



## Appendix C: United States Air Force Academy





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

6 February 2023

**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, Academic Program Year 2021-2022

1. In response to the 15 February 2022 Secretary of Defense memorandum 'Actions to Address and prevent Sexual Assault at the Military Service Academies,' I am forwarding the response of program compliance assessment of the Air Force Academy's Sexual Assault Prevention and Response (SAPR), sexual harassment prevention and associated data calls.
2. The United States Air Force Academy (USAFA) 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 remain compliant. The EO program remains compliant with explanations as appropriate. The SAPR program showed every assessed item meets program compliance standards or exceeds compliance standards during this APY 2021-2022 evaluation. In response to the 6 July 2022 Secretary of Defense memorandum 'Department of the Air Force Sexual Assault Prevention and Response Victim Advocacy Services and Confidential Reporting for Military Sexual Harassment,' the USAFA SAPR and USAFA EO collaborated on the program compliance to ensure our teams were prepared to work together on sexual harassment cases.
3. The USAFA's prevention evaluation was accomplished with SAPR, EO, Diversity and Inclusion and other prevention-focused offices, demonstrating our integrated prevention across the installation. Current prevention programs are under evaluation as part of this integration process.
4. Please reach out to my staff with any questions about this report.

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 2021-2022 Programmatic Data Call Template

Department of Defense Sexual Harassment and Violence at the Military Service Academies, Academic Program Year (APY) 2021 2022 (21 22)

**1. Efforts to Reduce and Prevent Sexual Assault, Sexual Harassment, and Other Harmful Behaviors.**

**1.1. Describe the successes and challenges related to efforts to reduce and prevent sexual assault, sexual harassment, and other harmful behaviors during APY 21-22. You may consider successes and challenges related to the prevention system (i.e. human resources, collaboration, and infrastructure) and/or prevention process (i.e., understand the problem, comprehensive approach, quality implementation, continuous evaluation) as outlined in the Prevention Plan of Action.**

According to the Prevention Plan of Action (PPoA), the current state of sexual assault prevention science identifies four steps required to reduce prevalence and maintain progress.

1. “Sexual assault prevention requires a holistic, comprehensive approach executed with unity of effort toward the desired end state. Building this approach requires understanding of the current environment, determining the scope of the local problem, and assessing the organizational factors that drive prevention.”

The USAFA continues the implementation and execution of USAFA’s comprehensive integrated prevention framework that is intended to minimize isolation and “stove piping” among prevention efforts and agencies. The USAFA spent the past three years designing a strategy for maximal integration, collaboration and transparency among our prevention efforts and agencies. This integrated framework necessitated the development of a prevention, resilience, and culture strategy based on evidence-supported risk and protective factors in each domain. To ensure the execution and in alignment with the Memorandum for Secretaries of the Military Service Academies for “Actions to Address and Prevent Sexual Assault at the Military Service Academies” dated 15 Feb 2022, the Superintendent appointed the interim Director of Prevention to oversee all prevention programs. Details of processes and duties are outlined in the Comprehensive Primary Prevention Policy (CPPP) for execution and designates the Community Action Team (CAT) and the Community Action Board (CAB) as the central bodies through which all prevention, resilience-building and climate/culture lines of effort funnel. Additionally, a holistic measurement strategy has been executed that measures the impact that tactical-level interventions and lines of effort have on the governing strategy, and by extension, prevalence and reporting rates. Evaluation efforts will include the current prevention programs Cadet Healthy Personal Skills (CHiPS), Everfi, and the ongoing pilot study Sexual Communication and Consent (SCC). Evaluation efforts outside of the three selected programs include the Enhanced Access, Act, Acknowledge (EAAA) that is finalizing the pilot evidenced-based project this fall. Data is collected and analyzed to help inform decision-making about ongoing prevention, resilience and culture-building efforts. Additional efforts include conducting a baseline assessment of knowledge, ongoing assessments of existing prevention programs, and executing a design sprint for prevention programs for AY 22-23. Leadership has been integral in ensuring the ongoing commitment

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across the installation in order to implement new processes, procedures, and even ways of thinking. Steps taken include inclusion in USAFA's strategic plan and assessment that includes "Ensuring a safe environment free of discrimination, violence, and harassment". Support from all levels has ensured a solid path to implementing the comprehensive integrated prevention plan, with the final goal including ongoing assessments and evaluations for all prevention programs.

Utilizing this holistic approach, the USAFA leadership in coordination with the SAPR/Prevention team has collaborated with programs across the installation that are focused on developing and promoting a healthy culture of dignity and respect. This includes partnership with other stakeholders to include the Office of Diversity and Inclusion (CCD) that addresses promoting a culture of dignity and respect. The USAFA Diversity, Equity & Inclusion (DEI) Strategic Plan (see attachment 1 DEI Strategic Plan) supports and promotes a culture of Dignity and Respect as outlined by USAFA leadership. This is the basis for creating an environment of valuing all Airmen and Guardians for their unique backgrounds and identities. The DEI foundations of valuing diversity and leading inclusively are essential elements of the USAFA Leader of Character Framework: "Lives honorably by consistently practicing the virtues embodied in the Core Values; Lifts others to their best possible selves; and, Elevates performance toward a common and noble purpose". Valuing identities (cultural, religious, racial, etc.) is key to demonstrating "Respect for Human Dignity" and inclusive leadership is a vital means to "lift others" and "elevate performance."

The USAFA currently provides a number of educational and training opportunities related to DEI, including: coursework aligned with the Ethics & Respect for Human Dignity institutional outcome; DEI topics integrated into academic courses; commissioning education lessons; new faculty orientation; appointee training; PME; AF eLearning; the Diversity & Inclusion academic minor; and through the D&I Cadet Leaders.

At the USAFA, cadets and Air Officer Commander (AOCs) are empowered to be part of the solution to promote prevention within the comprehensive integrated prevention framework at the cadet level while dedicated prevention staff oversee execution of prevention education and training at all levels. Unity of effort is accomplished through strong, regular communication with all parties approved to provide access to resources, conduct training or victim advocate services. The installation SARC and Victim Advocates gain understanding of the environment through interaction with the population, but also by using the prevention infrastructure at USAFA. While this step is typically achieved through surveys, we incorporate other methods, such as focus groups or peer programs (listed below), to understand our environment and the scope of problem areas. Peer influencers are part of our holistic comprehensive prevention plan.

## SAPR (Teal) Rope Program

Our Teal Rope (TR) program (see attachment 2 USAFAI90-6001 Teal Rope) is made up of volunteer cadets with a goal to "provide exemplary support via a liaison capacity with fellow cadets to the SAPR office." (see attachment 2, USAFAI90-6001 Teal Rope) On the cadet side, there are currently 97 Teal Ropes (30 male/67 Female). A minimum of two cadet teal ropes per squadron are assigned at each of

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the 40 squadrons. Cadets receive an initial 6 hours of training and monthly trainings focused on building advocacy skills. These cadets are actively engaged in enabling an environment free of sexual assault. Since August 2021, Teal Ropes have assisted with 211 inquiries, 195 referrals to helping agencies, 9 escorts, and 8 official reports to the SAPR office. The Teal Ropes are managed through the Cadet Wing (CW) SAPR office which provides oversight, available resources, and responsibilities as a Teal Rope. Cadet peers provide a valuable resource and insight to the cadet wing culture. Having cadets who are innately familiar with the cadet wing culture as part of our prevention plan enables us to have a clear understanding of the environment, and provides insight to understanding where, and how we need to focus or adjust our prevention, and awareness efforts.

## PEER Program

The USAFA leadership has capitalized on the existing Personal Education and Ethics Representative (PEER) program. The PEER program's mission is to provide a supportive environment for cadets and an opportunity for cadets to find help when faced with troubling issues. PEERs support their fellow cadets by providing education, outreach, someone to listen and someone who can refer the cadet to the appropriate helping agency for further support. The PEERs receive 16 hours of specialized training, and credentialing from the Peak Performance Center (PPC) to assist with responding to cadets in a variety of areas such as anxiety, stress, interpersonal relationships and sexual assault. Often they are seen as the first line of support and are normally sought out by their peers and cadet leadership regarding particular situations or educational needs before moving on to the next level of helping agency support. Similar to the Teal Rope program, the PEER Program ensures two cadet PEERs are assigned to each squadron, 4 per group and 2 at the wing level.

## Diversity and Inclusion (Purple) Rope Program

The USAFA EO office received approval and started planning and developing a peer program that addresses diversity and inclusion. The Diversity and Inclusion (aka Purple) Ropes will be embedded to have cadet mentors in every squadron to assist in identifying and mentoring on MEO issues including sexually harassing behavior. The idea was conceptualized by cadets and the institution approved the concept. Planning occurred throughout APY 20-21 in a joint effort between the Cadet Wing Culture and Climate; AOCs; Diversity, Equity and Inclusion Office (CCD); Center for Character and Leadership Development (CCLD) and EO. In planning, the team collaborated with similar peer groups on the campus such as the Teal Rope program and PEERs to solicit best practices and lessons learned. The cadet wing identified cadets to serve as sensors on the campus and liaisons to encourage help-seeking and by-stander interventions to include, harassing behaviors, micro-aggressions, hazing, discriminatory behaviors, and critical conversations.

Another great asset to understanding the environment and scope of the problem is working with the squadron AOC. The AOCs are located in the cadet's living area, and interact with them on a daily basis. Each AOC participates in a year-long educational program (The Command Course) prior to becoming an AOC, resulting in a Master's Degree in Leadership and Counseling. The Command Course has weekly topics to prepare commanders for their role at the USAFA. Each week they receive preparatory material to read, watch a vignette with 1-3 AOC stories on a given topic, then write a reflection on what they would do in the given situation, class discussion with sitting AOCs and SMEs for the given topics to discuss those vignettes with the final hour of class being live avatar training with

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two cohort members to simulate a given situation with debrief. One week is dedicated to mental health, suicidal ideations. During the prep part of this they receive training from the HQ Suicide prevention lead as well as immersions with the Peak Performance Center (PPC), chaplain, 10 ABW Mental Health, and training on the Cadet-At-Risk-List (CARL). An additional week is dedicated to healthy relationships, the continuum of harm and sexual assault prevention and response. During this preparation, AOC's meet with the EAAA Team, Sexual Assault Prevention and Response (SAPR) office, USAFA Judge Advocates (JA), Center for Character & Leadership Development (CCLD), family advocacy, violence prevention and receive training on the Case Management Group (CMG) process. Finally, there is an additional week centered on critical conversations which address racial/sexual/orientation discrimination and culture/climate challenges.

The SAPR office provides two dedicated training sessions during the AOC training year, and another training session within 30 days of becoming a commander. These AOCs, armed with the understanding of the program and prevention methods, work with the TRs to encourage an environment free of sexual harassment and sexual assault. The AOCs, committed to the desired end state can empower their TRs to conduct trainings, offer suggestions and bring attention to potential problem areas. This reinforces the holistic approach to prevention at many different levels.

A common method for understanding the environment, scope of problem and potential organizational factors are surveys. The USAFA staff conducts Dedicated Assessment Survey Time (DSAT) semi-annually, this takes place in October and April. This allows many departments at the USAFA, to include SAPR, to survey cadets. Every other spring, during DSAT, the USAFA conducts a Service Academy Gender Relations (SAGR) which directly informs our staff of prevalence and program effectiveness. The SAGR is mandated by DoD and is executed by the Office of People Analytics (OPA). The USAFA conducts a Defense Equal Opportunity Climate Survey (DEOCS) annually to survey on many different aspects of cadet life. From these sources, SAPR can better understand the environment in which the cadets are living, and areas that need more focus.

2. "A comprehensive approach is comprised of integrated, research-based prevention activities, which achieve unity of effort when implemented with fidelity in a conducive, supportive environment."

The USAFA currently implements a robust comprehensive prevention program that focuses on decreasing risk factors and increasing protective factors that are both directly and indirectly focused on sexual assault and sexual harassment prevention. These programs are shown in the infographic, with descriptions below (see attachment 3 SAPR Infographic Prevention and Response Overview). The USAFA executed multiple evidence-based prevention programs focused on reducing prevalence of sexual assault and harassment. While the desired result is a reduction in prevalence and an increase in reporting, outcomes are pending results of the Spring 2022 SAGR survey. With so many programs running concurrently, effectiveness of prevention programs, both individually and collectively, will require additional evaluation to better isolate and identify which programs are most/least effective.

These programs focus on addressing and fostering a healthy environment in a variety of methods and from multiple angles to address our cadet populations identified risk and protective factor needs. For example, our Parent-Based Intervention (PBI) Program encourages parents to discuss responsible

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alcohol use with their cadet appointee prior to arrival at the USAFA. Alcohol misuse is a contributing factor in sexual assault and sexual harassment cases. Addressing contributing risk factors are an important element in tackling all prevalence of sexual assault or sexual harassment. The USAFA continues to collaborate with industry leaders from colleges, universities, and across DoD to execute and pilot evidenced-based prevention programs that address reducing all forms of interpersonal and self-directed violence. The USAFA leadership continues to prioritize the execution of effective evidenced-based prevention programs with the goal of reducing prevalence, encourage reporting, and removing the stigma of help seeking.

3. “Prevention activities require the systematic execution of data driven efforts to achieve the desired outcomes.”

The USAFA utilizes multiple activities that are driven by data. In order to ensure the fidelity of these evidenced-based research programs, they are implemented and executed consistent with their evidenced-based design. For example, the Sexual Communication and Consent (SCC) program approved trainers came to the USAFA to conduct facilitator training. This program utilized a script, strict timelines and web-based training to ensure each cadet received the same messaging and fidelity of training was maintained. Mandatory initial SAPR training, provided to each cadet within the first 14 days of Basic Cadet Training (BCT), was presented in both video/in-person format which not only ensured each cadet received the same message, but all members of the USAFA SAPR team was introduced to them. The end of the training included time for interactive discussion. This allowed the cadets to be introduced to the SAPR program in a small group format, but also receive the same training and meet the entire SAPR Staff. With the recommendations from the Independent Review Commission (IRC), additional professional prevention staff are being added to ensure future endeavors are consistent in the execution of data driven efforts and to ultimately tackle the desired outcome of reducing prevalence surrounding sexual assault and harassment.

4. “Preventing sexual assault requires, skill building, evaluating change indicators over time, assessing organizational factors to inform adjustments to the prevention approach, and measuring the effectiveness of specific prevention activities.”

The USAFA is invested in providing the resources that is required to focus on executing a holistic comprehensive integrated prevention program aimed at preventing sexual assault and sexual harassment that provides emphasis on skill building, assessing organizational factors, evaluating change indicator, and measuring program effectiveness. These lines of effort are being captured in the USAFA comprehensive integrated prevention framework.

The comprehensive integrated prevention framework developed over the past three years is referenced throughout this assessment. Formal implementation of the comprehensive integrated prevention framework and measurement strategy is in execution with the addition of a baseline assessment conducted prior to the start of formalized SAPR training in BCT. Lines of effort included discussion, planning, and socialization around the next steps in implementing the integrated prevention framework, which include measurements of three prevention programs and decision points surrounding other evidenced-based programs. Beyond focusing on prevention training elements, additional efforts

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surround removing barriers to client care. The USAFA will be providing sexual harassment advocacy and services and incorporating these changes in prevention training. As shown in the Continuum of Harm (see attachment 4 Continuum Of Harm), there is a direct correlation between environments that allow sexual harassment and instances of sexual assault occurring. Prevention begins at preventing any form of interpersonal violence, to include sexual harassment and to include harboring a healthy, safe environment free of interpersonal violence.

The USAFA will survey the cadets on CHiPS, and SCC during DSAT to gain an understanding of program acceptability. The pilot prevention program Enhanced Assess, Act, Acknowledge (EAAA) will be finalizing the results of their study at USAFA during the DSAT. All prevention programs rely heavily on the SAGR and DEOCS information to measure effectiveness overall. These data comparisons assist with indicating effectiveness or influence decisions around future execution of prevention programs.

Finally, addressing challenges as it relates to potential survey fatigue, is part of ongoing efforts. The USAFA will continue to be deliberate on execution of data collection efforts in regards to conducting surveys, and continually look for alternative methods to for data collection.

## **1.2. Actions to Address: Identify and empower prevention decision-makers. (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).**

- Document actions taken to appoint an individual with sufficient experience to perform the duties of the full-time Violence Prevention Program Integrator.
- Document actions taken to staff and empower a senior Violence Prevention Program Integrator to integrate activities and make programming recommendations.
- Document actions the Violence Prevention Program Integrator has taken to assess prevention activities to determine redundancies, gaps, efficiencies, and consistent prevention messaging across disciplines.
- Describe any challenges, if any, encountered in implementing these actions.

Notes:

An individual with sufficient experience to perform the duties of the full-time Violence Prevention Program Integrator (VPPI) was appointed 22 March, 2022 (see attachment 5 VPPI Appointment Order). The HQ USAFA SAPR/Prevention Director is officially appointed as the Director of Violence Prevention.

To empower this position and allow for properly evaluated prevention activities, the Violence Prevention Integration positions and the Community Support Coordinator (CSC) positions have been realigned under the VPPI. To ensure the Comprehensive Primary Prevention Policy (CPP) under the VPPI becomes a permanent requirement, (see attachment 6 USAFA Comprehensive Primary Prevention Policy) a policy was drafted and signed. This announces to the installation that all prevention efforts directed at reducing interpersonal and self-directed violence across the installation falls within the CPP, under the VPPI. The VPPI made recommendations on manpower needed to

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properly conduct integrated violence prevention. The result of this was that the VPPI will gain an additional 13 positions, organized by the VPPI. The Independent Review Committee (IRC) allocated positions to support the integrated violence prevention mission (see attachment 7 IRC UMD). An additional requirement to fully integrate violence prevention and SAPR is to ensure there is a position focused on prevention integration at the MAJCOM level. The position description of this newly appointed position has been provided so to ensure quick integration of these efforts (see attachment 8 Supervisory Integrated Prevention Chief). The USAFA A1, with the support of the USAFA Superintendent, has assigned a specific team to ensure the creation and advertising of the FY22 positions is accomplished by 30 September 2022.

The VPPI has directed the CSC position to focus on integration. The VPI positions have been reorganized under the VPPI, and attended staff meetings to integrate programs and processes as well as messaging. These two positions have been coordinating with one another and SAPR to identify, and address redundancies based on the overall schedule of training (see attachment 9 4yr Prevention Plan).

The process of evaluating many different programs for redundancies, gaps, efficiencies, and consistent prevention messaging has proven to be a large undertaking. At the USAFA, there are so many organizations and departments that are very passionate about prevention, and so many programs in operation (see attachment 3 SAPR Infographic Prevention And Response Overview). Looking to assess redundancies or looking to adjust programs based on findings strains existing resources, and requires a large amount of coordination which creates a need for increased resources. Another challenge is survey fatigue. In order to assess these programs, we tend to rely on surveys. Currently, we are looking for alternatives to surveys and ways to better incentivize data collection to provide feedback data on programs.

### **1.3. Actions to Address: Revise academy policy to incorporate prevention elements. (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).**

Document actions taken to issue Superintendent approved local policy or operating instruction that ensures prevention plans become permanent, resourced programmatic requirements.

- 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.

To ensure successful execution and that prevention programs become permanent, resourced programmatic requirements, the USAFA Superintendent directed the execution of the CPP. The CPP directs establishing and integrating policy to reduce and eliminate interpersonal and self-directed violence across the installation. The USAFA CPP policy includes responsibilities, practices, and programs supporting overall prevention efforts. In accordance with DODI 6400.09, *DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm*, DAFI 90-5001, *Integrated Resilience*, and DoDI 40-301, *Family Advocacy Program*, each installation develops, implements, and continuously evaluates a research-based prevention plan focusing on primary

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prevention. USAFA leadership and other key stakeholders across the installation play an important role in the execution and success of this policy to improve the wellness, resilience, and readiness posture of cadets, permanent party, civilian employees, and families.

The reorganization of prevention-focused staff under the newly appointed VPPI (see attachment 5 VPPI Appointment Order), initiated by the Superintendent, has enabled the VPPI to focus prevention activities on a common desired end state, through unity of effort. This is further supported by the additional manpower which has been organized based on the VPPI's vision for integrated prevention efforts. The Superintendent's approved the USAFA CPPP (see attachment 6 USAFA Comprehensive Primary Prevention Policy) further emphasizes this integrated approach. Under the direction of the VPPI, all Integrated prevention staff participated in mandated DoD SPARX Connection training (see attachment 10 SPARX Welcome Packet) as outlined for all prevention staff. The DoD's Violence Prevention Cell in the Office of Force Resiliency developed a comprehensive curriculum to establish a common base of knowledge within the prevention workforce. This training had two parts, totaling in 80 hours of baseline and refresher training on violence prevention.

Each USAFA Mission Element (ME), meaning the CW, Athletic Department (AD) and Dean of Faculty (DF) has a CCD representative that liaisons with SAPR regularly. USAFA AD Director of Culture, Climate and Diversity, CCD representative, is AD's direct link to the SAPR office. USAFA AD's CCD attended VVA training in June 2022 and is currently waiting for approval of her security clearance to receive her VVA credentials.

In addition, the SAPR and violence prevention team provide robust training to our TRs on an annual and monthly basis. The TRs are utilized for messaging across the cadet wing as peer influencers to carry out the Superintendents emphasis on addressing prevention across USAFA. The TRs present at leadership events such as high-profile visits and meetings to explain their role in prevention at the USAFA. For example, the TRs provided the USAFA Board of Visitors (BoVs) an overview of the program (see attachment 11 Teal Rope Briefing to BoV) and their efforts to encourage a healthy climate of dignity and respect from all levels.

#### **1.4. Actions to Address: Evaluate individual prevention activities within the overall comprehensive prevention approach. (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).**

- Document actions taken to create an outcome evaluation plan that identifies a strategy for monitoring and evaluating the outcomes of prevention and activities within the Academies' comprehensive prevention plans. The plan is to include evaluation narrative, which describes plans for evaluating a select prevention activity; and evaluation logic model.
- Document the three prevention activities within the plan approved for evaluation
- Document how the evaluation results will be used for prevention activity improvement and decision-making.

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All Prevention Activities operate within the PPOA Comprehensive Approach using data driven policies, programs or practices and in accordance with the CPP (see attachment 6 USAFA Comprehensive Primary Prevention Policy). As outlined, the CPP incorporates a process of continuous program evaluation and quality improvement utilizing “Logic Models” and “Getting to Outcomes” evidence-based processes. Within these processes, program assessment utilizes empirically supported process and outcome metrics supported by data-driven quantitative and qualitative assessments to monitor and evaluate effectiveness.

The comprehensive integrated prevention framework, as described in 1.1 and the PPOA involves understanding the problem by identifying the factors that contribute to the issue, selecting prevention activities based on research evidence, quality implementation of the activity with continuous evaluation that includes process and outcome assessments. Individual prevention activities will be evaluated with pre-post assessments utilizing empirical quantitative and qualitative assessments. The prevention activities will be implemented and evaluated using logics models that use: Inputs, Activities, Outputs, Short-Term Outcomes, Intermediate Outcomes, and Long Term Outcomes.

The selected prevention activities for evaluation include: Sexual Communication and Consent (SCC) (see attachment 12 Prevention Activities Logic Model\_SCC), Cadet Healthy Interpersonal Skills (CHiPS) (see attachment 13 Prevention Activities Logic Model \_CHiPS) and EverFi (see attachment 14 Prevention Activities Logic Model\_EverFi).

Prevention Activity process and outcome assessment data will be used for decision making for prevention program stakeholders to modify, improve or eliminate the prevention activity based on outcome results. The USAFA selected CHiPS as one of the prevention activities to for additional assessments this year. CHiPS began as an evidenced-based pilot program based on the Botvin Life Skills for High School students and adapted for execution at USAFA. While initial results demonstrated positive outcomes, the eleven month mark identified a downturn in knowledge retention. Additional findings suggested testing an execution of the program with additional booster doses. The USAFA also recognizes that components of the curriculum need to be updated such as the section surrounding “social media”. The USAFA has engaged with the Violence Prevention Technical Assistance Center (VPTAC), CHiPS contractor, and USAFA stakeholders to conduct focus groups with the cadets for input on curriculum updates, a longitudinal look at program knowledge, and demonstration of skills learned during CHiPS. This demonstrates USAFA’s commitment to conduct continual program evaluation of all prevention programs.

Evaluation goes far beyond the three identified prevention programs listed above An addition USAFA example is the ongoing evidence based “A Parent Handbook for Talking with College Students about Alcohol” intervention to reduce high risk drinking among freshmen students developed by Dr. Robert Turrisi of the Pennsylvania State University. The intervention was chosen and implemented using the evidence based “Getting to Outcomes” ten-step model (see attachment 15 GTO Diagram). The intervention is assessed using quantitative assessments twice per year. The data obtained from the assessments has informed process changes to the intervention to improve cadet outcomes in regards to handbook use and alcohol misuse reduction. These include moving to electronic copies of the handbook for parents and sending booster emails to parents during times of the year when cadets return

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home. Data from the past three years indicates that 66% of freshmen cadets have engaged in the PBI with their parents.

## **2. Sexual Assault and Sexual Harassment Reporting.**

### **2.1. Policy on sexual harassment and sexual violence.**

- Document actions taken to prescribe policy on sexual harassment and sexual assault include actions taken to ensure training on the policy for all cadets, midshipmen and other academy personnel, and specific training required for personnel who process allegations of sexual harassment and sexual violence involving academy personnel.

In response to the 6 July 2022 memo titled “Department of the Air Force Sexual Assault Prevention and Response Victim Advocacy Services and Confidential Reporting for Military Sexual Harassment”, the USAFA Superintendent produced a signed policy (see attachment 6 USAFA Comprehensive Primary Prevention Policy) incorporating this policy update. The EO and SAPR office have been working closely to develop a streamlined process to ensure appropriate advocacy for sexual harassment cases. The EO office intake form (see attachment 16 EO Intake Packet) defines sexual harassment and sexual assault to ensure victims properly understand both. While EO uses Formal and Informal complaint options, future options for advocacy for sexual harassment cases will be incorporated utilizing approved policy as defined and outlined by both DOD and DAF.

The USAFA SAPR has incorporated the use of DoD specific sexual harassment and sexual assault terminology in its current policy letters and training. SARCs facilitate annual SAPR training, which includes discussion of sexual harassment as well as sexual assault using the Continuum of Harm model. The SARC receives annual SAPR training requirements from DAF each year between April-May. Based on those training requirements, the SARC publishes a tasker on training implementation and required curriculum for the USAFA. The SARC works with the installation training manager to ensure training is completed. This training is accomplished for all required the USAFA personnel, including leadership, and AOCs.

In addition to DAF-mandated annual training, first responders, and personnel who process allegations of sexual harassment and sexual violence (OSI, JA, SVC, etc.) receive additional functional specific annual training. This additional training is reviewed by SAPR for inclusion of recent updates, and then presented as required across the functional agencies. Functional training managers track training completion.

#### **2.1.1. Actions to Address: Facilitate greater access to the Catch A Serial Offender (CATCH) Program. (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).**

- Document actions taken to promote the CATCH Program amongst cadet/midshipmen and academy personnel.

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- Document actions taken to establish a private computer space for cadets and midshipmen to enter CATCH submissions, and expand eligibility to the program as outlined in the November 10, 2021 Deputy Secretary of Defense Memorandum.

Emphasis on the CATCH program has been incorporated into all annual SAPR training at the USAFA. The effort to ensure all cadets are aware of this program is a high emphasis item. It is noted that it is voluntary, but should a cadet be interested or curious about the program, the USAFA SAPR ensures that leadership, peers and those involved in victim care are able to assist them and answer any questions about it. CATCH training consists of explaining how the program works, that it is anonymous and how it can help protect other service members from potential harm. We emphasize the number of matches we have had and the resulting cases that were opened. This allows the cadets to understand the benefit of using this program.

Actions taken to promote the CATCH program include the following list of training events. This list is not exhaustive, but includes engagement for cadets, permanent party, and leadership: BCT SAPR training, annual SAPR training, Volunteer Victim Advocate (VVA) Certification Course, VVA monthly training, Teal Rope training, BCT Cadre training, briefed in the CMG, AOC training, New Commander Orientation, SAPR Policy updates, Post deployment, FTAC, Admissions, Monthly site visits, SAAPM, Parents Weekend, CAT, Newcomers briefing. Victim's Counsel, legal counsel and military justice personnel receive additional training on top of annual SAPR training, to include information on the CATCH program. All response personnel to include Firefighters, Security Forces and medical are trained on the CATCH program by SAPR personnel. An additional effort to promote the CATCH program is through peer-to-peer education. Our Teal Ropes also promote the CATCH program when educating fellow cadets on support services. Having TRs well-informed and present in the cadet squadrons allows them to inform and educate their peers should the situation arise.

The USAFA has three dedicated, private spaces to facilitate CATCH input. Both the CW and 10 ABW SARCs have private comfort rooms to accommodate CATCH inputs. We also have a satellite SAPR location in our academic building, located on the sixth floor of Fairchild Hall. This affords SAPR personnel the opportunity to meet cadets where they are during the duty day. This location has a private, dedicated space for CATCH submissions, and allows cadets a more easily accessible location. Victims who elect to participate in the program are given their access code by the SARC and offered the dedicated space to input their CATCH submissions either on the spot, or at a time of their choosing.

## **2.2 Actions to Address: Track sexual assault reports associated with the "Safe to Report" policy. (Section 539A, William M. "Mac" Thornberry NDAA for FY21; 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).**

- Document actions taken to track cases of cadet and midshipman survivors of sexual assault who report under the Department's "Safe to Report Policy" as directed in section 539A of the FY 21 NDAA. Document the number of reports received wherein the victim cited the "Safe to Report" policy influenced their decision to report.

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- Document 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” or other such means or the current MSA program that addresses alleged collateral misconduct by reporting victims.

The Safe to Report (STR) policy was implemented in May 2018 by the Superintendent and Commandant of Cadets and subsequently incorporated into the AFCWI 36-3501, Cadet Standards and Duties (CS&D) (see attachment 17 AFCWI36-3501Cadet Standards and Duties), text below:

2.3.3.2. Safe to Report Policy. In furtherance of DoD and Air Force policy, commanders will consider each instance collateral misconduct by a victim of sexual assault on a case-by case basis. The gravity of any collateral misconduct by a victim and its impact on good order and discipline, will be carefully considered in deciding whether it is appropriate to take administrative or disciplinary action against a victim and when such action should occur. In exercising this discretion, commanders will also consider whether the collateral misconduct was known prior to the report of sexual assault, and if not, the likelihood that the collateral misconduct would have otherwise been discovered but for the report of the sexual assault. Commanders should also consider how future reports of sexual assault may be impacted by the decision to impose discipline. If a commander believes that it would be appropriate to document collateral misconduct in the interest of rehabilitation, commanders should consider actions that minimize or eliminate impacts on the victims’ career. Absent aggravating circumstances that increase the gravity of the violation or its impact on good order and discipline, victims of sexual assault will not be disciplined for collateral misconduct violations of Cadet Standards, involving: 1.) alcohol use or possession (e.g. underage drinking, possession of alcohol in dorms; 2.) consensual intimate behavior in the cadet area; 3.) unprofessional relationships/fraternization among cadets; or 4.) cadet area limits restrictions (e.g., over the fence violations, failure to sign-out, departing probation sanctioned approved areas, etc.).

The Safe to Report Policy was included in the National Defense Authorization Act (NDAA) for Fiscal Year 2020, SEC. 540H, as a policy to be instituted across the Armed Forces. The USAFA Cadet Wing has standardized the Safe to Report Policy and included it in the most current CS&D. In addition, the USAFA SAPR team has participated in Air Force working groups and offered professional guidance on standardization and implementation of Safe to Report across the force.

Actions taken to document the number of cases that report under the STR policy are captured on the USAFA Client Information Cover Sheet (see attachment 18 Client Information Cover Sheet). This form is filled out for every case in addition to the DD Form 2910 and is standard practice across the installation. There have been 19 cases during APY 20-21 that cadets have identified STR as one of the identified reasons that an official report of sexual assault was made. This policy is advertised not only in all SAPR training, but TRs also educate their peers on this. Information on the use of this policy is tracked and reported up to the SARCs in the TR quarterly reports.

When specific questions arise from cadets about the applicability of STR to their situation, clients are directed by SAPR personnel to their VC. Alternatively, SAPR personnel contact the SAPR-liaison

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attorney at USAFA/JA to provide a hypothetical overview of the situation to better assist the cadet in understanding whether STR applies to their situation.

## **2.4. Update Command Climate Assessment Reporting and Action Plans. (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; SAPR Integrated Product Team).**

- Document actions taken to align the command climate assessment process with the updated command climate assessment policy requirements and develop an accountability process by which cadet and midshipman risk factors can be identified, addressed, and reported by both class year and by cadet/midshipman organizational unit structure. In addition to the above, provide the date of the next cadet and midshipman command climate survey using DEOCS 5.0 in Fall 2022, and when results are anticipated. Provide the command climate survey POC for your Academy.
- Document actions taken to ensure cadets and midshipmen are required to participate in the development of actions to address risk factors identified in command climate survey results. In addition to the above, provide the POC responsible for working with cadet and midshipman leadership on the results of the command climate survey to be taken in Fall 2022.

Due to logistical limitations in administering the DEOCS and the current inability to generate aggregate data from smaller groups to larger ones, the USAFA MSA DEOCS is implemented at the group level (Cadet Groups 1, 2, 3, and 4) with breakout groups for each squadron. To protect participants’ privacy and confidentiality, a subgroup must have at least five survey respondents for results to be displayed. As long as five cadets from a class year respond to the survey, the results will display a breakdown reported by class year. The survey results are not reported by cadet organization unit structure as this is not currently a demographic tracked in the DEOCS. This is under the control of OPA and not the USAFA EO office.

The MSA Assessment is directed by DAF to be conducted every year in October. A follow up survey is administered, in order to accommodate academic scheduling. Specific survey dates for 2022 have not been provided by the Cadet Wing at this time but are anticipated to be finalized soon (see attachment 19 Cadet DEOCS Implementation Memo).

Commanders are required to create an action plan within 60 days of receiving survey results if the following factors result in unfavorable ratings above 49%: fairness, inclusion, leadership support, connectedness, cohesion, racially harassing behaviors, sexist behaviors, sexually harassing behaviors, or workplace hostility. The EO office can also recommend an action plan for any factor based on their observations and analysis of the report. For example, in 2021 the EO office noted that although the overall results for sexist behaviors did not meet the threshold to automatically trigger a required action plan, when looking at the results by reported gender more than 49% of females reported the presence of sexist behaviors. Based on this demographic breakdown, the EO office recommended that commanders include sexist behaviors in their action plans. Commanders submit their action plans to the EO office

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for both informal feedback and recordkeeping. They are also required to brief the next level commander on their action plans.

Although there is no written policy requiring cadet participation, commanders are advised by the EO office to directly involve cadets in the development and implementation of their action plans. For example, during the 2020-2021 AY squadrons utilized cadets to lead periodic group discussions about the factors that required an action plan to gauge the progress the squadron was making in that area and gather ideas for further improvement. Additionally, various cadet leadership programs (including Diversity & Inclusion Purple Ropes, SAPR Teal Ropes, and Personal, Education and Ethics Representative (PEER Ropes) lead monthly touch points within their squadrons to discuss risk factors within their respective areas of responsibility and training. The EO office conducts and documents a follow up with commanders within six months after the report closeout. The purpose is to review the action plan and provide feedback. Special consideration is given to the academic schedule as well as AOC/Cadet turnover during the summer. This is required in instances when an AOC provides an action plan to the EO office in January, it becomes necessary to offer to conduct a follow up in three months prior to the academic year ending rather than waiting until the middle of the summer.

According to NDAA FY14, Sec 587(c), and 1020.03, auto generated survey results are automatically provided to the next level leader via email at the same time the Commander receives the report. Additionally, per DAFI 36-2710, para. 7.6., commanders will brief their DEOCS results to the next higher commander within 30 calendar days. The next higher commander has the authority to waive the brief and review only the DEOCS report.

**Ref: NDAA FY14, Sec 587(c), and 1020.03.**

### 3. Victim Care and Advocacy

**3.1. Actions to Address: Develop localized Case Management Group (CMG) operating instructions. (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).**

- Have localized case management group operating instructions (OIs) been issued? Do the actions required by the OIs align with DoD policy to protect victim privacy and keep case information consolidated to those parties who have a demonstrable “need-to-know.”

The USAFA SAPR office has developed a local CMG OI (see attachment 20 CMG OI), which supports all elements of DoD policy, specifically DODI 6495.02, *SAPR: Program Procedures* and DoDI 6400.06, *DoD Coordinated Community Response To Domestic Abuse involving DoD Military and Certain Affiliated Personnel*. Procedures have been delineated as needed for our unique organizational structure to ensure the required parties are involved and those without a “need-to-know” are not. The localized policy has been approved by all 2-letter agencies and signed by the VPPI. This policy designates the USAFA Commander or Vice Commander as the chair of the CMG, and states that this responsibility may not be delegated. AFI90-6001, *SAPR Program* lays out the members required to attend, which our policy reiterates and uses specific USAFA terminology such as the AOC.

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To protect victim privacy, this list is referenced and adhered to. Any minutes taken during the meeting will not reside anywhere but DSAID. Any party involved in this process must be trained on the process to both protect the privacy of the victim as well as their health and well-being (see attachment 21 CMG Training).

**3.1.1. Document actions taken to ensure DD Form 2910, “Victim Reporting Preference Statement,” DD Form 2910-2, “Retaliation Reporting Statement for Unrestricted Sexual Assault Cases,” and DD Form 2910-3 “Return of Victim’s Personal Property in Restricted Reporting Sexual Assault Cases Collected During a Sexual Assault Forensic Examination (SAFE)” are signed, a copy is provided to the victim for the record, and stored in the Defense Sexual Assault Incident Database (DSAID). (DoDI 6495.02, pg. 7, 4.u. (1), (a)).**

- Describe the process and procedures implemented to ensure that SAPR personnel who do not have DSAID access, are still able to ensure that a victim’s DD Form 2910 form is entered into and maintained in DSAID. Storage in DSAID.

To ensure the fidelity of the information in DSAID, and following with local processes, primary DSAID responsibility is confined to the USAFA SARCs. DSAID access can be extended to VAs, but is limited to assisting with updating VVA records.

When taking a report, the VVA, the SAPR VA, or the SARC ensures the DD Form 2910, the DD Form 2910-2, and/or the DD Form 2910-3 are signed, and a copy is provided to the victim for their personal records. A full-time member of SAPR staff is required to be present when taking a report of sexual assault. The SAPR staff member provides the applicable signed DD Form 2910 series to the SARC who uploads the form(s) into DSAID within 48 hours. This requires coordination, but the SARC will review the obtained documentation prior to inputting the case and associated documentation into DSAID. As required by DoDI 6492.02, the subsequent 24hr Commander’s Notification is a forcing mechanism for DSAID input. This notification requires the last four digits of the DSAID control number. Because of this, the SARC will maintain the 24-hour notification after confirming all case data is complete and correct.

Per AFI 90-201 the SARC conducts ongoing assessments of the consistency and effectiveness of the SAPR program utilizing MICT. This review is conducted annually. The USAFA IG conducts an annual by-law inspection and an annual report is provided to the USAFA Installation Command. In addition, the SAPR Program Manager and SAPR Deputy Program Manger conduct a quarterly internal audit that includes a review of timely DSAID submissions and DD Form 2910 uploads. Department of the Air Force conducts DSAID validations for the annual data pull that identifies gaps in required documentation. The USAFA works closely with DAF and the USAFA JA office to ensure accurate and timely updates for all case dispositions. The USAFA utilizes formalized assessment and inspection processes to ensure that no additional data collection system is being used to capture sexual assault reporting data.

**3.2. Actions to Address: Provide Military Department leadership and CMG participant training curriculum to the DoD Sexual Assault Prevention and Response Training and Education Center**

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**of Excellence within SAPRO. (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).**

- Document actions taken to strengthen leadership and CMG participant training on their roles and participation in meetings.
- Document any updates to leadership and CMG participant training curricula.

Every new USAFA Commander within 30 days of taking command and Staff Leadership receives CMG training, (see attachment 21 CMG Training) that is USAFA specific according to USAFA CMG OI (see attachment 20 CMG OI) using requirements from AFI 90-6001 and DoDI 6495.02. The CW SARC coordinates with all Commanders to ensure they are prepared for each monthly CMG. As DoDI and AFI CMG updates are made, the CW SARC provides the necessary refresher training to the CMG members. As updates are required by the CMG Chair, the SARC records the CMG minutes, updates the training material, and communicates those changes to all Commanders prior to monthly CMG’s, and during the quarterly CMG.

DPFZ guides standardized training, which is the starting point for all the USAFA CMG training. As there are routine and real-time updates to CMG training, the SARC tracks and incorporates much of that locally. DPFZ has published standardized SAPR and SAPR VA training on the Air University website. This curriculum is current, and used here at the USAFA. Standardized CMG training has been developed at the DPFZ level, and will be incorporated locally once formally released.

**3.2.1. Document actions taken to evaluate the effectiveness of Leadership and CMG participant training. (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).**

Every new USAFA Commander within 30 days of taking command and Staff Leadership receives CMG training, (see attachment 21 CMG Training) that is USAFA specific according to USAFA CMG OI (see attachment 20 CMG OI) using requirements from AFI 90-6001 and DoDI 6495.02. The CW SARC coordinates with all Commanders to ensure they are prepared for monthly CMG’s. As DoDI and AFI CMG updates are made, the CW SARC provides the necessary refresher training to the CMG. As updates are required by the CMG Chair, the SARC records the CMG minutes, updates the training material, and communicates those changes to all Commanders prior to monthly CMG’s, and during the quarterly CMG.

DPFZ guides standardized training, which is the starting point for all the USAFA CMG training. As there are routine and real-time updates to CMG training, the SARC tracks and incorporates much of that locally. DPFZ has published standardized SAPR and SAPR VA training on the Air University website. This curriculum is current, and used here at the USAFA. Standardized CMG training has been developed at the DPFZ level, and will be incorporated locally once formally released.

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POAM: The effectiveness of both the leadership and CMG participant training has yet to be evaluated at this point. To ensure standardization of this evaluation, the USAFA is working with DAF/A1Z Evaluation Team to develop a satisfactory evaluation plan. Prior to a full evaluation plan, the latest DPFZ CMG training must be complete. The USAFA will execute the DAF/A1Z evaluation strategy to include general knowledge and data measurements pending approval. The USAFA will implement this required training with all CMG members.

**3.3. Actions to Address: Provide extended class schedule deconfliction. (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).**

- Document actions taken to deconflict class schedules of victims who report sexual assault allegations and those of their alleged perpetrators to prevent Military Protective Order violations.
- Document actions associated with informing cadets and midshipmen who report a sexual assault that they may request extended schedule deconfliction beyond the conclusion of the military justice process.

Here at the USAFA, we are committed to ensuring sexual assault victims are protected, treated with dignity and respect, and provided support, advocacy, and care. This includes providing victims with options to assist with the immediate and future welfare of the cadet or cadet candidate (students enrolled in the USAFA Preparatory School) by limiting interactions with the alleged sexual harassment or sexual assault offender while also allowing them access to additional support to assist with healing, recovery, and rehabilitation. We’ve developed a local OI (see attachment 22 Class Deconfliction OI) which was coordinated and approved by each USAFA 2-letter organizations as well as the key players in the process. This OI identifies five areas of possible cadet deconfliction:

**Cadet Excusals**

In the case of an Unrestricted report/Open With Limited (OWL) report, SAPR will encourage the victim to contact their chain of command and funnel an excusal request through their AOC or AMT. At the victim’s request, (Restricted, Unrestricted, or OWL) SAPR may contact CWP. In this case, CWP will coordinated with the AOC as needed to ensure the victim is accounted for. In any of these reporting options, the victim is responsible for notifying required parties to miss class, formation or any other military duty.

**Quarters**

In an Unrestricted report/OWL, SAPR will encourage the victim to contact their chain of command and request quarters through their AOC/AMT. Should the cadet encounter problems with their request, SAPR may contact the Sexual Assault Medical Manager (SAMM). If this is the case, SAPR will coordinate with CWP to follow up with the Cadet Group Commander (GC/CC) or AOC who will ensure the cadet is placed on quarters by the medical team and is properly accounted for. In the case of a Restricted report, should the cadet need assistance facilitating a quarters authorization, SAPR will contact the SAMM. SAPR will coordinate with CWP to confirm that the cadet is accounted for. In an owl, victim will be encouraged to contact the SAMM directly.

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## Class Schedule Changes

Each semester, SAPR will provide CWP with a list of cadets who have made an Unrestricted report and have a Military Protection Order (MPO). CWP will deconflict the schedules of all cadets listed in the MPO with the registrar's office. If a cadet's case does not have an MPO, SAPR will coordinate with CWP, DF, and the registrar's office in efforts to accommodate the cadet's request and deconflict schedules. In the case of a Restricted/OWL report, SAPR, with the approval of the cadet, will relay the cadet's schedule change request to CWP. CWP will then coordinate with CWVS to research possible schedule changes.

## Cadet Squadron Transfers

SAPR does not have authority to guarantee or promise a cadet a squadron transfer. If a cadet requests a squadron transfer through SAPR, without a DD Form 2910 *Victim Reporting Preference Statement* filed, SAPR will provide limited services. SAPR will discuss the cadet's options with CWP and CWVS, but per MRE 514, will not discuss the situation. If a DD Form 2910, Victim Reporting Preference Statement has been filed with SAPR, the cadet can initiate a transfer request with SAPR. CWP will coordinate with the AOC, CG/CC, and the Vice Commandant of Cadets for approval or disapproval of the cadet's request to transfer. From the time the AOC receives the request, the AOC shall provide the cadet with their decisions within five days. The five days run consecutively, to include weekends and holidays. USAFA SAPR will track adherence to this timeline and report it to USAFA Superintendent.

## Service Academy Expedited Transfer

The USAFA Superintendent, in coordination with the Superintendent of the other named military service academy, shall consider all criteria provided in DoDI 6495.02, *SAPR: Program Procedures* when making a determination on each request. The Superintendent will approve the transfer unless there are exceptional circumstances that require denial of the request.

Our TRs educate fellow cadets on all support services to include these options. Having TRs well-informed and present in the cadet squadrons allows them to inform and educate their peers should the situation arise.

Elements of this process will be incorporated into the USAFAI Allocation of Cadet Time (see attachment 23 Allocation of Cadet Time) as it directly relates to cadet whereabouts and excusals from military duties. The USAFA SAPR has been working with the instruction publication owner, in preparation for the rewrite. This local instruction is a primary document read by cadets to understand what events in their day take priority. With this information in that instruction, this information will have a high likelihood of being understood at the cadet level.

### **3.4. Document actions taken to examine cadet and midshipman transfer policies. (10 U.S.C. § 7461, § 8480, § 9461).**

The MSAs have come together on this topic, in lieu of DoD policy to prioritize the health and well-being of cadets and midshipmen. This process allows the SAPR Program to assist with the immediate

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and future welfare of the cadet or midshipmen by limiting interactions with the alleged sexual harassment or sexual assault offender while also allowing them access to additional support to assist with healing, recovery, and rehabilitation. The USAFA SAPR team has worked with the USAFA leadership as well as the SAPR offices at the Naval Academy and the Military Academy to successfully accomplish four MSA transfers and, for the first time one semester exchange. We currently are operating under an interim policy (see attachment 24 DAF Interim Policy on Service Academy Transfers). We have accomplished multiple successful transfers, due to the flexibility and collaboration of the MSAs for the best victim care possible. This option for victims is laid out in AFI90-6001 *SAPR Program*:

“11.1.3.3. The USAFA Superintendent, in coordination with the Superintendent of the military service academy or senior Reserve Officers’ Training Corps program where the cadet requests transfer, will approve requests from a cadet to transfer, if the request is based on being the victim of a sexual assault where the cadet has made an unrestricted report, unless there are exceptional circumstances that require denial of the request.”

Here at the USAFA, we have gone above and beyond to outline the different options available to victims and turned this into an approved local process. We have developed an in-depth look at the MSA transfer process in a signed OI (see attachment 22 Class Deconfliction OI).

“2.3.5. A Service Academy Expedited Transfer request may be considered. The USAFA Superintendent, in coordination with the Superintendent of the other named military service academy, shall consider all criteria provided in DoDI 6495.02, SAPR: Program Procedures when making a determination on each request. The Superintendent will approve the transfer unless there are exceptional circumstances that require denial of the request.

2.3.5.1. The Superintendent will confirm that any cadet appointed to the USAFA who is a victim of an alleged sexual assault or other offense covered by Articles 117a, 120, 120c, or 130 of the UCMJ shall be informed of the option to request a transfer to another military service academy or enroll in a Senior Reserve Officers’ Training Corps (ROTC) program.

2.3.5.2. Cadets or midshipmen who file an Unrestricted report of a sexual assault are eligible to request a transfer to or from USAFA. The USAFA Superintendent, in coordination with the Superintendent of the other named military service academy, shall consider all criteria provided in DoDI 6495.02, SAPR: Program Procedures when making a determination on each request. The Superintendent will approve the transfer unless there are exceptional circumstances that require denial of the request. If the request for transfer is to a Senior ROTC program, the losing military service academy's registrar, on behalf of the Superintendent, will coordinate with the Headquarters AFROTC Commander or sister service Headquarters ROTC Commander, the gaining ROTC Detachment Commander, and the host university/college to facilitate the transition. For transfers to AFROTC, already existing procedures in DoDI 1322.22, Service Academies for USAFA-AFROTC transfers should be utilized to the extent practicable until applicable DoD guidance is published with updated procedures.

2.3.5.3. The Principal Deputy Assistant Secretary has delegated to the USAFA Superintendent the authority to waive a cadet’s active duty service commitment. Disenrollment executed under this guidance will not incur a collateral consequences determination other than a waiver determination of a cadet’s Active Duty Service Commitment.

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2.3.5.4. If the request for transfer is approved, the gaining academy or Senior Reserve Officers' Training Corps program should take appropriate action to execute the transfer as expeditiously as practicable, preferably prior to the start of the next academic semester. If disapproved, the cadet or midshipman must be advised by the Superintendent or the appropriate approving authority of the option to submit a request for reconsideration, through SAF/MR, to the SecAF.

2.3.5.5. All records of any requests, determination, transfer, or other action shall remain protected by the Privacy Act and shared only for official use. Any discussions between the victim and his or her Victims' Counsel and SAPR personnel related to the transfer will be confidential and privileged in accordance with AFI 90-6001, SAPR: Program.

2.3.5.6. A request for transfer may be temporary or permanent. If a cadet requests a temporary transfer (e.g. semester), to the extent practical and without causing unnecessary delay, USAFA should utilize already existing programs and procedures to affect the temporary transfer (e.g. semester exchange program).

2.3.5.7. In the event that a cadet requests a permanent transfer to another service academy or another service ROTC program, the cadet should elect whether they will commission into the gaining service or the DAF. The default is that a cadet who transfers to another service academy or ROTC program will be discharged from the DAF and gained by the new service. If the cadet elects to be commissioned into DAF, the MSAs will utilize the cross-commissioning procedures. This avoids issues concerning a cadet's inability to satisfy USAFA graduation/commissioning requirements while at another service academy or ROTC program."

The USAFA leadership and other MSA leadership recognize the benefits of this process, along with other options available to the victim. Requests made by a victim for recovery and support purposes are based on needs and desires and will be balanced with USAFA policies and procedures.

### **3.5. Document actions taken to train and equip Sexual Assault Reponses Coordinators (SARCs) and SAPR Victim Advocates to educate victims on general investigative and military justice topics. (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).**

SARCs and SAPR VA are trained on general investigative and military justice topics during the 2-week SARC/SAPR VA course through Air University. The SAPR staff are then able to guide the victim through these processes or be by their side during processes. Although equipped with basic knowledge to educate victims on the available services and relevant processes, SAPR staff lean on Subject Matter Experts (SME) like JA and the Victim's Council to provide the legal support to victims, especially with the continually changing laws and regulations in military justice.

Legal personnel involved in this process completed additional training that enables SAPR personnel to work with victims and provide the best possible care and legal advocacy. Trainings provided to SAPR personnel include:

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1. SAPR & the Law Training for VAs/VVAs. Topics Covered: Court-Martial & Disposition Process, Article 120 Refresher, SAPR Ethics (Relationships w/ Victims, Confidentiality/MRE 514, Common Ethics Scenarios).
2. SAPR & the Law Training for VAs/VVAs Part II: Prior to this training VAs/VVAs were contacted to solicit topics/questions that they wanted addressed (in response to the SH&V Report). Topics Covered: Disposition Process, Data on Case Outcomes, Discussion of JA/CC Thought-Process in Disposition Decisions, Challenges in Prosecuting Sexual Assault Cases, Safe to Report policy. Discussion also included upcoming changes to the UCMJ as a result of the Military Justice Improvement Act.
3. SAPR & the Law Training for Zoomies Against Sexual Assault (ZASA\*) (some VAs in attendance): Similar topics to above, but audience were members of ZASA. Since many cadets/Permanent Party reach out directly to ZASA, we wanted to ensure that ZASA had similar training to our VVAs regarding advocacy and processes. Discussion also included upcoming changes to the UCMJ as a result of the Military Justice Improvement Act.
4. Teal Rope, PEER Training: Same topics as discussed with SAPR personnel above with a focus on Safe to Report policy as this is a topic our Teal Ropes commonly discuss with our Cadets.

\*ZASA – USAFA Association of Graduates affinity group passionate about the prevention and elimination of sexual assault at USAFA

### **3.6. Document actions taken to ensure instructions on processes and procedures requiring SAPR personnel who do not have DSAID access provide SAPR Related Inquiries (SRIs) to SAPR personnel with DSAID access to document all SRIs in the database. (SAPR Related Inquiry (SRI) for Individuals who Choose Not to File an Official Report DoDI 6495.02, volume 1, Paragraph 4. POLICY).**

To ensure the fidelity of the information tracked in DSAID, and following with local processes, primary DSAID responsibility is confined to the USAFA SARCs. DSAID access can be extended to VAs, but is limited to assisting with updating VVA records.

VVAs keep a log of incoming calls to the hotline to document the SAPR related inquiries that are communicated through the 24/7 SAPR Hotline. SARCs and SAPR VA's keep a running log of SRIs throughout the day, and the SARC reviews these logs and ensures the SAPR Related Inquiry (SRI) are documented in DSAID within 48 hours of the SRI being made.

## **4. Program Oversight**

### **4.1. Document actions taken to ensure completed MSA reports transmitted to the Secretary of Defense are also transmitted to the Board of Visitors. (10 U.S.C. § 7461, § 8480, § 9461; 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).**

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Our primary method for transmitting information to the Board of Visitors is the Designated Federal Officer. Transmittal of the MSA report follows the same process. The DFO has noted that they are the primary for transmitting information to the BoV unless otherwise stated in policy.

As a result of the GAO-22, we developed an internal process to ensure the MSA report in fact reaches the BoV.

Once the report is complete, USAFA/SAPR will be notified. This triggers USAFA/SAPR to notify the USAFA front office that the report must be sent to the DAF Designated Federal Officer (DFO). When the report is passed to the DFO, the USAFA front office will request confirmation that this report was in fact transmitted to the BoV.

## **4.2. Document policies, procedures, and processes implemented by academy leadership in response to sexual harassment and sexual violence involving cadets/midshipmen, or other Academy personnel this APY (10 U.S.C. § 7461, § 8480, § 9461).**

### CMG improvements

Every new USAFA Commander within 30 days of taking command and Staff Leadership receives CMG training, (see attachment 21 CMG Training) that is USAFA specific according to USAFA CMG OI (see attachment 20 CMG OI) using requirements from AFI 90-6001 and DoDI 6495.02. The CW SARC coordinates with all Commanders to ensure they are prepared for monthly CMG's. As DoDI and AFI CMG updates are made, the CW SARC provides the necessary refresher training to the CMG. As updates are required by the CMG Chair, the SARC records the CMG minutes, updates the training material, and communicates those changes to all Commanders prior to monthly CMG's, and during the quarterly CMG.

### Restructure

During our structural re-organization, we focused on client care improvements. The Community Action Board (CAB) in previous years was co-chaired by the USAFA/CC and 10 ABW/CC. This is now chaired by the USAFA/CC or CV. The CAB helps with oversight and integration of all prevention efforts and reduces stovepipes. With the USAFA/CC or CV as chair, this brings more oversight to all the prevention programs. The Community Action Team (CAT) is chaired by the CSC. Placing the CSC under the USAFA/VPPI, the overall umbrella of prevention efforts here at the USAFA, allows these specialties to combine efforts with the overall goal, or desired effect of improved client care and improves unity of effort.

### Maintaining an Understanding of Key Factors

TRs represent our first line of prevention. They are present in the units and best understand the environment in which the cadets live. The TRs produce quarterly trends brief regularly at USAFA staff meetings to keep USAFA leadership informed and educated. The USAFA/SAPR plan to bring this best practice to the CAB so prevention experts around the base can be apprised of trend data. This also allows the TRs to be present for questions, should these experts want more information.

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**4.3. Document plans for approved actions that are to be taken in the following APY regarding prevention of and response to sexual harassment and sexual violence involving cadets/midshipmen, or other academy personnel. Do not include plans for actions that are covered anywhere else in the data call (e.g., Actions to Address memorandum, IRC recommendations).**

Healthy Relationships Training (HRT) Evaluation

HRT for athletes was started formally in 2016 with this three-lesson curriculum. The requirement meets an NCAA requirement that the Athletic Department has and has chosen to use the locally developed program to meet this requirement. This coming year we will formally evaluate the program.

CyberWorx Design Sprint

The USAFA/SAPR team has joined forces with a local, organic capability called AF CyberWorx. AF CyberWorx stood up in the fall of 2016 and in the first year they tackled several Air Force problems using “design thinking” as their methodology. This approach focuses on rapid prototyping and teaches a willingness to take risks. This organization works on projects ranging from Early Warning Radar requirements to USAFA Cadet Honor System modernization.

SAPR and CyberWorx will conduct a full-scale review of SAPR programs currently in effect. The intent will be to refine the overall goal of SAPR programs, identify current redundancies, and conduct rapid movement on solution generation that would focus on overall prevention efforts.

SAPR Victim Care for Sexual Harassment

In response to the 6 July 2022 memo titled Department of the Air Force Sexual Assault Prevention and Response Victim Advocacy Services and Confidential Reporting for Military Sexual Harassment, the USAFA Superintendent produced a signed policy (see attachment 6 USAFA Comprehensive Primary Policy) incorporating this policy update. The EO and SAPR office have been working closely to develop a streamlined process for sexual harassment cases. For example, SAPR and the EO have worked together to develop a draft SAPR intake form to address allegations of sexual harassment. EO intake form (see attachment 16 EO Intake Packet) defines sexual harassment and sexual assault to ensure victims properly understand both. While EO uses Formal and Informal complaint options, sexual harassment cases will be categorized as restricted or unrestricted based on the DD Form 2910, Victim Reporting Preference Statement. This has been addressed previously, but there is still work to be done on this topic as we wait for DAF to roll out policy on how this process will be accomplished.

Connect to Care

DAF initiated a pilot concept referred to as Connect to Care as outlined under the IRC recommendations. This concept would put the student advocacy services in one location, allowing a victim to go to one location and find integrated support right there. This allowed the victim to understand how important it is to this institution that they have all the services they could need. This also provides the victim with a visible, tangible list of all the services available. These services would not be limited to victims, nor would they be limited to cadets. The logistics of this plan are currently underway. USAFA/SAPR is considering the fact that at least half of the USAFA cadets do not have

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access to a car, so the location must be walkable. If the cadet population knows the purpose of this location, would that drive a stigma of being seen entering the Connect to Care location? To eliminate this stigma, the USAFA is considering including student services, study areas and other identified interest items that could allow this to be an open, unthreatening space.

#### **4.4. Document approved actions taken to host a senior summit each academic year with MSA leadership to facilitate exchange of SAPR best practices. (SAPR IPT).**

The MSAs support the Secretary of Defense’s initiative to hold an annual National Discussion (ND) conference where the MSAs and universities together share best practices and challenges in eliminating sexual assault and sexual harassment on campuses. Experts in this field are also invited to share results from completed studies or updates of ongoing research. This event, held annually, brings together those with the ability to generate change from the ground up, from leadership down, from experience with best practices and from the development of evidence-based programs. Each participant gains an understanding of what other institutions are struggling with or what their successes are and builds a network to lean on.

USAFA hosted the event virtually in 2021 due to COVID-19 precautions. The Department of the Air Force led that year’s forum and emphasized that countering sexual assault and sexual harassment is a top priority in the military. Throughout the event, and even during planning for the event, partnerships were created between MSA staff and experts in this field, from around the nation. Evidence-based best practices were shared and debated.

The event consisted of two days of focused discussions under six themes:

- Peer Influencers; Preparing Peer Leaders to Enact Change
- Sexual Assault and Sexual Harassment Program Management: Meeting the Needs of Our Population
- Healthy Relationships
- Sexual Assault and Sexual Harassment Prevention Activities and Prevention Systems
- Culture/Climate and Leader Assessment
- Student Involvement

The final event of the conference was the ceremonial “passing of the torch” from the Secretary of the Air Force to the Secretary of the Navy. While this is ceremonial, it represented the SECNAV’s intent to continue this effort.

The Naval Academy hosted the following conference in 2022. One particularly notable event discussed the challenges of preventing and responding to cyber harassment (Attachment 25 ND Cyber Harassment Session). This session was hosted by a panel of five individuals, each of whom shared best practices and tools for successfully mitigating these types of situations. The backgrounds of these panelists shows the wide range of this problem, and gave the audience a very diverse perspective on this issue. The panelists consisted of a USAFA Cadet, a Naval Midshipman, a US graduate student, a US undergraduate student and a Canadian professor and researcher. Again, at the end of this event, the

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torch was passed to the Secretary of the Army. West Point will host in 2023 and the USAFA will host in 2024.