



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE ACADEMY

Superintendent

08 JUL 2020

MEMORANDUM FOR USAFA ALL

FROM: USAFA/CC

SUBJECT: Actions to Improve Diversity and Inclusion at the United States Air Force Academy

1. Through the hard work and dedication of all who are here today and those who came before us, the United States Air Force Academy (USAFA) has established itself as a premier institution dedicated to producing leaders of character. Leaders who are committed to defend our country and its constitutional principles of equality, liberty, and justice for all. Recent events tragically remind us that racism and social injustice are threats that continue to afflict our nation and societies around the world.

2. Systemic racism exists in our society, and our USAFA community is not immune. Identity groups, whether based on race, ethnicity, age, gender, sexual orientation, religion, or disability have all experienced less-than-equal treatment in our nation. Discrimination of any kind will not be tolerated within our USAFA community. As leader-developers, 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.

3. It is essential that we continually examine ourselves and our institution to ensure racism and injustice are not impacting our operations, culture, and climate. Additionally, we must ensure that our work to build future leaders strongly reinforces 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 organization that develops officers to lead a diverse force, we must instill these principles in those we teach and lead, who will ultimately shape the future culture of our military.


4. Now is the time for action. We will work both internally and with external partners to establish opportunities to discuss, develop and implement best practices and identify resources to promote racial understanding and diversity in the context of leadership.

To this end, I am directing the following actions:

- The establishment of a Critical Conversations Working Group (CCWG), led by the Center for Character Development (CCLD), to coordinate USAFA-wide efforts to continue critical conversations for cadets and permanent party. In addition, the CCWG will coordinate assessment efforts.

- USAFA/DS and USAFA/EO will co-chair an institutional assessment and review for biases within our policies, processes, practices, curriculum, and artifacts. The objective is to assess and capture racial disparities specific to African Americans and other identity groups in processes unique to USAFA. Results and recommendations will be provided to me NLT 18 September, and will be used to make tangible, lasting changes, and to inform future actions. The MEs and Directorates are directed to provide data and support as required. This assessment will not duplicate SAF/IG efforts.

5. These are initial steps in an ongoing effort to make enduring change. We can and we will develop leaders of character who will serve our nation aligned with the values and ideals it stands for – liberty, justice, and equality. Now is the time to work toward positive progress together. If you have ideas you would like to share, please contact Lieutenant Colonel Dave Huston, david.huston@usafa.edu.


JAY B. SILVERIA
Lieutenant General, USAF
Superintendent