

Board of Visitors – 1 May 2019

Board Members:

Gen (R) Edward Rice (Chair)
Brig Gen (R) David Ehrhart (Vice Chair)
Col (R) Alvin Drew (Video Teleconference, VTC)
Lt Col (R) Bruce Swezey
Ms. Linda Cubero
Mr. Robert Gleason, Jr.

USAFA Senior Leadership:

Lt Gen Jay Silveria, Superintendent
Brig Gen Andy Armacost, Dean of Faculty
Col Scott Campbell, Acting Commandant of Cadets
Ms. Gail Colvin, Director of Staff
Col Mark Anarumo, Director of Center for Character and Leadership Development

Others:

Mr. Jeff Mayo, SAF/MRM
Dr. Nate Galbreath (VTC), DoD Sexual Assault Prevention and Response Office (SAPRO) via Conference Call)
Mr. Dan Anderson, BOV Designated Federal Officer
Lt Col Angela Caltagirone, BOV Executive Secretary
Ms. Dawn Zoldi, Associate General Counsel/USAFA Business Matters, Fiscal, Ethics & Administrative Law
Dr. Trevin Campbell, SAPR Program Manager
Dr. Kimberly Dickman, SAPR Analyst
Mr. Dale Hogue, USAFA/A1
Col John Garver, USAFA/A3/9
Col Will Clark, USAFA/A5/8
Col D'Anne Spence, USAFA National Capital Region Liaison
Col Art Primas, Director of Admissions
Col Linell Letendre, Permanent Professor and Chair, Department of Law
Col Jarvis Baker, Commander and Vice Director, Department of Athletics
Col Maiya Anderson, Physical Education Department Head
Col Thom Rogers, Staff Judge Advocate
Lt Col Christopher McClernon, USAFA/CAG
Lt Col J. Dom Easton, USAFA/CCE
Lt Col Charlie Toth, SAF/LL, Chief, Medical, Religious, and USAFA Programs and Legislation
Maj Stephanie Harley, SAF/LL, Chief, Medical, Religious, and USAFA Programs and Legislation
Ms. Yvonne Roland, Director of Culture, Climate and Diversity

Members of the Public:

Kelly Timmons, Class of 81
Julie Kay, Class of 82
Kate Smith, Class of 82
Tricia Heller, Class of 87
Regina Brown, Class of 85
Pat Flood, Class of 90, Senior National Security Policy Advisor to Representative Don Bacon
Heba Abdelaal, Military Legislative Assistant for Senator Cory Gardner
David Williams, Special Projects Coordinator for Senator Tom Udall

Marcus Brubaker, District Director for Representative Doug Lamborn

Opening Remarks by the DFO

Mr. Anderson opened the meeting and noted no public comment was requested.

Opening Remarks by Chairman

Gen Rice called the meeting to order, thanked the Superintendent and his staff for their hospitality. He noted Secretary of the Air Force and senior Air Force staff were receptive to the recommendations the BOV presented based on work from last year and the BOV will continue to monitor the actions taken based on these recommendations. The BOV is committed to three areas of special interest this year: the Admissions Liaison Officer (ALO) program (members participated in a panel discussion with ALO Staff and field representatives during the USAFA immersion day), the USAFA cadet research programs (members received an orientation during the USAFA immersion day), and the strategic metrics at USAFA and their relationship to the broader Air Force. He noted the focus area for today is sexual assault prevention and response (SAPR) within USAFA and the military services. He closed by welcoming everyone to the meeting.

Superintendent Update

Lt Gen Silveria thanked the board for their ongoing support and explained the significance of the Honor Board Room in which the BOV was held. He noted the significant events since the last BOV, to include hiring a new Athletic Director, the release of the Sexual Harassment and Violence (SH&V) Report, and his testimony before Congress regarding the report. He stated Brig Gen Goodwin is no longer acting as the Commandant of Cadets and reassured the Board his actions were taken with cadets and permanent party in mind. He stressed that no details would be provided until the Inspector General investigation is complete. He reaffirmed his confidence in Col Scott Campbell, who is in command of the Cadet Wing until the arrival of Brig Gen Michelle Edmonson in May.

Cadet Success Stories: Lt Gen Silveria highlighted several cadet success stories to include the Mock Trial Team's success at the Annual Rocky Mountain Regional Mock Trial in February and the Opening Round Championship Series of the Mock Trial Competition; the successful launch of Falcon Sat 6 aboard a Space X rocket; the Cyber Competition Team earned top honors at the Combat Exercise run by the National Security Agency; and the Rifle Team took third in NCAA National Championships. He highlighted one member of the Rifle Team will be competing at the upcoming World Championships this summer in China.

Recent Engagements: Lt Gen Silveria mentioned ongoing community engagements through participation in Founders Day Events at USAFA as well as in Boise, Idaho, Minneapolis, Minnesota, and upcoming in San Antonio, Texas. He travelled with the men's lacrosse team to the University of Notre Dame, the men's baseball team to North Carolina for the Freedom Classic against the Naval Academy, and the men's and women's basketball teams to Las Vegas. USAFA athletic teams represent not just USAFA but the Air Force and provide great opportunities for outreach. He met with graduates and candidates on several trips and noted USAFA is preparing to host 60 people this Thursday under the CSAF's direction for wing commanders and command chiefs to understand the role the accession sources play in the continued success of the Air Force.

Congressional Hearings: Lt Gen Silveria provided an overview on his recent testimony to Congress regarding the SH&V report and provided some highlights from it, stating that prevalence increased while the number of reports stayed the same and that USAFA is continuing efforts in the areas of prevention, response, and accountability.

Contribution to the Rated Force: Lt Gen Silveria highlighted the historic contributions USAFA is making to the rated force, to include while roughly 21% of officers in USAF are women, 27% of the cadet wing are women; 7% of pilots in the USAF are women, and two thirds of the women in pilot training are

USAFA graduates. Lt Col Rochelle Kimbrell, Class of 1998, is the first female African-American fighter pilot and is currently working at USAFA as the Athletic Department's Director of Culture, Climate and Diversity. The Class of 2023 has the highest percentage of female applicants, with a goal of 60% potentially pilot qualified. The Class of 2019 has 520 pilot slots, the highest number in nine years. The Class also has 47 going to Remotely Piloted Aircraft (RPA), 32 going to space operations, and 55 going to cyber operations. He and his staff are working to inspire minority and female populations to choose operational career fields through visits to Nellis AFB for Red Flag and interactions with air battle manager (ABM), pilot and RPA communities to see first-hand how each contribute to the fight.

IT Update: Lt Gen Silveria emphasized the groundbreaking and innovative IT initiatives at USAFA, delivering 21st century education to cadets. USAFA members are able to bring their own device to join the USAFA network through the use of Office 365. The commercial internet increased in bandwidth from 1 GB/sec to 10 GB/sec with another 10 GB/sec to be added this summer. It is critical to continue to invest and focus on the IT infrastructure to deliver high speed capability to the faculty and to the cadets. Office 365 also provides each USAFA graduate access to a 50 GB Alumni mailbox, allowing graduates to remain connected. Other points of interest include each cadet having up to four Wi-Fi licenses for their personal devices; a GuestNet for visiting speakers or faculty use; and USAFANet for public use. The security operations center just went into initial operating capability (IOC) in providing network defense. Overall, this is the most significant IT infrastructure update at USAFA in decades. The cadets and faculty are already seeing positive results.

Gen Rice inquired about funding for necessary continuous IT upgrades. Lt Gen Silveria clarified USAFA is funded to establish the cloud based system, Office 365, and bandwidth increase; however, is lacking funding to support the program in the out-years; and is continually trying to educate on the need to program for IT infrastructure as both an educational institution as well as an Air Force base.

Gen Rice asked how the Air Force is addressing the proportion of operational Air Force Specialty Codes (AFSCs) with respect to the different commissioning sources. Lt Gen Silveria explained that traditionally USAFA is given a list of what to fill, conducts an order of merit process, and matches cadets to the list. This process currently takes place in the senior year; however, he is working with HAF to move the process to the junior year to allow a match closer to the desire of the cadets. Mr. Hogue discussed the move toward deliberate AFSC production, matching rated first then using the non-rated line integrated model to balance across Air Force Reserve Officer Training Corps (ROTC), Officer Training School (OTS) and USAFA. Col Primas noted USAFA considers whether a candidate is potentially pilot qualified and has exhibited an active interest in aviation (to include Private Pilot's License and Chief of Staff Flight Academy) during the admission process. Col Swezey inquired about questions Congressional interview boards can ask to assist. Col Primas stated questions should relate to the applicants' motivation to serve, as well as their character (dignity and respect for others), and noted the review of academic records and application documents will reflect the applicant's effort to be involved in aviation. Mr. Mayo noted that potentially pilot qualified does not guarantee the applicant is medically flight qualified. SAF/MR is working with AF/SG to conducting a full flight physical during the admission process

Commandant Update

Col Campbell discussed instilling a warrior ethos in cadets through training focused on full-spectrum operational readiness. Training is grouped into warrior spirit, resiliency, joint readiness, and joint warfighting. Weekends consist of Fireside Chats on Friday nights and hands-on training on Saturdays, reinforcing the necessary skill sets for successful planning and execution. USAFA is working with the U.S. Military Academy (USMA) to explore how to make the training more individualized, possibly

giving the squadrons a list of tasks (combat, mission-ready focus) and letting them decide how to accomplish the tasks. Training focuses on producing combat, mission-ready graduates and includes gas mask training, Mission Oriented Protective Posture (MOPP) gear training, self-aid and buddy care training, and marksmanship training. USAFA is working with Air Education and Training Command (AETC) to determine the resources necessary to bring back Survival, Evasion, Resistance & Escape (SERE)-Level C training. Gen Rice requested a future BOV meeting discuss the history on why it was deleted from the curriculum and what will be different from previous training.

Class Distinction: Military Service Academy (MSA) exchange students highlighted the lack of class distinction at USAFA (two classes consisting of freshmen and everyone else, when it should be four distinct classes). USAFA charged the cadets to propose solutions. Next semester, USAFA is changing morning inspection period for each class. Freshmen doors will remain open during the duty day, sophomores open less time, etc. Military performance will be weighted differently by class, as will wear of civilian clothes for each class. Class colored ball caps will return for Recognition events. Use of “Cadet Last Name” when addressing upper classmen is a means of accountability.

Culture and Climate Initiatives: Cadets brought initiatives to leadership, to include: cadet Dignity and Respect discussions on topics they see as important; Stand Up USAFA initiative, Denim Day when cadets and staff wore jeans and special t-shirts to raise awareness of sexual assault; and Talk to the Teal (a teal rope signifies SAPR-trained members cadets can talk to).

Discipline: Only 4% of cadets are in the discipline or honor system at any given time. The spike in the slide reflects two large cases (swim and lacrosse teams), otherwise these are fairly normal numbers. We’ve seen an increase in alcohol cases (specifically in the underclass, underage drinking) and are implementing educational outreach and no-notice dorm inspections. There is a 22% decrease in overall discipline cases this year due to no “large group” cases. The majority of cadets are doing the right thing. Lt Gen Silvia highlighted education for sophomores and, due to drinking in high school being more readily accepted today, the ongoing efforts to educate applicants prior to arrival at USAFA. Col Swezey asked if this topic should be discussed during the interview process. Lt Gen Silveria noted that he is working with Col Primas to reinforce the character, dignity and respect qualities USAFA requires; and although interviewers can help to spread word, candidates know and give right answer regardless of their actual behavior. Col Campbell discussed the application review process and the perception applicants have regarding alcohol or drug use as well as the value difference between USAFA, normal universities and society. Col Drew asked what effect this has on cadets over the four years at the Academy. Lt Gen Silveria said it is naive to think there is an immediate effect but rather we should expect it to develop throughout the four years. Ms. Cubero asked how many discipline cases result in disenrollment. Col Campbell estimated less than 10% result in disenrollment, and that he takes into account how long the cadet has been at USAFA and the “whole cadet” concept when deciding rehabilitation vs disenrollment. Brig Gen Ehrhart asked if USAFA has data on binge drinking. Col Campbell noted USAFA is a reflection of society and we know behavior won’t change overnight. Although CW tracks alcohol separately, they do not have data on “how much” alcohol was involved in an incident, generally. Underage drinking is the biggest problem, but opportunities are limited at USAFA.

Honor: Cadets are charged with enforcing the Honor Code. Cadets were not taking the Code seriously or holding each other accountable. The board consists of five members of the cadet honor staff and four members of the wing at large. Cadets recommended limiting who could sit on honor boards to top cadet leadership positions only, resulting in 75% of cases presented to boards being found in violation, and increase of 115% over prior years. The selection board for cadet honor staff is also changing to a process similar to the selection board for command, to get higher quality board members. Ms. Cubero asked what percent of violations result in disenrollment. Col Campbell said during academic year (AY) 2018-19, they saw 93 cases total. Of those, 38 cases went to a board, 27 of those were given probation and 5 were

disenrolled. CW is looking at other ways to improve the system by increasing available probation options (3 month, 6 month, 1 year, etc.) rather than disenrollment. Lt Gen Silveria said USAFA is looking for ways to implement options other than “all or nothing” approach. Col Drew noted the more trust you have in the cadets, the more latitude you give them, and suggested the answer may be to restrict the latitude you give them based on their level of behavior. Col Swezey asked if USAFA has metrics on demographics of cadet disenrollment. Col Campbell noted the demographics track along with the demographics of the cadet wing as a whole.

Dean Update

Brig Gen Armacost highlighted the immediate and noticeable change in results due to the change in composition of the Cadet Honor Boards. He noted faculty members are also able to take additional action in cases of honor violations, such as failing a cadet in class. Lt Gen Silveria highlighted the expectation that staff are professors and educators and should enforce educational standards.

Conference of Service Academy Superintendents (COSAS) Design Sprint: Taking the human centered design approach of CyberWorks and applying it to SAPR, Service Academy Deans looked at ways the faculty could enhance the effectiveness of the SAPR program. They developed several need statements: how to make town halls more effective; recognition for bystanders; use of impactful speakers; impact of small vs large group sessions; myth busting; SAPR in the classroom; empowering faculty to engage in SAPR related discussions in the classroom. Brig Gen Armacost is working with the SAPR office regarding the town hall topic and will continue the SAPR discussion at next the Dean’s meeting scheduled for the Fall at USMMA.

Educational Innovation: Initiatives in this area include: New Faculty Orientation Program conducted each summer to introduce new faculty to USAFA and cadet interactions and expectations; sequence of seminars resulting in award of the Dean’s Teaching Certificate; Scholarship of Teaching and Learning forum, looking at how to scientifically examine effectiveness of teaching; “teaching café” discussions on how to improve teaching methods; critical thinking conference offsite; looking for ways to improve technology in the classrooms; all focused on improving the educational experience. Ms. Cubero asked what the best innovation program implemented was. Brig Gen Armacost noted visiting faculty consistently comment on the New Faculty Orientation Program.

Research Goals: The focus here is on how research can be used to enhance the cadet education experience, increase support to the war fighter, increase faculty development, and opportunities to use research in commercial products. Lt Gen Silveria highlighted the research focus on supporting the warfighter and integrating with the needs of the operational Air Force. He noted the challenge associated with faculty development is due to restriction on their ability to publish papers. Currently, intellectual property laws apply to any research or papers produced by faculty on official duty, giving the copyright to the US government and preventing faculty from retaining the copyright to their work. This impacts the faculty’s ability to publish with some publishers and also creates an impediment to recruiting top faculty. Ms. Dawn Zoldi discussed a legislative proposal designed to fix these issues with copyright. Unfortunately, the proposal did not make it out of the Office of Management and Budget (OMB) this year. Gen Rice asked if the BOV could support through its legislative members. Congressman Bacon’s staff noted the Congressman’s willingness to assist, and asked for the current language, to add to the markup in May. Brig Gen Armacost noted the legislation is only for civilian faculty, and that perhaps future efforts could address military faculty.

Research Productivity: Brig Gen Armacost highlighted the available funding for research and the increase in the numbers of patents. Lt Gen Silveria noted the demand for cadets to participate in research programs far exceeds the availability of cadets.

Accreditation: Brig Gen Armacost provided an overview on the Higher Learning Commission (HLC) and the different levels of accreditation (National, Regional, and Programmatic); he highlighted USAFA was one of four cyber science programs accredited in the first round. He noted that the HLC team visited with the BOV during their accreditation visit the day prior.

Big Idea: The Dean is working with the USAFA Endowment (UE) to define how to prepare leaders to fight and win the next war, when we don't know what the next war will look like. Three leading principles of this program are to create a center to focus on emerging and changing social and technological environments; develop an understanding of the evolving threats to U.S. national security; develop partnerships with leading edge organizations and individuals to provide a variety of academic learning opportunities and exchange of opportunities. DF may launch this program initially through the USAFA Scholars Program to help imbed new ideas into the curriculum. USAFA will continue to provide updates to future Boards.

Gen Rice inquired on the number of scholars. Brig Gen Armacost stated there are 60 scholars per class, selected from volunteers in freshmen year, based on academic performance. Gen Rice further commented on a need to integrate with ongoing efforts in the operational Air Force. Lt Gen Silveria noted they are looking for ways to mark these scholars in the personnel system.

Lt Gen Silveria introduced Col Linell Letendre as the final finalist in the search for the new dean.

Annual SH&V Report at the Military Service Academies

Dr. Galbreath (via Conference Call) noted every two years a survey is conducted of cadets and midshipmen to determine the rates of sexual assault and harassment, and that in the off years focus groups are conducted with cadets and midshipmen as well as program health assessments. Based on survey data, the extent of the problem has gotten larger, rates of sexual assault and harassment have increased, and last year was the highest prevalence rate for sexual assault ever seen. He mentioned that the reporting of crimes remained flat. He stated the goal is twofold: first, to reduce the number of crimes occurring, and second, to increase reporting of crimes to allow victims access to help. Cadets and midshipmen have strong confidence in senior leadership's efforts to reduce the number of crimes, but they are less confident in peer leadership. At the core, this is viewed as a leadership issue to be solved, realizing that what works for the active force may not be effective at the Academies and recognizing that certain behaviors and forms of interaction are not acceptable.

Key events: This is the second year in a row of increasing rates of sexual assault and harassment at the Academies. In March 2017, the Academies were asked to develop plans to address responsible alcohol choices, to reinvigorate sexual assault prevention, enhance a culture of respect within the Academies, and to improve reporting of sexual assault and harassment. The plans were delivered in November 2017, focus groups were held and the annual report was delivered to Congress in 2018. In March 2018, the next survey was conducted, however, the plans were not put in place until the Fall of 2018 and their impacts, if any, are not reflected in the results of this survey. Due to this time lag, the Academies need to wait until the next survey to see any impacts. The Superintendents recently testified to the House Armed Services Committee, Subcommittee on Personnel, regarding the results of the survey.

Measures: Sexual assault is an underreported crime in both military and civilian populations. The Department of Defense (DoD) has used surveys since 2006 to understand the numbers of victims of sexual assault within the DoD under Article 120 of the UCMJ. Due to their small populations, all cadets and midshipmen are offered the opportunity to participate. Although not required, 68%-80% choose to participate. Results are weighted to reflect the entire academy population. The most recent survey shows 15.1% of women and 1.8% of men in USAFA's Cadet Wing indicated they experienced sexual assault in the past year, amounting to approximately 221 cadets at USAFA; compared to 11.2% of women and 1.6%

of men in the 2016 survey. USAFA has slightly lower rates than the other Academies. He expressed concern that rates of sexual assault are increasing, however, reporting rates remain constant around 12%. Research suggests students are concerned about impacts on their future at the Academy or future career in the active force. Those surveyed discussed peer-relationship barriers to reporting, noting the #1 reason they don't report is concerns about privacy, the stigma associated with sexual assault, and being negatively judged by others throughout their career. What brings them forward is that it is the right thing to do and others encouraged them to come forward. Board members asked about timeline of the DoD report and delays in getting data. Dr. Galbreath noted the Office of the Secretary of Defense (OSD) very carefully examines the results to ensure the report represents the entire cadet population. The survey uses behavioral anchors to ensure high degrees of precision. It takes significant time to analyze, as well as to educate senior leaders to ensure awareness of results before they are released to Congress and the general public. Lt Gen Silveria inquired if there is a similar survey for ROTC cadets. Dr. Galbreath expressed an interest, but explained the current license does not extend to them at this time (only military members and dependents). OSD is looking for ways to include ROTC cadets in the next survey. A 2014 survey found other universities had higher rates among both women and men. Since then the Service Academies have caught up on rates of sexual assault against women, but assaults against Service Academy men are still lower.

Insights: Offenders of women are typically males in the same class year. The incident typically occurs off campus at a social event or in a dorm on a weekend or holiday. Offenders against men include a mix of males and females, typically in the same class year. Most offenders are known by the victim and the crime is one of proximity. Typically there are low rates among freshmen but this increases each year. Alcohol was a factor in two thirds of the cases involving female victims and half of the cases involving male victims. He noted when alcohol was involved, the crime is typically more serious and committed off campus by a lone perpetrator, whereas when no alcohol was involved, the crime is typically committed on campus by a lone perpetrator and consists of a pattern of minor problematic behavior toward the victim, culminating in one or more serious crimes.

Top-Line Results: Dr. Galbreath noted overall the number of reports of sexual assault and harassment increased for both women and men, however, at USAFA only the number of women reporting sexual assault increased. All others remained unchanged. OSD fielded two new measures on the recent survey related to alcohol: heavy drinking (five or more in one sitting) and alcohol affecting memory; USAFA was lower than other academies.

In Summary: Areas of progress for the Academies include: 1) plans to address problem areas; kudos to USAFA's Cadet Healthy Personal Skills (CHiPS) program--it was tested and evaluated, fielded experimentally and reevaluated, and continues to show promise; 2) innovative ways to address low rates of reporting--OSD is interested in USAFA's evaluation on the impact the USAFA Safe-to-Report policy has on people's willingness to report; and, 3) purchased technical assistance from the Rand Corporation through their Getting to Outcomes program, which is a "plan, implement, deliver, and evaluate" prevention-focused program.

Things to Come from OSD: These include: Catch a Serial Offender program to address reporting within the Department, which allows individuals who make a restricted report to provide confidential details about the offender and have it integrated with national crime databases; leadership at USAFA (down to Air Officer Commanding (AOC) and Non-Commissioned Officer (NCO) levels promoting a climate of dignity and respect; Air Force Compatibility Assessment leading the way in identifying candidates of high moral character; upcoming OSD visit to USAFA to discuss programs impacting prevention of sexual assault, and evaluating those programs using a Program Evaluation Framework; encouraging everyone to hire qualified people with prevention skills throughout the DoD. USAFA has two violence prevention integrators on staff all ready.

Ms. Cubero inquired if there was one recommendation, best practice, or initiative that could be implemented to improve the culture and climate. Dr. Galbreath stressed it is a comprehensive approach, not one individual thing. Being flexible to address evolving issues is important.

Brig Gen Ehrhart requested clarification on the alcohol consumption data, as it relates to drinking versus heavy drinking, was it relating to the entire cadet wing or only those related to sexual assault? Dr. Galbreath said the data encompasses the entire population, but does not relate to sexual assault cases. However, in cases of sexual assault when alcohol is a factor, it is typically a high level of consumption.

Col Swezey inquired on the effectiveness of top-down solutions versus cadet-led solutions. Dr. Galbreath noted that top-down leadership in the military is necessary but not sufficient in addressing the issue, that cadets need to be involved in the solution, and that they are not keeping each other in check. He stated squadron leadership as well as cadet leaders need to be better prepared and need to stress expectations and accountability. He stated people know wrong things are occurring but don't feel empowered, encouraged, or supported enough to do anything about it or stand up to their peers due to fear of reprisal.

Ms. Cubero asked for clarification on the disconnect between 60% of those experiencing unwanted sexual conduct involving penetration or attempted penetration compared to the 60% of those experiencing unwanted sexual conduct who thought it was not serious enough to report. Dr. Galbreath noted victims view the process as transactional (if I do this, what do I get out of it?). If they think the cost of reprisal outweighs the benefit of reporting, they will choose not to report. He highlighted that every victim looks at how others are treated after reporting when deciding to report. Most victims who report are ostracized. Therefore others feel the cost of reporting outweighs the benefit.

Col Swezey lauded the USAFA leadership for their efforts in addressing sexual assault. Dr. Galbreath highlighted the sincerity of Lt Gen Silveria in trying to reduce the number of incidents, and the success of CHiPs. He also commended USAFA on the recent SAPR Summit, addressing SH&V issues, which involved cadets and former graduates in the discussion and proposed solutions.

Gen Rice commented on the timeline in making data available to decision makers, noting that taking actions before having the data to determine the effectiveness of previous actions is unhelpful. He asked if it is possible to speed the timeline to prevent this. Dr. Galbreath noted the survey is not the ultimate grade, but a tripwire in where you need to take action; programs need to be continually evaluated to show where they are effective and where improvements can be made. Gen Rice asked if USAFA has a process in place to ensure continual metrics to evaluate effectiveness. Lt Gen Silveria said yes, but we struggle with what to evaluate the data against, other than the last set of data. Gen Rice commented on the need to have a mechanism to put the 2-yr survey into perspective. Lt Gen Silveria cautioned on pointing to one thing as the problem, rather to focus on the entire picture.

Mr. Gleason asked if this was not just a military problem but a national problem. Dr. Galbreath confirmed that all universities are experiencing this issue to some extent and they all struggle to address it. The increase may be reflective of national changes in how the 17-24 year old population communicate, the primary use of electronics to communicate rather than face-to-face social interactions and the resulting lack of ability to read body language. He said this is something they will look at in the future.

Brig Gen Armacost highlighted the need for stability in funding and staffing for the CHiPs program. Dr. Galbreath noted funding is limited, and suggested looking at either contracting or working with HAF to support long-term funding.

Athletic Director (AD) Update

Col Anderson noted all cadets are involved in physical education, fitness and testing, and competitive sports. The focus is on integrating across all Mission Elements, specifically through warrior ethos and leadership and teamwork, as well as on lifelong physical fitness. The new Athletic Director, Mr. Nate Pine, brings extensive experience and is already working to make the Air Force Academy Athletic Corporation (AFAAC) more efficient and effective and provide sound advice to the Superintendent. Brig Gen Ehrhart asked for clarification on where he falls in the org structure. Lt Gen Silveria clarified Mr. Pine is the primary advisor on athletics, but does not run the athletic department, and there will be another hire to handle the purely governmental responsibilities. Col Baker explained the AFAAC is a non-profit organization that handles fundraising for USAFA.

Several head coaches are retiring over the summer, and the AD is looking to hire additional staff in newly-funded positions. There are continued renovations at Clune Arena as well as new elevators being installed at Falcon Stadium. The Athletic Department continues to conduct Healthy Relationship Training (HRT) with all athletes, with an added emphasis on team building and what a healthy team looks like in an effort to prevent hazing in the future. As part of combatives training, USAFA is developing a self-protection course as an elective physical education course. The Team Captain Enhancement Program brings team captains together to talk through issues impacting the various teams. USAFA uses athletics as an avenue to national exposure through strategic communications.

Successes: Cadet Smith and Cadet Rounds were selected as first team All-Americans in Track and Field; Rifle Team won the National Title for Air Rifle and placed third overall; Women's Gymnastics won the Mountain Pacific Sports Federation Conference; Cadet Haak won the Senior Class Award for NCAA Hockey, was selected as the 2018 Air Force Cadet of the Year, and selected to participate in a PhD program at the Rand Graduate School followed by pilot training; the Men's and Women's Tennis teams beat Army at the College Match Day.

Report on National Discussion on Sexual Assault and Sexual Harassment at Colleges

Dr. Dickman provided an overview on the National Discussion that took place at the U.S. Naval Academy in April. The discussion focused on three themes: 1) evidence and research already existing; 2) behavioral and environmental issues and social impacts of them; and, 3) cultivation of networks and start discussions among institutions and academies. Organizers just published the five outcomes of the 2-day conference: 1) there is a lack of sharing of ongoing research efforts--no national platform; to remedy this, they put together a working group with stakeholders to design platforms and in-person events to share information; 2) there is shortage of publicity concerning the prevalence of sexual assault; they put together a working group to look at DoD matrix and data collection tools and how to develop a platform to compare data; 3) evaluation is lacking; they recommended establishing a panel of experts to provide recommendations for minimal evaluation standards; 4) the Academies and other higher education institutions develop a network to continue to communicate and share information; meeting again next year at West Point, and developing an on-line platform to enable conversations and information sharing; and, 5) there is not enough funding for research and evaluation; they recommended establishing a working group to look at where funding can be gained to do research specific for sexual assault and harassment prevention.

Highlights and take-aways: Research on prevention science is not new and shows that looking at shared risk factors is key to addressing prevention and focusing resources. Evidence based research exists, however because environments are unique, it needs to be tested and evaluated within the USAFA setting to determine effectiveness. Flip the Script is the best prevention program, and shows a 47% decrease in sexual violence for participants in the program. There is positive feedback on healthy relationship education. Many colleges and universities looking at various approaches to dealing with recidivism in perpetrators. Researchers disagree on the outcomes of bystander intervention. Although bystander

training increases intent, it may not increase actual bystander intervention. There is research being done on the impact of pornography on relationships.

USAFA presence at the symposium: USAFA participants highlighted the CHiPS program, HRT, Flip the Script, as well as Healthy Sexuality training. The original Healthy Sexuality program, CHiPS, was modified specifically for USAFA, then was beta tested. At the five-month mark, recipients showed less assault victims among females, no change on harassment and minor impacts among men. The developers modified the program and tested it again at the one-year mark. The results show no significant difference on recipients vs non-recipients, but a higher prevalence among males for assault. Developers are again looking at ways to modify the program to achieve better results, to include a possible refresher training, enhanced training in some blocks, stronger emphasis on peer training, etc. USAFA will evaluate it again to determine if there are any positive outcomes. Programs take time. CHiPS has been in the works for three years and is still being modified, based on the data.

The first beta test of the Flip the Script program was conducted in April, consisting of 12 hours of training in 4 blocks: assess (recognize risk cues for sexual violence in situations and male behavior), acknowledge (identify and overcome personal obstacles to prioritizing their own sexual rights in acquaintance situations and addressing risk factors and defending sexuality), act (toolbox of effective strategies to defend body and their boundaries), enhance (explores women's relationships and values as it relates to sexual desires). DoD is currently evaluating feedback from the training and looking at a potential future grant to implement this program at the U.S. Naval Academy. USAFA is looking at future implementation, but the program requires funding and manpower to support.

The University of Boston is conducting a pornography literacy project regarding education on the impacts of pornography on behavior. It has shown some positive outcomes on the reduction of pornography use through education on how pornography impacts behavior and relationships.

The Sexual Communication and Consent Program developed by HAF SAPR will be beta-tested this summer at Basic Cadet Training (BCT), consisting of a mix of training and assessment through classroom training and specialized electronic-based training based on assessment answers.

Dr. Campbell noted the continued priority to address prevalence issues and to reduce the number of sexual assaults and harassment through evidence-based prevention initiatives and ideas to remove barriers and promote increased reporting. Teal Rope volunteers at the Prep School and USAFA receive additional SAPR training to provide peer support to victims seeking assistance. The Safe-to-Report policy continues to prove effective in reducing barriers to reporting. The "Getting to Outcomes" initiative uses evidence-based processes to assess our programs, determine where our needs are, and where we can find evidence-based programming to address those needs. Two main areas of focus on reduction of Sexual Harassment Risk and reduction of alcohol risk. DoD SAPRO's prevention analysis review of USAFA efforts is a means of continued feedback.

Dr. Campbell highlighted the SAPR events that have taken place, including the National Discussion in April, Sexual Assault Resistance Education in April, Denim Day in April, and the upcoming Pathway to Prevention Summit in the Fall of 2019. The Summit will continue to build on the data from the SH&V report and the importance of peer support in reducing barriers to reporting.

Gen Rice inquired on the distinction between a cadet making a restricted report to an AOC not in their direct chain of command and an unrestricted report to their primary AOC. Lt Gen Silveria noted there is a working group to determine if the program is being implemented correctly or if USAFA should seek a change to the requirement. Currently an AOC is required to report any incident of sexual harassment or assault to OSI, if the victim or subject is in the AOC's squadron. This is perceived to be a barrier to

reporting. **Action item: USAFA to provide an update on AOC mandatory SAPR reporting policy upon completion of the working group.**

Ms. Cubero highlighted three messages from the cadet panel on SAPR: 1) cadets feel it is their issue to fix and want more control; 2) cadets want smaller group settings to conduct training and have discussions; and, 3) cadets feel there is a lack of feedback on ideas submitted. Lt Gen Silveria stated a consistent issue is the sheer volume of untested ideas thrown at the problem. You implement a solution for a year, decide it doesn't work and try another one. CHiPS was the first time a program was deliberately developed. He stressed USAFA is working towards an anonymous reporting program. Col Garver noted USAFA is working with LiveSafe to ensure the App is set up correctly for the cadet environment and is involving cadets in designing the interface. Lt Gen Silveria noted there is still a legal challenge in anonymous reporting, because even a victim of assault with no name still requires a report to the Office of Special Investigations (OSI).

Col Swezey noted cadets feel that when they go to their AOC and AMT, their issue goes up the chain of command, but it gets lost, and they don't hear back. However, if they go directly to the Superintendent, they get an immediate response. Lt Gen Silveria offered he has feedback that conflicts with that, but there are certainly improvements that can be made. Ms. Cubero asked how cadets know if an idea has been acted on. Lt Gen Silveria noted they see the idea in action. Brig Gen Armacost noted the challenge is to ensure the idea endures. Col Swezey reinforced that cadets are looking for some type of feedback.

Brig Gen Ehrhart requested clarification on whether bystander intervention training actually results in intervention. Dr. Dickman noted the disconnect is between people believing they would intervene, but perhaps in the moment, not recognizing the signs that would cause them to intervene. She stated there has been an increase in the number of bystander interventions and reports due to the Safe-to-Report policy. Dr. Dickman highlighted the need to get survey data earlier to allow for earlier intervention.

Gen Rice asked if anyone else is getting closer to finding a solution. Dr. Campbell noted other universities are struggling with same issues and trying to find ways to address them. Gen Rice also asked if there is consensus on the theory of change (identify the problem, apply theory on how to address problem), and it appears all are still working on what the theory is to solve the problem. Dr. Dickman said most are using a socio-economical model to look at societal and community risk factors and the impact to behavior, but there is no grand solution. Lt Gen Silveria noted we are attempting to modify behavior and that it is not always effective. Dr. Campbell noted this training needs be done at lower education levels, middle or high school, when they are learning to form relationships. Gen Rice highlighted the need to remain vigilant in addressing this problem.

New Action Items

1. USAFA to provide an update regarding AOC mandatory SAPR reporting policy upon completion of the working group. **SUSP: TBD**

Potential BOV Support items:

1. Investment on IT Infrastructure going forwards
2. Funding to implement SERE level C training
3. Stable funding for sexual assault prevention programs (\$400,000 for 2 years of CHiPS training)

Old Action Items Review

- 1) USAFA to provide the numbers of cadets impacted by use of accession vs. retention medical standards and late determination of pilot qualification? USAFA provided response. **Closed**
- 2) USAFA to provide the needed funding for the prep-school or the impact of not getting that funding. USAFA provided a point paper to address the dormitory needs at the Prep School. **Closed**

- 3) Engage Dr. Galbreath's office regarding the ability to generate results of SAGR survey quicker. Addressed during today's meeting. **Closed**
- 4) Representative Bacon asked if the USAFA Safe-to-Report Policy can be replicated within big Air Force. Being addressed by SASC roundtable 8 May, requested results once completed. **Closed**

Superintendent Summary Remarks

Lt Gen Silveria thanked the Board for their continued support. He highlighted the leadership changes that will take place in the next six months...Dean, Commandant, Air Base Wing Commander, and Command Chief, will all be new. He noted the effort to remain engaged with the operational Air Force. We spent significant time on SAPR, and this will always be the institutions biggest challenge that will never be solved. Gender, race, religious intolerance are important societal issues that will continue to be a challenge. He thanked Lt Col Toth for his support as he leaves his position for bigger things.

Public Comments

No request for public comments was received.

Board Discussion

Gen Rice discussed the upcoming schedule. The DFO confirmed the next meeting is scheduled for 1-2 August 2019 at USAFA and the final meeting is scheduled for 21 November 2019 in Washington DC. Mr. Gleason recommended changing the timeframe of meetings to allow more cadet interaction while at USAFA. Lt Gen Silveria suggested reducing the number of meetings to two meetings annually and expanding the time at USAFA. Gen Rice agreed to consider a revised schedule, however, emphasized a need to ensure the meetings allow sufficient time to do the work required to do. Mr. Mayo offered to consolidate the information and present some options back to the board. Lt Gen Silveria requested the next visit include a demo of the \$5M, 1500 camera, closed circuit television system installed in the dormitories, as well as 10th Air Base Wing infrastructure items. Gen Rice noted it was in the schedule battle rhythm and he could look at adjusting. Mr. Gleason requested a tour of the airfield.

Mr. Gleason inquired whether young captains could be used as AOCs rather than majors to help them relate better to cadets. Lt Gen Silveria explained the selection process for Interdevelopmental Education (IDE) and noted AOC training counts as IDE as well as a command tour. He noted that junior captain do not have enough leadership experience to be effective as an AOC and explained the interview and selection process.

Gen Rice requested the board members start considering what information from this meeting to include in the annual report regarding the ALO program and the cadet research programs and highlighted the focus of the BOV is to recommend areas for improvement, to include necessary resources to sustain the program in the future. Mr. Gleason noted the opportunity to use ALOs as a ready-made recruiting force and supported an increase in participation. Lt Gen Silveria offered that outreach occurs naturally, as graduates go out into the communities. He highlighted the number of applications increases each year and the quality of applicants goes up each year. Where USAFA falls short is at the highest end, particularly among minorities with dozens of college choices. He noted the quality of the institution and the programs offered should attract the applicants. He agreed the marketing and advertising needs to continue to target as large an audience as possible. Lt Gen Silveria discussed the "opportunity districts" and engagement with the Congressional staffs. Brig Gen Ehrhart noted the revitalized space program is a great recruiting tool for USAFA. Lt Gen Silveria highlighted the Class of 2019 has 32 space operators. Lt Gen Silveria expressed he has sufficient ALOs. He feels there is potential to engaging and organizing the graduates as a means of outreach but needs the resources.

Gen Rice noted a decision needs to be made regarding the August meeting in the coming weeks.

Chairman Concluding Remarks

The Chairman thanked everyone for the time.

The DFO adjourned the meeting.



ANGELA K. CALTAGIRONE, Lt Col, USAF
Executive Secretary



EDWARD A. RICE, JR.
Chairman