

Chapter Twelve: Recommendations

Recommendations are suggestions or proposals for the best courses of action to take in response to this review. Throughout the review of Mission Element and Directorate submissions for this report there were a large number of recommendations discovered by individual offices and organizations. However, the key recommendations are those that are common across the institution and must be addressed to enable all D&I efforts.

Recommendation: Ensure Diversity and Inclusion is incorporated into USAFA guidance and policy. USAFA's Diversity and Inclusion plan must be updated as a strategic document guiding D&I efforts across the institution. The 2013 Plan contains some viable elements, however an updated plan will establish a foundation for accountability and synchronization of institution-wide efforts. An updated plan would then drive updates to Mission Element/Agency D&I plans. In addition, this should influence and update into USAFA Mission Directive 12 (MD 12) to include responsibility for incorporating D&I into the overall course of instruction.

Recommendation: In accordance with the USAFA D&I plan, the institution must address accountability for the document's content by scheduling regular progress updates with senior leadership. This includes reactivation of the D&I oversight council and including D&I updates in the Academic and Corporate processes. This also includes accountability when biases occur in processes, policies, or behaviors.

Recommendation: With few exceptions, data around D&I is not regularly collected, tracked, and monitored. Personnel data is not consistent (Admissions, Cadet, Permanent Party) regarding demography reporting, and is not fully integrated into decision cycles for the institution. CAMIS reports contain a built-in hierarchy for race reporting, which must be removed as the institution transitions to the new Student Information System. Further study is required to identify all of the sources of data that should be incorporated into a comprehensive D&I review.

Recommendation: Expand the DF-led curriculum review to ensure all USAFA curriculum, as identified under the Course of Instruction, is reviewed for D&I topics. This review should look at alignment of the curriculum under the Air Force Diversity and Inclusion Instruction (AFI 36-7001).

Recommendation: All offices/agencies re-visit the artifact review conducted as part of this effort. This re-look must ensure all government work areas are reviewed for written / visual materials / media that create an offensive argument – day rooms, break rooms, squadron rec areas, heritage rooms, offices, shared drives, military dorms, and other common spaces (whether virtual or physical). Reviews should be conducted by a diverse group of individuals (military/civilian, gender, race/ethnicity, etc.) to ensure all concerns are identified and addressed. These reviews are a requirement for every commander upon taking command, as well as for all Departments/Staff Agencies/Directorates to conduct on an annual basis.

Recommendation: Educate and train cadets and staff on more specific D&I concepts and skills in order to decrease incidents of microaggressions, unconscious bias, etc., and enhance retention/inclusion. In addition, we must train our leaders across the institution on how to facilitate critical conversations on racial issues within their workplaces, so all Airmen can bring

their full selves to work and leaders can create more inclusive spaces. Correlated to this effort is the need to develop a more robust racial bias incident reporting system with associated accountability and rehabilitation processes to restore relationships in the event biases or microaggressions are experienced.

Recommendation: A robust and comprehensive mentorship program and resourcing program must be implemented to support under-represented groups to provide support and to help individuals navigate the institution and enhance talent retention.

Recommendation: Continue and expand upon the institutional, formal, and informal conversations surrounding critical topics on race/ethnicity, gender, respect, behavior, public expression, how history impacts today's experiences, and other related D&I topics.

Recommendation: Consider implementing program similar to Sexual Assault Prevention Teal Ropes. This should be a program developed by USAFA/EO and USAFA/CCD jointly, with training and mentorship to volunteers to facilitate D&I conversations at all levels of the institution.

NOTE: The above list is not meant to be inclusive of all areas requiring review or further study. Instead, these are the recommendations applicable to the entire institution and enable all other recommendations and areas for review. A comprehensive list of recommendations specific to each Mission Element is located in Chapter 6 of this document.