

Appendix C: United States Air Force Academy



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Appendix C: U.S. Air Force Academy



Summary

The Department of Defense (DoD) assessed the United States Air Force Academy's (USAFA) policies, training, procedures, and initiatives for sexual assault prevention and response (SAPR) and sexual harassment prevention and response programs during Academic Program Year (APY) 2014-2015. The Department used the structure of the *2013 DoD SAPR Strategic Plan* to organize its assessment of SAPR and sexual harassment prevention and response programs into five lines of effort (LOE). Compliance in each LOE was determined by comparing USAFA's SAPR and sexual harassment prevention and response programs to the requirements outlined in the following policies that were applicable during APY 14-15.

- DoD Directive (DoDD) 6495.01, "SAPR Program," Incorporating Change 2, January 20, 2015;
- DoD Instruction (DoDI) 6495.02, "SAPR Procedures," February 12, 2014;
- DoDD 1350.2 "Department of Defense Military Equal Opportunity (MEO) Program," November 21, 2003; and
- DoDD 1020.02 "Diversity Management and Equal Opportunity in the Department of Defense," February 5, 2009.

Additionally, the Department referenced the following Service and Academy sexual harassment and assault policies:

- Air Force Instruction (AFI) 90-6001, "Sexual Assault Prevention and Response Program," May 21, 2015;
- AFI 36-2706, "Equal Opportunity Program Military and Civilian," October 5, 2011; and
- USAFA 36-3502, "Performance Measures Program for the USAFA," March 10, 2005.

Overall, USAFA is in compliance with the Department's policies regarding sexual harassment and sexual assault. The Department saw substantive evidence that the Superintendent and her leadership team were fully engaged in making sexual assault prevention and response a priority for the Academy. This year, sexual assault reporting at the Air Force Academy returned to levels seen in previous APYs. However, a review of the data entered into the Defense Sexual Assault Incident Database (DSAID) showed that additional training and oversight is required to ensure data integrity at USAFA. It should be noted that this is the first year the MSAs were required to use DSAID in support of this report. As of the publication of this report, all data errors have been rectified, appropriate documentation was located, and USAFA has agreed to engage in a monthly quality assurance process with Headquarters Air Force Sexual Assault Prevention and Response Office.

Overall Status of Compliance:

● **In Compliance**

USAFA should give greater emphasis to its sexual harassment prevention and response program and consider realigning the Equal Opportunity (EO) program more directly under the Superintendent. Realigning EO would encourage collaboration on developing and implementing sexual harassment prevention and awareness training between the EO and its Human Relations Training and Education (HRT&E) office, help ensure cadets are aware of the appropriate office with which to file a sexual

harassment complaint, and better capture sexual harassment trend data.

USAFA should also provide its Air Force Office of Special Investigations (AFOSI) detachment office with adequate presence in the cadet area; ensure Air Office Commanders (AOC) are receiving necessary information from the Case Management Group (CMG) and helping agencies, and implement a comprehensive set of metrics to assess the progress of its SAPR and sexual harassment prevention and response programs.

The Department found sufficient evidence of progress to close out four of the twelve Secretary of Defense initiatives and action items from prior assessment periods. While there is evidence of USAFA progress in many areas, the Superintendent should ensure appropriate focus and resources are applied to complete action in the remaining eight initiatives and action items. The following pages capture observations on USAFA's SAPR and sexual harassment prevention and response programs by LOE. The following observations supplement the Department's overarching observations and action items made for all three Military Service Academies (MSA) in the body of this report.

DoD SAPRO Strategic Plan Lines of Effort (LOEs)	
LOE	Objectives
LOE 1: Prevention	Deliver consistent and effective prevention methods and programs.
LOE 2: Investigation	Achieve high competence in the investigation of sexual assault.
LOE3: Accountability	Achieve high competence in holding offenders appropriately accountable.
LOE 4: Advocacy/ Victim Assistance	Deliver consistent and effective victim support, response, and reporting options.
LOE 5: Assessment	Effectively standardize, measure, analyze, assess, and report program progress.

Line of Effort 1: Prevention

USAFA is in compliance with DoD and Air Force (AF) policy requirements for the Prevention LOE.

The *2014-2016 DoD Sexual Assault Prevention Strategy* highlights that effective sexual assault prevention does not rely on a single intervention. Efforts must occur throughout the military community to create a culture of prevention. The Department observed that USAFA's prevention work extends beyond the SAPR Office and is supported by other organizations, departments, and individuals on campus.

USAFA's SAPR prevention program is comprised of two main components: training and awareness activities. Cadets begin receiving SAPR training on day 2 of Basic Cadet Training (BCT) and continue on a yearly basis until commissioning. USAFA SAPR and EO offices were developing an enhanced BCT2 course curriculum that covers the full spectrum of the continuum of harm from sexual harassment to sexual assault during the on-site assessment. Annual SAPR training is supplemented by supporting lectures from subject matter experts (SMEs) such as Mike Domitrz ("May I Kiss You?"), Russell Strand ("Perpetrators, the Air Force and You"), and Anne Munch, ("The Un-named Conspirator").

USAFA has effectively promoted the "Circle of 6" mobile application as one of its prevention initiatives. The mobile app allows cadets to easily notify a pre-designated set of contacts in their circle when they are in a compromising situation and need assistance. The cadet Personal Ethics and Education Representatives (PEERs) promote awareness of the voluntary application and its benefits during briefings to their squadrons.

USAFA SAPR contracted with Green Dot Etc. in 2011 to develop its Cadet Bystander Intervention Training (cBIT) for cadets entering their third-class (sophomore) year.

The training was implemented during the summer of APY 14-15. The training is highly interactive and discussion-based and uses a prevention scenario about a male cadet victim. The training prepares cadets to speak up whenever they hear disparaging or disrespectful comments, as well as whenever a fellow cadet is in a dangerous situation. cBIT is designed to be an important component in USAFA's leadership and officer development efforts.

The Cadet Wing's (CW) educational programs are largely focused on instilling a culture of commitment to excellence and a climate of respect. Cadets participate in these broad-based programs during all 4 years of their time at USAFA. The commissioning education program includes a variety of lessons on SAPR, human relations, sexual harassment, suicide prevention, and many other topics.

Status of Compliance
Line of Effort 1:

● **In Compliance**

Commendations

Planning events that involve the community

USAFA's event for Sexual Assault Awareness and Prevention Month 2015 involved the entire CW and local community leaders. The event focused on illuminating the demoralizing effects of sexual assault. The event, *Shattering the Silence*, featured the organization Take Back the Night (TBTN) and challenged all participants to reflect on what they could do to eradicate sexual assault at USAFA. Participants heard from Secretary of the Air Force, Deborah James, and TBTN's founder, Katie Koestner. Representatives from TESSA, the local rape crisis center, also attended. The Department commends USAFA's extensive planning and execution efforts with this event, and

thoughtful local community involvement in this cadet-wide event.

Faculty engagement with sexual assault initiatives

USAFA's faculty is very involved in sexual assault prevention and education initiatives, from incorporating concepts into law, leadership, political science, and management courses, to participating as volunteer victim advocates (VVAs). Twelve of the eighteen VVAs at USAFA are faculty members.

A professor in the English Department established a book club for its faculty members to discuss incidents of sexual assault portrayed in classic literature. The English professors share the insights discussed in the book club with cadets while teaching the classics.

The Dean of Faculty developed an Ombudsmen Program to establish a climate of dignity and respect and to represent faculty members on issues brought to their attention. The Ombudsmen program is able to resolve issues of dignity and respect amongst faculty members, and they believe it has been a good model to resolve such issues. There are three faculty members who currently serve as ombudsmen.

Athletic department informal sessions between intercollegiate athletes, officer mentors, athletic directors, and the SARC

The Athletic Department hosted five informal sessions, which provided intercollegiate teams the opportunity to speak to officer mentors, athletic directors, and the sexual assault response coordinator (SARC) about dating and healthy relationships. These sessions engaged cadet athletes about establishing a healthy environment for themselves and their peers, both on and off the field, without addressing sexual assault directly. The Department cites this as a benchmark effort for the other two Academies to consider.

Suggested Enhancement

Ensure cadets receive DEOMI-approved training on sexual harassment prevention

USAFA meets the sexual harassment training requirements for cadets as outlined in AFI 36-2706. However, the *2014-2016 DoD Sexual Assault Prevention Strategy* recognizes the relationship between sexual harassment and sexual assault and calls on military leaders to create climates of mutual respect and dignity where sexual harassment and assault are not ignored, tolerated, or condoned.¹

Evidence of USAFA's emphasis on prevention of sexual harassment was not as abundant as its sexual assault prevention program. At USAFA, the 10th Air Base Wing (ABW) EO Office provides Sexual Harassment Awareness Education (SHAE) to the permanent party, but does not provide any such training to cadets. SHAE for cadets falls within HRT&E. The two individuals assigned to the HRT&E staff who are responsible for developing lesson plans for sexual harassment education are trained through the Defense Equal Opportunity Management Institute's (DEOMI) Equal Opportunity Advisor Course as required by Department policy. All first year cadets receive 1 hour of training on EO and how to file a sexual harassment complaint, as required by AF policy. However, the Department observed that all SHAE after a cadet's first year is extremely limited, and the number of lesson topics has decreased in recent years. For example, cadets do not receive gender socialization or diversity management training.

The Department encourages USAFA to consider going beyond DEOMI instructional material and create its own iterative sexual harassment prevention material that integrates with sexual assault prevention and other leadership and/or character development curricula. While all such products must be reviewed and approved by DEOMI, USAFA-originated material may be more relevant and meaningful to cadets than

what is made available to the rest of the force. The Department encourages USAFA to | to provide localized, DEOMI-approved, training to cadets on an annual basis.

Line of Effort 2: Investigation

This assessment addresses how well the Academy SAPR program supports and integrates with the criminal investigative process. USAFA is in compliance with the Investigation LOE.

AFOSI Detachment 808 provides investigative support to USAFA. The Detachment made significant improvements during APY 14-15 to investigative timeliness. The command timeliness standard for all sexual assault investigations is 75 days; 70% of sexual assault cases at USAFA investigated by AFOSI last year met the 75 day target with an average case duration of 96 days.

AFOSI Detachment 808 is currently in the process of establishing a Joint Sexual Assault Team (JSAT) at the Academy. JSATs are a cooperative law enforcement initiative in which Security Forces investigators serve

jointly on teams led by AFOSI agents to investigate sexual assault allegations. Special agents, security forces investigators, and prosecutors

assigned to USAFA have completed AFOSI's Sexual Crime Investigations Training Program, designed to teach advanced sexual assault investigation topics and techniques.

AFOSI works hand-in-hand with the Judge Advocate (JA) on identifying evidence that is responsive to sexual assault offense elements of proof and provides command with investigative updates. AFOSI attends the CMG, chaired by the Superintendent.

Commendation

Pre-CMG meeting to discuss details of investigations to allow CMG to focus on victim care

AFOSI meets with the Superintendent ahead of each CMG to discuss sensitive investigative information that may not be suitable for all CMG attendees in order to ensure that monthly CMGs remain focused on the care and well-being of the victim. The content for the meeting beforehand between the Superintendent, AFOSI, and JA tracks closely with the agenda for the CMG meeting afterward. The Department commends this practice at USAFA as a way to effectively administer their CMG process, but would like the Academy to ensure that appropriate information from this pre-meeting is provided to AOCs to update victims.

Suggested Enhancement

Provide the local AFOSI detachment with an appropriate presence/office space in cadet area

The Department believes that the Academy's SAPR program collaborates well with AFOSI and the investigative process. The Department did, however, observe that the vast majority of AFOSI's cases are in the cadet wing, but the physical location of its offices is about 20 minutes away in the 10th ABW headquarters building. The Department encourages USAFA to provide AFOSI with a satellite space in the cadet area, in order to allow better cadet access and improve investigative timelines.

Status of Compliance
Line of Effort 2:

● In Compliance

Line of Effort 3: Accountability

This assessment addresses how well the Academy SAPR program supports and integrates with the military criminal justice process. USAFA is in compliance with the Accountability LOE.

Sexual assault allegations are both difficult to investigate and require proof beyond a reasonable doubt in court. In order to promote effective cooperation, USAFA has focused on increasing communication with all the relevant parties in the response system; JA, AFOSI, Special Victims' Counsel (SVCs), and SARC. This enhanced communication

helps to resolve difficulties early in investigations, keeps victims better apprised of the case progress, and facilitates case disposition decisions.

To enable cross-function communication, USAFA's Chief of Military Justice has standing weekly meetings with AFOSI and bi-weekly meetings with the SARC to provide updates and discuss case progress. In addition, the SVC and Special Victims Paralegal provided training for the JA office to better explain the newly implemented SVC program.

All JAs at USAFA complete a local training program on sexual assault cases. This includes SAPR First Responder training for attorneys prosecuting cases, and for Legal Assistance Attorneys. JAs assigned to USAFA are provided with the opportunity to receive specialized training through the Air Force Judge Advocate General's School. Courses include: Intermediate Sexual Assault Litigation, Trial and Defense Advocacy, Advanced Trial Advocacy, and Special Victims Unit (SVU) Investigation. Counsel who attended the SVU Investigation course are given priority assignment to sexual assault cases.

USAFA's Staff Judge Advocate (SJA) was creating a legal guide that will identify all AF and DoD SAPR rules and regulations pertaining to sexual assault during the on-site assessment. The guide is intended to be a one-stop shop for legal advisors, commanders and any personnel involved in SAPR on all sexual assault rules and regulations. The Department looks forward to viewing the legal guide completed.

Commendation

USAFA SJA conducts a sexual assault legal review of all Article 120 offenses

The USAFA SJA office conducts sexual assault legal reviews for all Article 120 cases. In each case, the SJA conducts a proof analysis, illustrating how evidence and testimony either met or fell short of the required offense elements. Conducting these additional reviews allows JAs greater familiarity with legal issues that arise in sexual assault cases.

Action Items

Require VWAP personnel to complete the Air Force Distance Learning Course provided by the Air Force Judge Advocate General School

The Department observed that the paralegal performing Victim Witness Assistance Program (VWAP) duties at USAFA did not receive official training as required in DoDI 6495.02.ⁱⁱ Unlike many AF bases that have a full-time civilian employee performing VWAP duties, USAFA instead has a General Law paralegal performing the function as an additional duty. VWAP personnel should be required to obtain official AF training on victim witness assistance. The training is available as a distance learning course.

Status of Compliance
Line of Effort 3:

● In Compliance

Involve EO representatives in cadet disciplinary boards considering allegations of sexual harassment

USAFA must ensure that an EO representative is informed of and involved in all cadet disciplinary boards considering allegations of sexual harassment. According to AFI 36-2706, the installation EO office is responsible for facilitating the adjudication of all cadet sexual harassment complaints.

However, it appears that some complaints of sexual harassment at USAFA were adjudicated by cadet-run disciplinary boards without notifying or involving the installation EO office. While these boards were supervised by an AOC, there was no EO representative to act as a subject matter expert, as required in AFI 36-2706, or to ensure the proceedings followed Air Force and Department policy.ⁱⁱⁱ

Line of Effort 4: Advocacy/Victim Assistance

USAFA is in compliance with DoD and AF policy requirements for the Advocacy/Victim Assistance LOE.

USAFA SAPR staff includes one SARC and three full-time VAs, with an additional 18 VVAs who are permanent party and faculty members. The VVAs are all certified to provide victim support. Having faculty member VVAs has been very helpful to USAFA. They act as faculty liaison to the registrar's office, facilitate communication within the academic departments, and act as SAPR program resources for other faculty members. Highlights of advocacy and victim assistance efforts are included in the following section.

The Cadet Integrated Delivery System (IDS)^{iv} recommended the creation of a Help Button for every desktop computer on the installation. The Help Button is a repository of phone numbers for all helping agencies so that any member of USAFA can easily find appropriate resources, including victim assistance agencies for sexual assault and sexual harassment, that they may need. The desktop icon, named "Helping Agencies," went live across USAFA in March 2015. The availability of the icon has aided in increasing awareness of helping agencies at USAFA.

The USAFA SAPR staff collaborates with the Vice Commandant of Cadets, Department of Faculty and the Registrar office on a regular basis. USAFA SAPR staff and the Registrar will work together to manage victims' work-load and classroom assignments to support the victims' needs.

A helpful resource for cadets is the PEER Program. The PEER Program is a volunteer cadet-run program. Each cadet squadron has

two PEERs who are trained to recognize when other cadets are in need of help. PEERs can provide information on a range of issues, including sexual assault and suicide, and direct cadets to the appropriate services.

This year the MSAs experienced an increase in reporting; overall reports increased by 32 reports from APY 2013-2014, with most of the change in reporting occurring at USAFA. This year, sexual assault reporting at USAFA returned to levels seen in previous APYs. Short-term changes in reporting are subject to a wide variety of factors. Academy surveys in previous years indicate that a number of considerations affect a victim's decision to report, including the perceived severity of the incident, the victim's need for medical or other assistance, the victim's desire to deal with the situation without help, the belief that reporting might protect others, a victim's concern about privacy, and several other considerations.¹

Commendation

Collaboration with Memorial Hospital and TESSA

USAFA has established strong relationships with Memorial Hospital Central in Colorado Springs and the local rape crisis center, TESSA. All sexual assault forensic exams are conducted by trained Sexual Assault Nurse Examiners (SANEs) at Memorial Hospital Central. The eleven full-time SANEs afford cadets little to no wait time when they arrive at the hospital. Representatives from TESSA

¹ See the 2014 Service Academy Gender Relations Survey, available: http://sapr.mil/public/docs/research/DMDC_2014_Service_Academy_Gender_Relations_Survey_Report.pdf

Status of Compliance
Line of Effort 4:

● In Compliance

meet with personnel at the Academy on a quarterly basis and attended the TBTN event.

Suggested Enhancement

CCD should leverage Safe Helpline.org as a force multiplier in both prevention and response

The sexual assault response system at USAFA is comprehensive in meeting the requirements of DoD policy. The Department believes the DoD Safe Helpline is an additional asset that the USAFA cadets could benefit from.

The DoD Safe Helpline provides live 24-7 worldwide confidential and anonymous, one-on-one support, either by phone, by chat, and by text. Safe Helpline.org also provides services via its Safe HelpRoom, a group chat service that allows sexual assault survivors in the military to connect to each other in a moderated and secure online environment. The DoD Safe Helpline also has a self-care app, allowing survivors to create a customized self-care plan that is stored on their mobile device and remains completely confidential. The Department believes that the resources provided by the DoD Safe Helpline should be considered a force multiplier for victim care at USAFA. The Department encourages the USAFA Directorate for Culture, Climate, and Diversity (CCD) to find ways to better publicize it to cadets and permanent party.

Action Items

Align the EO program alongside the SAPR program under the Superintendent, and provide cadets with access to EO personnel

The 10th ABW EO Office is the central point of contact at the installation level to receive complaints of sexual harassment in accordance with Chapter 6 of DoDD 1350.2.^v It is staffed with qualified and trained EO specialists. The Department found that most

sexual harassment complaints originate in the SAPR Office and are then referred to the EO office. The EO office is several miles away, and virtually inaccessible to cadets without transportation. Although physical relocation of the entire office may not be necessary or feasible, the EO Office should be provided space in the cadet area suitable for taking reports and providing services.

The action item to realign the 10th ABW EO Office under the USAFA Superintendent was previously made in 2005 after an AF MEO audit of USAFA. The audit found that cadets were initiating potential MEO actions with squadron human relations education officers at the Cadet Counseling Center, and that several incidents of sexual harassment could have become complaints. The Department's observations from the on-site assessment conducted in May 2015 are consistent with the findings from the earlier 2005 audit. USAFA should align the EO under the Superintendent.

Ensure EO and FAP are involved in CAIB/IDS

AFI 40-301 requires the Family Advocacy Program (FAP) to be a member of the Community Action Information Board/Integrated Delivery System (CAIB/IDS).^{vi} USAFA has multiple permanent working groups in which EO and FAP should participate in order to promote cross-organizational collaboration and to help commanders to accurately assess the health of the USAFA community. The USAFA must add FAP to the CAIB/IDS as required by AF policy. The USAFA should consider adding EO to this forum as well as including FAP and EO to the other permanent working groups at the Academy. EO and FAP can make important contributions, particularly in the prevention of sexual harassment and assault.

Revise MOU with TESSA to include sexual assault

Enclosure 5 of DoDI 6495.02 requires commanders to identify and maintain a

liaison with civilian sexual assault victim resources. Where necessary, it is directed that a memorandum of understanding (MOU) with the appropriate local authorities and civilian service organizations be established to maximize cooperation, reciprocal reporting of sexual assault information, and consultation regarding jurisdiction for the prosecution of Service members involved in sexual assault, as appropriate.^{vii}

The current MOU with TESSA only explicitly addresses support for reports of domestic violence. USAFA should revise the MOU so that support for sexual assault victims is included.

PPC and 10th Medical Group should facilitate a warm hand-off to a SARC or SAPR VA to complete a DD Form 2910

SARCs are the single point of contact for coordinating care for sexual assault victims in accordance with DoDI 6495.02.^{viii} Cadets who report sexual assaults to Peak Performance Center (PPC) personnel and the 10th Medical Group should be referred to the SARC or a VA. This referral is necessary so that the SARC can capture the report via a DD Form 2910 and determine the appropriate response resources needed by the cadet.

Line of Effort 5: Assessment

USAFA is in compliance with DoD and AF policy requirements for the Assessment LOE.

The first BCT survey was conducted during summer 2014 for the Class of 2018. The survey focused on detecting maltreatment and unprofessional relationships, and prior incidents of sexual assault. The survey found that a small percentage of cadets experienced negative behaviors prior to entering the Academy. Information about the cadet cadre culture and climate obtained from the survey informs the briefings and training conducted for the new cadets. USAFA intends to adjust some of the survey questions for the next group of incoming students and will continue to conduct the survey to obtain trending information.

The Department of Behavioral Science independently invited the cadet wing to take the Illinois Rape Myth Scale during the Fall Semester of APY 14-15. The survey, conducted online, was entirely voluntary for cadets. About half of the cadet population participated in the survey. USAFA plans to administer the survey in summer 2015 to the entire entering Class of 2019 during BCT and will continue to administer it to the Class of 2019 annually to track if their attitudes change from year to year.

As mentioned in previous sections, the installation EO office alone is authorized to receive cadet sexual harassment complaints. EO is the only office that has access to the DoD FAMNET computer system used to track all demographic data for both the complainant and alleged offender of sexual harassment. Any time a cadet goes to another office or resource, such as the HRT&E office, with any questions or issues requiring assistance for an incident of sexual harassment, these data will not be entered into FAMNET unless the

EO office is notified. This precludes the Academy from developing comprehensive sexual harassment trend data that could be used to adequately assess its prevention and response program.

Action Items

Implement a comprehensive set of metrics identified for GRIP or another comparable set of metrics

The Academy Superintendents were required to implement appropriate metrics and assessment tools, consistent with Department-wide methodologies. USAFA began developing in APY 12-13 a draft set of metrics, the Gender Relations Integrated Platform (GRIP), to assess the gender relations culture at the Academy. The GRIP is designed to comprehensively compile assessment data across four areas of impact, which are: Cadet Commitment (attitudes about gender related issues and tolerance), Institutional Commitment (budget and resources), Gender Related Behaviors (attitudes, feelings, and behaviors that are compatible with cultural expectations associated with a person's biological sex), and Learning and Development (changes due to maturation or training). The GRIP aims to achieve a better understanding of the gender relations culture at USAFA, monitor curricula, activities, and events across USAFA that influence gender relations and measure their impact. The draft GRIP metrics set was highlighted as a best practice for the other MSAs. However, the Department observed that development and use of the GRIP did not proceed past the Department's last visit.

The implementation of the GRIP, or another comparable set of metrics, such as the SAPR metrics, should occur as soon as possible. Metrics that include surveys developed by USAFA, such as the BCT survey, should be

Status of Compliance
Line of Effort 5:
● In Compliance

coordinated with the Defense Manpower Data Center's (DMDC) Service Academy Gender Relations Survey (SAGR) so both use comparable terms and definitions.

Data entry into DSAID must be timely and accurate

- Ensure all cases in DSAID have a corresponding signed DD Form 2910
- Ensure the SARC has the investigation case number to enter into DSAID
- Ensure the SARC opens a case in DSAID within 48 hours

DSAID was mandated by Congress as a standardized, centralized, case-level database that collects and maintains information on sexual assault reports involving members of the Armed Forces. DSAID serves as the database of record for sexual assault reporting within the Department.

The Department found that record keeping and data entry by the USAFA SARC's office was not meeting Department standards in DoDI 6495.02. Specifically, not all reports of sexual assault had a corresponding DD Form 2910 (Policy(b)(1)), cases were not being initiated within the 48 hour requirement (Policy(u)(1)(a)), complete case data was not entered for all reports, and signed DD Form 2910s were not being stored appropriately for the requisite amount of years (Policy(u)).^{ix}

The Academy is unable to employ the DSAID metrics for the Superintendent's needs when information is not categorized correctly in DSAID. In addition, the fiscal year (FY) 2013 NDAA (P.L. 112-239) directs that the information provided in DSAID be used for informing all reports to Congress, as required in the Ike Skelton NDAA for FY 2011 (P.L. 111-383; 10 U.S.C. 1561 note).^x Failing to enter the information in the database in a

timely fashion impedes the Department and the Air Force's ability to accurately manage and report on USAFA's response to sexual assault. This is the first year that the Academies were required to use DSAID in support of this report. USAFA has corrected all discrepancies and put a quality assurance process in place to improve its data in response to these findings. The quality assessment process includes:

- The interim MAJCOM SARC/Program Manager verifying and validating DSAID information 48 hours after each report is provided to USAFA leadership.
- Instituted monthly spot checks of 2910s by the interim MAJCOM SARC/Program Manager ensuring DSAID entries are 100% accurate in the collection and maintenance of information regarding sexual assaults.
- Revised intake processes so that only the installation SARC/Deputy SARC will create folders, assign report numbers, and provide leadership with notifications, thus increasing accuracy for creating a new report.

Ensure AOCs use the MAOCS as soon as it becomes available and provide the results to the next level of command

USAFA's 10th ABW EO Office has been working with DEOMI to develop the Military Academy Organizational Climate Survey (MAOCS) for cadets to assess Academy command climate. It is imperative that the MAOCS are ordered by Academy survey administrators so that AOCs receive results at the squadron level, to effectively leverage the feedback loop among cadets and leaders within the chain of command. In turn, Academy leadership should be holding AOCs accountable for addressing the issues identified by the survey.

Implementation Progress: Secretary of Defense Initiatives Common for all MSAs

The following section provides the actions that USAFA has taken to implement Secretary of Defense Initiatives. The initiatives listed below were either issued by the Secretary of Defense in February 2015 or considered “in progress” by the Department in the APY 13-14 Report. While not all actions are complete, the Department found evidence that USAFA is working towards meeting requirements.

Secretary of Defense Initiatives USAFA Progress at a Glance	
	Status
Targeted Interventions	● Complete
Improving Sexual Assault Reporting	→ In Progress
Enhance Strategic Planning	→ In Progress
Advance and Sustain Appropriate Culture	→ In Progress
Expand Alcohol Policies	● Complete
● Complete → In Progress ✖ No Progress	

Targeted Interventions

Requirement: In 2014, the Service Academy Gender Relations Survey found that sophomore women at all three MSAs experienced higher rates of past-year sexual assault than the other three class years. Consequently, the Secretary of Defense directed the Academies to develop and conduct specific prevention programs and initiatives for cadets and midshipmen at the conclusion of their first academic year. These programs were to address professional relationship expectations and the factors believed to be behind the higher rates of sexual assault experienced by cadets and midshipmen in their “Third Class” (sophomore) year.

USAFA Action: USAFA SAPR contracted *Green Dot Etc.* in 2011 to develop cBIT for rising sophomores with the intention to implement it during the 3 Summer Periods. USAFA provided cBIT to rising sophomores for the first time in APY 14-15. The training covers personal and professional relationships, along with discussions on the factors that contribute to higher rates of sexual assault among sophomores than other class years. It is highly interactive and discussion-based and uses realistic scenarios. Cadets are encouraged to speak up whenever they hear disparaging or disrespectful comments, as well as whenever a fellow cadet is in a risky situation. cBIT is critical to leadership and officer development.

Status: **Complete.** The Department considers this action to be complete as the cBIT training was implemented during summer 2014 for the APY 14-15 sophomore class.

Improving Sexual Assault Reporting

Requirement: Academies were to assess their individual Academy climates and develop a plan to promote greater reporting of sexual assault by cadets and midshipmen.

USAFA Action: USAFA uses several outreach efforts to improve sexual assault reporting and assess the cadet climate. Comments received from cadets on the Cadet Squadron Organizational Climate Survey and Cadet Health and Wellness Survey suggest the sexual assault reporting climate is favorable. This improved climate is influenced by recent and ongoing SAPR engagements, including cBIT, Social Impact Theater Project, Athletic Department informal sessions, Take Back the Night, as well as the active work of VAs, and revamped SAPR

training for cadets during their first weeks at USAFA. Additionally, USAFA is working with DEOMI to develop the MAOCS to more accurately capture cadet perceptions regarding sexual assault and sexual harassment.

Status: In Progress. The Department considers this to be in progress. Although a response to the SecDef Initiative was received, a clearly laid out plan, that includes defined goals to promote greater reporting and outlines how USAFA is going to achieve those goals, was not included. USAFA should use past DMDC focus group and survey data when developing its plan. In addition, the cadet-centered MAOCS is still in development by DEOMI. Once the MAOCS is available, USAFA should ensure its results are closely considered when developing its plan to promote dignity and respect.

Enhance Strategic Planning

Requirement: Academies were to implement strategic plans for sexual assault and harassment that aligned with their Service and Department strategic plans.

USAFA Action: The USAFA CCD has produced a USAFA SAPR Strategic Plan.

Status: In Progress. The Department considers this action to be in progress as USAFA's SAPR strategic plan is not organized along DoD SAPR Strategic Plan LOEs and lacks details on how USAFA is going to complete its intended goals. The Department encourages USAFA to use USNA's SAPR Strategic Plan as a template to clearly delineate and prioritize the Academy's initiatives, and dictate which office has responsibility over them. In addition, CCD should coordinate with the CW to see how the Cadet Military Education and Training Plan can influence prevention methods in the USAFA SAPR Strategic Plan.

Advance and Sustain Appropriate Culture

Requirement: Academies were to:

- Implement solutions that address concerns of social retaliation among peers;
- Employ purposeful and direct engagement with leaders and supervisors of teams, clubs, and other cadet/midshipman organizations; and
- Provide cadet and midshipman influencers with the skills and knowledge to strengthen their ongoing mentorship programs.

USAFA Action: USAFA is working with research-based programs to develop prevention programs for specific populations to include cadets in clubs and in athletics. The SAPR Office provided training to all cadet clubs and non-intercollegiate athletic teams, conducted regular and informal sessions with intercollegiate athletic teams, and conducted specialized SAPR training for all Athletic Department staff. The training provided (in addition to the existing healthy relationship program for the initial basic cadet trainees) has been tailored for intercollegiate athletes. During the session, healthy relationship discussions and definitions are expanded to include dating and intimacy, identifiers of a healthy relationship, establishing and maintaining personal and interpersonal boundaries, "red flags" in relationships, and assertive and respectful communication. These sessions have been well-received, allowing cadets to engage with SAPR staff in a more informal and effective manner, thus encouraging them to feel comfortable and confident to report a sexual assault.

Status: In Progress. USAFA should host informal sessions with leadership and members of other teams, clubs, and cadet organizations. In addition, the Department would like to see evidence of solutions that address concerns of social retaliation among peers in USAFA's self-assessment. The

Department would also like to learn how USAFA provides cadet influencers with the skills and knowledge to strengthen their ongoing mentorship programs in their self-assessment.

Expand Alcohol Policies

Requirement: Academies were to review and systematically expand institutional alcohol policies to address risk factors beyond the individual use of alcohol, to include such matters as training of alcohol providers, alcohol availability, and community outreach.

USAFA Action: USAFA participates in several community alcohol awareness activities, such as the "That Guy" campaign, the annual Alcohol Awareness month in December, the annual Red Ribbon campaign, and an educational alcohol awareness event with local Boy Scout troops, in October.

USAFA provides Dram Shop^{xi} Training through the 10th Force Support Squadron (10 FSS). After the Department's assessment resulting in the APY 13-14 report, the training was revised to include an added emphasis on Bystander Intervention Training, with the understanding that alcohol servers would assist vulnerable patrons as "bystanders." All alcohol servers were retrained with this

emphasis. Training has been provided, documented and is more robust than during the original evaluation. USAFA's FSS use of Dram Shop Training is documented in the individual's personnel records, and is available through the supervisor. This training is required prior to a server being authorized to provide alcohol.

All local law enforcement agencies meet quarterly for an Armed Forces Disciplinary Control Board meeting to review off-limits establishments. This ensures local law enforcement is aware of establishments that are off limits to military personnel. Local law enforcement supports USAFA during daily operations as well as at all home football games. El Paso County Sheriff enforces rules regarding unauthorized containers and overdrinking within the confines of the stadium and surrounding parking lots for civilian offenses. This is conducted in a coordinated effort with 10th Security Forces Squadron (10 SFS). Keeping the idea of coordinated effort in mind, 10 SFS regularly trains with local law enforcement to better combat alcohol offenses and awareness within the community.

Status: Complete. USAFA demonstrated how it expanded institutional alcohol policies to address risk factors beyond the individual use of alcohol through its Dram Shop Training.

Assessment of Action Items from Previous Reports

The Department provided twenty action items from the APY 12-13 Report, seven of which remained in progress after USAFA's self-assessment in APY 13-14. The Department found sufficient evidence to close two action items, with five remaining open.

Previous Action Items USAFA Progress at a Glance	
	Status
Ensure Adequate Manpower for Sexual Assault Investigation	● Complete
Establish SARC and VA Positions at 10 th ABW	→ In Progress
Fully Staff USAFA SAPR Office	● Complete
Appoint a Dedicated SAPR Training Resource	→ In Progress
Identify and Provide Response Training to USAFA Representatives	→ In Progress
Continue developing GRIP and Align with Strategic Plan	→ In Progress
Develop Outcome-Based Metrics to Address Prevention	✘ No Progress
● Complete → In Progress ✘ No Progress	

Ensure Adequate Manpower for Sexual Assault Investigation

Requirement: As reports of sexual assault increase, ensure manpower is adequate to meet mission demands.

USAFA Action: HQ AFOSI's Criminal Investigations Division periodically compares each AFOSI unit's sexual assault investigations caseload against the number of agents assigned to ensure an equitable distribution of manpower across the command. As a result of this periodic review, HQ AFOSI assigned one full-time sexual assault investigator to AFOSI Detachment

808, USAFA, in 2012. In addition, AFOSI Detachment 808 now has a JSAT at USAFA. JSATs is a cooperative law enforcement initiative in which Security Forces investigators serve jointly with AFOSI agents on adult victim sexual assault investigation teams. Security Forces investigators selected to serve on JSATs will receive their training through AFOSI's Sexual Crime Investigations Training Program. HQ AFOSI currently assesses AFOSI Detachment 808 as having sufficient manpower to conduct its mission, but will continue to assess AFOSI's manpower distribution and redistribute as necessary.

Status: Complete. The Department considers this action item to be complete as AFOSI is establishing a Joint Sexual Assault Team at USAFA and is periodically assessed to ensure manpower is adequate to meet mission demands by HQ AFOSI.

Establish SARC and VA Positions at 10th ABW

Requirement: Establish SARC and VA Positions at the 10th ABW.

USAFA Action: The SARC position request has been through the AF corporate process and based on AF's Program Objective Memorandum (POM) submission to the Office of the Secretary of Defense (ref: CCN 7R6P226A), the SARC and VA positions are pending FY17 program budget request and program budget approval to implement no later than FY17. Additionally USAFA has assigned a VA who works at the 10th ABW in the interim.

Status: In Progress. This action item was first identified in APY 10-11 in a separate action item. This action item is still in progress.

Fully Staff USAFA SAPR Office

Requirement: Fully Staff USAFA SAPR Office.

USAFA Action: USAFA SAPR Office is fully staffed.

Status: **Complete.** The Department considers this action to be complete. Future assessments will continue to assess the staffing of the SAPR Office.

Appoint a Dedicated SAPR Training Resource

Requirement: Appoint a dedicated training resource that would allow the SARC and SAPR VAs to focus on victim advocacy.

USAFA Action: The dedicated training position has been through the AF corporate process and approved by AF and forwarded as part of the FY 17 POM.

Status: **In Progress.** This action item was identified in APY 12-13. The Department considers this action to be in progress.

Identify and Provide Response Training to USAFA Representatives

Requirement: Identify appropriate level of sexual assault response training and procedures and provide on an annual basis to officer, enlisted, and civilian club and sports team representatives (to include those leading off-campus activities).

USAFA Action: USAFA SAPR office provided outreach meetings with multiple intercollegiate athletic teams during APY 14-15. The USAFA SARC conducted SAPR training for the Cadet Clubs Officers in Charge, Non-Commissioned Officers in Charge, and other leaders on April 30, 2015 and will continue this effort until all club team representatives are fully trained. Future training sessions are already scheduled for

the summer and for next fall (September 7, 2015).

Status: **In Progress.** The Department considers this to be in progress until the training is provided to all club team representatives and looks forward to reviewing information about the completion of the training in USAFA's self-assessment.

Continue developing GRIP and align with strategic plan

Requirement: Continue developing the draft USAFA Gender Relations Integrated Platform (GRIP) and align with the USAFA SAPR Strategic Plan.

USAFA Action: USAFA is hiring an analyst to review GRIP and develop a program to provide an institutional review of all SAPR areas.

Status: **In Progress.** The Department observed during the on-site assessment that USAFA is in the process of hiring an analyst who will implement the comprehensive set of metrics identified for GRIP or another comparable set of metrics, such as the SAPR metrics, in the next APY.

Develop Outcome-Based Metrics to Address Prevention

Requirement: Develop outcome-based metrics to address all prevention efforts.

USAFA Action: USAFA is hiring an analyst to review the GRIP and develop a program to provide an institutional review of all SAPR areas.

Status: **No Progress.** The Department has not seen any progress in the development of outcome-based metrics to address prevention at USAFA. The Department was made aware during the on-site assessment that USAFA is in the process of hiring an analyst in the next APY and is hopeful that this new individual will work to develop outcome-based metrics.

The Department will continue to consider no progress taken on this action until clear and concrete evidence is observed that USAFA is

developing and implementing outcome-based metrics to address prevention in the next APY.

ⁱ Department of Defense. (2014). *DoD Sexual Assault Prevention Strategy*, 5. Retrieved from <http://www.sapr.mil/index.php/prevention/prevention-strategy>

ⁱⁱ Department of Defense Instruction 6495.02, Enclosure 10, 7, "Training Requirements for DoD Personnel," Incorporating Change 2, July 7, 2015. Retrieved from <http://www.sapr.mil/index.php/dod-policy/dod-and-service-policy#DoD-policy-mod>

ⁱⁱⁱ Air Force Instruction 36-2706, 3.3. "The EO Specialist Role as a Subject Matter Expert (SME)," October 5, 2011. Retrieved from http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2706/afi36-2706.pdf

^{iv} The IDS functions as the action arm of the CAIB and develops a comprehensive, coordinated plan for integrating and implementing community outreach and prevention programs (e.g., financial, relationship, family maltreatment, sexual assault, equal opportunity, suicide prevention, substance abuse, health promotion, tobacco cessation, etc.), with the goal of enhancing resilience in military communities. For more information, please see: http://static.e-publishing.af.mil/production/1/af_a1/publication/afi90-501/afi90-501.pdf

^v Department of Defense Directive 1350.2, 6.2.8, "Department of Defense Military Equal Opportunity Program," November 21, 2003. Retrieved from <http://dtic.mil/whs/directives/corres/pdf/135002p.pdf>

^{vi} Air Force Instruction 40-301, 2.2.1.6. "Family Advocacy Program," November 16, 2015. Retrieved from http://static.e-publishing.af.mil/production/1/af_sg/publication/afi40-301/afi40-301.pdf

^{vii} Department of Defense Instruction 6495.02, Enclosure 5, 3.k., "Commander and Management SAPR Procedures," Incorporating Change 2, July 7, 2015. Retrieved from <http://www.sapr.mil/index.php/dod-policy/dod-and-service-policy#DoD-policy-mod>

^{viii} Department of Defense Instruction 6495.02, Enclosure 6, 1.a., "SARC and SAPR VA Procedures," Incorporating Change 2, July 7, 2015. Retrieved from <http://www.sapr.mil/index.php/dod-policy/dod-and-service-policy#DoD-policy-mod>

^{ix} Department of Defense Instruction 6495.02, "Policy," Incorporating Change 2, July 7, 2015. Retrieved from <http://www.sapr.mil/index.php/dod-policy/dod-and-service-policy#DoD-policy-mod>

^x National Defense Authorization Act for Fiscal Year 2013 (Public Law 112-239), Section 572 (2)(B)

^{xi} Air Force Instruction 34-219, Chapter 1.5, “Alcoholic Beverage Program”, Change 1, February 1, 2008. Retrieved from http://static.e-publishing.af.mil/production/1/usafa/publication/afi34-219_usafasup_i/afi34-219_usafasup_i.pdf