These policies are intended to limit retaliation or allow leadership to become aware and take action on reports of retaliation.

- ETR Policy for Witnesses of Sexual Assault and Victims or Witnesses of Harassment, Bullying, and Hazing, 10 Apr 2023

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- ETR is a companion policy to Secretary of the Air Force Memorandum, “Department of the Air Force Safe-to-Report Policy for Service Member Victims of Sexual Assault,” 25 Aug 2022. The policy is designed to address barriers to reporting concerning collateral misconduct for witnesses who report sexual assault as well as victims and witnesses who report hazing, bullying, and sexual harassment (Note: USAFA Safe to Report (STR) is contained in a local USAFA instruction-AFCWI 36-3501). The purpose of the ETR policy is to restore discretion to commanders and provide exceptions for punishments or administrative actions otherwise mandatory under AFCWI 51-201, Administration of cadet discipline or other policies that may function as a barrier to reporting harassment, bullying, hazing, or sexual assault.
- RTH Policy for Cadet Sexual Assault Survivors, 11 Aug 2023
 - RTH is a policy intended to accommodate survivors with the goal of facilitating their healing and recovery and ensuring their privacy. RTH is designed to provide more comprehensive accommodations 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. The policy is in addition to the ability of cadets to request accommodations directly through SAPR Program personnel, their chain of command, or faculty/staff. The policy outlines all available accommodations for cadet survivors.
- Physical Separation Policy for Cadet Victims and Alleged Perpetrators, 30 Aug 2023
 - The Physical Separation Policy 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. The policy outlines all available options for commanders to facilitate the physical separation of survivors and alleged perpetrators.
- USAFA Let’s Be Clear Campaign, March 2023
 - Let’s Be Clear Campaign addresses Cadet Culture, Command and Community, and Frameworks and Systems with a focus on prevention, response and accountability through actions, policies and programs that re-center USAFA’s culture around dignity and respect with the goal of driving down prevalence of sexual harassment and assault. Retaliation will not be tolerated by peers or leaders in a culture of dignity and respect and could be prevented at the lowest level. Let’s Be Clear Campaign is a 3-phase campaign with three lines of effort: 1) Leaders of Character Use Their Power to Prevent Unhealthy Behaviors; 2) Warfighters Respond to Harm Courageously; and 3) Effective Teams Accelerate Accountability. Completed Let’s Be Clear Campaign efforts to date include:
 - Obtained USAFA/CC delegated authority from SecAF to place suspended cadets on involuntary excess leave if they present a threat to health, safety,

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or good order and discipline while their case goes through the justice process.

- Addressed gender inequities in facilities by removing urinals from women's restrooms, which remained following the integration of women into USAFA.
- Instituted "Encourage to Report" policy.
- Delivered HRE to rising sophomores (identified as the most at-risk population for sexual violence).
- Activated working groups to focus on efforts related to Take Back the Night, enhanced character development time, social media training, Catch a Serial Offender (CATCH) updates, and remediation program for harmful behaviors.
- Implemented Cadet Wing Open-Door Policy for Occupied Dorm Rooms.
- Embedded a Victim Advocate into each of the four Cadet Groups.
- Improved AOC cohort training, to include: adding survivor panel, commander panel, and scenario-based exercises for increased training related to sexual violence.
- Conducted Continuous Process Improvement event for sexual assault report to prosecution/disposition timelines and communication.

○ **Discuss measures to evaluate the impact of the actions taken regarding prevention of and response to retaliation.**

Evaluating the impact of actions taken regarding the prevention of and response to retaliation is crucial to ensure that the program is effective and continuously improving. Incident reporting and tracking allows for monitoring relationship reports over time. A decrease in prevalence rates will indicate success in prevention efforts. While the Service Academy Gender Relations Survey provides feedback every other year, USAFA is able to monitor reporting on a regular basis. USAFA also conducts annual climate surveys to gauge cadet and permanent party staff perceptions. Feedback mechanisms, such as training and education evaluations, assess the effectiveness of prevention training programs through pre- and post-training surveys aimed at measuring changes in knowledge, attitudes, and beliefs. Feedback channels, whether formal or informal, also allow for feedback regarding program improvement. Alternative methods of evaluation include reviews of investigations to examine the outcomes of investigations into retaliation claims. Retention and graduation rates may also be monitored in order to assess whether a decline in attrition among victims of retaliation may suggest improvements in support systems.

○ **Discuss measures to assess the policy and actions taken regarding prevention of and response to retaliation involving cadets/midshipmen (include actions to assess the impact on cadets/midshipmen completing their academy career).**

USAFA's Let's Be Clear Campaign will establish and institutionalize an assessment matrix in order to conduct enduring evaluation of USAFA's culture by examining factors such as cadet engagement in SAPR Programs and cadet involvement in leadership roles promoting a safe and respectful environment. Regularly reviewing and analyzing these measures will help USAFA ensure

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that its SAPR Program is effectively preventing and responding to retaliation and that it continues to evolve in line with the needs of the USAFA community. Additionally, seeking input from stakeholders and being open to making necessary changes will be essential in creating a safer and more supportive environment.

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2. To what extent does the MSA environment reflect a healthy, culturally responsive climate that supports reporting, freedom from retaliation, and support for victims? Are there strategies in place to provide coping skills and other support to cadet/midshipmen victims who choose not to report their sexual assault incident?

USAFA Response:

Leadership at USAFA prioritizes fostering a protective environment by their communications and actions. All cadets have access to helping agency resources on and off-installation through embedded SAPR VAs, embedded Chaplains, embedded PPC limited-scope counselors, MFLCs and transportation access to off-installation referral sources. In 2020, the Superintendent added "fostering a culture of dignity and respect" as one of only three institutional priorities, which he communicated frequently with staff and cadets. From 2020-2022, in the absence of updated unwanted sexual contact prevalence data, and in recognition of the continued priority of addressing sexual violence, USAFA leadership took deliberate steps to expand the following: 1) Enhanced Assess, Acknowledge, Act training; 2) Sexual Communication and Consent and Cadet Healthy Personal Skills training and comparative study; and 3) Parent Based Intervention (pre-accessions training).

Upon receipt of the Spring 2022 Defense Organizational Climate Survey, the USAFA Superintendent directed the initiation of the Holistic Prevention Redesign, a collaboration between the Integrated Prevention and Response Program and CyberWorx. AF CyberWorx collected 1,200 data points from cadets, permanent party, stakeholders, and leadership addressing: Cadet Culture, Command and Community, Frameworks and Systems. Ultimately, this dialogue and the data gathered informed the USAFA Leadership Strategic "Culture & Climate" off-site in March, 2023. The Let's Be Clear Campaign is the culmination of the leadership team's efforts and was launched on 26 April, 2023 with a deliberate roll out to the entire USAFA population (Permanent Party and Cadets) through a series of Superintendent All Calls, campaign material distribution, and personal commitment memo completed by each individual. USAFA's Let's Be Clear Campaign serves as a cultural shift seeking to support reporting, freedom from retaliation, and support for victims. With the Let's Be Clear

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Campaign, there is also a deliberate effort to deliver HRE to the Center of Character and Leadership Development (CCLD). Additionally, 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 Interpersonal Skills (CHiPS), eCHECKUP TO GO (brief alcohol intervention) and Sexual Communication and Consent (SCC). These research-based activities include a variety of feedback opportunities in order to evaluate Cadet engagement with interventions, perceived impacts on risk and protective factors, and time spent engaged in these programs.

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Tab 6 Atch 9. USAFA Community Action Board and Team Policy

Tab 6 Atch 13. Cadet Wingman Intervention Training Facilitator Guide

Tab 6 Atch 14. Cadet Healthy Personal Skills (CHiPS) Field Manual

Tab 6 Atch 15. Sexual Consent and Communication (SCC) Manual

Tab 6 Atch 16. Wingman Intervention Training Facilitator Guide

Tab 6 Atch 17. Healthy Relationships Education/Training Outline

Tab 6 Atch 29. 2023 Basic Cadet Training SAPR Training

Tab 6 Atch 29. 2023 Basic Cadet Training SAPR Training

Tab 6 Atch 30. 2023 Teal Rope Training Slides

Tab 6 Atch 31. 2023 Tier 1 Annual SAPR Training Presentation

Tab 6 Atch 33. Case Management Group Members Training Final, Jan 23

Tab 6 Atch 34. Case Management Group Training for Commanders Final, Jan 23

Tab 6 Atch 35. Case Management Group Training for Commanders Lesson Plan Final, Jan 23

Tab 6 Atch 36. Case Management Group Member Training Lesson Plan Final, Jan 23

2.1. Actions to Address: Broaden the Skills of MSA Leaders to Assess and Act on Climate Factors Impacting their Cadet/Midshipman Units:

Provide a summary of actions taken to implement and /or improve initial and ongoing professional development that prepares Tactical Officers, Company Officers, Air Officers Commanding, Commanding Officers, and enlisted leadership to address climate challenges.

- Discuss MSA participation in the DoD working group.

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

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USAFA Response:

In March of 2023, USAFA Superintendent selected four appointees to support the DoD's SAPR Training and Education Center of Excellence (SAPRTEC)-led working group. These appointees were: 1) Integrated Prevention & Response Director, 2) Integrated Prevention & Response Deputy Director, 3) CCLD AOC lead, and 4) USAFA CW Training Department (CWX), Academy Military Training (AMT) Senior Enlisted Leaders that oversee the University of Colorado, Colorado Springs (UCCS) AOC Academy courses. As part of the working group USAFA shared an overview of AOC officer leader preparation programs, to include summaries of the AOC Master Syllabi, Program Curriculum Overview, AOC Master Course Descriptions, AOC Master Syllabi Learning Objectives Table 2023, and AOCC5750 Mental Health Triage Spring 2023. USAFA's SAPRTEC working group members attended all meetings, participated in discussions, and supported the development of a MSA Leader/Training POA&M to broaden the skills of MSA leaders to assess and act on climate factors impacting their cadet and midshipman units.

USAFA has taken a multifaceted approach to implement/improve professional development to prepare our AOCs and AMTs to address unit climate challenges. Climate challenges have been integrated into existing initial UCCS curriculum and will be integrated into the ongoing professional development that is currently in development for both programs. Each class provides foundational knowledge to address character and leadership development in college-age students, which includes the ability to address, understand, and lead through experiences of violence and harassment. The AOCs conducting fieldwork receive extensive immersions with SAPR, Victims' Counsel, SAPR VAs, FAP and JA. Participants also receive multiple case studies, simulations and exercises with challenging unit culture scenarios. For the AMTs, this curriculum is also built into the First Sergeants Symposium. Both CCLD and CWX participate in the bi-weekly DoD working group.

Reference Tab 6

Tab 6 Atch 22. Air Officer Commanding Program Outcomes Table 2023

Tab 6 Atch 23. Air Officer Commanding Cohort Program Curriculum Overview

Tab 6 Atch 24. Air Officer Commanding Master Course Descriptions Table 2023

Tab 6 Atch 25. Air Officer Commanding Master Syllabi Learning Objectives Table 2023

Tab 6 Atch 26. Air Officer Commanding 5750 Mental Health Triage Spring 2023

2.2 On-Site Installation Evaluations (OSIEs): Describe actions taken to evaluate and take action on recommendations from the OSIEs. How are OSIE findings being used to inform prevention planning and activities at the MSA? Also discuss how your MSA is reporting/reported the OSIE findings to DoD and Military Service leadership.

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

USAFA Response:

USAFA On-Site Installation Evaluations (OSIE) were conducted 19-23 March, 2023; results released 17 August, 2023. USAFA concurs with the broad recommendations outlined in the 2023 Military Service Academies OSIE Report. USAFA submitted feedback through the Secretary of the

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Air Force that outlines actions to address the findings, along with areas recommended for improvement that are nested in USAFA's Let's Be Clear Campaign. USAFA is providing regular updates to the Secretary of the Air Force and the USAFA Board of Visitors (BOV) on implementation, and building out an enduring footprint for the Let's Be Clear Campaign.

Strategically, USAFA took an effects-based approach to operations to execute the Let's Be Clear Campaign. USAFA thoroughly assessed the OSIE findings in the report. The recommendations were used to refine supporting initiatives outlined in USAFA's Let's Be Clear Campaign to ensure an enduring culture of honor and respect. The Campaign identifies tasks and resources required to execute, assess, and continuously adapt to influence the current cultural state. USAFA understands the complexity of sexual harassment and violence. USAFA's actions were adapted to consider the full array of outcomes surrounding risk and protective factors. These actions were also developed to mitigate trends as they arise.

Every three weeks, USAFA conducts an in-progress review with USAFA Senior Leaders and stakeholders to assess our progress and tie together effects at all levels. Progress reviews also allow for the evaluation of challenges and identification of constraints to adapt the execution of tactical efforts in line with the Campaign's end state goals. In addition, IAW the 16 Aug 2023 Secretary of Defense memo, USAFA representatives are participating in the MSA Climate Transformation Task Force.

Reference Tab 6

Tab 6 Atch 1. USAFA Let's Be Clear Campaign Strategic Design

Tab 6 Atch 2. USAFA Let's Be Clear Campaign Strategic Plan

Tab 6 Atch 37. 2023 On-Site Installation Evaluation Military Service Academy Report UPR001778-23 Kendall, 11 Jul 23

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

USAFA Response:

The USAFA 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/ CVV, 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 Office of Diversity, Equity and Inclusion for technical assistance for successful program integration and implementation.

3.1 Actions to Address: Communicate the Importance of Military Justice Reform: Describe how the Academy has informed its personnel, to include Command Teams and cadets and midshipmen, about the significant changes to the military justice process set to take effect in December 2023, including the role of the Office of Special Trial Counsel, the revised role of the Superintendent in military justice, and the impact of reforms on the MSA disciplinary processes.

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

USAFA Response:

I AW the 10 Mar 2023 SECDEF Memorandum, HQ USAFA/JA has teamed with AF/JA and AF Office of Special Trial Counsel (AF/OSTC) to develop training for cadets to educate them on the importance of military justice reforms, the OSTC, changes to sentencing, etc. AF/JA and AF/OSTC developed/approved slides, HQ USAFA/JA recorded a video training and provided the video to all AOCs to deliver to their cadets prior to 23 October, 2023. The training included a QR code/link which cadets will use to ask any follow-up questions. HQ USAFA/JA also gave AOCs the option of adding additional live follow-on training.

Prior to delivery of the video training to cadets, HQ USAFA/JA conducted live in-person training with CW staff to include AOC/AMT Senior Enlisted Leaders as part of the regular Status of Discipline meeting. In addition, HQ USAFA/JA will work with other MEs to provide similar trainings to faculty, staff, coaches, and military criminal investigative organizations. HQ USAFA/JA briefed USAFA Senior Leaders on the changes at a senior staff meeting in August, 2023 as well as to the incoming cohort of AOCs during their May 2023 Article 137 training.

In addition to the above, which is intended as a one-time initial training, HQ USAFA/JA is working with AF/JAJ, AF/OSTC, and the USAFA Department of Law to incorporate the military justice reforms into the already existing military justice training and education programs. For example, the Article 137 trainings for all new military personnel and commanders will be updated to include the military justice reforms as will the military justice training for incoming AOCs. Also, the Dean of Faculty Department of Law intends to incorporate the military justice reforms into their Law 220: Law for Air Force Officers curriculum which is a required course for all USAFA cadets.

Reference Tab 6

Tab 6 Atch 27. USAFA Training on Military Justice Reforms

3.2 Defense Sexual Assault Incident Database (DSAID): Discuss Academy policy that requires SAPR personnel to document SAPR-Related Inquiry (SRI) entries in 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, non-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 Program”)

USAFA Response:

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 can use data analysis to identify

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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 personnel allocate resources more effectively. For example, it can identify regions or communities with higher rates of sexual assault or retaliation and direct resources there accordingly. Data analysis can reveal shortcomings in existing policies and laws related to sexual assault and retaliation as well as assist in the implementation of policy changes aimed at improving legal protections for survivors and preventing retaliation.

SAPR Program staff are required to adhere to DoD 6495.02, regarding documentation of SRI entries in DSAID. As part of new employee training and on-boarding, staff are trained regarding the process for inputting SRIs at USAFA. Additionally, staff are required to complete DSAID trainings (within 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 SAPR-related inquiry being made by the victim. As a geographically dispersed team of SARCs and SAPR VAs across USAFA, there are barriers to meeting DSAID entry requirements. To overcome these barriers, new personnel achieve currency as SAPR Program staff, DSAID oversight should be prioritized by USAFA SARCs to ensure accuracy and completeness of case notes. Moving forward, all offices will ensure all new SAPR VAs are trained and proficient in DSAID. This will help ensure all cases are updated in a timely manner and the SARC can provide the necessary oversight to ensure accuracy of cases. Additionally, USAFA will pursue a request for SAPR VAs to have access to DSAID as a geographically dispersed team. This will allow SARCs to delegate some of their DSAID duties, including entering the daily SRIs, opening/updating SAPR cases, and maintaining training records for staff.

3.3 Training: Discuss training methods and tracking as well as responsibility for managing requirements.

- What platforms are being used to manage, track, and provide trainings for cadets/midshipmen and MSA faculty and staff?
- How are commanders and leaders trained on their responsibilities related to sexual assault and sexual harassment?
- Discuss how effectiveness of the 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 the feedback impact training?

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

USAFA Response:

The Unit Training Manager tracks annual training by working closely with all the SAPR Program training facilitators. Facilitators of annual SAPR training coordinate directly with the units in order to establish the date and location for the face-to-face training. On a limited basis, the SAPR Program office also coordinates recorded training as an alternative option for those that are unable to attend the face-to-face training. The following list consists of training opportunities to discuss SAPR Program requirements with cadets, permanent party, and leadership: Basic Cadet Training (BCT; 14-day initial SAPR training for all incoming classes) and cadre training, annual SAPR training, Volunteer VA

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training, Teal Rope training, CMG training, AOC training, AMT, New Commander Orientation, New Employee Orientation/ Newcomer's Brief, New Department of Faculty and Athletics Instructor Training, post-deployment reintegration training, First Term Airmen Center training, Admissions, Parents Weekend panels and presentations, and at the Community Action Team. Legal Counsel, Victims' Counsel, and military justice personnel receive additional training and annual SAPR training. All response personnel, including firefighters, Security Forces, and medical treatment facility personnel, are trained by SAPR Program personnel. After completion of the training, feedback mechanisms include the use of QR codes for electronic surveys as well as paper surveys; feedback is used to inform development of future training.

All MEs leadership receive an immersion briefing upon arrival at USAFA to receive training regarding the Integrated Prevention and Response programs as well as their responsibilities as commanders and members of the 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. AOC/AMT cohort classes received additional training in Spring 2023, prior to starting their term at USAFA. AOCs and AMTs attended a Survivor panel with cadets as a means of education, support, justice and healing. 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 AOCs and AMTs. In addition, HQ USAFA/JA trains incoming AOCs for approximately 5 hours on military justice, discipline, and other legal processes prior to their taking command of cadet squadrons.

In addition to traditional feedback avenues, in January 2023, the CyberWorx Holistic Prevention Redesign aimed to evaluate the USAFA prevention program for efficacy and adapt approaches to further develop a consistent environment of dignity and respect. Following a human-centered design approach, utilizing qualitative and quantitative methods, CyberWorx led teams explored the root causes of behaviors across the spectrum of harm, identified underlying human needs, and ideated potential solution directions to address the needs. The initial feedback around Cadet Culture, Command and Community, and Frameworks and Systems informed the Senior Leadership Strategic, "Culture & Climate," off-site in March of 2023. This off-site informed insights on the way ahead for USAFA's Let's Be Clear Campaign. In April of 2023, the Let's Be Clear Campaign outlined the following lines of efforts over three phases, including multiple initiatives: Line of Effort 1: Leaders of Character Use Their Power to Prevent Unhealthy Behaviors; Line of Effort 2: Warfighters Respond to Harm Courageously; Line of Effort 3: Effective Teams Accelerate Accountability.

All prevention activities at USAFA operate utilizing data driven policies, continuous program evaluation and practices for our 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 the Parent Based Intervention, Vector Solutions online training for sexual assault prevention, and HRE. 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 CHiPS, eCHECKUP TO GO (brief alcohol intervention) and SCC. These research-based activities include a variety of feedback opportunities in order to evaluate impacts on risk and protective factors. These programs are comprised of baseline

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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.

Reference Tab 6

Tab 6 Atch 1. USAFA Let's Be Clear Campaign Strategic Design
Tab 6 Atch 2. USAFA Let's Be Clear Campaign Strategic Plan
Tab 6 Atch 7. USAFA Case Management Group Operating Instruction Policy, 30 Aug 23
Tab 6 Atch 8. USAFA Case Management Group Operating Instruction 90-01, 15 Aug 22
Tab 6 Atch 13. Cadet Wingman Intervention Training Facilitator Guide
Tab 6 Atch 14. Cadet Healthy Personal Skills (CHiPS) Field Manual
Tab 6 Atch 15. Sexual Consent and Communication (SCC) Manual
Tab 6 Atch 16. Wingman Intervention Training Facilitator Guide
Tab 6 Atch 17. Healthy Relationships Education/Training Outline
Tab 6 Atch 29. 2023 Basic Cadet Training SAPR Training
Tab 6 Atch 30. 2023 Teal Rope Training Slides
Tab 6 Atch 31. 2023 Tier 1 Annual SAPR Training Presentation
Tab 6 Atch 33. Case Management Group Members Training Final, Jan 23
Tab 6 Atch 34. Case Management Group Training for Commanders Final, Jan 23
Tab 6 Atch 35. Case Management Group Training for Commanders Lesson Plan Final, Jan 23
Tab 6 Atch 36. Case Management Group Member Training Lesson Plan Final, Jan 23

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

- Please provide examples of communications to cadets/midshipmen about the CATCH program (flyers, e-mails, etc.).
- Discuss how the MSA has expanded 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 SARCs 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 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 student academic center, Community Center, and embedded SAPR Program Offices (cadet dormitories). Private comfort rooms are available to accommodate CATCH inputs via standalone computers that can be utilized with a login that does not require a DoD Common Access Card. Upon receiving their access code from the SARC, these easily accessible locations allow victims who elect to participate in CATCH the space to input their submissions privately and at a location and time of their choosing.

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

The following list of training events demonstrates opportunities where the CATCH Program is discussed with Cadets, permanent party, and leadership: BCT and cadre training, annual SAPR training, Teal Rope training, CMG training, AOC 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.

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

Reference Tab 6

Tab 6 Atch 29. 2023 Basic Cadet Training SAPR Training

Tab 6 Atch 30. 2023 Teal Rope Training Slides

Tab 6 Atch 31. 2023 Tier 1 Annual SAPR Training Presentation

Program Oversight

4. Report Transmission: Document actions taken to ensure completed MSA reports transmitted to the Secretary of Defense are also transmitted to the Board of Visitors.

(REF: 10 U.S.C. § 7461, §8480, § 9461; Government Accountability Office (GAO) Report, GAO-22-103973, DoD and Coast Guard Should Ensure Laws Are Implemented to Improve Oversight of Prevention and Response Efforts, pgs. 49-51)

USAFA Response:

The USAFA Superintendent ensured that the annual 2021-2022 MSA Sexual Harassment and Violence (SH&V) report was transmitted to the USAFA BOV as outlined in 10 U.S.C. § 7461, §8480, § 9461; Government Accountability Office (GAO) Report, GAO-22-103973, DoD and Coast Guard Should Ensure Laws Are Implemented to Improve Oversight of Prevention and Response Efforts. Documentation of transmission of the report by the USAFA Superintendent on 10 March, 2023 to the USAFA BOV by email correspondence is attached under TAB D-Annual SH&V Release.

Reference Tab 6

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Tab 6 Atch 32. Annual Report on Sexual Harassment and Violence (SHV) Release 10 Mar 2023

4.1. 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:

- **Embedding SAPR Victim Advocates**

USAFA is embedding SAPR VAs in cadet dormitories in order to increase access to care. By embedding our staff in dormitories, cadets have convenient access to essential response services without leaving their living spaces. This can save time and effort, especially since cadet schedules are typically demanding due to academic course load, military requirements, intercollegiate athletics, and club activities. To address the physical and mental well-being of cadets, these services are easily accessible in between activities and at the start/end of the academic day. Ultimately, embedding services in dorms reflects the changing needs and expectations of cadets. Embedded SAPR advocacy services aligns USAFA with contemporary practices and improves its competitiveness in serving as a best practice for service delivery.

- **Military Service Academy Transfer, Best Practices**

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

- **Direct Reporting Unit (DRU) and MSA Cohesion**

Within the HQ USAFA/CVV POA&M, USAFA is developing a dedicated Program Evaluation and Analysis branch. As a DRU, HQ USAFA/CVV does not report under HQ USAFA/A1 (like a Major Command) but is instead a standalone directorate led by a GS-15 Director reporting to the Superintendent. The directorate supports USAFA All with a staff of 36 (combined civil service, uniformed, and contractor personnel). The current directorate has 2 dedicated branches: Prevention and Response, both led by GS-13 Branch Chiefs. The addition of a 3rd branch allows for advanced data analysis and program success in the DRU/MSA environment. USAFA Senior Leadership and HQ

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USAFA/CVV are in close collaboration with HAF/A1Z to lead this effort for the DAF and ensure DAF policy supports USAFA's organizational structure and community needs.

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Acronym List

SAPR - Sexual Assault Prevention and Response

USAFA - United States Air Force Academy

DoD - Department of Defense

ETR - Encouraged to Report

RTH - Return to Health

CMG - Case Management Group

MSA - Military Service Academy

POA&M - Plan of Action and Milestone

DoDI - Department of Defense Instruction

HQ USAFA/CVV - HQ USAFA Integrated Prevention and Response Office

IRC - Independent Review Commission

DRU - Direct Reporting Unit

CAB/CAT - Community Action Board and Team

SARC - Sexual Assault Response Coordinator

VA - Victim Advocate

EO - Equal Opportunity

DAF - Department of the Air Force

OJT - On-the-Job Training

DAFI - Department of the Air Force Instruction

SAMM - Sexual Assault Medical Manager

PPC - Peak Performance Center

FAP - Family Advocacy Program

ME - Mission Elements

DF - Dean of Faculty

DFVR - USAFA Registrar

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CW - Cadet Wing

AOC - Air Officers Commanding

DSAID - Defense Sexual Assault Incident Database

AFI - Air Force Instruction

UCMJ - Uniform Code of Military Justice

MPO - Military Protective Order

CWP - Cadet Wing Culture and Climate Division

FTG - Flying Training Group

ADPEG - Athletic Department Scheduling and Grading Office

AD - Athletic Department

ADP - Athletic Department Programs

ROTC - Reserve Officer Training Course

CWT - Cadet Wing Training

JA - Judge Advocate

HRE – Healthy Relationship Education

CATCH - Catch a Serial Offender

CCLD - Center of Character and Leadership Development

CHiPS - Cadet Healthy Interpersonal Skills

SCC - Sexual Communication and Consent

SAPRTEC - SAPR Training and Education Center of Excellence

CWX - CW Training Department

AMT - Academy Military Training

UCCS - University of Colorado, Colorado Springs

OSIE - On-Site Installation Evaluations

BOV - Board of Visitors

OSTC - Office of Special Trial Counsel

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BCT - Basic Cadet Training

SH&V - Sexual Harassment and Violence

GAO - Government Accountability Office