

LET'S BE CLEAR

A Culture Reset Phase I

LOE 1 Leaders of Character Use Their Power to Prevent Unhealthy Behaviors

“We must bend the curve (prevalence) down now, or the soul of our institution will be lost”

Lt. Gen. Richard M. Clark, USAFA Superintendent

ENDS

Immediately drive down the prevalence of Sexual Harassment and Unwanted Sexual Contact.

PHASE I KEY INITIATIVES

- Immediately execute Healthy Relationships Training (HRT) for post-recognition Fourth Class Cadets
- Create new schedule of calls with 90-minute Character Development morning time block, 4-6x per semester, to provide HRT for all and related education initiatives
- Execute Cadet Wing DEOCS Corrective Action Plan for sexually and racially harassing behaviors

LOE 2 Warfighters Respond to Harm with Courage

“There is nothing that erodes trust and tears down teams faster than sexual harassment and violence and directly degrades warfighting effectiveness”

Lt. Gen. Richard M. Clark, USAFA Superintendent

ENDS

Team USAFA embraces our universal responsibility to support survivors of sexual assault with care, dignity, and respect; and intervene to stop sexual harassment and violence. Ensure an environment where survivors are supported and empowered to respond on their terms.

PHASE I KEY INITIATIVES

- Imbed professional Victim Advocates in each Cadet Group to increase access to support and reduce barriers to reporting
- Implement enhanced Air Officer Commanding (AOC) and Academy Military Training (AMT) NCO education on Academy sexual harassment and violence to increase their preparedness to lead in the cadet environment
- Execute improved social media education early in cadet career that addresses cyber harassment and the social currency barriers to intervention and reporting

LOE 3 Effective Teams Accelerate Accountability

“We are in an unacceptable place and this culture change starts with each and every one of us”

Lt. Gen. Richard M. Clark, USAFA Superintendent

ENDS

Increase options for Commanders to hold offenders accountable, drive down legal and investigative timelines below Air Force averages for like cases, and increase transparency of accountability measures across the Cadet Wing.

PHASE I KEY INITIATIVES

- Create and implement "Character Remediation Program" similar to honor program that AOCs and AMTs can use to address inappropriate cadet behaviors
- Roll out "Encouraged to Report" policy that sets aside minor collateral misconduct of bystanders to encourage their active role in reporting harmful behaviors; expands "Safe to Report" USAFA initiative
- Fully staff OSI and JA positions; conduct formal process improvement event to identify other areas for timeline reduction in military discipline cases

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A Culture Reset Phase II

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PHASE II KEY INITIATIVES

- Conduct review of physical, academic, and commissioning curriculum for opportunities to provide or improve education and training on: healthy relationships, power, and bystander responsibility across USAFA’s Course of Instruction
- Review the 47-month plan to define and enhance cadet development regarding dignity and respect
- Increase “skill practicing” and conduct assessments on all SAPR training programs for cadets and permanent party

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PHASE II KEY INITIATIVES

- Implement enhanced training for all permanent party on preventing and responding to incidents on the spectrum of harm, including trauma-informed skills
- Reenergize training on “safety” and “knock it off” calls for Basic and Fourth Class Cadets during interactions with upper classmen
- Implement a “Return to Health” policy to better support survivor recovery and reintegration

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PHASE II KEY INITIATIVES

- Introduce cadet climate feedback tool with pulse surveys at more frequent intervals to allow cadets to provide regular feedback in under 5 minutes utilizing an app or similar technology
- Request involuntary admin turnback authority for Superintendent, similar to other Service Academies
- Create a data dashboard to inform leaders of current behavioral trends and Cadet Wing risk factors

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PHASE III KEY INITIATIVES

- Add additional sessions within the Team Captain Enhancement Program and Cadet Leadership Enrichment Seminar to address sexual harassing behaviors as team captains and Cadet Wing leaders
- Address gender gaps in facilities (bathrooms), visual representations (art, statues, buildings), and as examples in curriculum
- Create specific bystander training to help navigate social currency challenges and address empowerment as bystanders

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PHASE III KEY INITIATIVES

- Evaluate feasibility of redesigning Squadron Professional Ethics Advisor program to include SAPR focus, facilitating culture shift around sexual harassment and violence
- Increase opportunities for sharing personal experiences, both positive and negative, with broad cadet and permanent party audiences
- Finalize SAPR Handbook, modeled after the Honor Handbook, for one reference for all elements of SAPR

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PHASE III KEY INITIATIVES

- Resource the Cadet Wing with imbedded SAPR manning and other manpower to support command action on sexual harassment and violence
- Revise Military Performance Average (MPA) to both reset “Comm’s List” baseline and also more clearly link MPA to Leader of Character behavior and competencies
- Explore First Class and Second Class Cadet “Training Report” that evaluates Airman Leadership Qualities