

building names, dormitory murals, street names for racial representation or denigration.

- c. Social media presence. Examples: unit or squadron websites, Facebook pages, etc.

C. Limitations

There were several limitations that affected the ability to complete the review as directed/planned.

- The review was not all-encompassing.
- Using in-house manpower to execute the review proved challenging due to the increased institutional manpower demands for continued operations within the COVID-19 environment. All resources were dedicated to ensuring the health and safety of the cadets and USAFA permanent party, as well as executing the primary mission of continuing academics and military training.
- While the goal was to gather data over that past 10 years, data availability precluded collection in all cases. In those cases, adjustments were made accordingly to assess a shorter time period of available data.
- There was a lack of a level of standardization and consistency of demographic labeling systems across various databases. This had significant negative impact on the ability to synchronize data mining, especially in reporting demographic categories.
- This was an ambitious undertaking to collect and analyze large amounts of data within a relatively short timeframe (approximately four weeks). The demands of data collection and coordination across multiple organizations proved more taxing than anticipated. Larger organizations requested extensions, which were granted, but limited the time for the internal review team to analyze and synthesize data to under two weeks.
- In some cases, limited responses or no responses were provided, thereby affecting the quantity and quality of analysis.

We must continually work to build future leaders and reinforce the principles that underpin our “Leader of Character” framework—living honorably, lifting others, and elevating performance—in the context of equal opportunity, diversity and inclusion, and respect for others. As an institution that develops officers to lead a diverse force, USAFA must instill these principles in those we teach and lead. These young men and women will ultimately shape the future culture of our military, and in turn influence the larger American society. As such, there is no place in our words and actions for discrimination or racial bias of any kind at USAFA, or in our Air and Space Forces.