

HQ U.S. Air Force Academy

Integrity - Service - Excellence

2009/2010

Cadet & Perm Party

Climate Assessment Survey



Media Brief

**Lt Gen Mike Gould
29 Oct 10**



Overview

- **Climate Survey**
 - **Why**
 - **Strengths/Weaknesses**
- **Areas of Concern**
- **Overall Gameplan**
- **Institutional Efforts**
 - **Ongoing**
 - **Way Ahead**
- **Programmatic Efforts**
 - **Ongoing**
 - **Way Ahead**



Integrity - Service - Excellence

2

Take-aways:

The Climate Survey is a tool for the Commander to use to determine what USAFA is doing well (and not so well) to provide the proper environment to allow all cadets and permanent party to reach their max potential.



Why have a Climate Survey?

- #1 Priority: R-E-S-P-E-C-T for human dignity in all staff, faculty, cadets
- We asked the hard questions to get honest look at how we're doing
- Survey results help us take action on challenges we still have and to continue those things we do well
- Commitment to our people to foster atmosphere of respect and pride
- We **will not tolerate** disrespect for human dignity---- our message is simple

Take-aways:

Respect is the top priority.

We asked the hard questions so we could get an accurate picture.



Climate Survey Strengths & Limitations

■ Strengths

- Provides a crucial, anonymous assessment
- Addresses broad range of topics related to climate including: Religious, Race, Gender Relations...
- ...and is measured across several demographics: Gender, Race, Intercollegiate Status, Civilian vs. Military, Unit, etc.

■ Limitations/Challenges

- Responses are Perception based
- We don't know the Why. There is very little expanding information on responses
- Limited measures of Severity of problem(s)
- Anonymity – Does not allow direct problem-solving
- Some disconnect between these perceptions and formal reporting channels (SARC, EO, Security Forces)

Integrity - Service - Excellence

4

Take-aways:

There are many strengths and weaknesses to the survey.

Strength:

Anonymous assessment across the entire USAFA spectrum is measured across several demographics.

Weakness:

We don't know the "Where". Questions did not always specify "it happened at USAFA".

We don't know the "Why". There is very little expanding information on responses – What do they fear?

No measure of "Severity" of problem(s) – i.e.- How unsafe do they feel?

There is a disconnect between these perceptions and formal reporting channels (SARC, EO, Security Forces)



Climate Survey Caveats and USAF Way Ahead

■ Caveats

- Ambiguous and vague questions
- Change in Survey questions (limits trending analysis)
- Timing of the surveys (not optimal)

■ USAF Way Ahead

- Re-analysis of the current survey data to determine what was and wasn't reliable
- A new survey in the near future to provide a solid base for future trending
- To release the results of both when available

Take-aways:



Respondent Demographics

Cadets			Permanent Party		
	%	#		%	#
Gender			Gender		
Male	77.4%	1408	Male	66.3%	1027
Female	22.6%	411	Female	33.7%	523
Race			Race		
Majority	82.9%	1445	Majority	81.3%	1266
Minority	17.1%	299	Minority	18.7%	292
Religious Preference			Religious Preference		
Christian	77.9%	1337	Christian	76.0%	1172
Non-Christian	7.5%	128	Non-Christian	5.4%	84
No Preference	14.7%	252	No Preference	18.6%	287
Class Year			Employment Status		
2010	17.5%	319	Civilian Faculty	10.4%	146
2011	20.1%	366	Civilian Staff	34.2%	480
2012	23.7%	433	Enlisted	21.5%	303
2013	38.7%	706	Officer	33.9%	476
Intercollegiate Status			Prior Military Service - Civilians		
IC Athlete	26.6%	479	Prior Air Force	46.1%	272
Never an IC Athlete	73.4%	1319	Prior Service Other	14.2%	84
TOTAL POPULATION vs RESPONSE RATE Contacted Responded Rate Cadets 4595 2170 47% Permanent Party 3584 1880 53%			No Prior Service	39.7%	234
			USAFA Graduates		
			Officer Grads	43.5%	207
			Officer Non-Grads	56.5%	269
			Civilian Grads	13.2%	53
			Civilian Non-Grads	86.8%	350

Integrity - Service - Excellence

6

Take-aways:

Good overall statistical representation of populations:

Gender and 4 degrees slightly overrepresented

Racial minorities underrepresented

This is common on climate/culture surveys since it is often the only way to have their voice heard anonymously.

Notes:

Updated Cadet response rate from previous versions includes those responses to questions, but not all demographics – previous response rate (1840- 40%) was based on responses to all questions including all demographics.



Areas of Concern

- Religious Freedom of Expression
- Sexual Harassment
- Physical Safety
 - Unknown when/where/what circumstances
- Discrimination
 - Gender
 - Race

Take-aways:

The biggest Areas of Concern are:

Religious Freedom of Expression

Sexual Harassment

Physical Safety

Discrimination.

The Superintendent continues to emphasize “RESPECT” and “Freedom” as his priorities, and has directed his staff to focus their efforts on:

Continued religious freedom of expression issues

Continuum of gender issues resulting in sexual assault

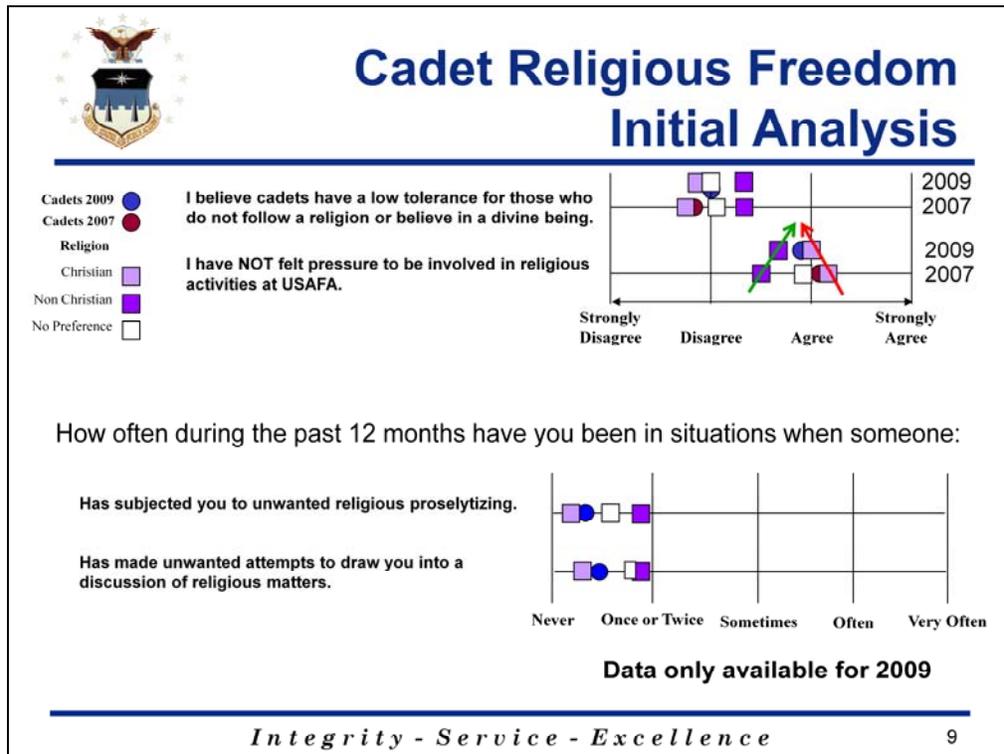
Serious nature of physical safety

Disrespectful behavior related to discrimination and harassment.



Areas of Concern

- **Religious Freedom of Expression**
- **Sexual Harassment**
- **Physical Safety**
 - **Unknown when/where/what circumstances**
- **Discrimination**
 - **Gender**
 - **Race**



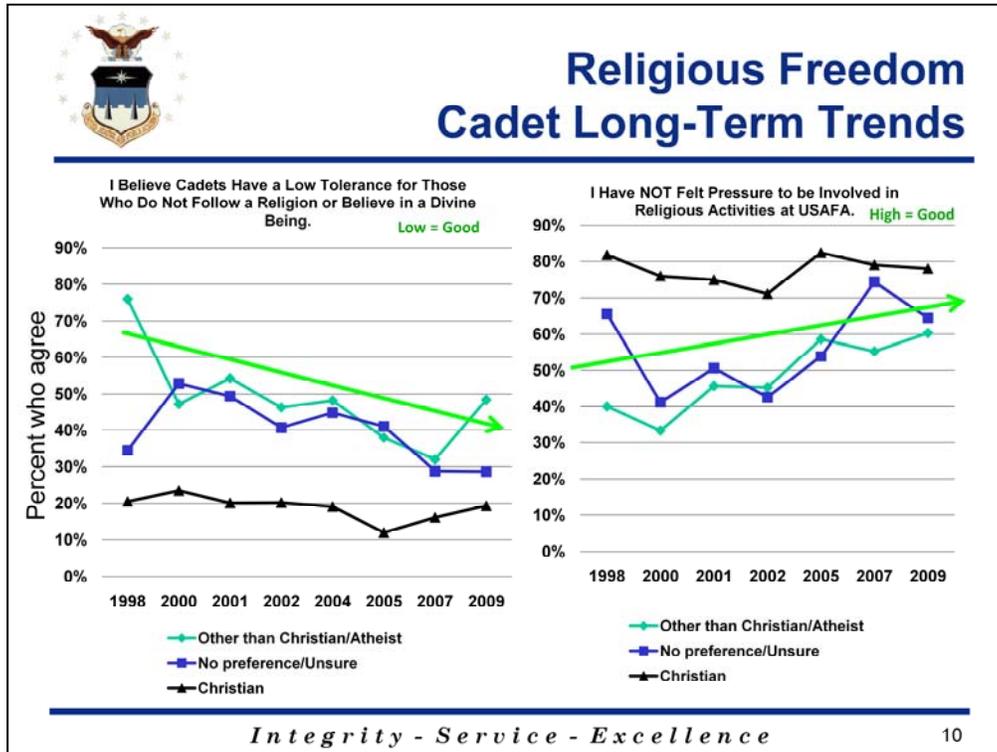
Take-aways:

There is improvement since 2007 for non-Christians NOT feeling pressure to be involved in religious activities.

There is a concurrent decline in Christians NOT feeling pressure to be involved in religious activities.

Overall, there are rare occurrences of unwanted proselytizing and unwanted religious discussion. In an effort to further enhance our USAFA efforts in support of religious freedom, the Supt worked with the Anti-Defamation League to develop additional questions which would shed some insight. These questions are depicted at the bottom of the slide. The mean suggests a slight difference in demographic groups, but the leadership requested more detailed information so an additional 2 slides were created (bar charts of the same questions).

Caution: We also want to ensure that not only is “RESPECT” considered by all, but also, “FREEDOM” is considered.



Take-aways:

The long term trends for religious tolerance are good.

Since 1998, fewer cadets believe there is a low tolerance for those that do not follow a religion.

However, there was a 20% increase in the 2009 survey that might be suggestive of a problem. We need to pay attention to this, but we must also realize that the 9 yr trend prior to this survey was DOWN, so this may be an anomalous data point, or it may be a significant problem.

Since 1998, there is an increase in percentage of cadets who have NOT felt pressure to attend religious activities at USAFA.

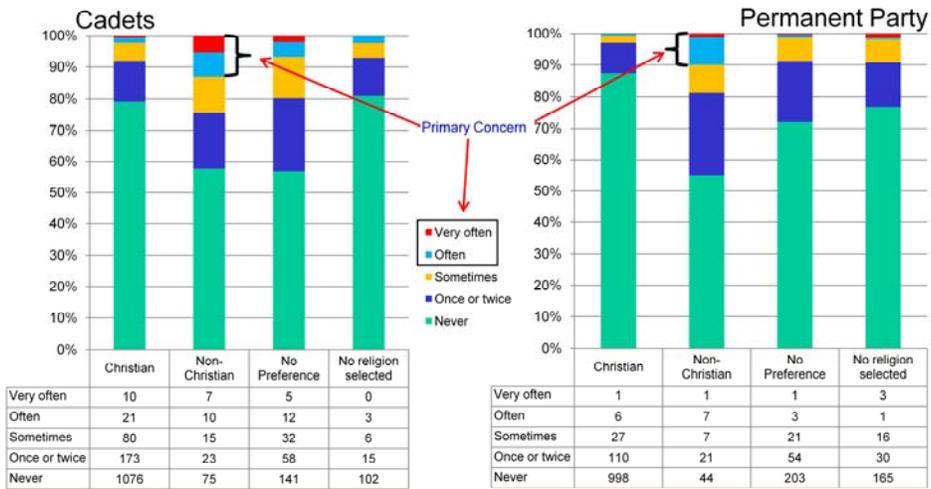
Why is this important?

It suggests that USAFA has made significant improvement in religious freedom in the past 10 years.



Religious Discussions Follow on analysis

How often during the past 12 months have you been in situations when someone has made unwanted attempts to draw you into a discussion of religious matters?



Integrity - Service - Excellence

11

Take-aways:

The primary concern is those who answered “Very Often” or “Often”.

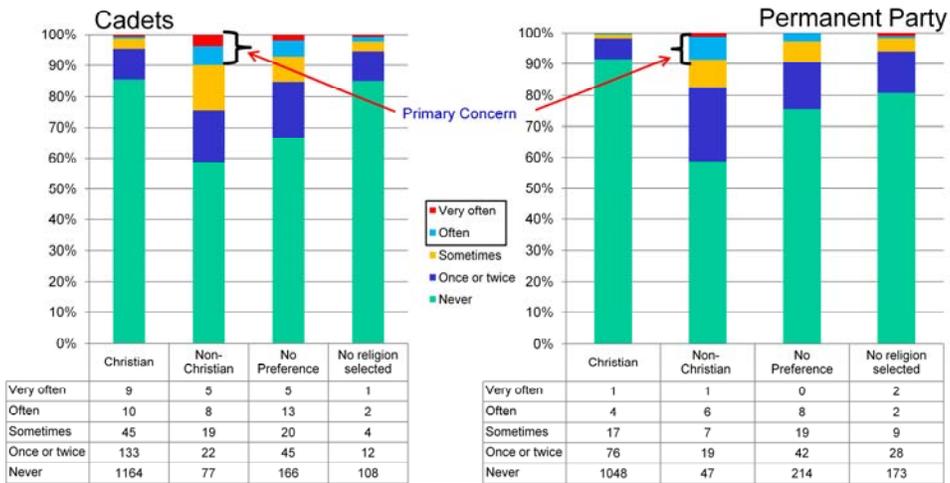
There were no differences with regard to organization, class year, race, gender, and USAFA graduate, employment, or IC status.

These slides were developed when leadership asked for a follow on analysis of the initial analysis was conducted (slide 6).



Religious Proselytizing Follow on analysis

How often during the past 12 months have you been in situations when someone has subjected you to unwanted religious proselytizing?



Integrity - Service - Excellence

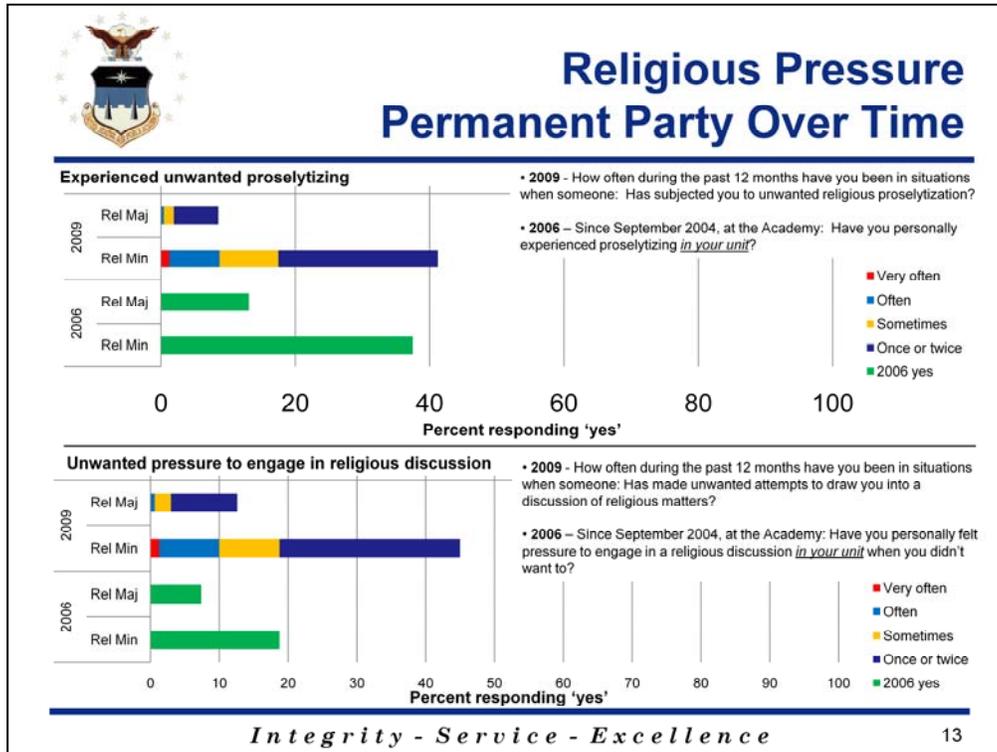
12

Take-aways:

The primary concern is those who answered “Very Often” or “Often”.

There were no differences with regard to organization, class year, race, gender, and USAFA graduate, employment, or IC status.

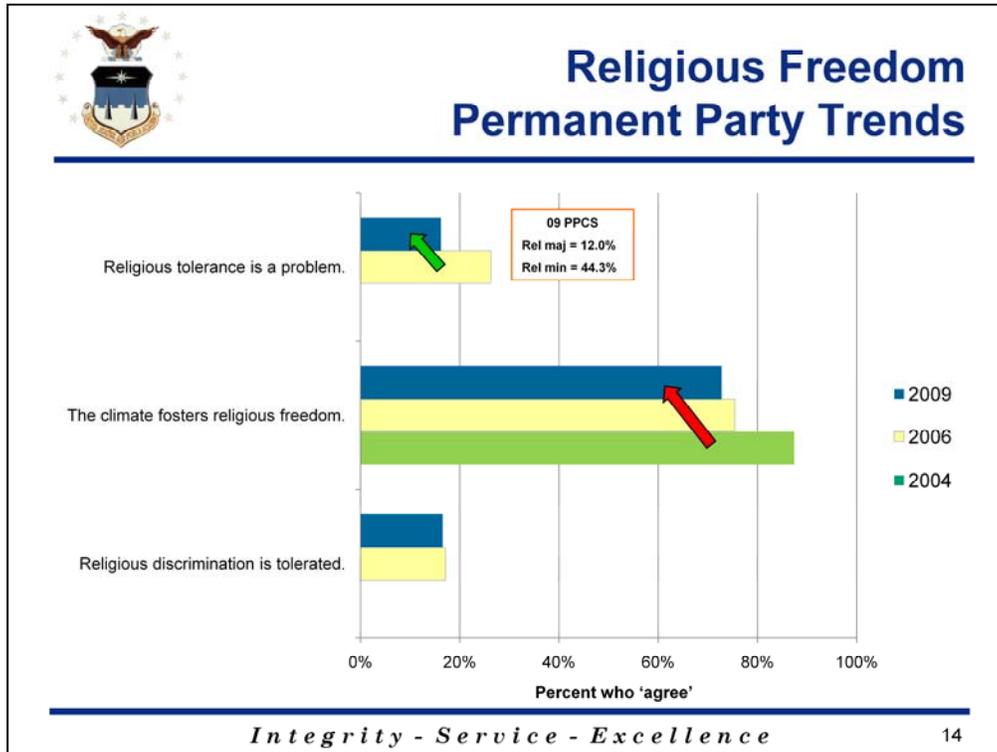
These slides were developed when leadership asked for a follow on analysis of the initial analysis was conducted (slide 6).



If “once or twice” is combined with “never” for the 2009 data, only 18% of the religious minority permanent party (14 people) experience unwanted proselytizing and pressure to engage in religious discussions “sometimes” or more often.

2006 and 2009 PPCS items were similar (not the same)(collapsed scales used), therefore only very general comparisons used in conjunction with other data should be made.

- 2006 – Since September 2004, at the Academy: (1= no; 2-5 = yes)
 - Have you personally experienced proselytization in your unit?
 - Have you personally felt pressure to engage in a religious discussion in your unit when you didn’t want to?
- 2009 - How often during the past 12 months have you been in situations when someone: (1 = never; 2 = once or twice; 3 = sometimes; 4 = often and 5 = very often)
 - Has subjected you to unwanted religious proselytization?
 - Has made unwanted attempts to draw you into a discussion of religious matters?



Take-aways:

Encouraging finding that there is an overall decline in permanent party that report religious tolerance is a problem.

However, large gaps still exist between religious minority and majority groups. Almost half of religious minority agrees that issues associated with religious tolerance still exist.

There is an overall decrease in permanent party that report “the climate fosters religious freedom”.

This is indicative of the religious majority reporting that they feel their “freedom of speech” is hindered.

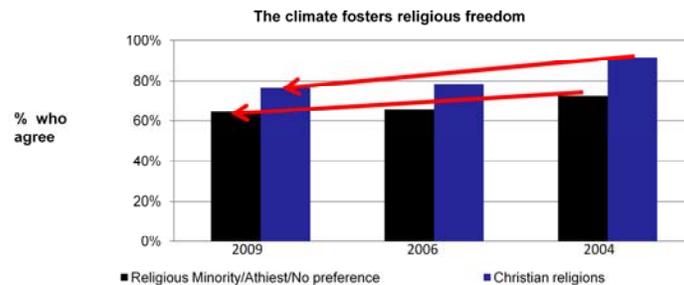
This assessment is more clearly depicted on the next slide.



Religious Freedom Trend Permanent Party

■ Religious Freedom Trend

- Responses varied only slightly from 2004-2006
- 2006-2009 responses identical
- Question wording virtually unchanged (“The climate fosters religious freedom.” versus “The climate at USAFA fosters religious freedom.”)



Integrity - Service - Excellence

15

Take-aways:

These findings suggest more Christians feel a lack of religious freedom with continued emphasis of legal restrictions on unwanted proselytizing.

The emphasis on not holding “unwanted discussions” and “unwanted proselytizing” continues to be hammered home.

This is interpreted by some as an infringement on “Freedom of Speech”.

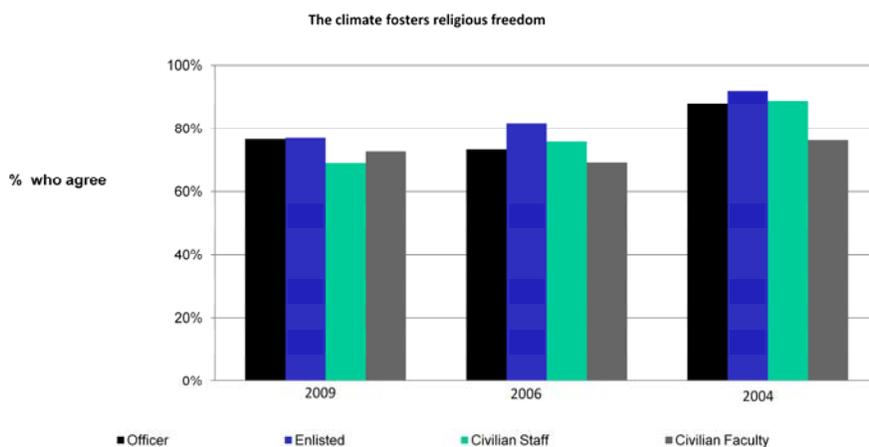
There is a larger decrease in Religious Freedom perceptions for the Religious Majority than the Religious Minority.

Religious Majority: 15% decrease (91.5% - 76.5%)

Religious Minority: 8.2% decrease (72.6 - 64.4%)



Religious Freedom Trend by Military/Civilians (Perm Party)



Integrity - Service - Excellence

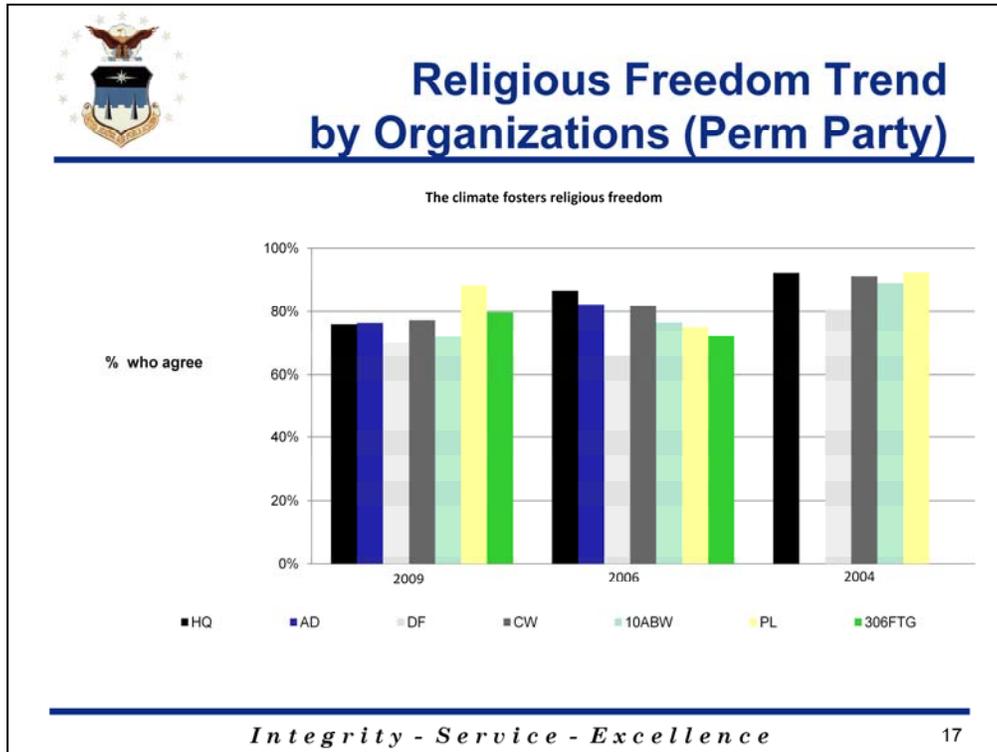
16

Take-aways:

The largest decrease in perceived religious freedom is in enlisted and civilian staff.

Enlisted staff: Decrease from 92.0% to 77.0% (15% decrease)

Civilian Staff: Decrease from 88.8% to 69.1% (19.7% decrease)



Take-aways:

Overall Religious Freedom trends are decreasing slightly.

This decrease represents two problems:

1. Religious minority feeling unwanted “Proselytization”
2. Religious majority feeling “Freedom of Speech is infringed upon”

Various MEs are experiencing both upward and downward trends.

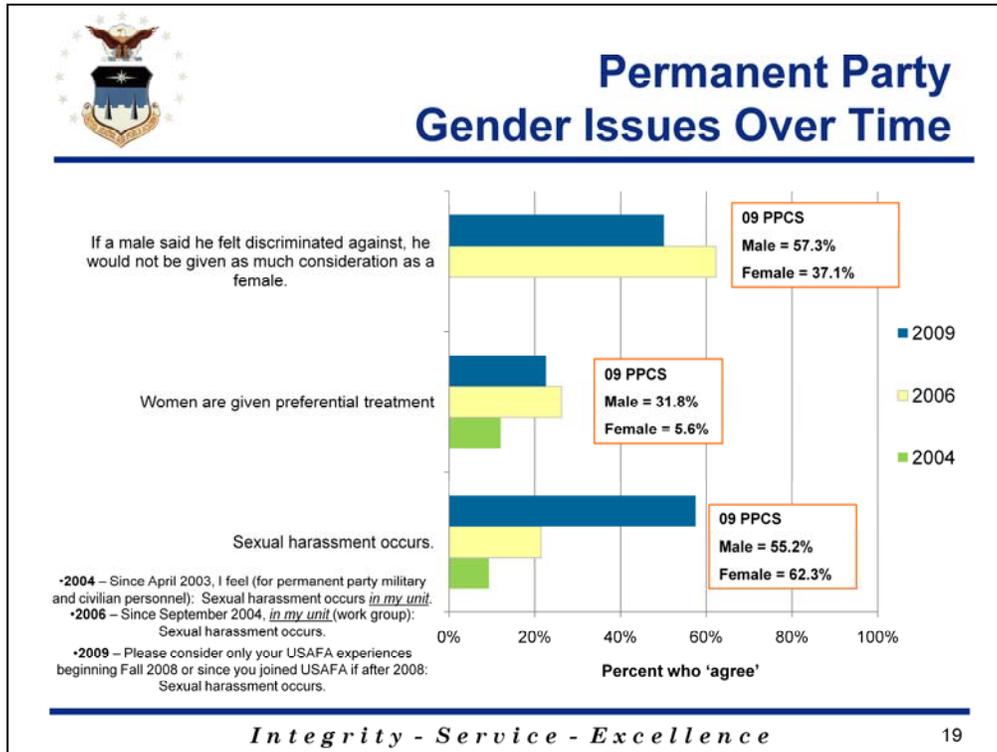
Increases in reported religious freedom: DF, PL and 306FTG

Decreases in reported religious freedom: HQ, AD, CW, 10 ABW



Areas of Concern

- Religious Freedom of Expression
- **Sexual Harassment**
- Physical Safety
 - Unknown when/where/what circumstances
- Discrimination
 - Gender
 - Race



Take-aways:

There are still some concerns over Gender Relations.

There are some positive decreases in: “Males feeling discriminated against and not getting as much consideration as females”, and “Women are given preferential treatment”. While the decreases are positive, it should be noted that more men believe women get preferential treatment especially with regard to consideration for discrimination.

There is a significant increase in the “Sexual harassment occurs” questions, but this is an example of how changing the question doesn’t allow trend analysis to translate completely. In this case, the comparison is very tenuous because the question coverage changed from a small area (“my unit”) to “all of USAFA”. So, while it “may not happen in my unit, I know it happens at USAFA”. It can also be noted that more than half the permanent party believe sexual harassment occurs at USAFA and more women believe it than men.

Notes:

Here is how the question regarding Sexual Harassment occurs changed:

2004, 2006, and 2009 PPCS items were similar (not the same)(collapsed scales used), therefore only very general comparisons used in conjunction with other data should be made.

- 2004 – Since April 2003, I feel (for permanent party military and civilian personnel): (1=strongly disagree; 6=strongly agree)
 - Sexual harassment occurs in my unit.
- 2006 – Since September 2004, in my unit (work group): (1=strongly disagree; 6=strongly agree)
 - Sexual harassment occurs.
- 2009 – Please consider only your USAFA experiences beginning Fall 2008 or since you joined USAFA if after 2008: (1=strongly disagree; 4=strongly agree)
 - Sexual harassment occurs.



Permanent Party Only Gender Relations

- Comparative items from the Air Force Gender Relations Survey of Active Duty Members
- Analysis conducted by utilizing DMDC specific algorithms

Percent who have experienced:	2006 USAF Active Duty Members		2009 USAFA Permanent Party	
	Women	Men	Women	Men
Sexual Coercion	4%	2%	1%	1%
Sexist Behaviors	43%	18%	39%	19%
Crude/Offensive Behaviors	40%	23%	34%	22%
Unwanted Sexual Attention	18%	4%	9%	4%

- Self-reported sexual assault numbers too small to report
- *Generally, the percentage of USAFA personnel who have indicated experiencing unwanted gender related behaviors was less than in the Air Force in 2006 (note that civilians are included in the USAFA sample)*

Integrity - Service - Excellence

20

Take-aways:

When compared to the latest available USAF data (2006), USAFA percentages are better than the USAF percentages were then. We strive for continued improvement, but this is a positive data point.

Notes:

Data is from the 2006 DMDC (Defense Manpower Data Center) data.



Areas of Concern

- Religious Freedom of Expression
- Sexual Harassment
- **Physical Safety**
 - **Unknown when/where/what circumstances**
- Discrimination
 - Gender
 - Race



Physical Safety

I have feared for my physical safety because of my:	Cadets	Permanent Party
Gender		
Male	14/1365 1%	0/1000 0%
Female	47/395 12%	12/512 2%
No Gender Selected	3/128 2%	6/217 3%
Religious Beliefs		
Christian	11/1298 1%	8/1147 1%
Non-Christian	6/124 5%	1/78 1%
No Religion Selected	3/223 1%	4/226 2%
Race		
Caucasian	8/1400 1%	6/1242 1%
Racial Minority	0/299 0%	3/281 1%
No Race Selected	5/192 3%	2/209 1%

Although numbers here are relatively small, still *important to note due to seriousness of personal safety*. Also note, the highest numbers for Religion/Race are the majority.

Integrity - Service - Excellence

22

Take-aways:

Overall, the numbers of those who “fear for their safety” is relatively small, but nonetheless, we continue to focus our efforts on Respect.

It is instructive to note, that when it comes to Gender, the minority (females) are the ones who most often fear for their safety; but when it comes to the Religious Belief and Race categories, it is the majority who most often fear for their safety.



Areas of Concern

- Religious Freedom of Expression
- Sexual Harassment
- Physical Safety
 - Unknown when/where/what circumstances
- Discrimination
 - Gender
 - Race



Discrimination and Harassment Question Series

13. Have you ever experienced or witnessed discrimination or harassment (even subtly) at USAFA?

Discrimination – illegal treatment of a person or group based on race, color, national origin, religion, sex, age, or disability.

Harassment – a course of conduct directed at a specific person that causes substantial emotional distress in such a person and serves no legitimate purpose.

Yes No

14. What do you believe was the reason(s) for the discrimination or harassment you experienced or witnessed? (Select all that apply)

	Experienced	Witnessed
Age	<input type="checkbox"/>	<input type="checkbox"/>
Academic ability	<input type="checkbox"/>	<input type="checkbox"/>
Economic status	<input type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>
Race or ethnicity	<input type="checkbox"/>	<input type="checkbox"/>
Religious beliefs	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>
IC status	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

Integrity - Service - Excellence

24

Take-aways:

Weak or ambiguous questions caused some consternation when the “answers” are too vague to take action on.

Question 13 is an example of a question that asked about two distinct things (discrimination and harassment) in one question. The follow-up questions (14 and 15) further confuse the issue regarding the answers.

The breakout of “experienced” and “witnessed” for the subsequent questions was done by USAFA analysts for additional clarity of the results.



Discrimination and Harassment Question with Physical Safety

15. What was the form(s) the discrimination or harassment was expressed? (Select all that apply)

	Experienced	Witnessed
Actual physical assault or injury	<input type="checkbox"/>	<input type="checkbox"/>
Terrorized/Tormented	<input type="checkbox"/>	<input type="checkbox"/>
Glances/Looked down upon	<input type="checkbox"/>	<input type="checkbox"/>
Ignored/Snubbed/Excluded	<input type="checkbox"/>	<input type="checkbox"/>
Publications on campus/Graffiti	<input type="checkbox"/>	<input type="checkbox"/>
Threats of physical violence/Stalking	<input type="checkbox"/>	<input type="checkbox"/>
Insulted/Offended	<input type="checkbox"/>	<input type="checkbox"/>
Taunted/Ridiculed	<input type="checkbox"/>	<input type="checkbox"/>
Persecuted/Treated unfairly	<input type="checkbox"/>	<input type="checkbox"/>
Humiliated	<input type="checkbox"/>	<input type="checkbox"/>
Oppressed	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

Integrity - Service - Excellence

25

Take-aways:

Not defining all parts of all questions led to some vague and inactionable issues.

While *Discrimination* and *Harassment* were defined (see below), other descriptors (such as *Terrorized*, *Tormented*, *Oppressed*) were not. Without well defined meanings, we can't easily identify or stop such acts from happening.

Discrimination – illegal treatment of a person or group based on race, color, national origin, religion, sex, age, or disability.

Harassment – a course of conduct directed at a specific person that causes substantial emotional distress in such a person and serves no legitimate purpose.

The discrimination and harassment question series included these 3 serious forms that indicate physical safety was at risk. Each form will be presented with the number reporting “EXPERIENCED” as well as location and source/perpetrator descriptors.

Data are reported ONLY for those that answered “yes” to the question, “Have you ever experienced or witnessed discrimination or harassment (even subtly) at USAFA?”



Discrimination and Harassment

Timeframe: Please consider only your USAFA experiences since Fall 2008 or since you joined USAFA if after Fall 2008.

Have you ever experienced or witnessed discrimination or harassment (even subtly) at USAFA?

•**Discrimination** – illegal treatment of a person or group based on race, color, national origin, religion, sex, age, or disability.

•**Harassment** – a course of conduct directed at a specific person that causes substantial emotional distress in such a person and serves no legitimate purpose.

	Cadets		Permanent Party	
Yes	796/1896	42%	498/1797	28%
No	1100/1896	58%	1299/1797	72%

-Item was taken from the Foundation for Independent Higher Education Campus Diversity Survey
-Additional follow-on items represented in slides to follow were developed by USAFA to provide more details

Integrity - Service - Excellence

26

Take-aways:

The majority of cadets and permanent party do not experience or witness harassment or discrimination.

This is another example of a *poorly worded question* that asks more than one thing (experienced/witnessed/discrimination/harassment) in one question.

Notes:

28% of PP and 42% of cadets do experience or witness harassment/discrimination.



Discrimination and Harassment - Reasons

Of those responding 'yes': What do you believe was the reason(s) for the discrimination or harassment you experienced or witnessed? (Select all that apply.)

	Cadet				Permanent Party			
	# Experienced /Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses	# Experienced/Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses
Age	111/1896	6%	194/1896	10%	76/1797	4%	97/1797	5%
Academic Ability	156/1896	8%	294/1896	15%	49/1797	3%	100/1797	6%
Economic Status	36/1896	2%	115/1896	6%	33/1797	2%	53/1797	3%
Gender	231/1896	12%	493/1896	26%	130/1797	7%	192/1797	11%
Male	50/1408	4%	146/1408	10%	33/1027	3%	85/1027	8%
Female	160/411	39%	307/411	75%	69/523	15%	67/523	13%
Race or Ethnicity	112/1896	6%	283/1896	15%	72/1797	4%	124/1797	7%
Majority	32/1445	2%	194/1445	13%	18/1266	1%	72/1266	6%
Minority	59/299	20%	52/299	17%	40/292	14%	27/292	9%
Religious Beliefs	138/1896	7%	246/1896	13%	75/1797	4%	119/1797	7%
Christians	86/1337	6%	157/1337	12%	26/1172	2%	57/1172	5%
Non-Christians	38/380	10%	56/380	15%	29/371	8%	35/371	9%
Sexual Orientation	34/1896	2%	290/1896	15%	23/1797	1%	92/1797	5%
IC Status	173/1896	9%	420/1896	22%	N/A	N/A	N/A	N/A
IC	93/479	19%	102/479	21%	N/A	N/A	N/A	N/A
Not IC	64/1319	5%	280/1319	21%	N/A	N/A	N/A	N/A
Employment Status (Civilian/Military)	N/A	N/A	N/A	N/A	129/1797	7%	114/1797	6%
Civilian	N/A	N/A	N/A	N/A	74/626	12%	53/626	8%
Military	N/A	N/A	N/A	N/A	18/779	2%	26/779	3%

Integrity - Service - Excellence

27

Take-aways:

For Cadets and Permanent Party, Gender is the primary reason for “experienced harassment/discrimination”.

For Permanent Party, Race and Employment Status (civilian or military) are additional reasons.

For Cadets, Race and IC status are additional reasons.

Notes:

Those who report significantly more harassment/discrimination:

- Women more than men
- Racial minority more than racial majority
- Civilians more than military
- ICs more than non-ICs



Discrimination and Harassment - Location

Of those responding 'yes': Where did the discrimination or harassment usually occur?
(Select all that apply.)

	Cadet				Permanent Party			
	# Experienced /Total	Experience % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses	# Experienced/Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses
Classroom	95/1896	5%	203/1896	11%	11/1797	0.6%	56/1797	3%
Gym	75/1896	4%	164/1896	6%	12/1797	0.7%	25/1797	1%
Athletic event	64/1896	3%	152/1896	8%	9/1797	0.5%	34/1797	2%
Mandatory activity off USAFA	47/1896	2%	98/1896	5%	23/1797	1%	30/1797	2%
Staff or faculty office	17/1896	1%	28/1896	1%	N/A	N/A	N/A	N/A
Mitchell Hall	133/1896	7%	284/1896	15%	N/A	N/A	N/A	N/A
Squadron	291/1896	15%	493/1896	26%	N/A	N/A	N/A	N/A
Your office/work or duty center	N/A	N/A	N/A	N/A	236/1797	13%	205/1797	11%
Another's office/work or duty center	N/A	N/A	N/A	N/A	85/1797	5%	132/1797	7%

Take-aways:

While unacceptable, as one can expect, most discrimination occurs in the location where people spend the most time.

For cadets, most discrimination/harassment occurs in the squadron and Mitchell Hall.

For permanent party, most discrimination/harassment occurs primarily in the employee's work/duty center or in another's office/work or duty center.



Discrimination and Harassment - Source

Of those responding 'yes': The source of the discrimination or harassment was? (Select all that apply.)

	Cadet				Permanent Party			
	# Experienced /Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses	# Experienced /Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses
Male	297/1896	16%	489/1896	26%	160/1797	9%	210/1797	12%
Female	123/1896	7%	290/1896	15%	114/1797	6%	130/1797	7%
Racial majority (White/Caucasian)	132/1896	7%	275/1896	14%	88/1797	5%	105/1797	6%
Racial minority (All other racial groups including mixed)	78/1896	4%	187/1896	10%	61/1797	3%	73/1797	4%
Religious majority (Christian)	75/1896	4%	144/1896	8%	38/1797	2%	67/1797	4%
Religious minority (not Christian)	50/1896	3%	123/1896	6%	27/1797	1%	31/1797	2%
Cadet					20/1797	1%	101/1797	6%
Cadet senior to me	200/1896	10%	354/1896	19%	N/A	N/A	N/A	N/A
Cadet junior to me	55/1896	3%	154/1896	8%	N/A	N/A	N/A	N/A
Cadet in my class	226/1896	12%	369/1896	19%	N/A	N/A	N/A	N/A
Officer	55/1896	3%	80/1896	4%	107/1797	6%	111/1797	5%
Enlisted	40/1896	2%	63/1896	3%	48/1797	3%	56/1797	3%
Civilian	37/1896	2%	68/1896	4%	113/1797	6%	123/1797	7%
Staff	28/1896	1%	53/1896	3%	60/1797	3%	74/1797	4%
Faculty	34/1896	2%	72/1896	4%	33/1797	2%	48/1797	3%
Coach	29/1896	1%	58/1896	3%	Too small	Too small	16/1797	1%
Supervisor	N/A	N/A	N/A	N/A	103/1797	6%	69/1797	4%
Co-worker	N/A	N/A	N/A	N/A	87/1797	5%	97/1797	5%
Subordinate	N/A	N/A	N/A	N/A	20/1797	1%	27/1797	1%

Integrity - Service - Excellence

29

Take-aways:

Discrimination and harassment come from many different sources. It is not unique to any one demographic group.

Purely by overall percentage of occurrence, the worst perpetrators for cadets were primarily: male, cadets senior to them or cadets in their class.

Purely by overall percentage of occurrence, the worst perpetrators for permanent party were primarily male, supervisors and co-workers, and both officer and civilian.

While males are the largest perpetrators in both the cadet and permanent party, this shouldn't come as a surprise given the overwhelming majority they represent in each category.

Interesting note:

Females are the source of discrimination and harassment at approximately half the rate of males (cadets: 7% vs. 16%, permanent party: 6% vs. 9%), yet they are a significantly smaller population in both demographic groups (female cadets: ~20%, female permanent party: ~37%). This could translate to a higher per capita incident rate with the female as the source.



Physical Safety Location and Source

- Numbers of location are significantly larger than the number of cadets reporting (Indicates multiple reports/occurrences from individuals)
- Numbers of source (perpetrator) are significantly larger than the number of cadets reporting (Indicates multiple perpetrators for individuals)
 - The sources of assault, torment and/or threats were segregated by mutually exclusive categories (cadet, officer, enlisted, civilian)
 - Additional demographics are presented below the mutually exclusive categories: low numbers indicate same demographic across different sources

Take-aways:

The following slides will go into detail on forms, locations, and sources of discrimination/harassment.

The number of cadets who report incidents of discrimination/harassment is significantly lower than both the locations and sources.

This translates to: those reporting incidents, have multiple incidents to report.



Discrimination and Harassment - Forms

Of those responding 'yes': What was the form(s) the discrimination or harassment was expressed? (Select all that apply.)

	Cadet				Permanent Party			
	# Experienced/ Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses	# Experienced/ Total	Experienced % of Total Responses	# Witnessed /Total	Witnessed % of Total Responses
Actual physical assault or injury	23/1896	1%	42/1896	2%	9/1797	0.5%	18/1797	1%
Terrorized/ Tormented	39/1896	2%	92/1896	5%	26/1797	1%	40/1797	2%
Glances/Looked down upon	228/1896	12%	372/1896	20%	130/1797	7%	167/1797	9%
Ignored/Snubbed/ Excluded	218/1896	11%	348/1896	18%	175/1797	10%	186/1797	10%
Publications on campus/Graffiti	13/1896	1%	49/1896	3%	Too small to report	Too small to report	28/1797	2%
Threats of physical violence/Stalking	25/1896	1%	54/1896	3%	10/1797	1%	18/1797	1%
Insulted/Offended	300/1896	16%	465/1896	24%	149/1797	8%	181/1797	10%
Taunted/Ridiculed	189/1896	10%	337/1896	18%	65/1797	4%	91/1797	5%
Persecuted/ Treated unfairly	121/1896	6%	222/1896	12%	114/1797	6%	128/1797	7%
Humiliated	131/1896	7%	251/1896	13%	80/1797	4%	107/1797	6%
Oppressed	58/1896	3%	104/1896	5%	71/1797	4%	78/1797	4%

Integrity - Service - Excellence

31

Take-aways:

We take the threats to physical safety seriously.

While the numbers in these categories are very low (2% and lower), some could represent significant misconduct. All are unacceptable and we are taking actions to drive them even lower.

The majority of harassment/discrimination forms are:

- Being insulted/offended
- Glances/looked down upon
- Ignored/snubbed/excluded
- Taunted/ridiculed

Although these are unacceptable behaviors, they are not as dangerous as the items highlighted in pink.



Physical Safety Actual Physical Assault or Injury

Location	Cadets	Permanent Party	Source	Cadets	Permanent Party
Squadron/Work Unit	16	7	Cadet Senior to Me /Supv	10	3
			Cadet Junior to Me/Subord	8	1-1 cadet
			Cadet in My Class/Coworker	16	6
Classroom	10		TOTAL		11
Mitchell Hall	12		Officer	6	3
Mandatory Activity Off USAFA	7	3	Enlisted	6	3
			Civilian	7	3
Gym	7	1	TOTAL	53	
Athletic Event	7		Male	18	8
Staff/Faculty /Another's Office	5	3	Female	7	2
			Racial Majority	10	2
TOTAL	64	14	Racial Minority	9	1
			Religious Majority	9	1
Total cadets responded: 23 Total perm party responded: 9			Religious Minority	8	1
			Staff	5	2
			Faculty	6	2
			Coach	5	

Integrity - Service - Excellence

32

Take-aways:

23 cadets and 9 permanent party reported they experienced actual physical assault or injury.

This question does not separate out Assault from injury, so it could pose a problem with interpretation.

Notes:

It occurred most often in the squadron for cadets and work unit for permanent party.

The most prominent source for both cadets and permanent party is their peers.



Physical Safety Terrorized/Tormented

Location	Cadets	Permanent Party	Source	Cadets	Permanent Party
Squadron/Work Unit	31	24	Cadet Senior to Me /Supv	26	15
			Cadet Junior to Me/Subord	10	6-1 cadet
			Cadet in My Class/Coworker	26	8
Classroom	13		TOTAL		30
Mitchell Hall	20		Officer	12	9
Mandatory Activity Off USAFA	12	1	Enlisted	12	5
			Civilian	7	11
Gym	12	1	TOTAL	93	
Athletic Event	11		Male	29	16
Staff/Faculty /Another's Office	6	8	Female	14	13
			Racial Majority	18	10
TOTAL	105	34	Racial Minority	11	3
			Religious Majority	16	4
Total cadets responded: 39 Total perm party responded: 26			Religious Minority	12	3
			Staff	8	6
			Faculty	6	2
			Coach	7	

Integrity - Service - Excellence

33

Take-aways:

39 cadets and 26 permanent party report being terrorized/tormented.

“Terrorized” and “Tormented” were not defined. This could be problematic because of interpretation.

For example, 706 freshman cadets (38.7% of total respondents) took the survey. BCT and the freshman experience was fresh in their minds – how do you tell if they were “terrorized” or “tormented” because of discrimination/harassment, or because of the standard BCT/freshman experience?

Notes:

It occurred most often in the squadron for cadets and work unit for permanent party.

Most prominent perpetrators for cadets were both their peers and cadets senior to them.

Most prominent perpetrators for permanent party was primarily supervisors.



Physical Safety Threats of Physical Violence/Stalking

Location	Cadets	Permanent Party	Source	Cadets	Permanent Party
Squadron/Work Unit	22	8	Cadet Senior to Me /Supv	15	2
			Cadet Junior to Me/Subord	11	1-1 cadet
			Cadet in My Class/Coworker	18	5
Classroom	10		TOTAL		9
Mitchell Hall	13		Officer	10	2
Mandatory Activity Off USAFA	7	3	Enlisted	8	3
			Civilian	6	4
Gym	10	2	TOTAL	68	
Athletic Event	8		Male	20	8
Staff/Faculty /Another's Office	4	3	Female	13	3
			Racial Majority	13	3
TOTAL	74	16	Racial Minority	12	2
			Religious Majority	11	1
			Religious Minority	9	2
			Staff	5	2
			Faculty	5	2
			Coach	5	

Total cadets responded: 25
Total perm party responded: 10

Take-aways:

25 cadets and 10 permanent party reported threats of physical violence and stalking.

“Stalking” was not defined. This could be problematic because of interpretation.

Notes:

It occurred most often in the squadron for cadets and work unit for permanent party.

Most prominent perpetrators for cadets were both their peers.

Most prominent perpetrators for permanent party was primarily co-workers.



Discrimination and Harassment Summary

- **Gender is the primary reason for experienced discrimination and harassment for both cadets and permanent party**
- **Racial minority cadets and IC athletes report harassment/discrimination at much higher rates**
- **Women, civilians, and racial minority permanent party report harassment/discrimination at much higher rates**
- **Discrimination and harassment cut both ways:
 - **Both Minority and Majority experience it****

Integrity - Service - Excellence

35

Take-aways:

For Cadets and Permanent Party, Gender is the primary reason for “experienced harassment/discrimination”.

For Permanent Party, Race and Employment Status (civilian or military) are additional reasons

For Cadets, Race and IC status are additional reasons.

Notes:

Those who report significantly more harassment/discrimination:

Women more than men

Racial minority more than racial majority

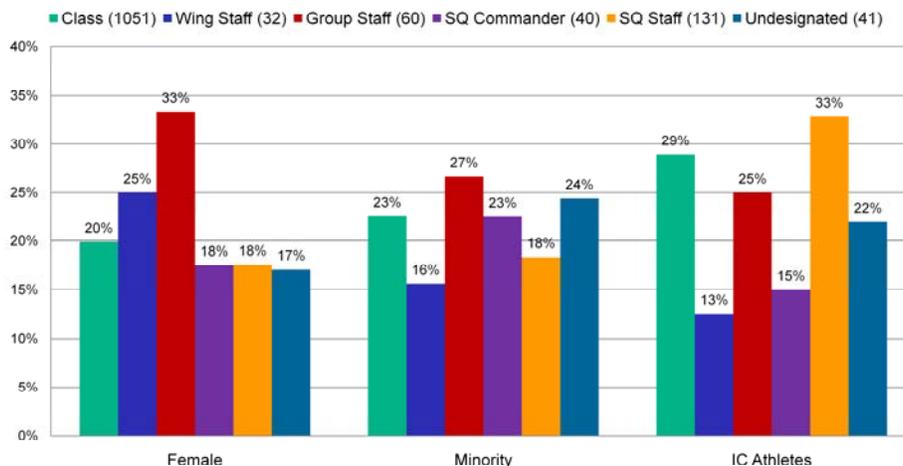
Civilians more than military

ICs more than non-ICs



Cadet Class of 2011 Leadership

Cadet Leadership Fall (2010) Summary



Integrity - Service - Excellence

36

Take-aways:

A “perception gap” still exists.

This slide is part of the Perception Campaign that we are conducting. It highlights the perception gap that exists because there is a perception that females and minorities don't have equal leadership opportunities (noted in the Climate Assessment Survey), when in fact a look at the cadet leadership for Fall 2010 (class 2011) shows that they do have fair representation across the leadership spectrum.

The green bar reflects the population of the demographic group at USAFA. In a “Perfect” world, all the other colored bars would be equal to the green bar. Gender and race are reported by the Climate Assessment Survey to be the two primary groups discriminated against; but this slide clearly shows that gender and race are fairly represented across the CW leadership.



STRENGTHS TO CONTINUE



Survey Feedback from Both Cadets and Permanent Party

Continue

- Combating unwanted religious proselytizing
- Support, cohesion, positive leadership examples, and taking care of cadets
- USAFA experiences that motivate toward an AF career
- Positive squadron/work environment

Take-aways:

The cadet culture and climate mirrors the permanent party.

Addressing issues in the permanent party should also facilitate improvements in the cadet culture and climate.



Survey Feedback from Cadets Only

Continue

- Strong academics; faculty involvement/dedication
- Opportunities (airmanship, clubs, leadership, culture/language)
- Unit cohesion (spirit dinners, SQ activities, WG functions)
- Rewards (passes, surprise party, sleep-in)
- Support (structure, pay, SPIRE, PEERs, other cadets)

Take-aways:

We have a variety of strengths to continue.



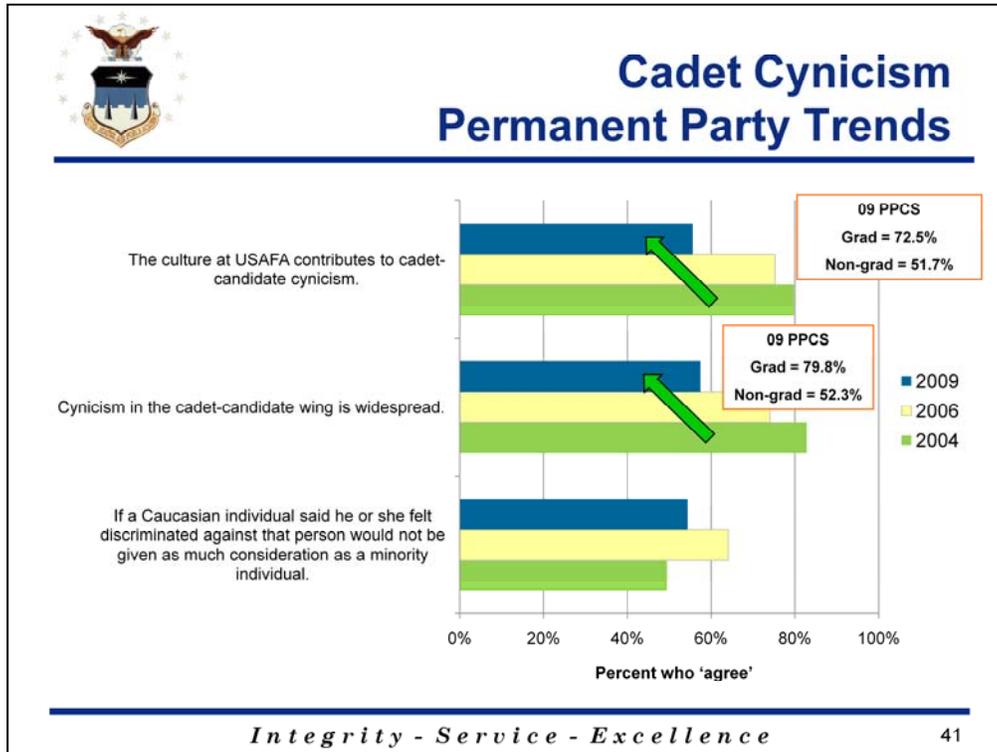
Survey Feedback from Permanent Party Only

Continue

- Positive leadership by example
- Superb support, family focus
- Opportunities for involvement with cadets
- Ethics and honesty; embodiment of Core Values

Take-aways:

Our strengths focus on opportunities and overall climate to work in.



Take-aways:

We are winning the battle against Cadet Cynicism. There are significant drops in those who perceive widespread cadet cynicism at USAFA and the Prep School.

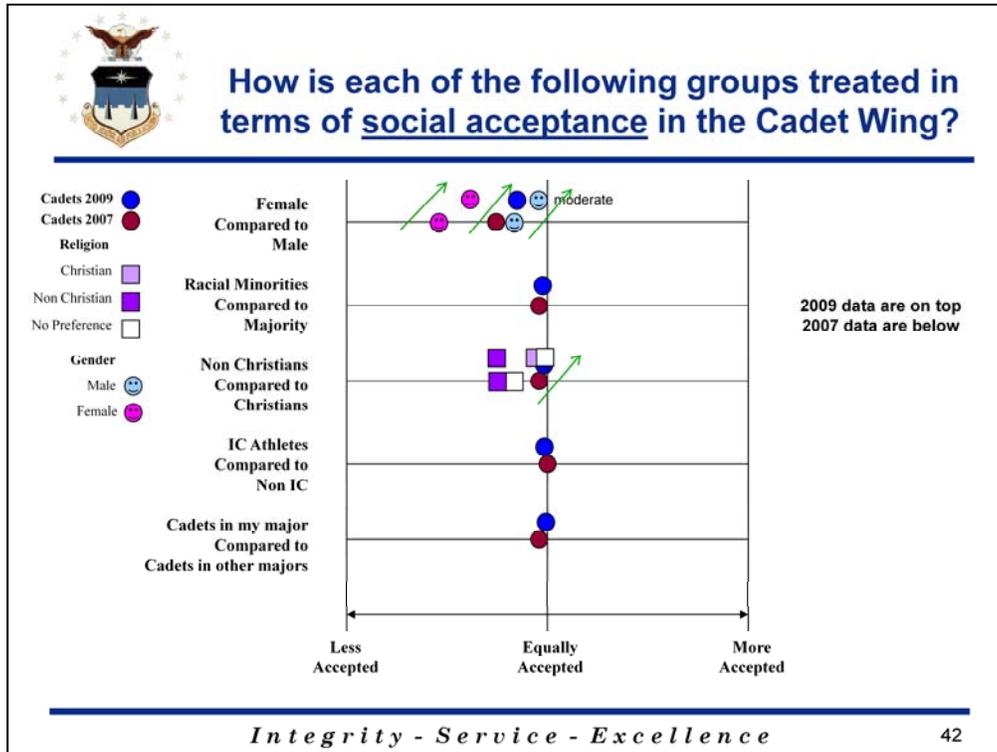
Notes:

Those permanent party who believe that the USAFA culture contributes to cadet cynicism, decreased from 79.8% 55.6%.

Those permanent party who believe that cynicism at the PL is widespread decreased from 82.8% to 57.4%.

The bottom bar chart shows that there are still perceptions of “Reverse discrimination”.

These trends are very encouraging! This is a direct result of strategic efforts, through all Mission Elements, to combat cadet cynicism.



Take-aways:

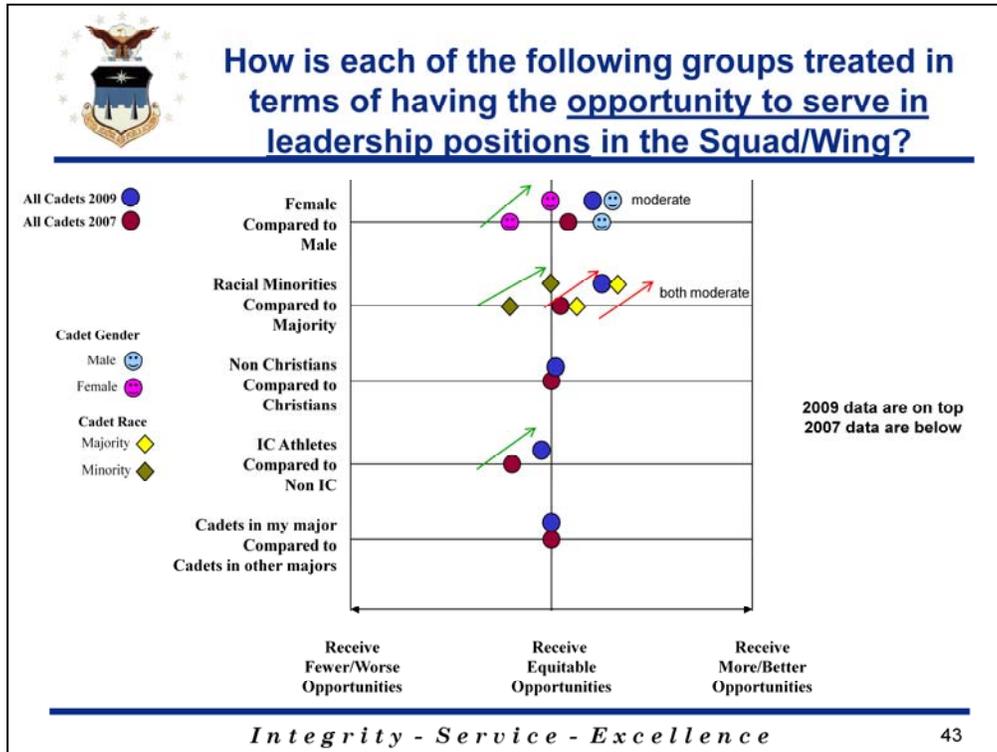
The goal is to be lined up with the center line (Equally Accepted).

Gender, Race and Religion are all moving in the right direction when compared to 2007.

Notes:

All cadets agree, but women especially, that women are less accepted in the wing.

Religious minorities believe they are less accepted in the wing than religious majority and no preference; unchanged from 2007.



Take-aways:

The goal is to be lined up with the center line (Equally Accepted).

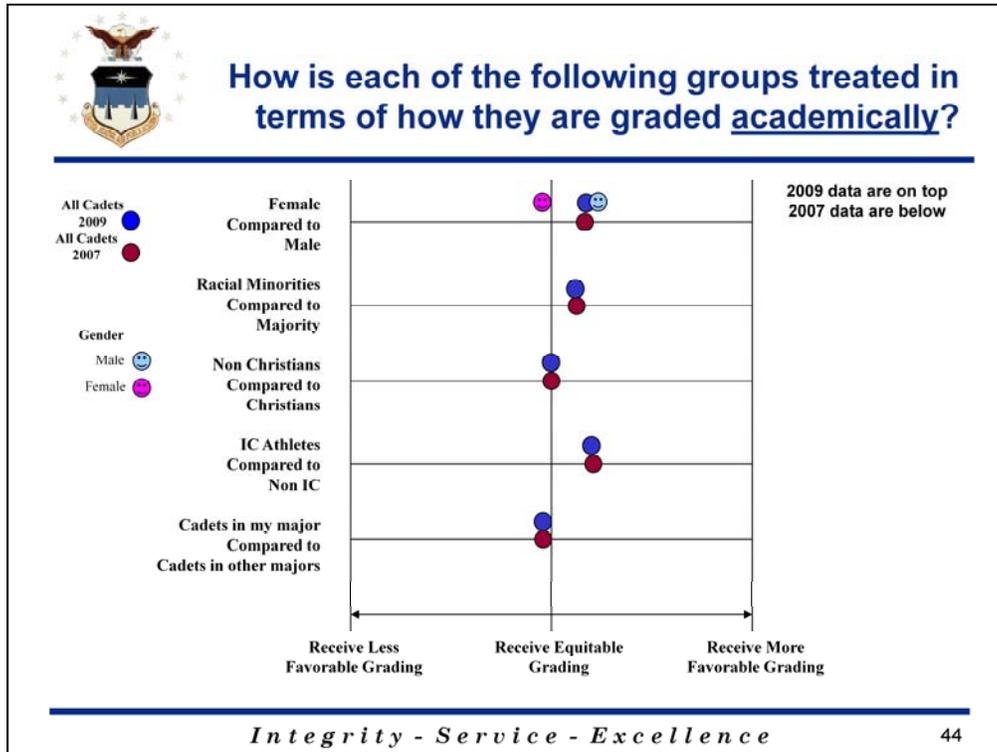
Gender Minority and Racial Minority are moving in the right direction (to centerline).

Gender Majority and Racial Majority are moving in the wrong direction (away from centerline).

Caution:

We tend to see this represented as a “zero sum” game between the majority and minority. Often as the minority group feels more “opportunity”, the majority will feel there is more “favoritism” for that group.

This is an example of where “Perception” and “Reality” may differ. We are making strong efforts to educate the people on what ground truth really is. For example, while the perception exists that women and racial minorities don’t have fair opportunities to lead, the slide showing Leadership Opportunities (slide 35) shows that, in fact they are fairly represented across the entire Cadet Wing leadership.



Take-aways:

The goal is to be lined up with the center line (Equally Accepted).

None of these demographic groups moved significantly from 2007.

This is the first year we tracked a difference by gender. It is apparent that while females perceive that they receive slightly less than equitable treatment, males perceive that females get “favoritism” when it comes to academics.

Gender perceptions of unequal treatment continue.

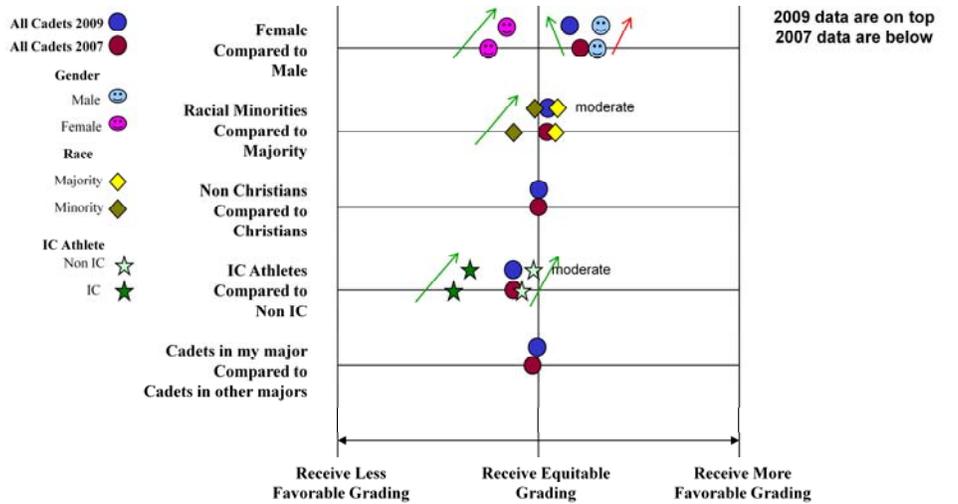
Notes:

In this and the next 3 charts, data reflect cadet perceptions of equity.

The “All Cadets” data are biased to represent white, male, non-IC Christians because they are a significantly larger majority than their counterparts.



How is each of the following groups treated in terms of how they are graded militarily?



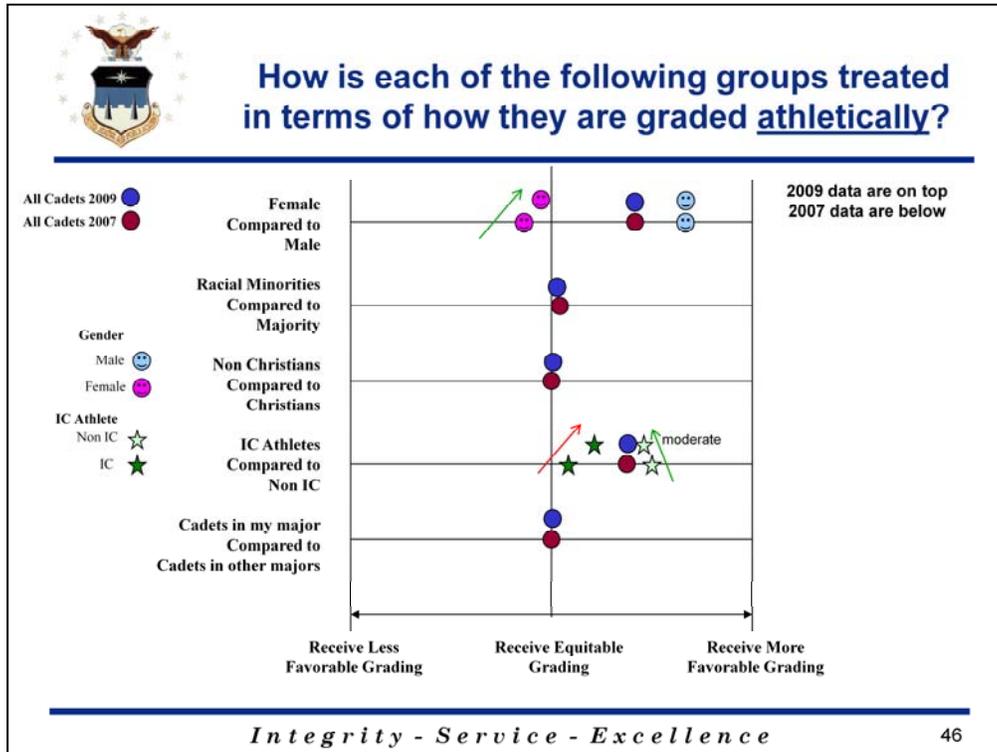
Integrity - Service - Excellence

Take-aways:

Racial minorities and ICs feel more equitable.

Although, women also feel more equitably graded, there is still a large difference on gender.

In addition, ICs are perceived to have slightly less favorable military grading overall.



Take-aways:

The goal is to be lined up with the center line (Equally Accepted).

Gender minority and IC demographic groups moved significantly from 2007.

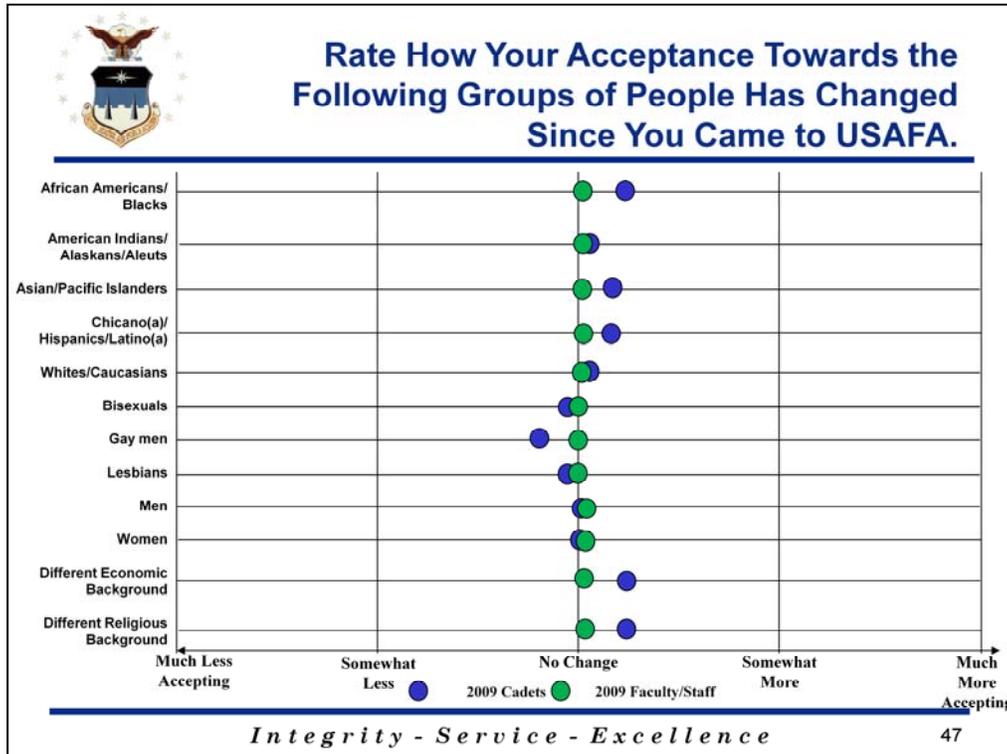
Gender perceptions of unequal treatment continue. This is for both minority and majority.

Notes:

For gender inequities, women feel their grading is more equitable, but men still feel women get more favorable grading.

There is a change in the IC subgroup difference since 2007. ICs agree with non-ICs that they receive more favorable grading.

- There are several possible reasons for the perceived inequities by gender and IC status:
- Different requirements for the PFT based on gender (mentioned most)
 - PE Class requirements for ICs



Take-aways:

The goal is to be to the far right, as people become more accepting of those who are different from them.

In general, cadets have become more accepting of those different from themselves.

There was a statistically significant increase on “Acceptance of different Religious backgrounds”.

Christians had the most significant increase.

Non-Christians had the least significant increase.

The exception to this positive trend is the sexual orientation groups.

17.4% of cadets (330 cadets) have become less accepting of these sexual orientation groups.

Permanent party do not attribute USAFA to any changes in their acceptance of the different groups.

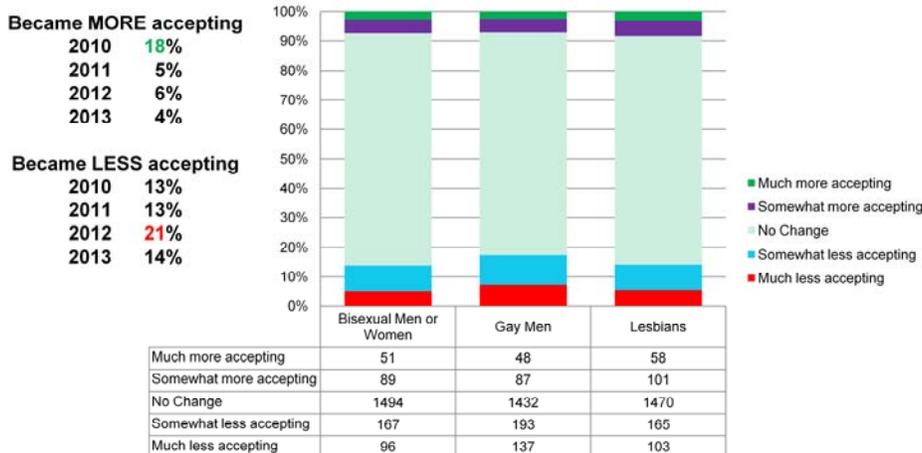
In a perfect world: We would have all categories, move significantly to the right. Demonstrating that we are accepting of all people who are “different” than “me”.

Why is this important? This slide reflects respect for human dignity and appreciation of diversity which is part of character development, Strategic Goal #1 Focus on character and leadership development and USAFA Outcome 2 Respect for Human Dignity.



Sexual Orientation Cadets

Please rate how your acceptance towards the following groups of people has changed since you came to USAFA.



Integrity - Service - Excellence

48

Take-aways:

Senior Leadership asked for a more detailed look at the only categories where cadets were “less accepting”.

Weakness in the question: We don’t know what the cadet’s “baseline” attitude was prior to arrival at USAFA.

The “No Change” category contains unknown percentages of cadets that entered USAFA with positive, negative or neutral attitudes that did not change. This is true for permanent party responses to this question as well.

Strength in the program: Generally speaking, as cadets spend more time at USAFA, they tend to become more accepting. For example, the more accepting percentages increase from 2013 to 2010.

Notes:

There were no differences with regard to race, gender, and IC status.

With regard to religion, “Christian, not Evangelical” had more cadets that became MORE accepting than the other religions and Buddhism had fewer cadets that became LESS accepting.



OVERALL THOUGHTS



Encouraging Results

- **Minority group cadets feel more accepted than in 2007**
 - **Most cadets/staff feel valued, supported, and accepted**
 - **Most staff feel work environment is friendly, tolerant, and ethical**
 - **Most cadets/staff see positive examples of USAF Core Values at USAFA**
 - **Few cadets/staff felt left out or disconnected**
 - **Overall, cadets/staff rate their squadron/work environment positively**
 - **Cadets are generally more accepting of groups w/different backgrounds**
 - **More cadets would confront for unwanted behavior**
-

Integrity - Service - Excellence

50

Take-aways:

Overall environment is positive and healthy. It sets the stage for positive mission accomplishment.



Challenges

- Cadets **ignore disparaging remarks** vs. confronting the offender
- **Some** minority group cadets and permanent party **feel less accepted**
- **Some** cadets and staff **feel overwhelmed**—possibly from Force Shaping, constant deployments, rigorous academic workload, demands on time
- Cadets put **peer relationships over institutional values** (TEAM concept)
- **Perception of discrimination/harassment** in some minority groups
- **Concerns for physical safety** must be addressed

Take-aways:

While there are many improvements, we're still not at the finish line. There continue to be areas of concern that we must focus on.



Programmatic Efforts & Initiatives (Overview)

- Chaplain
- SARC
- Equal Opportunity Office
- Community Action Information Board (CAIB)
- Descriptions of other Programs

Take-aways:

USAFA has a robust system of programmatic efforts and initiatives.



Institutional Efforts *Ongoing*

- **Commanders' Calls**
 - **Superintendent & Command Chief have addressed Climate issues in every Supt's Call since taking command ("Respect" emphasis)**
 - **That message has been reiterated down the chain into each Mission Element**
- **Reiterated emphasis on confronting these issues at the personal level**
- **Leadership – Reach out to target populations to better understand and assist**

Take-aways:

Survey results have been disseminated from the Supt down through the ME chains of command.

Focus is on:

Emphasize Respect and confronting on the spot.

Reach out to most vulnerable populations – Investigate the WHY/WHERE/HOW CAN WE HELP?



Institutional Efforts Ongoing

- **Social Norming Campaign (It is *normal* to...)**
 - Human Relations, Gender Relations, Sexual Violence, Respect for Human Dignity (CWP: Vice Comm-Culture & Climate; DFBL-Behavioral Sciences & Leadership)
 - Posters, Latrine readers, Mitchell Hall, Interactive website
- **Perception Campaign (educating audience on promotion and leadership facts to combat inaccurate perceptions) (CW; A5/8/9; PA) (Example: Cadet Leadership)**
- **Investigate survey responses at a deeper level (A5/8/9)**
 - Conduct Comment Analysis
 - Focus Groups (Women's Forum, Affinity Groups)
 - Seek the Why/Where/Who/When/etc...

Take-aways:

We are conducting a Social Norming campaign to identify, model and promote the healthy, protective behaviors that are the demonstrable norm among students.

Social Norming is an “evidence-based, data-driven process, & very cost-effective method of achieving large-scale positive results.” The process relies on surveys and other assessments as part of the up-front work to create the campaign.

There is a substantial body of theoretical literature which grounds the approach, as well as studies that indicates it's quite effective. In effect, Social Norms creates a “positive peer pressure” approach toward desired behaviors.

We are conducting a Perception Campaign to educate the audience and combat inaccurate perceptions.

For example, while the perception exists that minority groups don't have equal representation in cadet leadership roles, it can be proven that demographic groups do in fact have equal representation when the opportunities are looked at in the aggregate.

We are currently conducting follow on analyses to include Comment Analysis and Focus Groups.

Focus groups are being conducted in both USAFA-wide and ME-specific settings.



Institutional Efforts *Ongoing*

- **Develop USAFA Diversity Office**
 - Overseen by Future Chief Diversity Officer
 - Human Relations Training and Education (CWP: Vice Comm-Culture & Climate)
- **Review survey questions to improve next survey (A5/8/9)**
 - Make survey more “actionable”
 - Maintain trending questions where possible
- **Reinforce Culture & Climate issues in Character Seminars (CW)**
- **Improve Personal Connections whenever possible**
 - Those in need are more likely to visit a *person* vs. an *agency*
 - Chaplain, Equal Opportunity Office, Peak Performance Ctr, SARC, etc
 - Increase interaction with “customers”
 - Increase outreach efforts (Picnics, social events, etc.)
 - Introductions at Roll Calls

Take-aways:

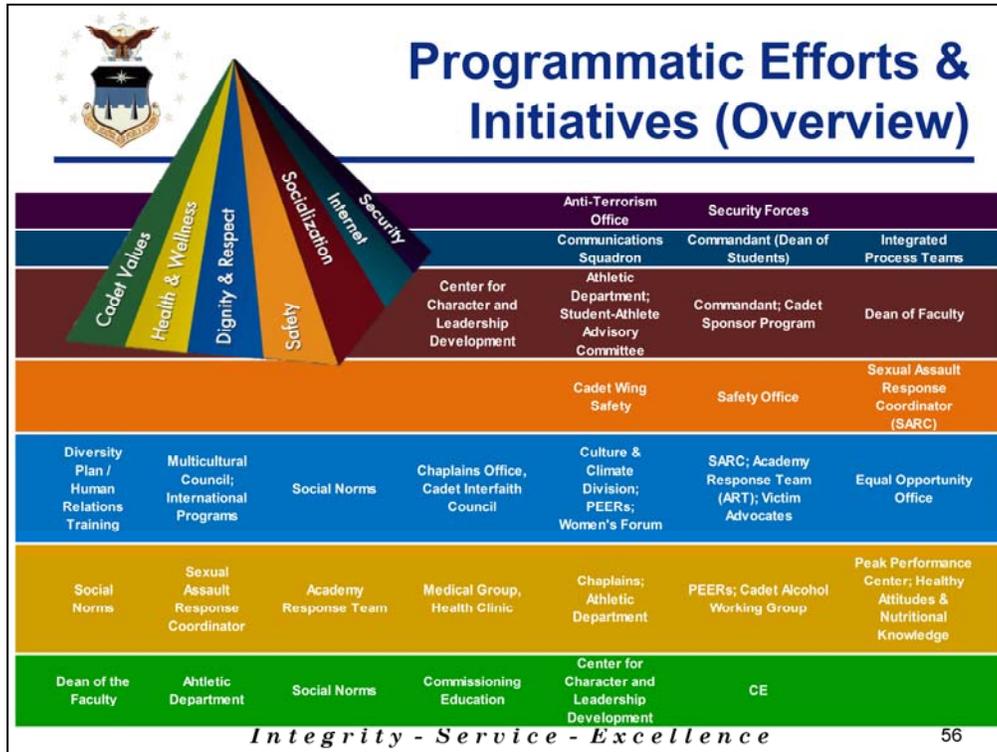
Efforts continue on various fronts:

USAFA Diversity Office

CCLD and CWP

Helping agencies

Improving the future Climate Assessment Survey to ensure survey questions result in “more actionable” answers.



Take-aways:

We have a vast array of programs and agencies to help build a positive environment.



Chaplain Efforts *Ongoing*

- Initiated “Free exercise of religion” training during 2010 BCT
- Working on a Religious Respect training program that spans all four years of cadet life and PP who work with cadets
- Coordinating a Religious Respect Conference with nationally recognized faith group leaders
- Coordinating with DF to evaluate USAFA’s discourse on religion – recommend an academic exploration of religion’s impact on Combat and Stability Operations

Integrity - Service - Excellence

57

Take-aways:

Chaplain efforts span the life of the cadet starting with BCT and then continuing on through the USAFA experience.

Religious Respect Conference will bring together various nationally recognized faith groups.

Notes:

“Chaplain and Dean staffs have recognized a growing body of academic & DoD literature (for example JP-105, Religious Affairs in Joint Operations) analyzing the impact of religion on operations. They have started a series of “brown-bag” of talks on the subject. Dr Pauletta Otis recently spoke on the subject. Dr Otis is Professor of Security Studies at the Command and Staff College, Marine Corps University.”



Chaplain Efforts *Way Ahead*

- Allow flex scheduling for chaplains and chaplain assistants to provide counsel and mentoring when cadets are readily available
- Developing spiritual formation programming at the Oasis Ministry Center
- Collaborate with the CCLD on training that explores the import of spirituality and religious respect as it pertains to being a leader of character
- Collaborate with CCLD and fellow helping agencies to address disparaging remarks and physical safety concerns

Take-aways:

Chaplain will explore methods to integrate “Respect for Religious Freedom” more fully with the mission of “developing Officers of Character”.



Women's Forums

- **Purpose: A venue with female cadets to discuss current issues relevant to life at USAFA/USAF**
 - 1-Degree & 2-Degree -- Permanent party facilitator & panel discussion
 - 3-Degrees -- Permanent party facilitator & 1-Degree cadet co-facilitator for table discussion; 1-Degree panel discussion to end the forum
 - 4-Degrees -- Squadron seated together with permanent party facilitator & a cadet co-facilitator; scenario-based discussion
- **Themes over past 4 years**
 - AY06-07 -- General Feedback
 - AY07-08 -- Making Good Choices
 - AY08-09 -- Ways Women Lead—Closing the Perception Gap
 - AY09-10 -- The Keys to Success
 - AY10-11 -- Courageous Leadership
- **Senior Level Visibility**
- **Wide support among all USAFA Mission Elements**
- **Positive cadet feedback -- resulting in organization changes**
- **Early 2010-11 feedback: 94% "relevant"; 92% "continue"**
 - Requests for future forum topics: Professional relationships; guidance on fraternization

Integrity - Service - Excellence

59

Take-aways:

Women's forums allow USAFA senior leadership to keep their finger on the pulse of the climate among USAFA women.



SARC Ongoing Cadet Training

- **Basic Training**
 - Helping Agencies Briefing Initial Policy (Day 2)
 - "Undetected Rapist"; policy; victim empathy
- **4-Degree Year**
 - "Sex Signals" Educational Training
 - AF Accessions Briefings (AETC video/scenario)
 - Women's and Men's Health Briefings
 - Sexual Risk Management – Peak Performance Center
 - "You Deserve to Be Here!" by a rape survivor
 - Sex & Substance Abuse – UCMJ Punishments
 - "Promoting Diversity" Human Relations Lesson
- **3-Degree Year**
 - AF SAPR Policy and Services
 - "May I Kiss You?" presented by guest speaker
 - "Sex Signals" presentation
 - "Respect and Responsibility" workshop/seminar
 - Gender Socialization Human Relations lesson
- **2-Degree Year**
 - SAPR AF Policy and Services
 - "Drunk Sex or Date Rape: Can You Tell the Difference?"
 - "Managing Diversity" Human Relations lesson
 - "Moral Courage" Commissioning Education (CE): 2 video-based scenarios
- **1-Degree Year**
 - AF SAPR Policy and Services
 - "Sex Offenders, Service Members, and You: Leadership Beyond the Obvious" by guest speaker
 - "Addressing HR Issues."
- **All Cadets**
 - Violence Awareness
 - Alcohol Awareness
 - Commissioning Education Lessons
 - Human Relations (dignity and respect) Lessons
 - Women's Forums – Theme: "The Keys to Success"

Integrity - Service - Excellence

60

Take-aways:

Training for cadets is conducted both by "year group" and by "Cadet Wing".

Some efforts are focused upon a target audience.

Other efforts are focused across the entire Cadet Wing.



SARC - Ongoing Permanent Party Training

- Academy Response Team Case Management Team
- “Understanding Sex Offenders”
- “Victimology” by guest speaker
- “Biochemical and Psychological Victimology” by subject matter expert
- “Understanding the Effects of Alcohol” by national expert
- AFOSI and JA Training
- “How to Conduct a Better Victim Interview” by national expert
- Newcomers Orientation
- New Faculty Orientation
- Athletic Department Orientation
- AOC Graduate Course
- AMT School
- New AOC Orientation
- Deployment and Reintegration Briefings
- AOC/AMT special training by national victim behavior expert
- Perpetrators/3rd Persona by Strand
- SPIRE Chapel Volunteers/Outreach
- Safe Spring Break campaign
- Preparatory School Training

Take-aways:

USAFA has a very robust SARC program. It starts from “Day 1” and is executed across all MEs.



SARC Way Ahead

- **Develop eSARC**
 - **Harness means that Cadets/Airmen communicate (ie - email, text)**
 - **Online group counseling (to preserve anonymity)**
- **Reinforce/Market/Educate “Help-Seeking” Behavior**
- **Develop strategic USAFA partnerships such as Sexual Assault Self-Defense Course (with Athletic Department)**
- **Review data from 2010 DMDC Survey to gain insight into USAFA Climate Survey (Results to USAFA imminently)**
- **Examine AF SARC Safety Survey (Gallop conducted) to get more information on safety concerns**

Take-aways:

SARC is exploring ways to better reach the cadet generation (email, text, Facebook) and re-inforce the “seek-help” behavior.



Equal Opportunity

■ Current Efforts

- Active enforcement of DOD, USAF, and USAFA policies regarding discrimination
- Practices zero-tolerance of EO violations on or off base; seeks to eliminate all forms of harassment and discrimination by confronting violators

■ Way Ahead

- Develop outreach campaign to encourage reporting
- Outreach to cadet affinity clubs

Integrity - Service - Excellence

63

Take-aways:

EO is engaged and continuing to improve relationships with Affinity Groups such as Way of Life (African American), Pacific Rim (Asian American), and Los Padrinos (Hispanic American), Native American Heritage Club, International Cadet Club.

EO is working on “Outreach” to encourage reporting.



Community Action Information Board Efforts

- Community Action Information Board (CAIB)
- Employee Assistance Program – provides **confidential assessments**, counseling, workplace concerns, alcohol and drug problems, personal difficulties, etc.
- Military Family Life Program – issues such as **deployment/reintegration**, marriage, **stress**, anxiety, depression, etc.
- Base Newcomer's Orientation – initial briefs from SARC, EO, Chaplain on Religious Respect, OSI and JA
- Women's Forums, Mental Health Counseling Available
- Chaplains attend SAPR training course

Take-aways:

Community Action Information Board focuses on Permanent Party and Cadets from Day 1 Newcomer's Orientation through day-to-day programs such as the Employee Assistance and Military Family Life.



PEERs (Personal Education & Ethics Representatives)

- **Provide a supportive environment for cadets** – an opportunity to find help when faced with troubling issues. Support the Cadet Wing through education, outreach, listening and referral to help cadets make healthy lifestyle choices
- **PEERs are NOT licensed counselors**
 - Aligned under Vice Commandant of Cadets--Culture and Climate (CWP), consult with Peak Performance Ctr
 - BACCHUS affiliate - '08 Nat'l Award (> 1000 colleges)
 - ~120 Total Volunteers
 - NOT counselors; PEERs are educators, **trained to observe warning signs/make referrals**
 - Models for healthy lifestyle choices
 - **Proactive, grassroots approach to identify issues**

Integrity - Service - Excellence

65

Take-aways:

PEERs is a success story. It is a very successful cadet run program because the cadet PEERs are integrated into the squadron and have a great sense of “ground truth”. They are trusted within the cadet wing.



Multicultural Council

- Comprised **primarily of cadet leaders** from cultural clubs and affinity groups
- Conduit for **up-channeling emerging cadet diversity issues**
- Provides **educational awareness** of cultural events
- Special advisory council to facilitate resolution on diversity issues
- Ultimate MCC Outcome: Provide a cultural feedback system which:
 - **Promotes acceptance, dignity, respect, awareness, and understanding** among a diverse population
 - Helps resolve cultural concerns
 - Serves as a liaison with base organizations in support of ethnic and special observance events

Take-aways:

The Multicultural Council is another cadet-run success story.

Cadet leaders come from a variety of cultural clubs/affinity groups and provide a great forum for up-channeling issues to USAFA senior leadership.



Affinity Groups

- Way of Life (African American)
- Pacific Rim (Asian American)
- Los Padrinos (Hispanic American)
- Native American Heritage Club
- International Cadet Club

Take-aways:

USAFA goes to great lengths to provide opportunities for minority groups to gather for support.



Inspector General

- An “extension” of the Commander ... alert to issues affecting the organization
- Another resource available to all military members
- Fair, impartial & objective fact finder & problem solver
- Executes the complaint resolution process
 - Uses fact-finding methodologies to ID & resolve systemic problems related to AF compliance or internal institutional effectiveness issues
- Executes the complaint resolution process
 - Encourages problem resolution through the chain of command to the maximum extent possible
 - Can be utilized when the chain-of-command is “part of the problem”
 - Screens for Reprisal, Restriction, Improper Mental Health Referral, Abuse of Authority or Fraud/Waste/Abuse

Take-aways:

The USAFA/IG is a dual-edged sword. It can be used to alert the Commander of issues affecting USAFA, and it can also be used when the chain of command is “part of the problem”.



Peak Performance Center

- College counseling center supporting 4,400 cadets
 - **Emphasis on Prevention, Outreach and Intervention**
 - 1,300 cadet visits annually
 - PPC licensed provider assigned to each Cadet Group

- Staff Composition
 - 4 Clinical Psychologists
 - 2 Clinical Social Workers
 - 3 Mental Health Technicians
 - 1 Administrative Assistant

Common Issues

Anxiety, Stress
Relationship / Family Issues
Sadness / Coping
Anger Control
Assertiveness
Grief & Loss
Self Image / Self Confidence
Eating Issues / Nutrition
Biofeedback

Take-aways:

USAFA Peak Performance Center is focused on supporting cadets.

Their staff is highly trained to deal with many issues the cadets face.



Peak Performance Center

- **Airsickness**
- **Adjustment Issues**
- **Alcohol Abuse Prevention**
- **Anger Management**
- **Anxiety & Fears**
- **Assertiveness**
- **Biofeedback**
- **Co-Dependency**
- **Conflict Resolution**
- **Couples/Premarital Counseling**
- **Deployment Issues**
- **Depression**
- **Eating Disorders**
- **Family Problems**
- **Grief**
- **Homesickness**
- **Substance Abuse**
- **Internet Addiction**
- **Loneliness**
- **Relationships**
- **Relaxation Techniques**
- **Roommate Problems**
- **Sleep Problems**
- **Self Confidence**
- **Sexual Assault**
- **Sleep**
- **Stress Management**
- **Test Anxiety**
- **Time Management**
- **Transition and Change**
- **Weight Issues**

Integrity - Service - Excellence

70

Take-aways:

The Peak Performance Center supports cadets in a wide variety of ways.



International Program

- International cadets receive full access to support services during their USAFA tenure
 - Study abroad
 - Semester Exchanges
 - Foreign Academy Exchange
- Fosters cultural exchange and understanding

Take-aways:

USAFA promotes a strong support environment for the International cadets. International cadets have access to all support services at USAFA.



Summary

- Climate Survey Strengths and Weaknesses
- Areas of Concern
- Overall Gameplan
- Institutional Efforts
- Programmatic Efforts

Take-aways:

The Climate Survey is a tool for the Commander to use to determine what USAFA is doing well (and not so well) to provide the proper environment to allow all cadets and permanent party to reach their max potential.

We've identified some strengths and weaknesses with the Climate Survey, as well as Areas of Concern.

The biggest Areas of Concern are:

Religious Freedom of Expression

Sexual Harassment

Physical Safety

Discrimination

The Superintendent continues to emphasize “RESPECT” and “Freedom” as his priorities, and has directed his staff to focus their efforts on:

Continued religious freedom of expression issues

Continuum of gender issues resulting in sexual assault

Serious nature of physical safety

Disrespectful behavior related to discrimination and harassment.

