

# Appendix C: United States Air Force Academy



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In the following section, the Department provides an update on the status of all pending action items of the United States Air Force Academy (USAFA) entering Academic Program Year (APY) 2017-2018. These action items include Under Secretary of Defense for Personnel and Readiness (USD(P&R)) initiatives and identified action items from prior years. The Department will assess the effectiveness of the Academy's sexual harassment and sexual assault prevention and response program and determine compliance with policy during an on-site assessment in the next APY.

## USAFA Response to Secretary of Defense Action Items

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The following section provides the actions that USAFA has taken to address USD(P&R) Action Items directed in the June 2017 memorandum.

### Promote Responsible Alcohol Choices

*Requirement:* Academies were to submit plans to address attitudes and behavior around alcohol use and misuse to produce changes in related behaviors, as well as to change the context in which alcohol use occurs.

*USAFA Response:* The Peak Performance Center (PPC) and Substance Abuse Prevention Services (SAPS) clinic provided cadets with alcohol assessments and psychoeducational materials, and regularly conducted outreach to proactively address responsible alcohol consumption. Staff were involved in multiple alcohol prevention outreach initiatives, including briefing responsible drinking skills to cadets in their squadrons. SAPS staff provided holiday outreach in the dormitories and encouraged the creation of a safe plan related to alcohol consumption. A newsletter was distributed during the month of March to all cadets highlighting responsible drinking skills prior to spring break. During APY 17-18, more than 2,100 cadets received alcohol education through the PPC and SAPS additional outreach initiatives. Professional Ethics and Education Representatives held an outreach event as well, utilizing an interactive and hands-on approach to engage nearly 400 cadets.

All three degree cadets (sophomores) participate in alcohol training conducted by the PPC in small group sessions prior to beginning their academic year. SAPR and Judge Advocate staff conducted training for bartenders at a cadet area bar on bystander intervention and laws concerning sexual assault and intoxication. The training discussions ultimately led to other USAFA policy changes to promote responsible drinking at the bar, including restricting the amount of wine and beer allowed for purchase and increasing supervision on Thursday nights, allowing for greater observation and intervention on the bar's most attended night. USAFA utilizes the Bystander Intervention Training for Alcohol Servers developed by the Air Force.

USAFA evaluated the Cadet Healthy Personal Skills (CHiPS) training that incoming basic cadets receive during Basic Cadet Training (BCT). CHiPS is an evidenced based prevention program focused on mitigating sexual assault through social skills training. Although not implemented to solely target alcohol use, CHiPS' long term goals are to increase healthy interpersonal relationship skills and reduce risk factors for unhealthy relationships as well as other risky behaviors such as alcohol misuse. The CHiPS training was developed during APY 16-17 and implemented with half of the BCT class during APY 17-18.

## Reinvigorate Prevention

*Requirement:* To reduce sexual assault, sexual harassment, and other readiness-impacting behaviors, the MSAs were to work with their respective sexual assault prevention and response leadership to ensure sexual harassment, hazing, and bullying prevention efforts were integrated with the overall sexual assault prevention program.

*USAFA Response:* USAFA is currently revising its sexual assault curricula delivered to each cadet class year. Four degree cadets (freshmen) receive a SAPR BCT within their first 10 days on base. In addition, new for this APY, half of the four degrees received the CHiPS evidence-based program that showed promise of reducing sexual violence in a prior randomized control trial study. This approach will allow course leaders to further evaluate outcomes before expanding it to a full class year. Three degree cadets (sophomores) receive a cadet Bystander Intervention Training (cBIT) that has been used for several years. Second degree cadets (juniors) receive a subject matter expert briefing focused on addressing topics as leaders at the Academy and among peers, and comprehending their personal role in SAPR. First class cadets (seniors) receive a subject matter expert briefing on their role as leaders in prevention.

As the new SAPR staff arrived on station this year, they began reviewing and collaborating on the best way forward to conduct required training. The first two curricula they reviewed were cBIT and SAPR BCT. Since part of the effort of the new staff is to ensure credibility amongst the installation, the staff implemented a train-the-trainer course with all permanent staff and volunteer instructors. Each volunteer was required to be certified to instruct by a permanent staff member prior to teaching cadets to ensure consistency, accurate information, and quality presentations. SAPR staff are currently evaluating the cBIT course for revisions to ensure it includes foundational bystander skills similar to the skills the Total Force received from 2016 through 2018.

SAPR staff conducted discussions with all faculty departments to address changes in personnel and the permanent party's role in prevention. Staff briefed updates about the SAPR office during a Dean's all-call meeting with faculty, and incoming Air Officers Commanding (AOCs) received a brief from SAPR, the Office of Special Investigations (OSI), the Special Victim's Counsel (SVC), and the Legal office. This panel discussion was followed by a SAPR presentation on the role of commanders in response to and prevention of sexual assault, use of climate feedback, differentiating awareness and prevention, and specifics about their response and prevention role within their squadron. SAPR also proposed a leadership presence initiative requesting the Superintendent, Commandant of Cadets, Dean of Faculty, and Athletic Director attend one mandatory cadet training, with completion of this proposal expected next year.

Lastly, following the past year investigation and discipline of USAFA Lacrosse team cadets, members of the team worked with Cadet Wing leadership, Dean of Faculty members, and Judge Advocate staff to develop the Hazing Education and Prevention Program. Lacrosse team cadets provided this training to all cadet squadrons.

Three years ago, the Athletic Department, in conjunction with SAPR and the USAFA Judge Advocate office, developed a series of discussion-based trainings to educate student-athletes on healthy relationship behaviors in small group settings to allow for honest conversations. The Athletic Department expanded this training to all intercollegiate athletes this

year. In addition, USAFA has committed to a formal evaluation of this program in APY 19-20 to determine potential application with all cadets.

USAFA hired two Violence Prevention Integrators (VPIs) this APY. The VPIs coordinate prevention programs and monitor results of prevention initiatives for the USAFA Cadet Wing and permanent party. They work in collaboration with other stakeholders, including Family Advocacy Program, chaplains, Military Family Life Counselors, Alcohol and Drug Abuse Prevention and Treatment and PPC.

### **Enhance a Culture of Respect**

*Requirement:* The MSAs were required to review and revise their indoctrination training, military education, academic programs, and permanent party in-service and preparatory programs wherever practicable to advance a MSA culture free from sexual harassment, hazing, and bullying, and communicate expectations for appropriate conduct related to social media.

*USAFA Response:* The MSA DEOCS identified that survey participants repeatedly requested the opportunity to discuss topics concerning race, ethnicity, gender, religion, and sexual orientation. Thus, USAFA developed the Cadet Respect Initiative to address these areas of concern. Cadets will learn to lead facilitated discussions with Air Officer Commanding and Academy Military Trainer oversight within their squadrons about these social topics.

An Awareness and Unconscious Bias Training was offered to cadets, faculty, and staff to provide tools for addressing bias, and a Staff Implicit Bias and Awareness Training was offered to directors and vice directors. Professional development workshops were made available to the permanent party to help advance a culture free from sexual harassment, hazing, and bullying. A “Virtual” Unconscious Bias Training Initiative was developed. Superintendent’s Diversity Council meetings brought together leadership from each mission element, SMEs, and cadets to address issues of diversity and inclusion, and report to the Superintendent. Diversity and Inclusion town halls provided an opportunity for critical discussions by cadets, faculty, and staff on current culture, climate, and inclusion concerns. USAFA continues to review the MSA DEOCS and *SAGR* survey and focus group results to implement necessary changes in curriculum, communications, and prevention interventions.

USAFA develops its curriculum to appropriately shape leadership and supervisory capabilities. “Living honorably” education is provided to cadets across their four years at the academy, which aims to prepare cadets for interpersonal leadership roles within the Honor System and teach lessons on bias, tactical leader competencies, and impacts to culture and climate. Leadership lessons relevant to SAPR initiatives include sessions on pride and humility in leadership positions and in personal life and living honorably in combat and personal life.

The USAFA “Developing Leaders of Character” framework provides a systematic approach to cadet leadership development. The Commandant of Cadets seeks to use this framework to guide each cadet to achieve the desired outcomes of a professional who: (1) Lives honorably by consistently practicing the virtues embodied in the Core Values; (2) Lifts people to their best possible selves; and, (3) Elevates performance toward a common and noble purpose. The 47-Month Cadet Development Plan is a deliberate, time-phased, and multifaceted journey from In-Processing (I-Day) to Commissioning, encompassing multiple engagements involving the core elements of the Air Force’s Continuum of Learning: Education, Training, and Experience. All of the SAPR curriculum follows this deliberate approach to build on what was

presented the year prior and will be implemented within the Commandant's 47-month plan during APY 18-19. The plan is a living document and will be assessed and revised annually.

### **Improve Sexual Assault and Sexual Harassment Reporting**

*Requirement:* The MSAs reviewed findings of previous reports and provided a plan to reduce barriers in sexual assault and sexual harassment reporting.

*USAFA Response:* In APY 17-18, USAFA continued to address the feasibility of using an online sexual assault reporting system to encourage greater reporting by cadets. The Commandant of Cadets published the Safe-to-Report policy in an effort to clarify USAFA's position concerning the handling of victim and witness collateral misconduct. The policy initiative was in response to concerns expressed by victims, and supported by anecdotal evidence from SAPR, SVC, various studies and surveys, that a significant barrier to reporting a sexual assault was concern of punishment for collateral misconduct. The new policy provides victims and witnesses greater clarity concerning collateral misconduct while still allowing commanders to maintain order and discipline. The policy was modeled after the USNA policy highlighted by the Department's MSA APY 14-15 Report and is consistent with several civilian university policies. The Commander's Intent memo accompanying this policy reinforced that retaliation, reprisal, ostracism, and maltreatment against victims would not be tolerated.

The EO office established a satellite center within walking distance of dorms to provide a local helping agency readily available to cadets, with a staff member available via phone after hours for cadets' convenience. The office solicits reporting of any complaint within the unit and provides leaders with the Title 10 Section 1561 requirements for investigation and reporting to the General Court Martial Convening Authority following a sexual harassment complaint. The EO strived to ensure leadership awareness of this policy by conducting targeted briefings and issuing additional resources for resolution and reporting. EO staff developed a sexual harassment hotline poster which was posted in high traffic areas within the Cadet Wing. A training was conducted with academy military trainers related to sexual harassment which reviewed EO's roles, responsibilities, and services. The EO Director also reviewed the BCT curriculum and subsequent updates were made and implemented during the 2018 BCT.

Among metrics used by USAFA to track efficacy of sexual assault and sexual harassment policies include *SAGR* surveys and focus groups data, feedback and evaluation of training and education, climate surveys and informal qualitative data. The SAPR analyst developed a Culture of Respect Evaluation framework to assess efficacy of sexual assault prevention and response efforts, outcomes, and policies. This measure will be reviewed and re-assessed for use in the next APY.

### **USAFA Response to Department Action Items**

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The following section provides the actions that USAFA has taken to address the action items identified for all three MSAs in the APY 16-17.

#### **SAPR Best Practices**

*Requirement:* Academies were to discuss strategic dialogue accomplished this APY with leadership to facilitate the exchange of SAPR best practices.



*USAFA Response:* The Judge Advocate participates in biannual Service Academy Legal Team meetings. In the past APY, this personnel led discussions on policies regarding sexual misconduct, collateral misconduct, and trainings healthy relationships.

### **Unrestricted and Restricted Reporting**

*Requirement:* The MSAs were required to discuss steps taken to ensure Unrestricted and Restricted reporting practices follow privacy, security, and records management policies.

*USAFA Response:* During the past APY, the Superintendent sent a memorandum to all individuals that support victims reinforcing the Privacy Act and guidance in AFI 90-6001 as well as outlining expectations concerning the safeguarding of victims' privacy. All individuals were required to acknowledge receipt of the memorandums, and the memorandum is maintained on the USAFA SAPR SharePoint site.

### **Point of Contact for Program Evaluation and Recommendations to the Superintendent**

*Requirement:* Academies were asked to discuss steps taken to identify a single point of contact who gathers data from a variety of sources, conducts overall program evaluation, and makes recommendations to the Superintendent based on that data.

*USAFA Response:* USAFA has two VPIs dedicated to coordinating prevention initiatives for the cadet wing and permanent party. The VPIs will track results of prevention initiatives and coordinate with stakeholders such as Family Advocacy Program, Chaplains, Military Family Life Counselors, Alcohol and Drug Abuse Prevention and Treatment, PPC, and Mental Health providers. The VPIs currently report to the Direct Reporting Unit Sexual Assault PM or Lead SAPR Coordinator who reports directly to the Vice Superintendent. Additionally, the SAPR program analyst assesses training outcomes and survey and focus group results to inform leadership of prevention efforts.

### **Prevention Efforts for all Pre-Entry Pathways for Service Members**

*Requirement:* The MSAs were required to discuss steps to develop and implement framework to capture prevention efforts for, and gaps in, pre-entry pathways for Service members.

*USAFA Response:* USAFA does not currently have a framework to capture prevention efforts for all pre-entry pathways for service members in regards to perpetration or prior victims. The USAFA Admissions Office reviews all applications of potential cadet candidates, and makes note of applicants who disclose information necessary to annotate. The applications of these individuals are submitted to the Vice Commandant of Cadets. Additionally, any information relayed to an Air Liaison Officer during an interview is relayed to the Admissions Office.

## **USAFA Response to Academy Specific Action Items**

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The following section provides the actions that USAFA has taken to address the Academy specific action items from the APY 16-17 Report.

### **USAFA Plan Rebranding**

*Requirement:* The Academy was asked to provide details on the strategic communications plan and social marketing campaign developed for the rebranding referred to in the USAFA Plan.

*USAFA Response:* The interim SAPR PM created a communications plan with the Communications Management office to address the unprecedented staff turnover and media attention. This communications plan included several blogs to address the aforementioned issues and ensure victim care. SAPR periodically published newsletters titled “Washroom Wisdom” posted in restrooms and other various locations around USAFA to provide information about upcoming events, introduce new SAPR staff members, and publicize a new anonymous question and answer forum via mobile phone ‘QR’ code-scanning technology.

The first annual Pathways to Thriving Summit, hosted by the Superintendent, was conducted this year, which welcomed current and former cadets, graduates, and community members to learn more about preventing sexual assault and supporting victims of sexual violence. The summit featured large-forum guest speaker events, breakout sessions, and a discussion for USAFA's way forward on this topic. Breakout sessions covered topics such as the history of SAPR, a panel of OSI, SVC and legal offices, an introduction to Healthy Relationships Training, the neurobiology of trauma, and a cadet panel of survivors. The SAPR office staff facilitated small group discussions for attendees to collaborate and present their ideas and solutions on sexual assault prevention to the Superintendent.

Brownbag lunch meetings with all Dean of Faculty departments throughout the fall were hosted, addressing the drastic changes in the program’s personnel as well as the permanent party’s role in prevention. Sessions were informal and allowed for open questions and discussions. The SAPR staff briefed updates regarding the Academy’s SAPR office during a Dean’s all-call to faculty members.

Future strategic communications plans include a seven-part video series highlighting the SAPR program and the forward-leaning approach of USAFA’s victim advocacy, prevention education, training, and outreach services. The targeted audience includes current and future USAFA cadets and their parents, Congress, military leadership, and the general public. The goals of the videos include the following with expected completion planned for APY 19-20.

- Communicating sexual assault response and prevention strategies
- Providing gender-inclusive, culturally competent and recovery-oriented services
- Facing sexual assault history honestly and openly
- Reaching out to survivors to hear their stories and provide support
- Working ardently to learn from past mistakes

### **Publicize Sexual Harassment Reporting Resources**

*Requirement:* USAFA was to discuss steps taken to publicize sexual harassment reporting resources.

*USAFA Response:* The USAFA EO office uses publications and multiple training sessions to publicize harassment reporting resources. Bulletin board items are set to all unit leaders for dissemination within their organizations which include a compilation of the Superintendent’s Equal Opportunity (EO), Treatment and Sexual Harassment Emphasis policy letters, USAFA policies, local EO flyers, and the Air Force Discrimination and Sexual Harassment hotline flyer. These items are provided during Key Personnel Briefings.

Additionally, EO staff provide information during mandatory training sessions and meetings requested by Cadet Wing leaders. Refresher training sessions can be provided as requested by AOCs for cadets who have violated EO policies and need assistance with growth in this area of leadership development. Refresher trainings are often conducted one-on-one

with an EO Specialist. Some cadets are required to attend two or more sessions and/or research and present information related to their violation to their organizations.

### **Memorandum of Understanding (MOU) with Memorial Hospital**

*Requirement:* USAFA was asked to discuss the MOU with Memorial Hospital status of completion, and the subsequent action plan if it is still in progress.

*USAFA Response:* The MOU between Memorial Hospital and USAFA was completed and signed by both parties.

### **Provide DEOCS Results to Air Officers Commanding**

*Requirement:* To provide Academy Defense Equal Opportunity Climate Survey results to Air Officers Commanding, and prepare them to understand results and develop action plans to address challenges.

*USAFA Response:* The USAFA EO office conducts a mandatory training session with all AOCs prior to administration of the survey. During the training and throughout the survey administration process, leaders are encouraged to utilize the website, “Assessment to Solutions” which helps commanders develop action plans based on survey results. The reports are sent directly to the SARC, AOCs, the Commandant of Cadets, and additional leaders as approved by the Commandant of Cadets such as the Vice Commandant of Cadets, Vice Commandant of Culture and Climate, and the Director of Assessment and Research. When requested, the results of a squadron survey will be reviewed by the squadron leadership and an EO professional, who provides feedback and offers pertinent recommendations and services.

### **Sexual Assault Prevention Orientation Program**

*Requirement:* USAFA was to list and discuss steps taken to develop a sexual assault prevention orientation program for second-year cadets.

*USAFA Response:* A 90-minute cBIT was developed in which small group, scenario-based discussions address how to identify the need for intervention and methods to intervene safely and successfully. These scenarios aim to encourage cadets to explore personal responsibility and leadership expectations of caring for others and setting Air Force standards.

### **Curriculum Updates Pertaining to SAPR**

*Requirement:* To discuss steps taken to ensure the curricula outlines honor, respect, and character development as pertaining to SAPR.

*USAFA Response:* Several SAPR-related learning opportunities will be offered to cadets this APY including a class on law and societal issues such as sexual assault, gender, and privacy rights. Additionally, a Falcon Heritage Forum will be used to connect cadets with distinguished veterans and mentors. USAFA’s curriculum is developed to appropriately shape leadership and supervisory capabilities based upon cadets' cohort with training objectives and outcomes clearly stated in all lesson plans.