

# Appendix C: United States Air Force Academy





DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE ACADEMY

9 September 2021

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 2020-2021

1. In response to the 26 February 2021 Secretary of Defense memorandum 'Immediate Actions to Counter Sexual Assault and Harassment and the Establishment of a 90-Day Independent Review Commission on Sexual Assault in the Military' and the Section 532 of the John Warner National Defense Authorization Act for Fiscal Year 2007 (Public Law No. 109-364) requirement to conduct annual assessments of Military Services Academies, I am forwarding the draft response of program compliance assessment of the Air Force Academy's Sexual Assault Prevention and Response (SAPR), sexual harassment prevention and reporting programs as well as the response to a prevention capability self-assessment.

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 2020-2021 self-evaluation.

3. The USAFA's Prevention Self-Assessment demonstrated an emerging integration of climate, resiliency and prevention factors across the installation. We remain committed to building a strong prevention framework and assessment strategy that will provide leadership with data to inform decisions about programming and policy for current and future cadets. USAFA remains resolute in its shared commitment to violence prevention and cultivating a culture characterized by dignity and respect for all.

4. My point of contact (POC) for this action outlined in this memorandum for record is [REDACTED]  
[REDACTED] USAFA SAPR and Violence Prevention Program Manager at  
[REDACTED]

RICHARD M. CLARK  
Lieutenant General, USAF  
Superintendent

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**Department of Defense Sexual Harassment and Violence at the Military Service Academies, Academic Program Year (APY) 2020-2021 (20-21)**

**The following Executive Summary Template should be used to capture a strategic summary of your submission regarding the progress made and principal challenges confronted by your SAPR and MEO programs for APY 20-21. This summary should be written from a high-level perspective and emphasize critical messaging points for your MSA that link significant actions taken throughout the reporting period.**

Items labeled, “Actions to Address” refer to the list of initiatives included in the APY 2019-2020 report.

**Please do not include the above instructions with the Executive Summary.**

**1. Student Culture**

To achieve the outcome of cadet and midshipman peer leaders gaining experience leading change by assessing data on challenges their units face and employing tools to address climate problems, and increased responsibility addressing climate issues under their leadership, the MSAs will provide a Plan and Action and Milestones and Academy specific Concept of Operations including steps taken to prepare peer leaders and staff to execute the following initiatives:

**1.1. Updated Academy policies that pertain to student culture and climate.**

The USAFA Superintendent issued an updated harassment and EO emphasis letters Jan 2021. (See attachments 1 – USAFA Superintendent EO Emphasis and 2 - USAFA Superintendent Harassment Emphasis).

In addition, AFI 36-2909 AIR FORCE PROFESSIONAL RELATIONSHIPS AND CONDUCT was updated to include clarifications concerning trainer-trainee relationships, definitions under Article 93a, UCMJ, and prohibitions concerning retaliation. (See attachment 3 - afi36-2909\_usafasup)

**1.2. Actions to Address: Climate Assessment Pilot: Efforts taken to pilot climate assessments with the intent to provide cadet and midshipmen leaders the opportunity for greater responsibility for improving academy climate. In the response, please include information on the following items:**

The USAFA EO office provided Cadets the opportunity to participate in the annual Military Service Academy (MSA) Defense Equal Opportunity Climate Survey (DEOCS) during the Spring 2021. The USAFA EO team did not administer any other surveys. The Air Officer Commanding (AOC) is required to brief their Squadron on the DEOCS results then propose an action plan to EO which addresses the issues identified in the survey. Although not required, most, if not all, AOCs include their cadet leadership when constructing the action plan to address issues as Cadets are key players in creating/shaping the culture and climate of their Squadron.

**1.2.1. Efforts taken to develop or identify a climate assessment process that is tailored appropriately to the needs of the MSA.**

The USAFA EO office worked directly with the Office of People Analytics (OPA) in developing the DEOCS 5.0 survey (see attachment 4 - Sample\_ survey (24Mar21) specific to the cadet population

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through recommending Cadet specific language and defining leadership roles. The USAFA EO office collected and reviewed feedback on the MSA DEOCS tool and forwarded feedback for consideration as the survey evolves.

**1.2.2. How cadets and midshipmen will use (or have used) the academy’s identified assessment process to provide feedback on conditions within their units.**

The USAFA EO office provides the Commandant of Cadets updates on the participation rates and encourages leadership to emphasize the importance of the MSA DEOCS. Although it is not required, all Cadets are highly encouraged to take the DEOCS survey. Cadet leaders are also encouraged to work with their Squadron permanent party to address any issues highlighted in the DEOCS survey.

**1.2.3. How assessment results will be (or have been) returned to the unit and briefed to cadet and midshipman peer leaders. Please describe the process by which cadet and midshipman leaders address challenges identified in the results and organize to remedy such challenges.**

The USAFA EO office initiates the assessment which provides the Commandant of Cadet and Group AOC real time access to the report upon the closeout. The USAFA EO team meets with and briefs the affected commands on the DEOCS results. The AOCs brief results to the Commandant, in turn the Commandant provides an overview of the results to the USAFA Superintendent. Once the Commandant is briefed on the results of the DEOCS, the squadron AOCs brief their respective Cadets. Challenges are addressed via command action plans drafted by the AOCs with the input of cadet leadership, approved by the USAFA EO office and tracked for progress.

**1.2.4. How full-time academy staff and officers will assist (or have assisted) with the climate assessment effort throughout the APY. Include initiatives that will help cadets and midshipmen with advice, accessing assistance, maintaining focus, and following up with actions.**

The USAFA Commandant of Cadets has an analyst who utilizes the assessment results to initiate adjustments that effect positive change. Additionally, the USAFA EO office makes available training and resources designed to improve organizational climate. Cadets have access to the resources and training opportunities as the action plan is implemented. Finally, the EO team follows up with all AOCs requiring a command action plan within 180 days.

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

The MSAs will provide its Plan and Action and Milestones and Academy specific Concept of Operations to increase reporting of sexual assault and sexual harassment on the following:

**2.1. Updated Academy policies that pertain to sexual assault reporting.**

The Safe to Report (STR) policy was renewed 5 Aug 2019 by the Superintendent and Commandant of Cadets and subsequently incorporated into the AFCWI 36-3501, Cadet Standards and Duties (CS&D) (see attachment 5 - AFCWI-36-3501-Cadet-Standards-and-Duties-Signed-12-Aug-2020) during APY 19-20 as a continued effort to memorialize the USAFA leadership's position concerning the handling of victim and witness collateral misconduct (AFCWI 36-3501 CS&D 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 he 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.).

Prior to and since the release of STR, the SVC had coordinated with the USAFA Judge Advocate (JA) when questions arose concerning the applicability of the policy and/or whether a victim would face discipline for certain collateral misconduct. Using hypotheticals, the USAFA/JA, on a case-by-case basis, raised these concerns to the Commandant so victims would have clarity on the impact of collateral misconduct before making an unrestricted report.

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.

An additional internal process was established in January of 2020 as the Commandant of Cadets and the USAFA SAPR office identified processes in the client care for Post-Case Management Group (CMG) Mechanisms for Victims/Subjects through a bullet background paper. The USAFA SAPR

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office and CW leadership agreed on terms instituting post-CMG mechanisms to ensure that subjects' and victims' schedules and living arrangements do not put them in close proximity to each other. This set of post-CMG instructions also details the way forward for CW leadership, ensuring appropriate victim care beyond the CMG as victims' cases come to resolution and victim advocacy services are terminated. (See attachment 6 - BULLET BACKGROUND PAPER - USAFA SAPR POST CMG MECHANISMS).

Lastly, with the National Defense Authorization Act (NDAA) for Fiscal Year 2020, addition of SEC. 555, CONSIDERATION OF REQUEST FOR TRANSFER OF A CADET OR MIDSHIPMAN AT A MILITARY SERVICE ACADEMY WHO IS THE VICTIM OF A SEXUAL ASSAULT OR RELATED OFFENSE, the USAFA has led the way by successfully executing the first MSA transfer from USAFA to USNA, and accepted a MSA transfer from USNA. Although formalized policies were not in place, the USAFA SAPR office immediately formed a MSA-transfer working group, chaired by the USAFA's Vice Superintendent to support a victim's request. The working group was comprised of key personnel from Cadet Wing, Dean of Faculty, Admissions, A1, Judge Advocate, and SAPR. The critical information addressed for the transfer process included degree plan, medical concerns, athletic status, discipline issues, academic standing, commissioning requirements, AFSC, congressional district, out-processing/in-processing, and travel arrangements. An interim checklist was created in an effort to streamline future transfers as policy and processes are currently in development. (See attachment 7 - USAFA\_MSA transfer flow chart)

In July 2020, AFI 90-6001 was updated in section 11.1.3.3. to include the following language to support NDAA 2020 requirements *"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. (T-0)."* SAF/MR issued interim guidance on 7 August 2020 which was utilized to process the first MSA transfer. (See attachment 8 - Tab 1. DAF Interim Policy on Service Academy Transfers (Final - Adjudicated) v3 )

Prior to the release of the DAF Interim Policy on Service Academy Transfer Requests for Victims of Sexual Assault and Related Offenses on 7 Aug 2020, the USAFA collaborated with the USNA to execute two MSA transfers in APY 20-21. The third official MSA transfer request was approved between the USAFA and the U.S. Military Academy (USMA) at West Point. To accomplish this the USAFA and the USMA established a Memorandum of Agreement in May 2021 in preparation for an APY 21-22 USMA to USAFA transfer. (See attachment 9 - MOA\_MSA Transfer Request - Redacted) This shows the ongoing commitment by the Military Service Academies to work together to continue to reduce barriers for victims of sexual assault and to improve victim care processes.

## **2.2. Updated Academy policies that pertain to sexual harassment reporting.**

During APY 20-21, there were no policy changes or updates to the USAFA's EO sexual harassment reporting procedures.



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**2.3. Efforts identifying and utilizing student influencers to help counter-narratives and behavior that deter help-seeking, reporting, and bystander intervention, as well as actions to improve challenges cadets and midshipmen experience after reporting.**

Several initiatives utilizing student influencers came in response to findings and recommendations from APY 2019-2020 SH&V report (see attachment 10 - ActionstoAddressMSA\_USD(PR)signed\_Final), and in recognition of peer influencer potential impact to student culture and to deter narratives counter to reporting, the USAFA instituted and continued the following programs:

**SAPR Teal Rope program**

The Teal Rope program focuses on providing cadet peer assistance to victims of sexual assault, targeted training requests, and programmatic inquiries, for both the USAFA CW and the USAFA Preparatory School. Trained Teal Rope cadets serve as liaisons between sexual assault survivors and the SAPR staff. There are currently 108 trained Teal Ropes for the USAFA CW, a 54% increase from APY 19-20's 70 Teal Ropes and a 170% from the inauguration of the Teal Rope program in APY 18-19. The USAFA SAPR office and CW leadership are developing the CW Teal Rope Operating Instruction which will include codifying CW Teal Rope cadet leadership positions within the wing. The CW Teal Rope program ensures that two Teal Ropes are assigned to each squadron. The USAFA Preparatory School currently has 9 trained Teal Ropes, which is a decrease from APY 19-20's 22 Teal Ropes. The decrease of Teal Ropes amongst the Prep School was intentional due to the smaller population of the Cadet Candidates and their academic demands. The SAPR office worked with the USAFA Preparatory School leadership to establish the first Teal Rope Operating Instruction which was signed into effect June 2020. (See attachment 11 - PSOI 90-6001 SAPR Teal Rope Program (15 June 2020) SIGNED)

**PEER Program**

The USAFA leadership has capitalized on the existing Personal Education and Ethics Representative (PEER) program. The PEERs receive specialized training from the Peak Performance Center (PPC) to assist with responding to cadets in a variety of areas such as anxiety, stress, interpersonal relationships and even 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.

**Diversity and Inclusion 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 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 82 cadets to serve as sensors on the campus and be liaisons to help-seeking in

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several facets to include, harassing behaviors, micro-aggressions, hazing, discriminatory behaviors, and critical conversations. The program is scheduled for implementation in August 2021. (See attachment 12 - Cadet Wing D&I Program MFR)

To further these peer-influencer efforts, the USAFA leadership has designed the Integrated Prevention Framework and Holistic Measurement Strategy with cadet leader involvement as a primary focus. In this paradigm, peer influencers are contributing to the design of the USAFA's overarching prevention strategy, and will serve as the key sources for delivering associated messaging (e.g. CATCH program, LiveSafe App, Fairchild SAPR Satellite office, etc.) to the cadet population.

During APY 20-21, all rising four-degree cadets received Department of the Air Force (DAF) approved Cadet Wingman Intervention Training (CWIT). The CWIT training is an interactive training designed to equip cadets with the necessary connection, knowledge and skill to increase their proactive and reactive bystander behaviors for issues including interpersonal and self-directed violence. It is designed to strengthen the deliberate use of peer influence and to harness natural leadership within sub-groups. The applied training equips cadets to take immediate action and connects them to the impact they can have on reducing sexual assault, suicide, and other forms of interpersonal violence at the USAFA. Specifically the training supports cadets in connecting more consciously to their values regarding the role and responsibility of the bystander. Cadets are trained to understand the basic elements of culture change and feel inspired to make a positive contributions. Cadets recognize risk factors and warning signs for suicide and behaviors that may constitute dating violence and sexual assault; behaviors that may be immediate precursors to these types of violence; and behaviors that come in the aftermath of this violence. Cadets are informed on how to increase intrinsic motivation to intervene in order to reduce harm after violence has started, reduce the likelihood that it will happen again, and reduce the likelihood that it will happen at all. Cadets personally recognize barriers that may prevent them from doing something in the face of potential interpersonal or self-directed violence. Cadets also develop realistic intervention options given their unique set of barriers. Cadets then feel equipped with the motivation, knowledge, and skills necessary to proactively engage peers in positive culture change through role modeling, use of social media, conversations and other natural means of influence. Note: The USAFA leadership recognizes the importance of informal leaders (i.e. influential individuals who might not hold a formal leadership position) and recognizes that we cannot predict which cadets might emerge as peer influencers in the future. To that end, in APY 20-21, all four class years of cadets will received DAF/A1Z approved Sexual Assault Bystander Training and new accessions received DAF/A1Z approved Cadet Wingman Bystander Training (CWIT) for both sexual assault and suicide prevention.

**2.3.1. Actions to Address: Identify and Prepare Key Influencers to Assist. Efforts to address the source of barriers to help-seeking, perceived norms, and actual norms. As a result, what actions were implemented to counter the incorrectly perceived norms around help-seeking and bystander intervention, as well as actions to improve the challenges cadets/midshipmen experience after reporting that may be fostering actual norms that deter help-seeking.**

The USAFA's emerging Integrated Prevention Framework identifies risk and protective factors related to help-seeking, fostering a culture of dignity and respect, and dynamics related to aversion to intervening with interpersonal violence. The empirically informed measurement strategy, Getting to



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Outcomes (GTO), informs the USAFA leadership about the nature of potential barriers to help-seeking as well as potentially effective counters to those barriers, enabling leaders to make data-informed decisions in this regard. It is expected that this integrated, holistic approach to countering stigma and other barriers to help-seeking will further augment current contributions to building the USAFA's culture of dignity, respect and inclusion. Current empirically informed and evidence based programs to enhance this approach include emotional intelligence courses, positive psychology based resilience training, and leadership training from attachment science and trauma informed models.

As discussed in section 2, identified Key Influencers in the aforementioned cadet peer assistance groups are required to submit applications, complete an interview process, receive commander recommendations, and once selected they receive initial training. In addition to initial training and to build upon the peer engagements, the peer influencers receive education and conduct trainings within their assigned squadrons on topics such as retaliation and reprisal, Safe Helpline, Military One Source, trauma and how it affects the brain, bystander intervention and healthy relationship to address potential barriers. In effort to dispel myths, facilitate open discussions and normalize help-seeking behavior amongst their fellow Cadets.

Finally, in addition to the aforementioned initiatives, the USAFA leadership continued ongoing efforts to combat stigma, frame social norms, and reduce other barriers to help-seeking. As mentioned, the USAFA Safe to Report policy was codified into Cadet Standards and Duties (AFCWI 36-3501) and continues to be promoted. Locally, promotion efforts continue around the LiveSafe anonymous reporting and personal safety application, the Fairchild SAPR Satellite office, and the DAF-approved Annual SAPR and Suicide Prevention training.

### **2.3.2. Actions to Address: Identify and Prepare Key Influencers to Assist. Efforts to address perceptions and experiences with regards to negative impacts on academic and military careers, ostracism, reputation damage, victim-blaming, perceptions of false reporting, retaliation, and the reporting process.**

The USAFA peer influencer programs have taken a hands-on approach to addressing misperceptions surrounding sexual assault and available resources to assist survivors. Peer influencers are charged with engaging in educational conversations with their peers to address negative perceptions and/or assumptions made about reporting processes. For example, peer influencers receive training on how to address conversations/comments that could be victim-blaming in an educational and respectful manner. Another example is if Cadets are hesitant to report a sexual assault due to collateral misconduct (ex: underage drinking) and the possible impact on their military career, the USAFA peer influencers are trained and prepared to explain the policy and connect them to confidential resources to seek assistance.

Other opportunities our peer influencers are able to assist in addressing negative perceptions related to reporting are through Sexual Assault Awareness and Prevention Month (SAAPM) events, healthy relationships outreach tables and Denim Day. Additionally, squadron discussions hosted by AOCs, with peer influencer assistance, have been critical opportunities to address perceptions in small group settings and mitigate concerns. Normalizing help-seeking, reporting sexual harassment and assault,

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and compassion for victims has been a primary focus in all-calls and messaging from the USAFA Superintendent and senior leaders across the Academy. Leaders have circulated written guidance outlining expectations for cultivating a culture of respect and dignity and zero tolerance for discrimination or maltreatment without fear of reprisal or retaliation. Key influencers are aware of and educate their peers on the Superintendent's open door policy to meet one-on-one with any survivor of sexual assault to address concerns. Specific concerns addressed by survivors to the Superintendent have included: AFSC assignments, MEB processes, additional mental health resources, feedback on the Board of Inquiry process, and concerns shared by survivors concerning resources available during turnback.

CW leadership has taken an active approach to normalize helping seeking-behavior by embedding helping agency resources, such as PPC, Chaplains and MFLCs, within the four cadet groups. Key influencers are prepared and trained with assistance from the aforementioned agencies. The USAFA key influencers are crucial in building a bridge to available resources, due to their increased familiarization with helping agency resources and their knowledge of accessibility within the groups.

In the absence of data demonstrating that these specific interventions actually change perceptions and experiences related to reporting sexual harassment and assault, the USAFA leadership has committed to developing a trauma-informed campus climate characterized by respect and dignity for all. Capitalizing on the aforementioned Integrated Prevention Framework and Holistic Measurement Strategy, the Community Action Team (CAT) and Community Action Board (CAB) are integral in leadership's efforts to maximize protective factors such as sense of belonging and interpersonal connectedness while reducing risk factors such as objectification and shame around help-seeking behavior to address these obstacles in an integrated, holistic fashion.

### **2.3.3. Actions to Address: Drive More Help-Seeking Through Peer Groups. Efforts to prepare academy peer helping groups to provide cadets and midshipmen with an accurate understanding of available academy services and the benefits they provide. Include the results of your review of training approaches with peer helping groups to determine updates to training content.**

The USAFA SAPR program also has the SAPR Teal Rope program. The cadet peer program that focuses on providing cadet peer assistance to victims of sexual assault, as well as information on programmatic inquiries. Cadets who volunteer for this role are not credentialed Victim Advocates, however, they are vetted for suitability and agree to adhere to a Code of Ethics prior to becoming a Teal Rope. The USAFA SAPR office provides six hours of specific training and monthly continuous education. The sexual assault prevention and response training covers roles and responsibilities, trauma informed care, ethics, and reporting options, to include the DoD CATCH program. The USAFA CW currently has 108 trained Teal Ropes, and the preparatory school has 9. The CW Teal Rope program ensures that two Teal Ropes are assigned to each squadron.

The USAFA has a robust PEER training program, which includes 16 hours of specific training and monthly continuous education for cadets in the program. The Peak Performance Center (PPC) provides training that covers conflict resolution, active listening, sexual harassment, sexual assault reporting and suicide risk assessment and prevention. Additionally, the USAFA helping agencies host a panel for the PEERs. The panel includes the Chaplains, Mental Health (MH), EO, Area Defense Counsel (ADC),

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Judge Advocates (JA; in order to provide education about various legal processes), SVC, and the SAPR office. This allows PEERs to have an open discussion on their roles as helping agencies, ask questions and familiarize themselves with helping agency staff. Cadet PEERs are also certified through the National Association of Student Personnel Administrators (NASPA). Generally, two Cadet PEERs are assigned to every squadron and are the points of contact (POC) to whom other cadets to reach out when in need of additional support or services.

The USAFA EO office received approval and started planning and developing a peer program that addresses diversity and inclusion. The Diversity and Inclusion 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 82 cadets to serve as sensors on the campus and be liaisons to help-seeking in several facets to include, harassing behaviors, micro-aggressions, hazing, discriminatory behaviors, and critical conversations. The program is scheduled for implementation in August 2021.

Although a peer influencer assessment mechanism to measure the effectiveness is not currently in place, the USAFA team plans to develop an assessment strategy into our ongoing violence prevention framework. Cadet Peer groups are adding input on identified training gaps that Cadets have brought to their attention. This feedback is being utilized to address potential training for our male Cadet population that addresses male victimization and addressing attitudes and beliefs that can lead to an environment that allows inappropriate behavior surrounding dignity and respect. Finally, Cadet Peer groups are able to assist with bolstering confidence in the various helping agencies, and available to provide assistance to Cadets. This has resulted in an increase in Cadets coming forward, not only to seek assistance, but to ask questions about how they can enact positive change.

**2.4. Actions to Address: Publicize the CATCH a Serial Offender Program. Provide an after actions report (AAR) of activities taken to publicize the CATCH Program according to the POA&M each MSA submitted to the Department in December 2019. The AAR should detail efforts to ensure cadets and midshipmen understand the program is a confidential means for providing offense details to the DoD, and know to contact the Sexual Assault Response Coordinator (SARC) for more details or to participate.**

Per the USAFA SAPR's POA&M for the Launch the CATCH a Serial Offender Program, all outlined activities were completed on time and as outlined for our after actions report (AAR). Although the USAFA SAPR POA&M describes actions taken to make initial publication efforts of the CATCH program by the end of 2019, publication of the CATCH program is ongoing. CATCH program training references are included in the USAFA's current DAF approved Annual SAPR Training and all SAPR related trainings with new commanders and personnel. (See attachment 13 -CATCH\_POAM\_USAFA)

CATCH POA&M Goals and AAR:

Goal #1: Train the SARC's & VA's on CATCH

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- All USAFA SARCs and VAs are trained locally using the HAF-approved training materials and resources, all training was completed by 9 May 2020 in line with the POA&M.
- Local training continues as new staff members join the SAPR office. SAPR staff also receive formal CATCH training as part of the Air University curriculum.

## Goal #2: Training Special Victims' Counsel, Victim's Legal Counsel & Military Justice Personnel on CATCH

- USAFA SAPR staff provided in-person training to the SVC team and Judge Advocate team on the CATCH program.
- Ongoing CATCH training is provided to all legal personnel at the USAFA on an annual basis.

## Goal #3: Ensure all additional response personnel are trained on CATCH

- Initial CATCH training was provided via VTC by DAF/A1Z for the USAFA OSI.
- USAFA Squadron Commanders and CW leadership were briefed during Commandant's CW Stand-Up.
- VVAs and Teal Rope cadets completed initial training and receive ongoing refresher training annually.
- Since the implementation of the CATCH program, ongoing trainings are delivered annually by the USAFA SAPR office, to all response personnel, to include Firefighters, Security Forces and medical.

## Goal #4: SARC's and VAs offer program to every cadet making restricted report of sexual assault & report to DOD annually.

- CATCH is annotated on the DD Form 2910 Victim Preference Statement. The CATCH option is discussed with every client that has elected, or inquired, to file a restricted report as a part of the intake process. CATCH opt-in is formally tracked on the DD Form 2910 and scanned into the DSAID File Locker.

## Goal #5: Promote CATCH

- USAFA SAPR staff briefed CW personnel, and Dean of Faculty leadership during Commandant's CW Stand-Up.
- USAFA AD coaches, assistant coaches, and physical education teachers were briefed about CATCH and materials were provided to all remaining staff.
- CATCH was briefed to all remaining HQ USAFA Mission Elements during the Superintendents Special Topics briefing. 10 ABW staff were briefed during the monthly

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staff meeting that included CCs and Mission Element representatives. All CATCH slides were provided for lower level distribution.

- CATCH was advertised in the September 2019 and October 2019 “Washroom Wisdom” that is placed in bathroom stalls throughout the USAFA Cadet area. Continued advertisement and promotion of CATCH in marketing materials is an ongoing effort.
- All Cadets are briefed on the CATCH program upon arriving at the USAFA during BCT and again each year when they receive their annual DAF SAPR training.

The USAFA SAPR staff continue advocacy, education, and ongoing outreach efforts (e.g. initial client intakes, DAF approved Annual SAPR Training, VVA and Teal Rope Training, and Helping Agency briefings) to ensure that cadets understand the program is a confidential means for providing alleged offender details to the DoD. Information on SAPR services and participation in the CATCH program is provided at all out reach events by SAPR personnel, SAPR VVAs, and Teal Ropes.

NOTE: The CATCH Program success is monitored as victims continue to voluntarily opt-in. It has been noted that the first Air Force CATCH match occurred with a USAFA cadet victim.



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**3. Victim Care and Advocacy**

Discuss initiatives taken to impact sexual assault victim care and advocacy. To include efforts ensuring academy personnel (students, faculty, and staff) familiarization with the SAPR program, SAPR personnel and services, and processes such as how to make a referral. The discussion should include the following:

**3.1. Updated Academy policies on sexual assault victim care and advocacy.**

Perhaps the ultimate outcome from effective advocacy is systemic change. The USAFA saw such an outcome when the Safe to Report Policy was codified into the Cadet Standards and Duties instruction. The Safe to Report policy affords cadets reporting sexual assault amnesty from minor collateral misconduct that might surface during the sexual assault investigations resulting from the Cadet's report.

Even though it has not been formally codified into written policy yet, the USAFA SAPR office and CW leadership agreed on terms instituting post-CMG mechanisms to ensure that subjects' and victims' schedules and living arrangements do not put them in close proximity to each other. This set of post-CMG instructions also details the way forward for CW leadership, ensuring appropriate victim care beyond the CMG as victims' cases come to resolution and victim advocacy services are terminated.

Lastly, USAFA AFI 36-2007, APPLICATION FOR AND ADMINISTRATION OF CADET TURNBACK PROGRAM, was recertified (see attachment 14 - usafai36-2007). Although this program is not a specifically for sexual assault survivors, turnback is an option for survivors to assist in their healing and recovery.

**3.2. Updated Academy policies on sexual harassment complainant care and assistance.**

During APY 20-21, there were no policy changes to the USAFA's sexual harassment complainant care and assistance. However, in a partnership with the Special Victims' Counsel (SVC) office, complainants are being informed of the SVC availability and services as a resource. If the complainant is interested, the USAFA EO conducts a warm hand-off to the SVC office.

**3.3. Efforts taken to make victim assistance more accessible.**

The USAFA Leadership and SAPR staff has worked to build trust in the SAPR program and promote program awareness, education, and prevention initiatives. This will continue to be an ongoing effort as the SAPR program continues to evolve and grow. One accessibility growth area, and ongoing initiative, is the LiveSafe application, an IT solution that allows an avenue to educate about reporting, connect victims to care directly to the USAFA SAPR staff and as of 2019 includes a peer component with input from Teal Ropes on utilization. The LiveSafe application is expected to increase reporting by adding additional avenues for victims to connect with the USAFA SAPR office thereby adding a component to expedite access to care and empower peers and leaders. The application also creates an additional avenue for Cadets to anonymously seek SAPR program information that includes receiving information regarding reporting options.

SAPR staffing at the USAFA has been one main pillar to providing victim assistance. Senior leaders approved staffing increases and for the past three years, SAPR staffing has remained at acceptable levels to provide victim response and care. The SAPR staff continuously engages with faculty

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members and has conducted SAPR Volunteer Victim Advocate (VVA) training that included faculty members to increase their knowledge about the SAPR program, to review policies and increase their knowledge in their roles in prevention and response. In APY 2020-2021, the USAFA SAPR office had 15 trained VVAs. The USAFA SAPR office will continue to conduct 40-hour SAPR VVA training as critical client care is provided by credentialed VVAs and their participation is crucial to the overall execution of the SAPR mission. SAPR VVAs share their knowledge and skills by providing coverage of the crisis hotline, assistance in accessing critical resources, receiving official reports of a sexual assault, and serving as victim advocates.

For peer level advocacy support, the Teal Rope program was implemented in APY 2018-2019 and is utilized by Cadets and Cadet Candidates to access specific assistance that Cadets may request and need. The SAPR office will continue to train Cadets as Teal Rope peer influencers and remain an integral part of providing support and assistance in getting victims to the appropriate resources. In APY 2020-2021, the USAFA had 108 trained Teal Ropes to assist the SAPR staff in making victim assistance more accessible. The Teal Rope program participants routinely provide positive and effective resources to combat the problem of sexual assault, sexual harassment, and related misconduct from a peer level.

After feedback from Cadets, the USAFA SAPR team opened an additional satellite SAPR office in Fairchild Hall (the CW faculty department) to continue to increase accessibility for victim assistance. This location was identified by Cadets as an ideal location to access services as they spend the majority of their Academy time in Fairchild Hall for academic classes. The Dean of Faculty provided a safe and discreet location that Cadets could easily drop by to make reports, ask questions about available resources, and Teal Ropes can easily access when serving as a peer escort.

On a local community level, SAPR staff are engaged with local entities to provide input and support to grow victim assistance programs. SAPR staff are part of the Colorado Springs Adult Sexual Assault Response Team (ASART) and the Colorado Springs Domestic Violence and Sexual Assault CAT. With input from community partners, Colorado Springs Memorial Hospital expanded forensic exam services for victims of sexual assault to the Colorado Springs Memorial Hospital North location, which is in closer proximity to the USAFA.

To maintain response procedures during the COVID-19 pandemic, the USAFA SAPR office continued to have a physical presence on campus and used training opportunities to educate Cadets on the availability of resources during times of restricted movement. Implementation of virtual trainings has also made the SAPR services more accessible as cadets can and have utilized Microsoft Teams to reach out to SAPR staff to ask questions and/or coordinate a time to meet.

### **3.4. Efforts taken to ensure SAPR personnel has access to the unit and senior leaders.**

Staffing: The USAFA has one SAPR Program Manager/Lead SARC, one SAPR Deputy Program Manager, one SAPR Analyst, two civilian SARCs, one Active Duty (Officer) Deputy SARC, three SAPR VAs and 2 VPIs that make up the SAPR and Violence Prevention offices.

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All SAPR personnel have direct access to the Superintendent, Vice Superintendent and Unit leaders when dealing with any aspect of victim care and response and are encouraged to utilize leadership's open door policy to address any concerns. The SARCs are supervised by both the Superintendent, Vice Superintendent and the SAPR Program Manager/Lead SARC. The SAPR Program Manager meets and provides program updates to the Vice Superintendent on a bi-weekly basis, attends weekly staff meetings, and co-chairs the Case Management Group (CMG) on a monthly basis. The SARCs are in attendance at the monthly CMG meeting, chaired by the USAFA Superintendent, and conduct new commander SAPR orientation within 30 days of taking command, as outlined in Air Force Instruction 90-6001.

SARCs maintain an organizational structure that allows for access to unit leaders including CW, DF, and AOCs. Designated SAPR staff attends directorate level staff meetings to provide updates and conduct new commander orientation within 30 days of taking command, as outlined in Air Force Instruction 90-6001. The USAFA SAPR office regularly engages with squadron leaders on matters related to victim care. SAPR personnel reach out to squadron leadership immediately when unrestricted cases are opened to cover the AOCs roles and responsibilities to include victim care, reporting requirements (24 hour reports/8-Day Incident Reports), Case Management Group and providing victim updates within 72 hours of CMG.

The USAFA SAPR team maintains effective working relationships with the AFOSI and JA offices. On a monthly basis, SAPR, JA and OSI meet to review statuses of open unrestricted cases in preparation for every CMG. This collaborative approach ensures the most current case updates are available to the CMG Chair.

**3.5. Efforts to provide oversight of data entry in the Defense Sexual Assault Incident Database (DSAID). The discussion should include ways the Academy leadership is ensuring all sexual assault reports are entered in DSAID within 48 hours of the report, and that the DD Form 2910 is being uploaded in DSAID within 48 hours of receipt. Also, include what actions are being taken to ensure that no other system is being used (e.g., spreadsheets) to capture sexual assault reporting data.**

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.

**3.6. Efforts to ensure reports of adult sexual assault made to the Family Advocacy Program involving cadets or midshipmen are provided to the SARC for inclusion in DSAID.**

At this time the DoDI 6400.01, Family Advocacy Program, is undergoing final reviews. Until the updated DoDI 6400.01 is published we are not entering FAP cases of adult sexual assault into the

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Defense Sexual Assault Incident Database (DSAID). The USAFA SAPR personnel continue to engage with the Family Advocacy Program (FAP) and serve as the primary point of contact for all non-FAP incidents of adult sexual assault as outlined in AFI 90-6001 section 2.6.7.12.1. The USAFA SAPR office ensures that reports of sexual assault are included in DSAID when appropriate and as outlined by current policy. In AFI 90-6001 section 1.6.11, the SARC, SAPR VA, or VVA will be called immediately for every non-FAP incident of sexual assault on a military installation. Collaboration occurs with the USAFA SAPR office and FAP to ensure appropriate victim response and case management.

**3.7. Efforts to ensure a safety assessment capability, and ensure individuals tasked to conduct safety assessments must occupy positions that do not compromise the victim's reporting options.**

All the USAFA SAPR personnel, to include VVAs, are trained to perform non-clinical safety assessments of sexual assault victims IAW AF policy. Only individuals/agencies with confidentiality are authorized to perform non-clinical safety assessments in an effort to ensure that reporting options are preserved. Safety assessments are conducted during client intakes and immediately during high risk situations. IAW AFI 90-6001, 8.3.6, a High Risk Response Team (HRRT) can be formed immediately to address safety concerns and form a plan. In the event a HRRT convenes, the team will continue to meet on a regular basis to provide resources and oversight until all safety concerns for the client were addressed.

**3.8. Efforts made to establish a policy for the transfer of a cadet or midshipman at your academy resulting from a report of sexual assault or related offense.**

The USAFA has internal procedures for local requests of Cadet victims that wish to remain at the USAFA but who request a unit transfer for care and safety. The CW has a designated liaison that addresses requests by victims of sexual assault that have a SAPR (Restricted, Unrestricted and Open with Limited) case. All scheduling de-confliction requests regarding class schedules, room and squadron assignments are executed. This includes summer program scheduling and requests for an academic turn-back.

Upon a victim's request during APY 19-20, working groups came to together at both the USAFA and the United States Naval Academy (USNA) with input from DoD SAPRO to initiate discussions of possible interim transfer policies. A utilizing the SAF/MR MSA transfer guidance two MSA inter-service transfers occurred between USNA and USAFA.

**3.9. Discuss the impact of the COVID-19 pandemic on both your sexual assault prevention and response efforts. What strategies were implemented to ensure the full spectrum of response services (to include medical/mental health, Special Victim's Counsel/Victim Legal Counsel, etc.)?**

Prevention efforts were impacted due to the COVID-19 Public Health Emergency continuance, the greatest impact was the limited ability to plan and execute prevention activities that were prohibited due to social distancing. Due to in-person training restrictions all sexual assault prevention trainings were moved to the virtual Microsoft Teams platform including Cadet Wingman Intervention Training and AF Sexual Assault Bystander Training for all Cadets and permanent party staff.

To carry-out required training efforts, the USAFA SAPR team collaborated with various agencies throughout the CW to create and deliver virtual trainings. During SAAPM the SAPR team created a virtual resilience/helping agency scavenger hunt for the Cadet Candidates at the USAFA Preparatory

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School. In effort to extend the reach of our prevention messaging, the SAPR office created an anonymous survivor video that could be shown and discussed while adhering to our COVID-19 protocols. Lastly, working under guidance from the USAFA Public Health clinic, over 200 Cadets were able to participate in a Sexual Assault Awareness 5K color run hosted by the USAFA SAPR office.

The USAFA response capabilities seemed to be the least impacted by the COVID-19 pandemic. With the modifications to the DD Form 2910 and the option to complete the reporting preference virtually, the SAPR office was able to offer reporting options remotely. If Cadets were in quarantine or isolation due to possible exposure or symptoms, the SAPR office could set up a time to meet virtually and review SAPR services.

The USAFA SAPR team collaborated with the Public Health clinic to create a COVID-19 symptoms questionnaire to be reviewed prior to any in-person meetings. Public Health also provided the SAPR team with PPE (N95 masks and gloves) to have readily available if a client requested to go to the hospital. Once the Cadets departed campus in Spring 2020, the SAPR office maintained contact with cadets who had open SAPR cases and returned to their home-of-record.

The USAFA SAPR team collaborated with the USAFA helping agencies to identify each agencies COVID-19 protocols and availability for client care. This collaborative effort prepared the SAPR office to discuss referral options and formats (in-person vs virtual) with clients seeking assistance.

The SVC office did not experience significant issues with representing and advocating for clients during the COVID-19 pandemic. While face-to-face communications are preferable when communicating with clients about sensitive and difficult issues, the technology resources made available to our population, both new and old, enabled a seamless transition into primarily virtual interactions (e.g., Teams, Zoom, etc.). More significant than any isolated issues, was the realization that we are far more capable and flexible than we had previously thought. With the new perspective, the SVC office has been able to enhance the ways they communicate with clients through their versatility and new capabilities, resulting in better services and further enabling clients to engage with the response services available to them.

### **3.10. What adjustments, if any, were made to advance prevention and response efforts as a result of the COVID-19 pandemic?**

Due to in person training restrictions all SAPR trainings were moved to Microsoft Teams, including Cadet Wingman Intervention Training and AF Sexual Assault Bystander Training for all cadets and permanent party staff. Violence Prevention Trainers were trained using the Teams online platform to deliver the annual sexual assault prevention training requirements. Regular meetings with prevention stakeholders continued using the Teams virtual format.

Due to the safety adjustments required for COVID-19 a notable advancement is the flexibility with the virtual training platform. For instance, in the past the required SAPR training for Basic Cadet Training (BCT) would be delivered in-person by 1-2 SAPR personnel, using the virtual training the SAPR team was able to develop a video, involving all of the SAPR personnel to cover the required content with



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consistency. Using a video for training allowed the message to be edited, consistent and more personable as we were able introduce the entire staff. Additionally, the ability to record meetings in the online training environment extends our capability for training. For example, we have the ability to provide required annual training online which can be recorded and referenced later by participants and also to be shown to those unable to attend. Previously, if a member missed required training, it would be their responsibility to reschedule and accomplish the training, however now they can simply review the recorded session and provided their completion information to their Unit Training Manager (UTM).

To meet the changing demands imposed by the Public Health Emergency, the USAFA SAPR team implemented a hybrid CMG format that allowed for the required CMG members, as described in DoDI 6495.02, Enclosure 9, 1.d., to attend in-person all others were able to dial into the monthly CMG utilizing Microsoft Teams. The migration to the hybrid format prevented the USAFA from missing any required monthly CMG meetings.

Another COVID-related response adjustment made was with AFOSI's ability to continue their investigative processes when a victim made a report. They were able to implement mitigation protocols and/or conduct witness interviews utilizing virtual platforms to prevent delays in the investigative process.

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**4. Reduce and Stop Sexual Assault and Harassment**

The assessment conducted by DoD SAPRO in 2019 provided a baseline of each MSA’s prevention capabilities in line with the Prevention Plan of Action. In 2020, the MSAs conducted self-assessments using the same/similar processes and criteria to track progress advancing their prevention capabilities. Each MSA will be asked to provide the data collected as part of the Secretary of Defense’s Immediate Action 1. This will be used in lieu of additional prevention assessments for the current AY. The questions below outline the information that will be included in this year’s section on prevention.

**4.1. Provide a summary of your self-assessment findings from the current year. You will use the data submitted for the Secretary of Defense’s Immediate Action 1. You will submit the assessment of 31 of the PPOA criteria as part of this report.**

The USAFA team completed the required DoD self-assessment summary below utilizing the Installation-level Criteria guide. Due to the ongoing COVID-19 global pandemic there were minimal changes implemented during APY 20-21. The USAFA self-assessment provided a snapshot of programmatic alignment.

In addition to the Summary below, the USAFA team also utilized the DoD supplied Compliance Assessment Tool 2021 and the DoD supplied Prevention Workforce Data Collection Tool to conduct a programmatic review.

Lastly, the USAFA SAPR office coordinated DoD SAPRO stakeholder interviews with the Commandant of Cadets, AOCs, AMTs, SARCs, SAPR VAs, HQ USAFA SAPR Director, the CW VPI, EO, SVC, OSI, JA, PPC, Chaplain, Mental Health, and Survivors. POCs from the DoD SAPRO team asked each stakeholder a series of questions and collected information based on the answers provided.

**Installation/Command Prevention Capability Self-Assessment Summary**

**Installation/Command Name:** USAFA/ Lt Gen Richard Clark

**Based on instructions in Self-Assessment Guide, indicate for each criterion the rating for your installation/command for criteria 1-31:**

| Criterion                                  | Full Alignment | Good Alignment | Moderate Alignment | Poor Alignment | No Alignment |
|--|----------------|----------------|--------------------|----------------|--------------|
| 1. Leadership: Evidence-Informed Decisions |                | 4              |                    |                |              |
| 2. Leadership: Collaboration               | 5              |                |                    |                |              |
| 3. Leadership: Documentation               |                | 4              |                    |                |              |
| 4. Leadership: Accountability              |                | 4              |                    |                |              |
| 5. Leadership: Rewards                     |                |                | 3                  |                |              |
| 6. Workforce: Staff Training               |                | 4              |                    |                |              |
| 7. Workforce: Administrative Policies      | 5              |                |                    |                |              |
| 8. Workforce: Communication                |                | 4              |                    |                |              |
| 9. Workforce: Resources                    |                | 4              |                    |                |              |
| 10. Workforce: Retention                   |                |                | 3                  |                |              |
| 11. Workforce: Cohesion and Reliability    |                | 4              |                    |                |              |
| 12. Collaboration: Prevention              |                |                | 3                  |                |              |

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|  |  |   |   |  |  |
|--|--|---|---|--|--|
| Team   |  |   |   |  |  |
| 13. Collaboration: Partnerships                  |  | 4 |   |  |  |
| 14. Data: Risk Factors                           |  | 4 |   |  |  |
| 15. Data: Policies                               |  | 4 |   |  |  |
| 16. Data: Synthesis and Presentation             |  | 4 |   |  |  |
| 17. Data: Service Member Feedback                |  | 4 |   |  |  |
| 18. Resources: Budget                            |  | 4 |   |  |  |
| 19. Resources: Training                          |  | 4 |   |  |  |
| 20. Resources: Sustainability and Prioritization |  |   | 3 |  |  |
| 21. Approach: Prevention Strategy                |  |   | 3 |  |  |
| 22. Approach: Capacities                         |  |   | 3 |  |  |
| 23. Approach: Socioecological Model              |  | 4 |   |  |  |
| 24. Approach: Quality Implementation             |  | 4 |   |  |  |
| 25. Approach: Messaging                          |  | 4 |   |  |  |
| 26. Approach: Evidence-Based Activities          |  |   | 3 |  |  |
| 27. Implementation: Message Monitoring           |  | 4 |   |  |  |
| 28. Implementation: Activity Fidelity            |  | 4 |   |  |  |
| 29. Implementation: Activity Effectiveness       |  | 4 |   |  |  |
| 30. Implementation: Activity Discontinuation     |  | 4 |   |  |  |
| 31. Evaluation: Results Expectations             |  | 4 |   |  |  |

Overall the 2020-2021 sexual harassment prevention assessment resulted in findings validating the program is effective in both managing reporting mandates and having the command oversight from a policy and implementation perspective as well as leadership engagement from subordinate commanders. The USAFA Equal Opportunity (EO) office publicizes the program through human relations education where members are exposed to definitions of harassment and reporting option. Further, members are briefed on the commanders zero tolerance policy regarding sexual harassment. Finally, the USAFA EO office provides each organization visual aids to be placed in high traffic areas where members can easily have access to details on the local office, 24-hour duty cell or the hotline at a moment's notice.

**4.1.1. Provide a summary of the data collected in the self-assessment.**

In conducting the self-assessment, data was collected using qualitative and quantitative sources specifically looking at current program process and outcomes based on previous measures (DEOCS,

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DSAT data, etc.). The prevention assessment was multidisciplinary which included: SAPR Staff, VPIs, Equal Opportunity, Culture and Climate Staff (CWP), CCLD Staff, Community Support Coordinator (CSC), Chaplains, Mental Health DPH, Cadet Wing AOC's, Cadets etc. Due to COVID-19 there were limiting factors for staffing collaboration in assessment such as personnel quarantines, family issues, technical issues with Teams and Zoom. Much of the assessment findings were accomplished through discussion and data sharing through multiple prevention related working groups across the installation. These working groups included the GTO Parent Based Handbook Intervention to Reduce Alcohol Misuse and reducing Sexual Assault which has been evaluated by the Rand Corporation (Qualitative and Quantitative), The Check Up and Choices Alcohol Assessment and Education Group, Violence Prevention Technical Assistance Center (VPTAC) informed PPOA Working Groups led by the USAFA HQ SAPR personnel which included the integrated prevention framework and measurement strategy, CAT, and the CAB.

Fortunately, the existing data that had been collected in APY 2019-2020 for the purpose of evaluating individual programs or trainings. These data sets were reviewed and considered in this self-assessment as were several interviews with some stakeholders involved in sexual assault and harassment prevention. Interviews were conducted with the Cadet Wing, Chief of Culture and Climate, the CSC, and the Cadet Character and Leadership Development (CCLD) Director. In some cases, agencies and units across the USAFA were consulted in the interest of responding to specific items identified in the Programmatic Data Call and Prevention Self-Assessment that dealt with their specific areas of responsibility at the USAFA.

While this self-assessment was primarily focused on sexual assault and sexual harassment prevention with a focus on the emerging development of the Enhanced Assess, Acknowledge, Act (EAAA) program. The activities reviewed in last year's assessment were reviewed and remain intact and substantially unchanged since last year's assessment. As such, no additional assessment of those activities were added. Other new activities, were not far enough along in development to make a meaningful assessment and will represent more of the focus in next year's assessment. Although not formally assessed, the integrated prevention framework that was developed over this past year is also referenced throughout this assessment. The USAFA is in the earliest stages of implementing this new paradigm and as a result, this year has been characterized by transition. While formal implementation of the integrated prevention framework and measurement strategy is planned for the 2021-22 academic year, there has been tremendous effort, discussion, planning, and socialization around implementing this new paradigm this year.

Outside of sexual assault and harassment prevention, there is ongoing collaboration with other prevention, resilience, and culture-involved agencies. This is attributed to the increased collaboration and cross-communication among involved agencies over the past year. It is our expectation that as the USAFA progresses further into implementing the integrated prevention framework, the need to broaden the focus of annual assessments will continue.

The USAFA EO personnel are equipped to assist commanders upon notification of sexual harassment allegations. Commanders, legal, and the USAFA EO office collaborate to ensure reporting is timely

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and a thorough investigation commences. Complainants who report directly to the USAFA EO office are given the option of having their leadership engage or utilizing the USAFA EO office for clarification. In either instance, members are protected against reprisal for reporting unlawful harassing behaviors.

Detailed metrics and demographics on harassment were captured throughout the academic year via the EO HRIS, AF EONET and briefed monthly to leadership across the installation. Subordinate commanders, helping agencies, and prevention counterparts were briefed semiannually on broader metrics related to harassment trends. AF received an in-depth quarterly rollup generated through AF EONET via the 3018 report.

The USAFA sexual harassment program met its intent through promoting awareness, commander involvement, and consistent reporting. Harassment cases remain relatively low and those cases reported were, more often than not, addressed within the leadership chain. Harassment prevention continues to be an area of focus and the USAFA EO office continually works with mission partners and helping agencies to bolster the dignity and respect footprint within the cadet population.

#### **4.1.2. Compare the current year self-assessment with last year's assessment. Note any changes in prevention capabilities over the last year.**

The most notable change to the USAFA's prevention capabilities is with our training limitations as all Sexual Assault Prevention classroom or group training was conducted online using the Microsoft Teams platform due to COVID-19 in-person restrictions with the exception of EAAA and Cadet Healthy Personal Skills (CHiPS). Although the online training options offer a greater degree of flexibility, it does impact (decreases) the level of group engagements and discussions. Of note was the perceived anonymity among Cadets that resulted in direct virtual contact to discuss situations pertaining to sexual assault and sexual harassment concerns. This, anecdotally, resulted in 4-degree Cadets requesting assistance earlier in the academic year than in previous reported years due to a perceived increase in connectedness and trust in the system.

#### **4.1.3. Provide a summary of key strengths and gaps based on evidence reviewed/collected as well as a description of how strengths and gaps changed from past assessments. Be sure to include examples as needed or as available when describing evidence.**

- Leadership
  - Strengths
    - Continued improvement in cross-communication and collaboration in efforts supporting a more integrated framework and a more robust CAB
    - Apparent energy in the direction of reducing stove-piping and establishing a more integrated framework and holistic measurement strategy
    - New DPH position created to support prevention and resilience initiatives through CWP
  - Gaps
    - Although improving there is still limited use of empirical data in prevention and resilience-building functions
    - Lack of strategic-level planning as it pertains to prevention, resilience-building and cultivating a culture of civility



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- Regular turnover in senior leadership might temporarily slow progress in prevention, resilience-building and culture of civility while new personnel acclimate to the USAFA and the use of an integrated prevention framework
- Prevention Workforce
  - Strengths
    - SAPR, Violence Prevention, Community Support and Equal Opportunity staffs are fully staffed
    - “Safe to Report” policy has been codified into the USAFA CW CS&D Instruction; included in NDAA 2020 policy for execution across DoD
  - Gaps
    - Manpower for individual lines of effort remains precarious in some circumstances
    - Gaps in Violence Prevention and/or Community Support (Resiliency) coverage either at a Program Manager level or at a Wing level still need additional attention
    - VPIs and CSC still do not have integration at the USAFA HQ Program Manager level
    - Some training and continuing education plans for this year were cancelled or moved to a virtual footprint due to COVID-19, impacting both, professional development and morale
- Collaborative Relationships
  - Strengths
    - Continued forward momentum in collaboration this past year as the USAFA works towards implementation of the Integrated Prevention Framework and building a more robust CAB
    - Coordination of cross-organization efforts has greatly improved communication when considering additions of programming such as EAAA, Check Up and Choices
  - Gaps
    - Although improving efforts need to continue for prevention, resilience and culture/climate agencies to decrease “stove-piping” in prevention programming
- Data
  - Strengths
    - Continued development of a holistic measurement plan continues to examine how multiple lines of effort across the USAFA contribute to desired outcomes
    - Measurement strategy designed with the intent of moving from purely descriptive data to a combination of descriptive and predictive data
  - Gaps
    - Current data collection, analysis and interpretation can be serendipitous from an integrated, holistic perspective

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- Moving from individual lines of effort collecting their own data to implementing and installation-wide measurement strategy promised to be a heavy lift
- Policy
  - Strengths
    - “Safe to Report” policy codified into CW CS&D Instruction; NDAA 2020
    - “MSA Sexual Assault Transfer” policy incorporated into AFI 90-6001; USAFA utilized DAF Interim policy to execute two MSA transfers
  - Gaps
    - Due to COVID-19, slowed operations resulted in less progress with regards to policy than might otherwise be expected
- Resources
  - Strengths
    - USAFA leadership ensures that all sexual assault, violence prevention and harassment needs are fully funded
  - Gaps
    - Violence Prevention programs across the Air Force do not yet have an annual budget. VPI alignment under the dual hatted SAPR/Violence Prevention program director sometimes results in SAPR resources being siphoned for VPI purposes as VPI program not funded
- Comprehensive Approach
  - Strengths
    - The USAFA’s Integrated Prevention Framework is creating an environment in which all prevention, resilience and culture/climate agencies represent arms branching from one, unified central body (CAB)
    - The holistic measurement strategy will provide data to guide comprehensive planning and integrated efforts and decision-making
  - Gaps
    - Many lines of effort still function in “stove-pipes” independent of other efforts and only addressing the particular agency’s small area of responsibility
    - Creating an approach that is more comprehensive will require a major paradigm shift for most of the involved agencies across the Academy, many with different chains of command (CCLD vs AD vs MDG vs FSS)
- Quality Implementation
  - Strengths
    - Implementation working groups (e.g. EAAA, GTO, EVRFI, LiveSafe) have brought together highly motivated involved staff to plan and problem solve
    - USAFA leadership has been highly invested in ensuring that new lines of effort are implemented in a seamless and timely manner
  - Gaps
    - The USAFA lacks standardized protocols for implementation to ensure consistency
    - Very few lines of effort undergo formal process analyses to help inform development of a standardized implementation protocol

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- The number of programs at the USAFA outweighs the manpower to effectively manage them all
- The absence of evidenced-based male victimization prevention programming
- Continuous Evaluation
  - Strengths
    - USAFA continues to develop a holistic measurement strategy intended to evaluate how all lines of effort across the installation contribute to desired outcomes, both individually and in combination with each other, annually
  - Gaps
    - This measurement strategy has not yet been implemented, and the first iteration is scheduled for the 2021-22 academic year

#### 4.1.4. Based on your self-assessment, summarize leadership-approved priority actions and next steps for sexual assault prevention, including any key considerations or barriers to achieving the priorities.

The USAFA continues to address implementation roll-out scheduled for the 2021-2022 academic year as a response to the recommendation that service academies develop integrated prevention frameworks intended to minimize isolation and “stove piping” among prevention efforts and agencies. The USAFA took this recommendation seriously and spent the past two years designing a strategy for maximal integration, collaboration and transparency. This integrated framework necessitates the development of a prevention, resilience, culture strategy based on evidence-supported risk and protective factors in each domain, and designates the CAT and the CAB as the central bodies through which all prevention, resilience-building and climate/culture lines of effort will funnel. Additionally, a holistic measurement strategy will attempt to measure the impact that tactical-level interventions and lines of effort have on the governing strategy, and by extension, prevalence and reporting rates. These data will be collected and analyzed annually to help inform decision-making about ongoing prevention, resilience and culture-building efforts.

The developed and emerging integrated framework and measurement strategy proposals were briefed to the USAFA’s Senior Leaders, Violence Prevention Integrators (VPI), CSC, helping agency members of the CAT, and installation senior leadership of the CAB. Our next step is to have involved agencies identify evidence-supported risk and protective factors, and use those factors to develop strategic plans in their areas. The risk and protective factors will become the desired outcomes that we will measure annually along with prevalence and reporting rates. The USAFA continues to work with the identified helping agencies. CAT/CAB, and VPTAC on the development of the integrated framework.

Another meaningful next step is to continue bolstering widest participation from installation helping agencies and leadership in the CAT and the CAB. This requires a two-pronged effort. The first prong involves aligning the CAT and CAB so that they have influence at the Headquarters level and throughout the installation. For the past several years, the CSC has been aligned under the 10<sup>th</sup> ABW Commander, and as a result, the CAT and CAB have not had as strong of an influence to bring all Cadet Wing (CW) and installation prevention and resiliency stakeholders together. Currently, the Vice Superintendent co-chairs the quarterly CAB to ensure that these processes have influence across the entire installation. This has assisted with the second prong which involves insuring that all pertinent personnel are regularly attending the CAT and/or CAB meetings. As mentioned, many of the CW

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agencies have been identified as needing inclusion moving forward. Additionally, there are agencies and units across the installation who do not work directly in prevention or resilience, but might have input pertinent to these efforts. For example, security forces (SFS) will likely need involvement in planning events that will occur on base. Those involved with cadet-based research (e.g. A9) will need involvement in any plans to measure outcomes from interventions with cadets. Creating a robust, well-aligned CAT and CAB will ensure increased cross-communication, collaboration and transparency.

The primary barrier to implementing the integrated prevention framework and holistic measurement strategy is reflected in the complexity of paradigm shifts. Initially, there will need to be an ongoing commitment to the change from all levels of leadership across the installation in order to implement new processes, procedures, and even ways of thinking. Early on, there will be a need for mechanisms that will recognize and adjust when the system starts to drift toward old ways of functioning, as that will likely be the tendency of any new change to a system. Eventually with support from all levels, the new paradigm will become the norm and less deviation from a new approach. One significant concern will be the frequency of Military and Civilian employee and leadership turnover. This challenge will prove to highlight the pronounced need for education, awareness and vigilance, especially when individual agencies are tasked with specific lines of effort from their respective governing bodies (e.g. AFMOA, A1Z, SAPRO, etc.).

Establishing and integrating staffing for violence prevention efforts is an additional barrier. The USAFA leadership has tackled this challenge head on by working with HQ Air Force and has already established two key positions, the VPI and the CSC, to address this limitation. The VPI concentrates their efforts on all interpersonal primary prevention and reducing risk factors and the CSC concentrates their efforts on the resilience efforts and improving protective factors. The HQ SAPR director is dual-hatted as the Violence Prevention director to provide institutional oversight of all violence prevention efforts. Ongoing efforts to increase our current prevention staffing includes requesting an additional CSC for the Cadet Wing and the new DPH hired to support prevention and resilience initiatives through CWP.

## **4.2. Provide an update on the status of past prevention efforts, such as increasing prevention staffing, onboarding training for prevention personnel, and establishing an integrating body for prevention efforts.**

The USAFA SAPR personnel, as Sexual Assault Prevention and Response Specialists, receive initial/onboarding training as outlined in Air Force policy AFI 90-6001 para. 10.1.1. All Sexual Assault Response Coordinators (SARCs) and Sexual Assault Victim Advocates (VAs) must be certified through the DoD Sexual Assault Advocate Certification Program (D-SAACP). Approved certification and credentials are tracked by the installation SARC. In addition, the USAFA IG conducts yearly inspection of all SARC and SAPR VA certification.

Initial Air Force SARC and SARP VA training is usually conducted in-person through Air University following the Department of the Air Force (DAF) guidance. (Air University has recently adapted the curriculum to a virtual/distance format as a response to COVID-19). In addition, DAF directed annual refresher training is provided to SAPR personnel in accordance with Air Force policy. Ongoing training opportunities for professional development are ongoing at the USAFA. This is accomplished

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both internally through the Center for Character and Leadership Development (CCLD), the annual National Character & Leadership Symposium (NCLS), and through many other local opportunities such as Talent Smart's Emotional Intelligence certification. The USAFA leadership supports the SAPR staff attending additional training and professional development. This is accomplished by staff being encouraged and provided space to attend state and national training opportunities such as the annual National Organization for Victim Assistance (NOVA) conference.

Accomplished per AFI 90-6001, para. 7.5 regulation, all SAPR Volunteer Victim Advocates (VVAs) must comply with D-SAACP requirements, as well as full time staff; this includes completing initial 40-hour training, taught by SARCs and SAPR VAs covering topics of prevention and response, and obtaining 32 continuing education units (CEUs) of refresher training every two years. In addition, per AFI 90-6001, para. 10.1.1, before providing any direct victim case, all SARCs, SAPR VAs and VVAs must obtain a D-SAACP certification. These credentials are renewed every two years with proof of the 32 continuing education units. Furthermore, under AFI 90-6001, para. 7.5.2. SAPR personnel from another installation must receive at a minimum 4-hour orientation training before providing direct care services. This is in addition to required annual training. The training is documented and requires 100% compliance to retain D-SAACP credentialing.

The USAFA VPI personnel receive initial/onboarding training as outlined in Air Force policy AFI 90-5001 and as directed by DAF guidance. The USAFA provides ongoing training opportunities for professional development. Similar to the training for the SAPR team, this is accomplished both internally through CCLD, the NCLS, and through many other local opportunities such as Talent Smart's Emotional Intelligence certification. The USAFA leadership also support the VPI staff in attending additional training and professional development to meet mission needs and identified knowledge gaps. This is accomplished by staff being encouraged with budgetary assistance and being provided space to attend state and national training opportunities that strengthen their skills to meet their prevention roles.

While efforts to establish an integrating body for violence prevention efforts are ongoing, the USAFA have already established two key positions to address this area, these are the VPI and the CSC positions. The VPI concentrates efforts on all interpersonal primary prevention/reducing risk factors and the CSC concentrates efforts on the resilience efforts/improving protective factors. The HQ SAPR director is dual-hatted as the Violence Prevention director. In addition, due to additional stressors for Cadets, the Cadet Wing has embedded the Peak Performance Center (PPC), Chaplains, and MFLCs into the cadet groups to increase accessibility for Cadets. This group has concentrated additional efforts to address violence prevention areas and to assist in addressing resilience and building protective factors among the Cadet population. The Academy continues ongoing efforts to increase our current prevention staffing, this includes requesting an additional CSC for the Cadet Wing and the new DPH hired to support prevention and resilience initiatives through CWP.

#### **4.3. Discuss efforts taken to institutionalize prevention roles, responsibilities, and relationships.**

The Department of Air Force (DAF), over the past few years, has established an emerging role of the VPI positions and have assigned VPIs to every Air Force base including the USAFA. Academy leadership further bolstered this effort in 2018 by adding an additional VPI and assigning the SAPR

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Program Manager to help manage the increasing prevention work-load here at the Academy. DAF published the first “Integrated Resiliency” Air Force Instruction (AFI 90-5001) in January 2019 that further defines roles of CSC and VPIs as well as Program Managers for each program. Since the AFI 90-5001 publication and the recent publication of DoDI 6400.09 Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm (September 2020), the USAFA leadership has been reviewing options to align Violence Prevention and Community Support program manager positions at the USAFA HQ level for improved coordination between prevention partners. This specific endeavor is a consideration to compliment coordination efforts among Sexual Assault, Sexual Harassment (Equal Opportunity), Violence Prevention and Community Support programs through improved violence prevention coordination during monthly CAT meetings and quarterly CAB meetings involving all installation prevention and resilience partners.

The CAT and CAB meetings represent the central hub through which all prevention and resilience efforts flow and the collective partnership oversees the aforementioned integrated prevention framework and holistic measurement strategy. By virtue of bolstering the USAFA CAT and CAB from the Headquarters level, reductions or elimination of stove-piped prevention and resilience efforts are anticipated over the coming years. Utilization of these realigned efforts further maximizes transparency and facilitates cross-communication and collaboration between the prevention workforce during CATs, as well as stakeholders and leadership during CABs. While this process is ongoing, there have been meaningful steps achieved during the past academic year that provide a foundation for the prevention framework. Data from the academy-level assessment and interviews support the idea that collaboration and communication are already improving as a result of these efforts.

**4.4. Discuss efforts taken to finalize, implement, and evaluate the comprehensive plan.**

The USAFA continues to address implementation roll out scheduled for the 2021-22 academic year as a response to the recommendation that service academies develop integrated prevention frameworks intended to minimize isolation and “stove piping” among prevention efforts and agencies. The USAFA took this recommendation seriously and spent the past two years designing a strategy for maximal integration, collaboration and transparency. This integrated framework necessitates the development of a prevention, resilience, culture strategy based on evidence-supported risk and protective factors in each domain, and designates the CAT and the CAB as the central bodies through which all prevention, resilience-building and climate/culture lines of effort will funnel. Additionally, a holistic measurement strategy will attempt to measure the impact that tactical-level interventions and lines of effort have on the governing strategy, and by extension, prevalence and reporting rates. Data will be collected and analyzed annually to help inform decision-making about ongoing prevention, resilience and culture-building efforts.

The USAFA 4-Year Prevention Plan outlines all of the prevention activities that are have been implemented and will be evaluated in the integrated prevention framework. For further development the USAFA SAPR team is engaged the VPTAC team to prepare the execution of the evaluation strategies scheduled for the 2021-22 academic year. (See attachments 18 - USAFA 4yr Prevention Plan and 19 - USAFA 4yr Prevention Plan\_part2)

**4.5. Describe strategies that will be used to monitor program implementation and evaluation.**



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The USAFA will utilize the CAT and the CAB) as the central bodies through which all prevention, resilience-building and climate/culture lines of effort will funnel for oversight, approval, and to assist with monitoring program implementation and evaluation. In addition, new program initiatives will go through the Getting to Outcomes (GTO) process prior to execution. The USAFA will continue to utilize VPTAC for the continued development of the integrated violence prevention framework, as well as for additional assistance on the way forward for program evaluations.

## Attachments

- 1 - USAFA Superintendent EO Emphasis
- 2 - USAFA Superintendent Harassment Emphasis
- 3 - afi36-2909\_usafasup
- 4 - Sample\_ survey (24Mar21)
- 5 - AFCWI-36-3501-Cadet-Standards-and-Duties-Signed-12-Aug-2020
- 6 - BULLET BACKGROUND PAPER - USAFA SAPR POST CMG MECHANISMS
- 7 - USAFA\_MSA transfer flow chart
- 8 - Tab 1. DAF Interim Policy on Service Academy Transfers (Final - Adjudicated) v3
- 9 - MOA\_MSA Transfer Request – Redacted
- 10 - ActionstoAddressMSA\_USD(PR)signed\_ Final
- 11 - PSOI 90-6001 SAPR Teal Rope Program (15 June 2020) SIGNED
- 12 - Cadet Wing D&I Program MFR
- 13 - CATCH\_POAM\_USAFA
- 14 - usafai36-2007
- 15 - OFR\_Command-Installation Self-Assessment\_v3\_USAFA
- 16 - Compliance Assessment Tool 2021\_USAFA
- 17 - OFR\_Prevention Workforce Data Collection Tool\_v4 – USAFA
- 18 - USAFA 4yr Prevention Plan
- 19 - USAFA 4yr Prevention Plan\_part2