



DEPARTMENT OF THE AIR FORCE
COMMANDANT OF CADETS
USAF ACADEMY COLORADO



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MEMORANDUM FOR AIR FORCE CADET WING

FROM: C1C RICHARD PARDEY, CS-24 AND C2C HALEY DEOME, CS-32

SUBJECT: Cadet Wing Diversity and Inclusion Staff

1. The purpose of this MFR is to outline the operations procedures and purpose of the new Diversity and Inclusion (D&I) system integrated into the existing AFCW structure.
2. **Proposal:** Throughout 2020 and since, the United States of America and the world have increased emphasis on combatting discrimination of all forms as well as the institutions that enable it. Unfortunately, the United States Air Force Academy (USAFA) is not isolated from the discrimination embedded in long-standing practices and beliefs, but the institution can be part of the solution. This proposal seeks to establish a D&I Mission Element into the Cadet Wing (AFCW). Headed by a Wing Diversity and Inclusion Officer (AFCW/DI), this staff will lead at the Wing and Squadron levels. The Mission Element's objective is to guide future leaders toward enhanced competency of inclusive leadership as defined by USAFA's senior leaders, serve as subject matter experts and peer-counselors for D&I concerns, and be champions of dignity and respect to foster an inclusive climate in the Cadet Wing.
3. **Selection, Training, and Identification:** Members of the D&I staff will be trusted advocates within the Cadet Wing. These individuals must be thoroughly vetted in order to ensure the right leaders are selected at all levels. All staff members will be volunteers. Interested cadets will submit an application devised by USAFA/CWP with endorsement from the Squadron AOC and Cadet Commander. These cadets must then interview with existing staff members through a process defined by USAFA/CWP. Once selected, D&I Officers and NCOs will receive training provided by USAFA/CCD, USAFA/CCLD, USAFA/EO, and USAFA/CWP. Recommended trainings include, but are not limited to, inclusive leadership, conversation facilitation, unconscious bias, and cultural sensitivity. USAFA/CWP and USAFA/EO will design training programs. The Wing D&I Officer will be responsible for annually reviewing and updating training procedures in conjunction with USAFA/CWP and USAFA/EO. All members of D&I staff will wear purple shoulder cords. These shoulder cords serve as a visual identifier for D&I staff.
4. **Structure:** The structure for D&I Staff will resemble AFCW Character and Honor staffs to reflect that D&I is also an institutional priority. The head of this initiative will be the Wing D&I Officer. The Office of Primary Responsibility for the D&I Program is USAFA/CWP. The primary mentors for the D&I program will be USAFA/CCD and USAFA/EO representatives. The D&I staff will consist of the following positions:
 - a. **Wing Diversity and Inclusion Officer (AFCW/DI) (C/Lt Col)/Staff.** Responsible to the Vice Wing Commander. USAFA/CCD, USAFA/EO, and USAFA/CWP selected and trained. Year-long position and primary duty. Principal D&I advisor. Administers D&I program. Provides accessible resources for D&I development and EO concerns. Facilitates D&I specific seminars for cadets. Enables cadet involvement in D&I symposiums and activities. Enables wing inclusive leadership. Remains in good academic, military, and athletic standing. Professional qualities, military performance, leadership and character will be measured against wing staff peers. Mentors include USAFA/CCD, USAFA/EO, and USAFA/CWP. Specific tasks include:

- (1) Acts as an advocate for the fair and equitable treatment of all cadets at USAFA.
- (2) Administers and oversees the Wing D&I training program.
- (3) Annually reviews and updates training procedures with USAFA/CWP and USAFA/EO.
- (4) Chairs the roundtable with Multi-Cultural Student Council.
- (5) Regularly attends meetings with USAFA affinity clubs and works with clubs to bring awareness to CW.
- (6) Regularly meets with permanent party mentors.
- (7) Regularly meets with the Cadet Vice Wing Commander to advise on status of D&I and inclusive leadership in CW.
- (8) Partners with Character Staff to develop the topics and content Respect Focus Session.

b. Wing Diversity and Inclusion NCOIC (AFCW/DION) (C/SMSGt)/Staff. Responsible to the Wing D&I Officer. USAFA/CCD, USAFA/EO, and USAFA/CWP selected and trained. Semester-long position and primary duty. Plans and executes D&I education and outreach opportunities. Coordinates logistics, administration, and support for D&I related events at USAFA or in the community. Remains in good military, academic, and athletic standing. Professional qualities, military performance, leadership and character will be measured against their wing staff peers. Mentors include USAFA/CCD, USAFA/EO, and USAFA/CWP. Specific tasks include:

- (1) Acts as an advocate for the fair and equitable treatment of all cadets at USAFA.
- (2) Coordinates and plans recurring Wing D&I events.
- (3) Organizes cultural education events with NCO staff members. Maintains and ensures accuracy of Wing cultural events attendance in database.
- (4) Creates monthly highlights from D&I discussions, trainings, and cultural events for USAFA/CWP supervisors and D&I newsletter.
- (5) Ensures execution of D&I AY Training OPORD requirements.

c. Group Diversity and Inclusion Liaison Officer. USAFA/CWP selected and trained (typically a volunteer from squadron D&I Officers). Responsible to wing D&I staff. Principal D&I advisor. Administers D&I program. Acts as conduit between wing and squadron D&I staff, and provides accessible D&I/cultural resources to squadron staff. Assists wing D&I NCOIC in managing group and squadron D&I AY Training OPORD requirement execution. Remains in good military, academic and athletic standing. Professional qualities, military performance, leadership and character will be measured against Group Staff peers.

d. Group Diversity and Inclusion Liaison NCOIC. USAFA/CWP selected and trained (typically a volunteer from Squadron D&I NCOICs). Reports to group D&I Officer, and responsible to wing D&I staff. Administers D&I program. Focal point for all D&I-related activities within the squadrons and

ensures standardized trainings. Provides accessible D&I/cultural resources to squadron staff. Assists Wing D&I staff in managing group and squadron D&I AY Training OPORD requirement execution. Disseminates information regarding cultural education events and opportunities. Remains in good military, academic and athletic standing. Professional qualities, military performance, leadership and character will be measured against Group Staff peers.

e. **Squadron Diversity and Inclusion Officer (CS-XX/DI) (C/Maj)/Staff.** This will be a semester-long position. Reports to squadron Director of Operations. Responsible to Group D&I representative. Squadron focal point for inclusive leadership, advertising cultural events, setting up squadron partnerships, recording cultural event participation, necessary conversation forums and facilitator training, and all other D&I-related activities. Remains a cadet in good standing. Mentors include USAFA/CWP and squadron AOC. Specific tasks include:

(1) Acts as an advocate for the fair and equitable treatment of all cadets while at USAFA, and enables inclusive leadership within squadron. Addresses unconscious bias, intentional or unintentional insults, or any behavior in squadron which communicates a hostile, derogatory, or negative message to target persons based upon his/her marginalized group. Reports issues/trends to group representative and wing D&I staff for tracking purposes.

(2) Educates squadron on inclusive leadership and valuing different perspectives to enhance unit effectiveness.

(3) Advertises/manages cultural and inclusive activities organized by D&I staff team. Advertises for cultural events, necessary conversations, and other USAFA/CWP events or initiatives. Collaborates with Character Staff on cadet respect focus sessions.

(4) Coordinates/facilitates respect and dignity forums/seminars and squadron-level necessary conversations as needed for squadron climate. Forums may address topics such as race, ethnicity, age, gender, sexual orientation, socioeconomic status, religion, disability, etc. Reports trends/incidents to D&I staff team members for awareness and discussion.

(5) Works in conjunction with squadron leadership to inspire/encourage a squadron culture of dignity and respect, inclusive leadership, and to identify focus areas for necessary conversations.

(6) Knows and adheres to all AFCW regulations/policies and sets a positive example.

(7) USAFA/EO advocate. Advises on reporting mechanisms and helps link cadets with appropriate agency to address D&I concerns.

(8) Maintains a log of EO-related incidents within the squadron to ensure good order, discipline and equitable treatment.

(9) Present during squadron training events to ensure culture of dignity, equity, and inclusion.

(10) Serves as part of Squadron stratification committee to ensure fairness and equity.

f. Squadron Diversity and Inclusion NCO/NCOIC (CS-XX/DION) (C/MSgt, C/TSgt)/Staff.

Reports to and responsible to squadron D&I Officer. Helps execute squadron D&I activities and promotes an inclusive climate. Remains a cadet in good standing. Mentors include USAFA/CWP and squadron AMT. Specific tasks include:

- (1) Acts as an advocate for the fair and equitable treatment of all cadets while at USAFA.
- (2) Advertises/manages cultural activities organized by D&I staff team. Advertises for cultural events, cadet respect focus sessions, necessary conversations, and other USAFA/CWP events or initiatives.
- (3) Records squadron and individual cultural activities participation data into monthly report directed by the D&I staff.
- (4) Coordinates logistical details behind D&I activities for squadron events.
- (5) Works in conjunction with squadron leadership to inspire/encourage a squadron culture of dignity and respect, inclusive leadership, and to identify focus areas for necessary conversations.
- (6) Knows and adheres to all AFCW regulations/policies and sets a positive example.
- (7) USAFA/EO advocate. Advises on reporting mechanisms and helps link cadets with appropriate agency to address D&I concerns.
- (8) Present during squadron training events to ensure culture of dignity, equity, and inclusion.

5. Justification: The following section will address the justifications for the existence of a D&I staff.

a. **Commander's Priorities:** The Chief of Staff of the Air Force, Academy Superintendent, and Commandant of Cadets have all made D&I efforts a priority in their command through words, doctrine, and recent action. For example, the CSAF's Institutional Review Board and sweeping changes to disciplinary policies as well as Air Force Instructions to better accommodate the diverse makeup of our Force. The Superintendent has a special counsel for D&I efforts across the base, and his Director of Staff has specified the need to explicitly incorporate a D&I focus into the Leader of Character framework. Additionally, the Commandant has requested diversity training during mandatory leadership development time. These items recognize the importance and pertinence of D&I to the development of our future leaders. The above actions make D&I a Commander's priority at the Flag Officer level, and AFCW should reflect the ongoing efforts of the commanders.

b. **Cadet Desire:** AFCW is incredibly diverse. Intentionally, cadets are selected from all corners of the country and from all backgrounds. The contribution diversity has on an effective force is no secret to cadets. The Academy at the time of its founding was incredibly homogenous. That circumstance has changed both rapidly and exponentially in recent years. The institutions need to follow suit. Cadets at USAFA desire to have a team of advocates dedicated to making the Academy a more inclusive place for all students.

c. **Permanent Party Support:** Cadets fully understand that very little meaningful change becomes institutionalized without the support of Permanent Party. For those involved in the discussion, the support has been high. Permanent party members yearn to see cadet-led programs that emphasize D&I to serve AFCW and USAFA.

6. **USAFA/CWP Support Items:** The following are requested USAFA/CWP support items in order to ensure permanent party involvement in program oversight.

- a. Provides oversight of staff selection.
- b. Assists with assembling and executing Multi-Cultural Student Council and monthly round tables.
- c. Organizes staff training to include funding.
- d. Procures purple shoulder cords for all D&I staff.
- e. Adds verbiage into Cadet Standards and Duties outlining D&I program.
- f. Ensures accountability (USAFA/EO, USAFA/CCD, USAFA/CWP, and USAFA/CWT).
- g. Facilitates cross talk with USAFA/EO and other mission elements/agencies for efficient and effective communication.

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