

Appendix C: DoD Assessment of the United States Air Force Academy



Appendix C: U.S. Air Force Academy Assessment



In the following section, the Department assesses all of the U.S. Air Force Academy's (USAFA) pending action items entering into Academic Program Year (APY)

2015-2016. These action items include Secretary of Defense initiatives, suggested enhancements identified in the previous APY 14-15 Report, and previously identified action items from prior years. The Department will assess the effectiveness of the Academy's sexual harassment and sexual assault prevention and response program and determine compliance with policy during an on-site assessment in the next APY.

Of USAFA's 33 pending items, 22 were completed this year.

- Eleven items are in progress:
 - Two of the three Secretary of Defense Initiatives remain in progress.
 - Three of the seven action items identified for all three Military Service Academies (MSA) in the APY 14-15 Report remain in progress.
 - Six of the fourteen action items specific to USAFA from APY 14-15 and earlier reports remain in progress.
 - None of the nine suggested enhancements remain in progress.

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 considered "in progress" by the Department in the APY 14-15 Report. While not all actions are complete, the Department found evidence that USAFA is working towards meeting requirements.

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: The Defense Equal Opportunity Management Institute (DEOMI) *Military Service Academy Organizational Climate Survey (MAOCS)* was conducted for the first time with cadets at USAFA in October 2015. This commander's tool allows cadets to share their perceptions of organizational effectiveness, equal opportunity, equal employment opportunity, fair treatment and sexual assault prevention and response. It revealed some factors that

Secretary of Defense Initiatives USAFA Progress at a Glance

| | Status |
|--|---------------|
| Improving Sexual Assault Reporting | → In Progress |
| Enhance Strategic Planning | → In Progress |
| Advance and Sustain Appropriate Culture | ● Complete |
| ● Complete → In Progress ✖ No Progress | |

may influence an individual's willingness to report a sexual assault as well as perceptions of victims. Along with results from the *2015 Service Academy Gender Relations Focus Group Report* data is being used to inform leaders, develop training, influence perceptions of victims, and improve reporting and climate.

USAFA's Cadet Wing (CW) conducts a number of assessments of sexual assault prevention and response (SAPR) related training across all cadet years to ensure the safety and well-being of all cadets. From the beginning of a cadet's induction, initial Basic Cadet Training (BCT) is monitored and assessed for any indications of improper behavior. Follow-on programmed training (Cadet Military Education and Training Plan) is routinely assessed against established levels of learning to ensure that it is effective and helpful to cadets to maintain awareness of services available when needed.

Status: In Progress. The Department considers this to be in progress until USAFA develops a clearly laid out plan that includes defined goals to promote greater reporting and outlines how it will to achieve those goals.

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: USAFA is drafting a new SAPR Strategic Plan that will align with both the DoD and Air Force SAPR Strategic Plans. USAFA aims for the plan to include roles and responsibilities of commanders, first responders, and SAPR personnel. It will also include goals to promote greater reporting at USAFA.

Status: In Progress.

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: The Athletic Department in partnership with USAFA SAPR and Military Family and Life Counselors (MFLC) provided healthy relationship training to all 27 Inter Collegiate (IC) athletic teams. This training, conducted within individual teams and in small groups discussed the components found in healthy relationships, mutual respect, and effective communication. During the session, generational communication, phases of dating, red flags, deal breakers, and consent were discussed.

USAFA cadet athletes were provided the opportunity to mentor high school students on respectful behavior and the impacts of activities such as "sexting". The high school had experienced issues with its athletic teams and looked to USAFA's Athletic Department to have cadet athletes lead discussions with the students. USAFA SAPR developed the lesson and trained the cadet athletes who conducted the training for the high school students.

USAFA made efforts in APY 15-16 to combat social retaliation that occurs through the use of social media. Following the conclusion of two sexual assault cases in APY 15-16, it became apparent that there was possible social retaliation against victims on the anonymous social media site Yik-Yak. USAFA CW leadership coordinated with the Judge Advocate (JA) to conduct briefings for

the cadets to address the comments on social media. The end goal was to reduce rumors and gossip and to lessen victim blaming and retaliation that can occur due to inaccurate information or miscommunication.

Status: **Complete.** The Department considers this to be complete and

encourages USAFA to continue healthy relationship training for cadet athletes and other cadet influencers.

Assessment of Action Items Common to All MSAs in the APY 14-15 Report

The Department assessed USAFA's efforts to complete the action items identified for all three MSAs in the APY 14-15 Report. Action items are initiatives the MSAs were to adopt to address areas of improvement as a result of findings from the Department's on-site assessment. The Department found sufficient evidence to close four action items, with three remaining open.

APY 14-15 Action Items Common to all MSAs USAFA Progress at a Glance

| | Status |
|---|---------------|
| Superintendents Directly Supervise EO Office and Sexual Harassment Training/Education Efforts | → In Progress |
| Strengthen Sexual Harassment Prevention and Response Efforts | ● Complete |
| Continue Efforts to Improve Sexual Assault Reporting by Cadets and Midshipmen | → In Progress |
| Make Available and Require use of Government-Provided Means to Communicate With and Transport Victims to the Hospital and Other Appointments | ● Complete |
| Enhance Feedback to Cadets and Midshipmen by Using Case Studies that Represent the Broad Range of SAPR Case Outcomes | ● Complete |
| Provide Military Officers, in the Chain of Command Overseeing Cadets and Midshipmen, a Clear Case Status During CMG Meetings to Fulfill Their Responsibility of Updating the Victim | ● Complete |
| Adapt the Department's SAPR Metrics to Create Academy Program Metrics | → In Progress |
| ● Complete → In Progress ✖ No Progress | |

Superintendents Directly Supervise EO Office and Sexual Harassment Training/Education Efforts

Requirement: Academy Superintendents were to provide more direct supervision over their Equal Opportunity (EO) offices. More attention from the Superintendents will emphasize the important role that the sexual harassment programs play in establishing climates of dignity and respect at the Academies.

USAFA Action: USAFA has directed a cross-functional team to discuss and recommend organizational changes to meet the intent of this recommendation.

Status: **In Progress.** The Department considers this to be in progress until USAFA provides their recommended organizational changes.

Strengthen Sexual Harassment Prevention and Response Efforts

Requirement: The MSAs were to review their sexual assault prevention efforts, including training, to find appropriate venues to integrate sexual harassment prevention.

USAFA Action: USAFA EO, SAPR, and CW Human Relations Education and Training (HRT&E) delivered a consolidated block of BCT during summer of 2015. The combined sexual assault and sexual harassment training covered the entire spectrum of the continuum of harm. The 3-hour training block discussed the continuum of harm from healthy relationships and sexual harassment, to sexual assault and rape. The training was scenario-based and highly interactive. Basic cadets were able to see the connection of the entire spectrum, and understand how

inappropriate behaviors can eventually lead to a negative and destructive climate. USAFA will continue to leverage this consolidated training approach.

Status: **Complete.**

Continue Efforts to Improve Sexual Assault Reporting by Cadets and Midshipmen

Requirement: The MSAs were to continue developing plans to further increase cadet and midshipmen reporting.

USAFA Action: The best way to improve confidence in reporting that has been seen at USAFA is to improve the sense of privacy and confidence in reporting. The SAPR office upholds confidentiality and professionalism in handling each case. Three of the six full-time SAPR personnel hold above a level I certification with the Department of Defense Sexual Assault Advocate Certification Program (D-SAAPC) with one SAPR VA certified at level IV, the highest level. SAPR VAs hold office hours in the classroom area of Fairchild Hall to make access to SAPR services more convenient and private.

This APY was the first time the MAOCs was conducted. This survey asks cadets about climate and culture within their squadrons. The majority of cadets answered that their permanent party chain of command publicizes sexual assault reporting resources and the Restricted Reporting option, encourages victims to report allegations of sexual assault, and creates an environment where victims feel comfortable reporting such allegations. Over 90 percent of the cadets stated that their chain of command would take reports seriously and keep knowledge of the report limited to those with a need-to-know. Though they acknowledge it is hard to always protect privacy with the presence of rumors and social media, cadets reported that if they were to experience sexual assault in the future, they would trust the Academy to treat them with dignity and respect.

Cadets who have gone through the reporting system also influence the willingness of others to come forward. Many of the cadet led programs for Sexual Assault Awareness and Prevention Month (SAAPM) were inspired by cadets who shared their stories. When cadets feel confident bringing their stories forward, other cadets hear them. When cadets feel supported by their leadership, instructors, helping agencies, etc., they will help others who may be suffering in silence.

Status: **In Progress.** The Department considers this to be in progress until the efforts to improve sexual assault reporting, that include efforts to improve a reporter's confidentiality and privacy, are incorporated into a formal plan with goals and objectives.

Make Available and Require Use of Government-Provided Means to Communicate With and Transport Victims to the Hospital and Other Appointments

Requirement: All Sexual Assault Response Coordinators (SARC) and SAPR Victim Advocates (VA) were to be provided with and required to use government means to communicate with and transport victims in order to maintain the level of professional behavior that is outlined in the D-SAAPC Code of Ethics.

USAFA Action: USAFA SAPR has a Government Services Administration (GSA)-assigned vehicle readily available for the sole purpose of responding to and/or transporting victims of sexual assault. SAPR Volunteer Victim Advocates (VVA) on call are given information and instructions for accessing the keys to the GSA vehicle should the need arise. The SARC has reiterated that the "AFI 90-6001; 2.7.6.5" prohibits the transport of victims in personally owned vehicles. The SARC and full-time SAPR VAs are provided government-issued Blackberry cell phones for the sole purpose of communicating with victims. A government-issued cell phone is

provided for the duration of VVAs on call responsibility. SAPR VAs have government email access via the .edu server. Direct office landline numbers and government email addresses are provided to victims as a measure of official communication. SARC and SAPR VAs do not use personal cell phones and/or email addresses when communicating with victims.

Status: **Complete.**

Enhance Feedback to Cadets and Midshipmen by Using Case Studies that Represent the Broad Range of SAPR Case Outcomes

Requirement: The MSAs were to discuss possible outcomes to allegations, in order to set reasonable expectations of the strengths and limitations of the military justice system and assist with meeting requirement outlines in Enclosure 10 of DoDI 6495.02.

USAFA Action: When allowable and appropriate, USAFA discusses the facts of recent sexual assault cases either at the Academy or in the media during the HRT&E training.

Within the allowable confines of the legal process, the Commandant works to make sure cadets are aware of current case studies representing a broad range of disciplinary and SAPR case outcomes. The Commandant will address all classes at the beginning of each semester and discuss as much as is allowed. The focus is always on mutual respect and being as supportive of fellow team members as much as possible, while being careful not to pass judgment or take sides.

USAFA took the unique opportunity to explain to cadets two different outcomes (acquittal and conviction) that came out of two public sexual assault cases at the Academy. USAFA found the briefings to be necessary as many cadets were misinformed about the military justice process. The briefings ensured

that the cadets understood that an acquittal does not necessarily mean a victim was lying and discussed the legal process. It was successful in that the cadets asked a significant amount of questions and it became clear that their misunderstandings of the military justice system could be explained.

During SAAPM for 2016, the USAFA JA hosted a “Mock Trial” in Arnold Hall. This mock courtroom was intended to give all cadets a greater perspective of the legal process and proceedings. It was well received and attended.

Status: **Complete.** The Department considers this to be complete. However, the actions taken seem to only be in response to the attention of the cases in the media during that time. These briefings by JA may be a best practice that USAFA can use regularly to address the broader range of SAPR case outcomes.

Provide Military Officers, in the Chain of Command Overseeing Cadets and Midshipmen, a Clear Case Status During CMG Meetings to Fulfill Their Responsibility of Updating the Victim

Requirement: Military officers in the chain of command overseeing cadets and midshipmen were to receive a clear, concise case status update at the Case Management Group (CMG) to share with victims. The commanders must be invited to the CMGs and receive updates from all attendees, whenever possible.

USAFA Action: USAFA SAPR has developed a Commander’s Checklist that is provided to each attending commander at the CMG which includes AFI 90-6001 requirements such as providing case updates to the group and victim within 72 hours. Commanders have been asked to provide an email to the SARC with the date their victim was last provided a case status update.

USAFA SAPR will continue to use the Commander's Checklist at monthly CMG meetings and provide initial contact during the initial response process. This has a multi-faceted effect in that a commander will personally know the SAPR VA assigned to the report and helps foster a collaborative environment with leadership which in turn may help a victim's healing process.

Status: Complete.

Adapt the Department's SAPR Metrics to Create Academy Program Metrics

Requirement: The MSAs were to adapt DoD's SAPR metrics as part of a larger metrics effort to capture and communicate progress in addressing both sexual assault and sexual harassment.

USAFA Action: The DoD SAPR metrics and "non-metrics" are incorporated into the USAFA Culture of Respect Evaluation (CORE). Longitudinal data is available for much of the required metrics and comes from surveys, reports, and JA statistics. This is Part I of the CORE. Though much of this has been collected in the past, the CORE allows for one platform to be used to consolidate all

data. Part II uses some of these metrics and other locally developed surveys, studies, and information to present a merged look at USAFA's SAPR program and gives direction for needed change. Part II of the CORE will allow the evaluators to determine what is being done that influences reporting and how to ultimately increase the number of reports while examining what factors may influence a decrease in overall incidents. This could include factors involving the culture and climate at the Academy, gender relations, or the training used.

This platform was developed throughout most of APY 15-16 by reviewing what was already being done at USAFA, collecting what data points were locally available, researching the theory and best practices of program analysis and assessment, and determining what logic model to use before forming the CORE. The first completed CORE is anticipated in the spring of APY 16-17.

Status: In Progress. The Department considers this to be in progress until CORE has been approved by USAFA Leadership and evidence documents that it has been implemented and used regularly to update USAFA leadership and other stakeholders on the health of the SAPR program.

Assessment of Action Items Specific to USAFA from Previous Reports

The Department assessed the action items identified specifically for USAFA in the APY 14-15 Report and the open action items USAFA had from prior assessments and found sufficient evidence to close eight action items, with six remaining open.

| Previous Action Items USAFA Progress at a Glance | |
|--|---------------|
| | Status |
| Require VWAP Personnel to Complete the Air Force Distance Learning Course | ● Complete |
| Involve EO Representatives in Cadet Disciplinary Boards Considering Allegations of Sexual Harassment | ➔ In Progress |
| Align the EO Program Alongside the SAPR Program under the Superintendent, and Provide Cadets with Access to EO Personnel | ➔ In Progress |
| Ensure EO and FAP are Involved in CAIB/IDS | ● Complete |
| Revise MOU with TESSA to Include Sexual Assault | ➔ In Progress |
| PPC and 10 th Medical Group Should Facilitate a Warm Hand-Off to a SARC or SAPR VA to Complete DD Form 2910 | ● Complete |
| Implement a Comprehensive Set of Metrics | ➔ In Progress |
| Data Entry into DSAID Must be Timely and Accurate | ● Complete |
| Ensure AOCs use the MAOCS and Provide the Results to the Next Level of Command | ● Complete |
| Establish SARC and VA Positions at 10 th ABW | ● Complete |
| Appoint a Dedicated SAPR Training Resource | ● Complete |
| Identify and Provide Response Training to USAFA Representatives | ● Complete |
| Continue developing GRIP and Align with Strategic Plan | ➔ In Progress |
| Develop Outcome-Based Metrics to Address Prevention | ➔ In Progress |
| ● Complete ➔ In Progress ✖ No Progress | |

Require VWAP Personnel to Complete the Air Force Distance Learning Course Provided by the Air Force Judge Advocate General School

Requirement: The Victim Witness Assistance Program (VWAP) personnel are required to obtain official Air Force training on victim witness assistance from the available distance-learning course.

USAFA Action: The USAFA VWAP coordinator (the only VWAP personnel at USAFA) completed the VWAP training on 29 April 2016.

Status: Complete.

Involve EO Representatives in Cadet Disciplinary Boards Considering Allegations of Sexual Harassment

Requirement: USAFA must ensure that an EO representative is informed of and involved in all cadet disciplinary boards considering allegations of sexual harassment.

USAFA Action: USAFA has initiated a modification to Section 3.9 of AFCWI 51-201 which addresses “Commander Review Boards.”

Status: In Progress. The Department considers this to be in progress until USAFA provides documentation that these actions have been completed.

Align the EO Program Alongside the SAPR Program under the Superintendent, and Provide Cadets with Access to EO Personnel

Requirement: Realign the 10th ABW EO Office under the USAFA Superintendent.

USAFA Action: USAFA has directed a cross-functional team to develop recommended organizational changes to meet the intent of this recommendation. Additionally, CW personnel have been identified and are being qualified as EO collateral counselors to support cadets and 10th ABW EO Office personnel. This expands timely access to EO services to both military and civilian personnel across the cadet area.

Status: **In Progress.** The Department considers this to be in progress until USAFA provides their recommended organizational changes. Ensure EO and FAP are Involved in CAID/IDS

Requirement: USAFA must add the Family Advocacy Program (FAP) to the Community Action Information Board/Integrated Delivery System (CAIB/IDS) as required by AF policy. USAFA should consider adding EO to this forum as well as including FAP and EO to the other permanent working groups at the Academy.

USAFA Action: USAFA CAIB/IDS has been expanded to now encompass cross-functional cooperation to a variety of culture and climate arenas to include helping agencies such as EO and FAP. USAFA CAIB/IDS emphasis focuses on positive actions and programs that strengthen force readiness through a sense of community and assists cadets, permanent party, DoD civilians, and their families, to thrive and successfully manage the daily demands of military life.

Status: **Complete.**

Revise MOU with TESSA to Include Sexual Assault

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

USAFA Action: FAP is coordinating with the SAPR office to revise the MOU with TESSA for FY 2017-2018 to include sexual assault victim support.

Status: **In Progress.**

PPC and 10th Medical Group Should Facilitate a Warm Hand-Off to a SARC or SAPR VA to Complete DD Form 2910

Requirement: Cadets who report sexual assaults to Peak Performance Center (PPC) personnel and the 10th Medical Group should be referred to the SARC or a SAPR VA.

USAFA Action: In APY 15-16, both the PPC and 10th Medical Group reviewed their policies and procedures to ensure a warm hand-off to SARC or SAPR VA when a victim of sexual assault is identified. The completion of the DD Form 2910 is recognized as a critical matter for victims, and all staff in the PPC and 10th Medical Group have been trained to ensure cadets are offered the opportunity to complete the form with the assistance of a SARC or SAPR VA. PPC Operating Instructions and Air Force Instructions relating to warm hand-offs have been updated and are part of annual training.

Status: **Complete.**

Implement a Comprehensive Set of Metrics Identified for GRIP or Another Comparable Set of Metrics

Requirement: The implementation of the Gender Relations Integrated Platform (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 coordinated with the Office of People Analytics (OPA) *Service Academy Gender Relations Survey* so both use comparable terms and definitions.

USAFA Action: Using both the DoD developed metrics and “non-metrics” as well as theories of program analysis and assessment, along with a logic model, the CORE was developed as USAFA’s SAPR program assessment. The CORE uses a rigorous assessment protocol from both DoD required assessments as well as locally developed surveys and studies while focusing on outcomes-based metrics versus set data points in time. The CORE assessment platform will be included in the update of the USAFA SAPR Strategic Plan, which will help to develop the new USAFA Instruction. Both documents will be aligned with DoD and AF Strategic Plans, and instructions and will serve to institutionalize the CORE.

Status: **In Progress.** The Department considers this to be in progress.

Data Entry into DSAID Must be Timely and Accurate

Requirement: USAFA was to:

- Ensure all cases in the Defense Sexual Assault Incident Database (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

USAFA Action: USAFA SAPR aims to input case data details into DSAID within 24 hours of receiving official reports. Uploads of signed DD Form 2910s occur when a victim chooses to make an Unrestricted Report or when an Independent investigation is identified to SAPR. DSAID case report numbers are documented accordingly with victim files and

secured in a locked security drawer where only assigned SAPR office personnel can access files. USAFA has made great strides to reduce error rates in DSAID. All SARCs and SAPR VAs are trained in use of the DD Form 2910 and importance of accuracy.

Status: **Complete.**

Ensure AOCs use the MAOCS as Soon as it Becomes Available and Provide the Results to the Next Level of Command

Requirement: USAFA survey administrators were to order the MAOCS so that Air Officers Commanding (AOC) 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 is to hold AOCs accountable for addressing the issues identified by the survey.

USAFA Action: AOCs briefed their respective Cadet Squadrons of the results from the MSA DEOCS. The Commandant briefed the cadets after Winter Break and directed all AOCs to address the concerns identified from their reports. The cadet squadrons were given their respective reports. The next higher level of command was given a roll-up, for example, each Group AOC was given all of the information under their responsibility, or 10 cadet squadrons worth of information; then, likewise, the Commandant was given the roll up information and responses for all forty Cadet Squadrons. These roll-ups gave the Group AOCs and the Commandant an appropriate level of information that would not inadvertently expose respondents and impact future trust of the survey.

Status: **Complete.**

Establish SARC and SAPR VA Positions at the 10th ABW

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

USAFA Action: Positions were allocated to USAFA and are now in the hiring process.

Status: Complete.

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 SAPR analyst hired to USAFA has extensive experience in education, training, and curriculum development.

Additionally, USAFA SAPR reorganized and created a SAPR Program Manager (PM) position. The SAPR PM and Analyst will develop training at the strategic level for the Academy and SARCs and SAPR VAs will execute the training as part of outreach and relationship building with the cadets.

Status: Complete.

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: The athletic department in partnership with USAFA SAPR and MFLC provided healthy relationship training to all 27 intercollegiate teams. This training, conducted within individual teams and in

small groups discussed the components found in healthy relationships. Intercollegiate Sports Officer Representatives (OR) are trained annually, and Cadet Club Officers in Charge receive training twice a year.

Status: Complete.

Continue Developing GRIP and Align with Strategic Plan

Requirement: Continue developing the draft USAFA GRIP and align with the USAFA SAPR Strategic Plan.

USAFA Action: The newly hired SAPR analyst reviewed the GRIP and other available metrics to assess sexual assault programs during APY 15-16. The analyst recommended replacing the GRIP with the CORE as it incorporates DoD metrics and outcomes-based metrics. The CORE will go beyond assessing inputs, activities and outputs, and examines impact, which can then be used in the iterative process of program improvement. USAFA intends to include the CORE assessment platform in the update of the USAFA Strategic Plan.

Status: In Progress. The Department considers this to be in progress until USAFA leadership makes a decision about use and application of the GRIP and CORE tools.

Develop Outcome-Based Metrics to Address Prevention

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

USAFA Action: The newly hired SAPR analyst reviewed the GRIP and other available metrics to assess sexual assault programs and recommended replacing the GRIP with the CORE.

Status: In Progress. The Department considers this to be in progress until USAFA leadership makes a decision about use and application of the GRIP and CORE tools.

Assessment of Suggested Enhancements from the APY 14-15 Report

Suggested enhancements are promising practices that the Academies were encouraged to consider adopting in the APY 14-15 Report. The Department provided USAFA nine suggested enhancements, and found sufficient evidence to close all nine.

| Suggested Enhancements USAFA Progress at a Glance | | Status |
|--|---|----------|
| Ensure Sexual Assault Response Phone Systems Have Redundancy to Ensure Prompt Victim Care | ● | Complete |
| Develop Sexual Assault Procedures for Representatives Leading Off-Campus Activities | ● | Complete |
| Use Formalized Sensing Sessions with Cadets and Midshipmen to Capture Feedback | ● | Complete |
| Examine Cadet and Midshipmen Social Media Footprints and Promote Appropriate Online Behavior | ● | Complete |
| Examine Cadet and Midshipmen Social Media Footprints and Promote Appropriate Online Behavior | ● | Complete |
| Adopt Code of Conduct Contract for Sports Teams, Clubs, and Their Coaches | ● | Complete |
| Ensure Cadets Receive DEOMI-Approved Training on Sexual Harassment Prevention | ● | Complete |
| Provide the Local AFOSI Detachment with an Appropriate Presence/Office Space in Cadet Area | ● | Complete |
| CCD Should Leverage Safe Helpline.org as a Force Multiplier in both Prevention and Response | ● | Complete |
| ● Complete → In Progress ✖ No Progress | | |

Ensure Sexual Assault Response Phone Systems Have Redundancy to Ensure Prompt Victim Care

Suggested Enhancement: USAFA was to consider establishing a redundancy with its 24-hour SAPR response telephones.

USAFA Action: USAFA SAPR personnel ensure 24-hour coverage of the hotline including holidays and weekends. Coverage of after-hours support is done on a weekly rotational basis. This allows for a fair balance of on-call duties, and continuity of coverage for the program response. There are alternate phones that the hotline phone can be transferred to if the line is inoperable.

Status: Complete.

Develop Sexual Assault Procedures for Representatives Leading Off-Campus Activities

Suggested Enhancement: The Department encouraged USAFA to consider developing sexual assault procedures for Academy representatives leading off-campus activities so that victim care continues to meet the same standard regardless of where an incident occurs.

USAFA Action: Sexual assault training presents information about what a cadet or Airmen can do at any time and from anywhere if help is needed. Knowledge about the DoD Safe Helpline, USAFA SAPR hotline, and other immediate response resources are shared in training and included on computers, fliers, and promotional items. Permanent party members who travel with cadets and teams receive annual SAPR training and some receive supplemental information about

off-campus emergencies. This was put to the test this year when a sports team traveled and had an emergency with an already identified victim. The coach reached back to USAFA for assistance with SAPR, PPC, and an advocate at the athletic department. The victim received help and the coach received support. General SAPR training does include information about the resources and procedures for off-base resources such as accessing sexual assault forensic exams.

Status: Complete.

Use Formalized Sensing Sessions with Cadets and Midshipmen to Capture Feedback

Suggested Enhancement: DoD Encouraged USAFA to consider employing the United States Military Academy's sensing session model to gain feedback from cadets and midshipmen as part of the Academies' assessment efforts.

USAFA Action: Fireside Chats have occurred several times during each semester with the cadet leadership and the senior leaders. This allows for the group to talk in a more comfortable, less official setting. Attendees discuss the range of issues that revolve around leadership and the responsibilities that accompany positions of authority. The chats touch on sexual harassment and sexual assaults, especially when cases get attention in the media as they are going through the different stages, (e.g., the preliminary public announcement or the final outcome of a court-martial hearing).

Status: Complete.

Examine Cadet and Midshipmen Social Media Footprints and Promote Appropriate Online Behavior

Suggested Enhancement: The Department encouraged USAFA to consider ways to cost-effectively examine cadet and midshipman

social media "footprints." Such effort may help cadets and midshipmen to consider the impact of their online materials.

USAFA Action: USAFA's Athletic Department Sports Information Director provides social media training to cadet athletes every year. Although not SAPR specific, social media is included in the Athletic Department's Media Guidelines. The guidelines include tips, such as, be mindful that online content is not private and there can be long-term ramifications and don't ever post inappropriate or offensive language or photographs.

Additionally, social media is included in the Cadet Athlete Code of Conduct, which all athletes are now required to sign. It asks cadets to pledge to not author, forward, or post vulgar, harmful or offensive notes, texts, photographs, or other content that reflects negatively on his or herself, the team, other individuals, or the institution, or that conflicts with the spirit or intent of the Code or the Cadet Sight Picture and, whenever possible, to discourage others from posting text or photographs that could be deemed unflattering or damaging to others.

Status: Complete.

Adopt Code of Conduct Contract for Sports Teams, Clubs, and Their Coaches

Suggested Enhancement: The Department encouraged USAFA to consider employing a code of conduct, similar to that used by the United States Naval Academy, to deter inappropriate behaviors. A code of conduct helps set appropriate expectations for all team members and enhances the MSAs' ability to hold athletes and coaches appropriately accountable for unacceptable behavior.

USAFA Action: USAFA implemented a Code of Conduct for all 27 IC teams plus boxing and cheerleading during APY 15-16.

Status: Complete.

Ensure Cadets Receive DEOMI-Approved Training on Sexual Harassment Prevention

Suggested Enhancement: The Department encouraged 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.

USAFA Action: Institutional collaboration coupled with an external team of DEOMI-certified EO instructors delivered the summer BCT which “harmonized” sexual harassment and sexual assault training for the cadets. The combined training provided a seamless transition in the discussion of the continuum of harm from sexual harassment to sexual assault. The CW continues their efforts to locally develop new sexual harassment training that is specifically tailored to USAFA cadets and their experiences. Any new training that is developed will be approved either by the 10th ABW EO Director or by DEOMI itself.

Status: Complete.

Provide the Local AFOSI Detachment with an Appropriate Presence/Office Space in Cadet Area

Suggested Enhancement: The Department encouraged USAFA to provide AFOSI with a

satellite space in the cadet area in order to allow better cadet access and improve investigative timelines.

USAFA Action: USAFA provided AFOSI with a satellite office and interview space in the cadet area. AFOSI uses this space to facilitate interviews for cadets which reduces transit time, improves operational flexibility, and assists in accommodating cadet and staff schedules.

Status: Complete.

CCD Should Leverage Safe Helpline.org as a Force Multiplier in both Prevention and Response

Suggested Enhancement: 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.

USAFA Action: The USAFA CCD developed a Helping Agencies Directory icon to advertise services to military, cadet, cadet candidates, DoD civilians, and family members. The Helping Agencies Directory icon includes the DoD Safe Helpline and is on every USAFA desktop. Additionally, this site provides important information, including a “Wingman Toolkit.”

Status: Complete.