

To the Long Blue Line:

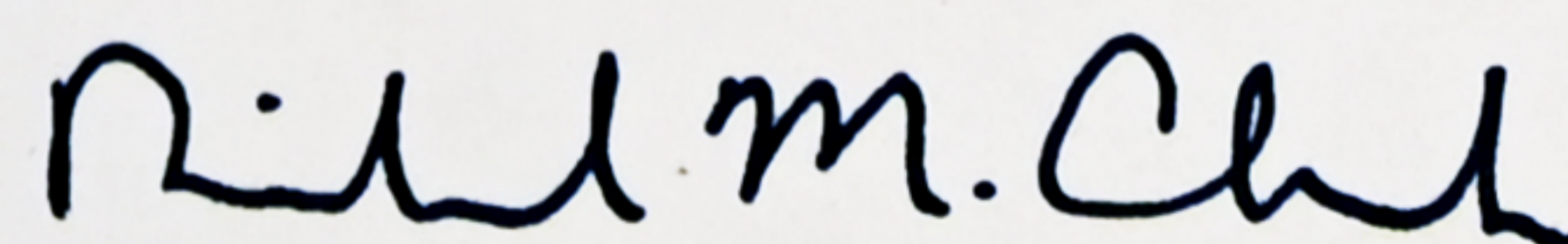
Back in March, I wrote to you about the release of the Annual Report on Sexual Harassment and Violence (SH&V) at the Military Service Academies for Academic Program Year 2021-2022. The results of the SH&V report were alarming for all three service academies. From 2018-2022, the prevalence of unwanted sexual contact at USAFA for women rose from 15.4% to 22.3% and for men from 1.8% to 4.3%. We must reverse these trends. This report made it clear: we have work to do and we need a culture reset.

As promised, I want to provide you with an update. On April 26, Team USAFA took the next steps under our campaign, "**Let's Be Clear.**" I held a series of all calls and unveiled a systematic roll-out of actions items under three lines of effort through three phases. With this letter, I've included an outline of the campaign plan and examples of proposed initiatives within each phase. Our cadets, permanent party, graduates and subject matter experts developed the actions and programs under each LOE of our campaign. The first step involved a commitment from every cadet and every permanent party member to identify how they can affect culture change.

The three lines of effort focus on prevention, response, and accountability.

- **LOE 1, Leaders of Character Use Their Power to Prevent Unhealthy Behaviors:** Combatting sexual harassment and violence starts with prevention. As leaders of character, we have an obligation to prevent unhealthy behaviors. To do so, we will revamp our developmental education and training related to sexual harassment and violence, with a specific focus on building healthy cultures. Further, we will improve our physical spaces and create an environment where everyone feels welcomed, respected, and safe.
- **LOE 2, Warfighters Respond to Harm with Courage:** We will be a culture grounded in a universal responsibility of dignity and respect. As Warfighters, we will not shy away from uncomfortable conversations, and we will confront inappropriate behavior. We will be a source of support and solace for survivors.
- **LOE 3, Effective Teams Accelerate Accountability:** We will accelerate accountability by shortening timelines for investigations and increasing options for commanders to hold offenders accountable. We will knock down barriers to reporting and ensure our accountability actions are transparent and shared across the institution.

Let's be clear – change will not happen without action, and it starts within each of us. In order for this campaign to be successful, I need our entire Academy community to commit to being part of this culture reset. As we re-center our culture on dignity and respect, we will be clear and continue to engage with you about our expectations, our institutional changes and definitions. The time for change is now!



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