

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Monday, January 9, 2023 3:40 PM  
**To:** (b) (6) Col USAF USAFA HQ/RR; (b) (6) CIV USAF AETC Holm Center/CCX;  
(b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6) Lt Col USAF AETC AFRS/RSOC;  
(b) (6) SMSgt USAF AETC AFRS/RSOC  
**Cc:** (b) (6) Civ USAF USAFA HQ/CM; (b) (6) Civ USAF USAFA HQ/DS; (b) (6)  
(b) (6) Col USAF HAF AF/A1; (b) (6) GS-15 USAF AETC AFRS/DS; (b) (6)  
(b) (6) GS-15 USAF HAF SAF/MRM; (b) (6) GS-14 USAF AETC HQ AETC/A1Z;  
(b) (6) Col USAF AETC HQ AETC/A1; (b) (6) GS-14 USAF AETC  
AETC/DSD; (b) (6) Col USAF AETC AETC/CS; (b) (6) Maj USAF HAF  
AF/A1PT; (b) (6) Lt Col USAF HAF SAF/A1PT; (b) (6) GS-15 USAF HAF AF/A1PT;  
(b) (6) NH-04 USAF HAF OCSO/S1PT; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO; (b) (6) GS-14 USAF HAF AF/A1PT  
**Subject:** Availability: Discussion on Applicant Pool Goal Brief Feedback and Way Ahead  
**Signed By:** (b) (6) @us.af.mil  
**Importance:** High

Good Afternoon Team,

The Applicant Pool Goal Update Brief to the Under has been moved to 19 Jan 23 @ 0915 ET. In the meantime, I want to work with you all to tighten up the brief based on Mr. Wagner's feedback from our 5 Jan 23 pre-brief as well as any take aways from your principals. As such, want to see if those in the "To" block have an hour to discuss tomorrow (Tuesday, 10 Jan 23), at a minimum, I need one POC each from USAFA, Holm Center, and AFRS. I'm proposing 1400 ET, please advise on your availability and I'll get a meeting invite sent out soonest with a current copy of the slides.

Thanks all.

(b)(6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) CIV US Air Force HAF AF/SAF/MRM  
**Sent:** Wednesday, January 18, 2023 4:30 PM  
**To:** (b) (6) Col USAF AETC HQ AETC/A1; (b) (6) Jr Col USAF USAFA HQ/RR; (b) (6)  
 (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6)  
 Lt Col USAF AETC AFRS/RSOC; (b) (6) SMSgt USAF AETC AFRS/RSOC  
**Cc:** (b) (6) Civ USAF USAFA HQ/CM; (b) (6) Civ USAF USAFA HQ/DS; (b) (6)  
 Col USAF HAF AF/A1; (b) (6) CIV USAF AETC AFRS/DS; (b) (6)  
 CIV USAF HAF SAF/MRM; (b) (6) CIV USAF AETC HQ AETC/A1Z; (b) (6)  
 CIV USAF AETC AETC/DSD; (b) (6) Col USAF AETC AETC/CS; (b) (6) Maj  
 USAF HAF AF/A1PT; (b) (6) Lt Col USAF HAF SAF/A1PT; (b) (6) CIV USAF HAF  
 AF/A1PT; (b) (6) CIV USAF HAF OCSO/S1PT; (b) (6) Lt Col USAF AETC  
 AFRS/RS/RSO; (b) (6) CIV USAF HAF AF/A1PT; (b) (6) Maj USAF HAF AF/A1;  
 (b) (6) CIV USAF AETC AFRS/RSOS; (b) (6) Lt Col USAF AETC AU/CCCE;  
 (b) (6) CIV USSF HAF SF/S1; (b) (6) Maj USAF HAF SAF/DI; (b) (6)  
 CIV US Air Force HAF AF/AF/A1; (b) (6) CIV USAF HAF SAF/S1P;  
 (b) (6) CIV USAF HAF AF/HAF/A1; (b) (6) Maj USAF AETC AFRS/CDE  
**Subject:** Follow-Up: Unofficial Read-Aheads - USecAF Applicant Pool Goal Brief (19 Jan @ 0915 EST)  
**Attachments:** Tab 1. Officer Accession Applicant Pool Goals DI Plans (SAF-MR Final Draft)ao 18 Jan 23 @  
 0900.pptx; Tab 0. DAF Money Page - Officer Accession Applicant Pool Goals Brief\_19 Jan 23 (SAF-MR  
 Final).docx; Tab 1a. Officer Accession Applicant Pool Goals DI Plans (SAF-MR Final Draft)ao 18 Jan 23  
 @ 1500 (Unapproved).pptx  
**Signed By:** (b) (6) @us.af.mil

Good Evening AETC and USAFA Teams,

Following up to confirm the slides submitted early the morning (Tab 1) were released to the USecAF in preparation for tomorrow's 0915 EST briefing. Throughout the day, updates have been trickling in and I messed up one of USAFA's slides so see attached (Tab 1a) for updated slides but please keep in mind these won't be briefed to the Under, just providing for your situational awareness.

For tomorrow, as noted in my earlier email, SAF/MR will open the meeting and talk through the front matter but once we get to the initiative slides (10-12), we will hand-off to your principal to brief/discuss. Finally, we passed the Under's team the attendee list (AETC and USAFA Principals/Briefers) and asked for a dial in to be added to the meeting, from what I understand the updated invite has not gone out yet but we expect it to any time now as our front office just followed-up with them.

That's all for now. Appreciate everyone's help getting it to this point.

Please call if you have any questions.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM

DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) CIV US Air Force HAF AF/SAF/MRM  
Sent: Wednesday, January 18, 2023 12:54 PM  
To: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) Col USAF USAFA HQ/RR (b) (6)@afacademy.af.edu>;  
(b) (6) CIV USAF AETC Holm Center/CCX (b) (6)@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6)@us.af.mil>; (b) (6) Lt  
Col USAF AETC AFRS/RSOC (b) (6)@us.af.mil>; (b) (6) SMSgt  
USAF AETC AFRS/RSOC (b) (6)@us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6)@afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6)@afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AFRS/DS  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF SAF/MRM  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC HQ AETC/A1Z  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AETC/DSD  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6)@us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF OCSO/S1PT  
(b) (6)@spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6)@us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6)@us.af.mil>; (b) (6) Maj USAF HAF AF/A1  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AFRS/RSOS  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AU/CCE  
(b) (6)@us.af.mil>; (b) (6) CIV USSF HAF SF/S1  
(b) (6)@spaceforce.mil>; (b) (6) Maj USAF HAF SAF/DI  
(b) (6)@us.af.mil>; (b) (6) CIV US Air Force HAF AF/AF/A1  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF SAF/S1P  
(b) (6)@spaceforce.mil>  
Subject: Unofficial Read-Aheads - USecAF Applicant Pool Goal Brief (19 Jan @  
0915 EST)

(b) (6)/Team,

Here's what I sent forward at 0900 this morning for senior leader review/approval which did not include some of the AETC inputs that came afterward. Working with the front office to update meeting invite attendees and dial-in information.

Please note to your principals that the current plan is for SAF/MR to open the discussion and provide an overview of current status, etc., once we get to the initiatives slides (Slides: 10-12) those will be on the principals to present/discuss.

Finally, USecAF's office asked us to limit attendance to principals/briefers only so I will only be able to include them on the invite. Goal is to have the invite and formal read-aheads out in the next few hours.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>  
Sent: Wednesday, January 18, 2023 12:37 PM  
To: (b) (6) CIV US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>; (b) (6) Col USAF USAFA HQ/RR  
(b) (6)@afacademy.af.edu>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6)@afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6)@afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AFRS/DS  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF SAF/MRM  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC HQ AETC/A1Z  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AETC/DSD  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6)@us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF OCSO/S1PT  
(b) (6)@spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6)@us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6)@us.af.mil>  
Subject: RE: Availability: Discussion on Applicant Pool Goal Brief Feedback  
and Way Ahead

(b) (6)

I understand the final slide deck is with your senior leaders for approval; however, to help us prepare our principals for tomorrow morning's briefing,

respectfully request the latest draft version. This is required to ensure our senior leaders are prepared to discuss the initiatives slides.

Looking forward to the formal invitation. v/r, (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, January 9, 2023 3:40 PM  
To: (b) (6) Col USAF USAFA HQ/RR  
(b) (6) @afacademy.af.edu>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HQ AETC/A1  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) NH-04 USAF HAF OCSO/S1PT  
(b) (6) @spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6) @us.af.mil>  
Subject: Availability: Discussion on Applicant Pool Goal Brief Feedback and  
Way Ahead  
Importance: High

Good Afternoon Team,

The Applicant Pool Goal Update Brief to the Under has been moved to 19 Jan 23 @ 0915 ET. In the meantime, I want to work with you all to tighten up the brief based on Mr. Wagner's feedback from our 5 Jan 23 pre-brief as well as any take aways from your principals. As such, want to see if those in the "To" block have an hour to discuss tomorrow (Tuesday, 10 Jan 23), at a minimum, I need one POC each from USAFA, Holm Center, and AFRS. I'm proposing 1400 ET, please advise on your availability and I'll get a meeting invite sent out soonest with a current copy of the slides.

Thanks all.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions

USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

(b) (6) Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Wednesday, September 7, 2022 4:10 PM  
**To:** (b) (6) Col USAF AETC AETC/CS; (b) (6) GS-14 USAF AETC AETC/DSD;  
(b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC HOLM CENTER/CV;  
(b) (6) GS-15 USAF AETC AFRS/DS; (b) (6) Col USAF AETC AFROTC/CC;  
(b) (6) Col USAF AETC AFROTC/CD  
**Subject:** FW: ACTION: HEAT- Hispanic Serving Institutions (HSI) and Air Force Reserve Officer Training Corps Table-Talks (HART)-RECOMMENDED ACTIONS TO INCREASE POOL OF QUALIFIED HISPANIC OFFICER CANDIDATES  
**Attachments:** DRAFT HART Report 28 June 22 with watermark.pdf; HVLA Inputs on HART Report June 2022.pdf  
**Signed By:** (b) (6) @us.af.mil

Team,

Just wanted to confirm you are tracking the subject report and request for feedback. Would appreciate responses by COB this week but please let me know if you need longer.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

**From:** ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>  
**Sent:** Friday, September 2, 2022 3:04 PM  
**To:** TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC <edward.thomas@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>  
**Cc:** SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD <james.sears@us.af.mil>; (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil; (b) (6) Col USAF HAF SAF/MRM (b) (6) @us.af.mil  
**Subject:** ACTION: HEAT- Hispanic Serving Institutions (HSI) and Air Force Reserve Officer Training Corps Table-Talks (HART)-RECOMMENDED ACTIONS TO INCREASE POOL OF QUALIFIED HISPANIC OFFICER CANDIDATES

Leaders,

Hon Wagner is requesting input with respect to the attached report that is





Mark R. Engelbaum, SES  
Deputy Asst. Secretary, Force Management

(b) (6)

Col USAF AETC AETC/A5/8

**From:** HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
**Sent:** Monday, December 12, 2022 5:37 PM  
**To:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) GS-14 USAF AETC AETC/LL; (b) (6) Col USAF AETC AETC/CS  
**Cc:** (b) (6) Brig Gen USAF AETC HOLM CENTER/CC; (b) (6) GS-14 USAF AETC AETC/DSD; (b) (6) Col USAF AETC HOLM CENTER/CC; (b) (6) Col USAF AETC AU/DS; (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Maj USAF AETC AU/CCX; (b) (6) Lt Col USAF AETC AU/CCE; (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) GS-15 USAF AETC AETC/A1  
**Subject:** FW: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
**Attachments:** (Holm) Officer Accession Applicant Pool Goals DI Plans (MRM) v3.pptx  
**Signed By:** (b) (6) @us.af.mil  
**Importance:** High

(b) (6)

Attached are the final AU drafted version of the pre-brief slides for the Diversity and Inclusion Outreach Plan pre-brief to Mr. Wagner on the 15th. We've embedded the slides into the AETC format provided by SAF/MRM.

These are due to (b) (6) at SAF/MRM NLT noon on 13 Dec (Tuesday).

Please let me know if you have questions or guidance.

V/r  
 Maj Gen Holt

-----Original Message-----

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>  
**Sent:** Friday, December 9, 2022 6:26 PM  
**To:** (b) (6) Civ USAF USAFA HQ/DS (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/CM (b) (6) @afacademy.af.edu>; (b) (6) Lt Col USAF USAFA DF/DFMS (b) (6) @afacademy.af.edu>; (b) (6) Jr Col USAF USAFA HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/RRD (b) (6) @afacademy.af.edu>; (b) (6) GS-14 USAF AETC AETC/DSD (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>; (b) (6) CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AU/DS (b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RS/RSO (b) (6) @us.af.mil>  
**Cc:** MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>; MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>

DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-09 USAF  
AETC AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC  
AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-15 USAF AETC  
AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-14 USAF AETC HQ  
AETC/A1Z (b) (6) @us.af.mil; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
Maj USAF AETC AFRS/RSXP (b) (6) @us.af.mil; (b) (6)  
GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
(b) (6) Col USAF HAF SAF/MRM (b) (6) @us.af.mil;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil

Subject: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I  
Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
Importance: High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec 22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as USAFA's previous brief which is referenced throughout the template providing examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6)@us.af.mil>

Sent: Thursday, December 8, 2022 9:34 AM

To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigio@us.af.mil>;

MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;

MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;

KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;

ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,

BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD

M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D

Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R

Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)

(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6)@us.af.mil>;

WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI

<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR

<alex.wagner.4@us.af.mil>

Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;

(b) (6) GS-09 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)

(b) (6) GS-12 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)

(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>; (b) (6)

(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>; (b) (6)

(b) (6) Col USAF AETC AETC/A1K (b) (6)@us.af.mil>; AU/CC Org Mailbox

<AU.CCUC@us.af.mil>; (b) (6) Brig Gen USAF AETC AFRS/CD

(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP

(b) (6)@us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA

(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE

(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AFRS/CV

(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC

(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC

(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC

(b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV

(b) (6)@us.af.mil>; (b) (6) Maj Gen USAF AETC LEMAY CENTER/CC

(b) (6) @us.af.mil; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19  
Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be  
0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before  
noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RXP  
(b) (6) @us.af.mil; (b) (6) GS-09 USAF AETC AFRS/CCEA

(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting

ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Friday, December 9, 2022 6:26 PM  
**To:** (b) (6) Civ USAF USAFA HQ/DS; (b) (6) Civ USAF USAFA HQ/CM; (b) (6)  
Lt Col USAF USAFA DF/DFMS; (b) (6) Col USAF USAFA HQ/RR; (b) (6) Civ USAF  
USAFA HQ/RRD; (b) (6) GS-14 USAF AETC AETC/DSD; (b) (6) Col  
USAF AETC AETC/CS; (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Col  
USAF AETC AU/DS; (b) (6) GS-15 USAF AETC AFRS/DS; (b) (6) Lt Col  
USAF AETC AFRS/RS/RSO  
**Cc:** MALIZIA, MARIANNE P SES USAF HAF SAF/DI; MILLER, CAROLINE M Lt Gen USAF HAF AF/A1;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1; KELLEY, KATHARINE SES USSF HAF AF/SF/S1;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC;  
ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ  
AU/CC; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC; HOLT, WILLIAM G II Maj Gen USAF  
AETC LEMAY CENTER/CC; WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI; CRAIG,  
LISA M Brig Gen USAF AETC AFRS/CD; CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM  
CENTER/CC; (b) (6) Col USAF AETC HQ AETC/A1; (b) (6) GS-09 USAF AETC  
AETC/A1E; (b) (6) GS-12 USAF AETC AETC/A1E; (b) (6) GS-15 USAF AETC  
AETC/A1; (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) GS-14 USAF HAF  
SAF/MR; (b) (6) Col USAF AETC AETC/A1K; AU/CC Org Mailbox; (b) (6) Maj  
USAF AETC AFRS/RSXP; (b) (6) GS-09 USAF AETC AFRS/CCEA; (b) (6) Maj  
USAF AETC AFRS/CCE; (b) (6) Col USAF AETC AFRS/CV; (b) (6) Lt Col USAF AETC  
AFRS/Det 1/CC; (b) (6) Lt Col USAF AETC AFRS/RSOC; (b) (6) SMSgt USAF  
AETC AFRS/RSOC; (b) (6) Col USAF AETC HOLM CENTER/CV; USAFA/DSEA (Taskers); (b) (6)  
(b) (6) Col USAF HAF SAF/MRM; (b) (6) Col USAF USAFA HQ/CV; (b) (6)  
(b) (6) Col USAF AETC AETC/A3/6; (b) (6) Col USAF AETC AETC/A3/6;  
(b) (6) Lt Col USAF AETC AETC/A9 SAS-CC; (b) (6) Col USAF HAF  
SAF/MR  
**Subject:** HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I Outreach Plan (Susp: 1200 EST,  
13 Dec 22)  
**Attachments:** Briefing Template - Officer Accession Applicant Pool Goals DI Plans (MRM) v1.pptx; USAFA Applicant  
Pool Goals Plan Briefing to USecAF Draft as of 8 Dec 2022 0917 MST.pptx  
**Signed By:** (b) (6) @us.af.mil  
**Importance:** High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec 22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as USAFA's previous brief which is referenced throughout the template providing examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6)@us.af.mil>

Sent: Thursday, December 8, 2022 9:34 AM

To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6)@us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>

Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6)@us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6)@us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6)@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC



<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
<Benjamin.Jonsson@afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil>  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19  
Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be  
0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before  
noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigio@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil;>  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; (b) (6) Brig Gen USAF AETC AFRS/CD  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA

(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting

ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)

(b) (6)

CoI USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Wednesday, January 4, 2023 3:50 PM  
**To:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
**Cc:** (b) (6) CoI USAF AETC HQ AETC/A1; (b) (6) GS-15 USAF AETC AETC/A1;  
(b) (6) CoI USAF AETC HOLM CENTER/CV; (b) (6) CIV USAF AETC Holm Center/CCX;  
(b) (6) CoI USAF AETC AETC/CS; (b) (6) GS-14 USAF AETC AETC/DSD  
**Subject:** RAHs: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (5 Jan 23 @ 1530 EST)  
**Attachments:** Tab 1. Officer Accession Applicant Pool Goals DI Plans (SAF-MR Initial Draft)ao 4 Jan 23 @ 1615.pptx  
**Signed By:** (b) (6) @us.af.mil

Good Afternoon (b) (6) /Team,

Please see attached slides for tomorrow's pre-brief to Mr. Wagner. I had to go off script as yours and USAFAs submissions were different and we needed to maintain uniformity while keeping the size of the main brief down.

Also, Mr. Wagner wanted some context on the anticipated impacts of the Enhanced and New Initiatives and since that really isn't known until we have a resource commitment, etc. I went ahead and just estimated that Enhanced impacts the mid-term (CY25-26) and New impacts the far-term (CY27-Out).

Finally, I noted the AFROTC Unit manpower addition in the resource requirements but noted that as red since that appears to be a consideration versus a requirement. Also did not capture a cost for the IT Upgrade as that wasn't known/provided.

Otherwise, everything should make sense. Let me know if we missed the mark on anything and I'll be sure to note it tomorrow during our meeting.

Plan is for Mr. Engelbaum and/or myself to walk Mr. Wagner through the main slides with your principal chiming in as required. That said, most plans don't survive first contact so we appreciate you and your principal's flexibility tomorrow.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
Sent: Monday, December 19, 2022 8:44 AM  
To: (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6)  
(b) (6) CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>  
Subject: RE: Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant  
Pool Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)

Good Morning (b) (6),

Looks like we are being asked for another level of detail, Mr. Wagner would like to know specifically what we are doing for and the timeline to meet goals for each specific demographic, for example, black males, white females, etc.

Attached is the draft slides we are currently working. You are welcome to distribute and help us fill in the blanks. Would appreciate inputs by COB this week.

Thanks.

(b) (6)

(b) (6) GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>  
Sent: Friday, December 16, 2022 3:59 PM  
To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>  
Subject: RE: Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant  
Pool Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)

Hello (b) (6)

I wanted to follow-up and see if you can share what AETC needs to do to meet Mr. Wagner's intent for this briefing? I've seen we have a pre-brief with

him on 5 Jan and the brief with the USecAF is 9 Jan. I'd like to help our team get ahead of this especially before the holidays, perhaps get our read-ahead to you sooner. Any guidance or information you can share would be greatly appreciated.

V/R

(b) (6)  
AETC/A1Z Division Chief  
JBSA Randolph, TX  
Comm: (b) (6)  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Wednesday, December 14, 2022 5:25 PM  
To: (b) (6) Civ USAF USAFA HQ/DS (b) (6) @afacademy.af.edu>;  
(b) (6) Civ USAF USAFA HQ/CM  
(b) (6) @afacademy.af.edu>; (b) (6) Lt Col USAF USAFA  
DF/DFMS (b) (6) @afacademy.af.edu>; (b) (6) Col USAF  
USAFA HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA  
HQ/RRD (b) (6) @afacademy.af.edu>; (b) (6) GS-14 USAF AETC  
AETC/DSD (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/CS (b) (6) @us.af.mil>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AU/DS  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
(b) (6) @us.af.mil>  
Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF HAF SAF/MR (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HQ  
AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AETC/A1E  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC AETC/A1E  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AETC/A1  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil>; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)

(b) (6) Maj USAF AETC AFRS/RXP (b) (6) @us.af.mil>; (b) (6)  
GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil>; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
(b) (6) Col USAF HAF SAF/MRM (b) (6) @us.af.mil>;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant Pool  
Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)

Good Evening All,

Not sure if the calendar invite has been officially cancelled yet but wanted to give you a heads-up that tomorrow's pre-brief to SAF/MR regarding the Applicant Pool Goal D&I Plan update has been cancelled. Our Front Office is working with the Under's team to try to push the brief to after the holidays in order to give us more time to meet Mr. Wagner's intent.

Will keep you posted on any developments, appreciate your flexibility as we work through this.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
Sent: Friday, December 9, 2022 7:26 PM  
To: (b) (6) Civ USAF USAFA HQ/DS (b) (6) @afacademy.af.edu>;  
(b) (6) Civ USAF USAFA HQ/CM  
(b) (6) @afacademy.af.edu>; (b) (6) Lt Col USAF USAFA  
DF/DFMS (b) (6) @afacademy.af.edu>; (b) (6) Col USAF  
USAFA HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA

HQ/RRD (b) (6) @afacademy.af.edu; (b) (6) GS-14 USAF AETC  
AETC/DSD (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/CS (b) (6) @us.af.mil; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil; (b) (6) Col USAF AETC AU/DS  
(b) (6) @us.af.mil; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
(b) (6) @us.af.mil

Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-09 USAF  
AETC AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC  
AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-15 USAF AETC  
AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-14 USAF AETC HQ  
AETC/A1Z (b) (6) @us.af.mil; (b) (6) T GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
Maj USAF AETC AFRS/RSXP (b) (6) @us.af.mil; (b) (6)  
GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
(b) (6) Col USAF HAF SAF/MRM (b) (6) @us.af.mil;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil

Subject: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I  
Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
Importance: High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update  
moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec  
22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as USAFA's previous brief which is referenced throughout the template providing examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6)@us.af.mil>  
Sent: Thursday, December 8, 2022 9:34 AM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigio@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; MCDONALD,  
ANTHONY R GS-15 US Air Force HAF AF/SAF/MRM <anthony.mcdonald@us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6)@us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; (b) (6) Brig Gen USAF AETC AFRS/CD



(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; (b) (6) Maj Gen USAF AETC LEMAY CENTER/CC  
(b) (6) @us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil>  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19 Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be 0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigio@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>

Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/RXP  
(b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting

ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 USAF AETC AETC/A1  
**Sent:** Wednesday, December 14, 2022 11:42 AM  
**To:** (b) (6) Maj Gen USAF AETC AETC/CD  
**Cc:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) Lt Col USAF AETC AETC/CDE;  
(b) (6) Col USAF AETC HQ AETC/A1; (b) (6) GS-14 USAF AETC  
AETC/DSD; (b) (6) Col USAF AETC AETC/CS  
**Subject:** RE: Applicant Pools Goal Brief to SAF MR  
**Attachments:** Officer Accession Applicant Pool Goals DI Plans (MRM) v4.pptx  
**Signed By:** (b) (6) @us.af.mil

Sir,  
I've incorporated AFRS Applicant Pool Timeline which we just received. FYI  
- we do not have intersectionality on gender and race. That has not been  
tracked--they just recently started tracking it.

V/R,  
(b) (6)

(b) (6)  
Executive Director, Manpower, Personnel and Services  
AETC/A1, Randolph AFB TX 78150  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) GS-15 USAF AETC AETC/A1  
**Sent:** Wednesday, December 14, 2022 10:45 AM  
**To:** SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD <james.sears@us.af.mil>  
**Cc:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>;  
(b) (6) Lt Col USAF AETC AETC/CDE (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>  
**Subject:** Applicant Pools Goal Brief to SAF MR

Sir,

Attached are the revised slides per our discussion. SAF/MR's template  
called for these sections: Goals, ongoing, enhance, new initiatives, and  
timelines. We now have a single AETC slide for each area less timelines.  
We only received a timeline for AU, which is in backup. Please note, we  
removed the numbers following the LOEs because they did not match the  
approved plan signed by CC; it's simply shows LOE. I have not coordinated  
this through AFRS or AU but the content is from them or else directly from  
the plan. We will send this to SAF/MR after your concurrence.

Standing by for questions.

V/R,  
(b) (6)

(b) (6)

Executive Director, Manpower, Personnel and Services  
AETC/A1, Randolph AFB TX 78150

DSN: (b) (6)

Cell: (b) (6)

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) Col USAF AETC HQ AETC/A1  
**Sent:** Wednesday, January 18, 2023 5:05 PM  
**To:** (b) (6) CIV US Air Force HAF AF/SAF/MRM; (b) (6) Col USAF USAFA HQ/RR; (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6) Lt Col USAF AETC AFRS/RSOC; (b) (6) SMSgt USAF AETC AFRS/RSOC  
**Cc:** (b) (6) Civ USAF USAFA HQ/CM; (b) (6) Civ USAF USAFA HQ/DS; (b) (6) Col USAF HAF AF/A1; (b) (6) CIV USAF AETC AFRS/DS; (b) (6) CIV USAF HAF SAF/MRM; (b) (6) CIV USAF AETC HQ AETC/A1Z; (b) (6) CIV USAF AETC AETC/DSD; (b) (6) Col USAF AETC AETC/CS; (b) (6) Maj USAF HAF AF/A1PT; (b) (6) Lt Col USAF HAF SAF/A1PT; (b) (6) CIV USAF HAF AF/A1PT; (b) (6) CIV USAF HAF OCSO/S1PT; (b) (6) Lt Col USAF AETC AFRS/RS/RSO; (b) (6) CIV USAF HAF AF/A1PT; (b) (6) Maj USAF HAF AF/A1; (b) (6) CIV USAF AETC AFRS/RSOS; (b) (6) Lt Col USAF AETC AU/CCE; (b) (6) CIV USSF HAF SF/S1; (b) (6) Maj USAF HAF SAF/DI; (b) (6) CIV US Air Force HAF AF/AF/A1; (b) (6) CIV USAF HAF SAF/S1P; (b) (6) CIV USAF HAF AF/HAF/A1; (b) (6) Maj USAF AETC AFRS/CDE  
**Subject:** RE: Follow-Up: Unofficial Read-Aheads - USecAF Applicant Pool Goal Brief (19 Jan @ 0915 EST)  
**Signed By:** (b) (6) @us.af.mil

Good afternoon, (b) (6)

I don't believe any of the principals from AETC have the official meeting invitation. Respectfully request status asap.

v/r, (b) (6)  
 (b) (6), Colonel, USAF  
 Director, Manpower, Personnel & Services  
 AETC/A1, Randolph AFB TX 78150  
 DSN: (b) (6)  
 Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) CIV US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>  
**Sent:** Wednesday, January 18, 2023 4:30 PM  
**To:** (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>; (b) (6) Jr Col USAF USAFA HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC (b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC (b) (6) @us.af.mil>  
**Cc:** (b) (6) Civ USAF USAFA HQ/CM (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS (b) (6) @afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1 (b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AFRS/DS

(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AETC/DSD  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF OCSO/S1PT  
(b) (6) @spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO <jason.turner.3@us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AFRS/RSOS  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AU/CCE  
(b) (6) @us.af.mil>; (b) (6) CIV USSF HAF SF/S1  
(b) (6) @spaceforce.mil>; (b) (6) Maj USAF HAF SAF/DI  
(b) (6) @us.af.mil>; (b) (6) CIV US Air Force HAF AF/AF/A1  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF SAF/S1P  
(b) (6) @spaceforce.mil>; (b) (6) CIV USAF HAF AF/HAF/A11  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CDE  
(b) (6) @us.af.mil>

Subject: Follow-Up: Unofficial Read-Aheads - USecAF Applicant Pool Goal Brief (19 Jan @ 0915 EST)

Good Evening AETC and USAFA Teams,

Following up to confirm the slides submitted early the morning (Tab 1) were released to the USecAF in preparation for tomorrow's 0915 EST briefing. Throughout the day, updates have been trickling in and I messed up one of USAFA's slides so see attached (Tab 1a) for updated slides but please keep in mind these won't be briefed to the Under, just providing for your situational awareness.

For tomorrow, as noted in my earlier email, SAF/MR will open the meeting and talk through the front matter but once we get to the initiative slides (10-12), we will hand-off to your principal to brief/discuss. Finally, we passed the Under's team the attendee list (AETC and USAFA Principals/Briefers) and asked for a dial in to be added to the meeting, from what I understand the updated invite has not gone out yet but we expect it to any time now as our front office just followed-up with them.

That's all for now. Appreciate everyone's help getting it to this point.

Please call if you have any questions.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon

Washington, DC 20330-1660

Phone (Talk/Text): (b) (6)

Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) CIV US Air Force HAF AF/SAF/MRM

Sent: Wednesday, January 18, 2023 12:54 PM

To: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) us.af.mil>;  
(b) (6) Col USAF USAFA HQ/RR (b) (6) @afacademy.af.edu>;  
(b) (6) CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6) Lt  
Col USAF AETC AFRS/RSOC (b) (6) @us.af.mil>; (b) (6) SMSgt  
USAF AETC AFRS/RSOC (b) (6) @us.af.mil>

Cc: (b) (6) Civ USAF USAFA HQ/CM

(b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AETC/DSD  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF OCSO/S1PT  
(b) (6) @spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AFRS/RSOS  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AU/CCE  
(b) (6) @us.af.mil>; (b) (6) CIV USSF HAF SF/S1  
(b) (6) @spaceforce.mil>; (b) (6) Maj USAF HAF SAF/DI  
(b) (6) @us.af.mil>; (b) (6) CIV US Air Force HAF AF/AF/A1  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF SAF/S1P  
(b) (6) @spaceforce.mil>

Subject: Unofficial Read-Aheads - USecAF Applicant Pool Goal Brief (19 Jan @ 0915 EST)

(b) (6)/Team,

Here's what I sent forward at 0900 this morning for senior leader review/approval which did not include some of the AETC inputs that came afterward. Working with the front office to update meeting invite attendees and dial-in information.

Please note to your principals that the current plan is for SAF/MR to open the discussion and provide an overview of current status, etc., once we get to the initiatives slides (Slides: 10-12) those will be on the principals to present/discuss.

Finally, USecAF's office asked us to limit attendance to principals/briefers only so I will only be able to include them on the invite. Goal is to have the invite and formal read-heads out in the next few hours.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>  
Sent: Wednesday, January 18, 2023 12:37 PM  
To: (b) (6) CIV US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>; (b) (6) Col USAF USAFA HQ/RR  
(b) (6)@afacademy.af.edu>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6)@afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6)@afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AFRS/DS  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF SAF/MRM  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC HQ AETC/A1Z  
(b) (6)@us.af.mil>; (b) (6) CIV USAF AETC AETC/DSD  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6)@us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6)@us.af.mil>; (b) (6) CIV USAF HAF OCSO/S1PT  
(b) (6)@spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6)@us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6)@us.af.mil>  
Subject: RE: Availability: Discussion on Applicant Pool Goal Brief Feedback  
and Way Ahead

(b) (6)

I understand the final slide deck is with your senior leaders for approval; however, to help us prepare our principals for tomorrow morning's briefing, respectfully request the latest draft version. This is required to ensure our senior leaders are prepared to discuss the initiatives slides.

Looking forward to the formal invitation. v/r, (b) (6)



-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, January 9, 2023 3:40 PM  
To: (b) (6) Col USAF USAFA HQ/RR  
(b) (6) @afacademy.af.edu>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HQ AETC/A1  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) NH-04 USAF HAF OCSO/S1PT  
(b) (6) @spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6) @us.af.mil>

Subject: Availability: Discussion on Applicant Pool Goal Brief Feedback and  
Way Ahead  
Importance: High

Good Afternoon Team,

The Applicant Pool Goal Update Brief to the Under has been moved to 19  
Jan 23 @ 0915 ET. In the meantime, I want to work with you all to tighten  
up the brief based on Mr. Wagner's feedback from our 5 Jan 23 pre-brief as  
well as any take aways from your principals. As such, want to see if those  
in the "To" block have an hour to discuss tomorrow (Tuesday, 10 Jan 23), at  
a minimum, I need one POC each from USAFA, Holm Center, and AFRS. I'm  
proposing 1400 ET, please advise on your availability and I'll get a meeting  
invite sent out soonest with a current copy of the slides.

Thanks all.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660

Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

(b) (6) Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-14 USAF AETC AETC/DSD  
**Sent:** Wednesday, November 16, 2022 4:47 PM  
**To:** (b) (6) Col USAF AETC AETC/CS; (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6; (b) (6) Col USAF AETC AETC/A3/6; (b) (6) GS-14 USAF AETC HQ AETC/A1Z; AETC Tasker Workflow  
**Subject:** RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool Goals - Diversity and Inclusion Outreach Plan  
**Attachments:** Tab 1 Officer Source of Commission Applicant Pool Goals Plan (Final).pdf  
**Signed By:** (b) (6) @us.af.mil

(b) (6)

Please see signed Officer Source of Commission Applicant Pool Goals Plan attached. I've closed the subject tasker and uploaded in final documents as well.

Questions, please let me know...

V/r,

(b) (6)

(b) (6), GS-14, DAFC  
Deputy Director of Staff  
HQ Air Education and Training Command  
1 F Street, Bldg 900  
Randolph AFB, TX 78150-4325  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>  
**Sent:** Wednesday, November 16, 2022 2:42 PM  
**To:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC AETC/DSD (b) (6) @us.af.mil>  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker Workflow <aetc.tasker.workflow@us.af.mil>  
**Subject:** RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool Goals - Diversity and Inclusion Outreach Plan

(b) (6)

Its literally being signed as I type. You will have shortly.

(b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Wednesday, November 16, 2022 2:41 PM  
To: (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker  
Workflow <aetc.tasker.workflow@us.af.mil>  
Subject: RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool  
Goals - Diversity and Inclusion Outreach Plan

Good Afternoon (b) (6),

How are you guys coming along with the final plan? Please advise soonest.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Sent: Wednesday, October 12, 2022 1:54 PM  
To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker  
Workflow <aetc.tasker.workflow@us.af.mil>  
Subject: RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool  
Goals - Diversity and Inclusion Outreach Plan

(b) (6)

As mention in our conversation, providing you the current working draft of our Diversity and Inclusion Outreach Plan: Officer Applicants (attached).

AETC/CD has reviewed and is comfortable sharing, with the caveat that you understand this has not yet been staffed internally and our team continues to work on the final product. Our goal is to have the final plan staffed, coordinated, and approved NLT end of this month, if not sooner.

Questions, let me know.

V/r,

(b) (6)

(b) (6), GS-14, DAFC  
Deputy Chief of Staff  
HQ Air Education and Training Command  
1 F Street, Bldg 900  
Randolph AFB, TX 78150-4325  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Tuesday, October 11, 2022 9:31 AM  
To: AETC Tasker Workflow <aetc.tasker.workflow@us.af.mil>  
Cc: (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Subject: HAF-220905-39FT - Officer Source of Commission Applicant Pool Goals  
- Diversity and Inclusion Outreach Plan

Happy Tuesday Team AETC,  
Would appreciate a status update and ECD on the subject task.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

(b) (6)

Col USAF AETC AETC/A5/8

**From:** SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD  
**Sent:** Friday, January 6, 2023 1:20 PM  
**To:** (b) (6) Col USAF AETC HQ AETC/A1  
**Cc:** (b) (6) Col USAF AETC AETC/CS; (b) (6) Col USAF AETC AETC/FM;  
(b) (6) Lt Col USAF AETC AETC/CDE; CARNEY, ERIC A Brig Gen USAF AETC AETC/A5/8  
**Subject:** RE: IMMEDIATE/INFO: Change to Today's Applicant Pool Goals Pre-brief Slide

(b) (6)

Please contact the AU/A1 to discuss the 20 billets and how you know they came from AFJROTC and are still on our books. Sounds like her A1 is new and having trouble connecting those dots.

Another thought if this comes up again is that we may just need to change the narrative. Yes we moved the 20 billets, yes we need 20 folks to perform oversight. We cannot move those 20 into oversight because JROTC is now a recruiting program that requires more resources to be successful. I'm not sure if the Holm Center agrees with that logic but it's more than simply saying the oversight is a new requirement.

Thanks

Maj Gen Jim Sears  
AETC/CD

-----Original Message-----

**From:** (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>  
**Sent:** Thursday, January 5, 2023 11:10 AM  
**To:** SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD <james.sears@us.af.mil>  
**Cc:** CARNEY, ERIC A Brig Gen USAF AETC AETC/A5/8 <eric.carney@us.af.mil>;  
OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6 <randy.oakland@us.af.mil>;  
(b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/FM (b) (6) @us.af.mil>; (b) (6)  
Lt Col USAF AETC AETC/CDE (b) (6) @us.af.mil>  
**Subject:** IMMEDIATE/INFO: Change to Today's Applicant Pool Goals Pre-brief Slide

Maj Gen Sears,

Sir, in my final review to prep for today's Officer Accession Applicant Pool Goals pre-brief with SAF/MR at 1430, I noticed on slides 5 & 10 (attached deck) some information that you previously approved as JROTC discussion points which have subsequently been questioned by HQ AETC staff. Specifically, the funding of additional AFJROTC billets (+20) and increase in Cadet Program funding (+\$6.65M) that came to AETC/CC in a separate package asking for his signature on an AFJROTC "support for resources" memo to the Air Staff.

The concern is that we can't rationally explain the "adds" to the AFJROTC program because they are fully funded (from our FM's initial review) and billets have previously been reallocated out of AFJROTC (from our A1M's initial review). We have much more info to come on both those fronts. We are working with the Holm Center and SAF/MRM to remove this info from those two slides--unless you direct otherwise.

Pressing ahead until redirected, General.

V/R,

(b) (6)

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Wednesday, December 14, 2022 4:09 PM  
**To:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
**Cc:** (b) (6) Col USAF AETC AETC/CS; (b) (6) GS-14 USAF AETC AETC/DSD;  
(b) (6) GS-15 USAF AETC AETC/A1; (b) (6) Col USAF AETC HOLM CENTER/CV;  
(b) (6) CIV USAF AETC Holm Center/CCX  
**Subject:** Read-Aheads: Applicant Pool D&I Pre-Brief  
**Attachments:** Tab 1. Officer Accession Applicant Pool Goals DI Plans (SAF-MR Initial Draft)ao 14 Dec 22v1.pptx  
**Signed By:** (b) (6) @us.af.mil

Please see attached for what we sent forward to the SAF/MR Front Office in preparation for tomorrow's pre-brief to Mr. Wagner.

Ask that you make sure these get to all the key players.

Thanks.

(b) (6)

(b) (6)

DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

**From:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>

**Sent:** Wednesday, December 14, 2022 1:31 PM

**To:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

**Cc:** (b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>

**Subject:** Approved Slides

(b) (6)

Attached are the approved slides, again I appreciate your patience.

V/R

(b) (6)

AETC/A1Z Division Chief  
JBSA Randolph, TX

(b) (6)



(b) (6)

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) Col USAF AETC AETC/CS  
**Sent:** Tuesday, October 11, 2022 2:38 PM  
**To:** (b) (6) Lt Col USAF AETC AETC/CDE  
**Subject:** FW: Officer Applicant Diversity Plan  
**Attachments:** DRAFT Accessions Task Plan v9.docx

(b) (6)

Need Gen Sears to take a quick look at this so we can get to HAF.

(b) (6)

Sent with BlackBerry Work  
(www.blackberry.com)

---

**From:** (b) (6) GS-14 USAF AETC AETC/DSD (b) (6) @us.af.mil>  
**Date:** Tuesday, Oct 11, 2022, 2:33 PM  
**To:** (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>  
**Subject:** FW: Officer Applicant Diversity Plan

(b) (6)

Latest version and on-going coordination from (b) (6). This version is printed and on your desk...

V/r,

(b) (6)

-----Original Message-----

**From:** (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>

**Sent:** Tuesday, October 11, 2022 2:23 PM

**To:** (b) (6) Lt Col USAF AETC AFRS/RSOC (b) (6) @us.af.mil>;  
(b) (6) Lt Col USAF AETC AFRS/RS/RSO (b) (6) @us.af.mil>;  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>;  
(b) (6) Maj USAF AETC AETC/A3L (b) (6) @us.af.mil>;  
(b) (6) CIV USAF AETC AETC/A1ZD (b) (6) @us.af.mil>; (b) (6)  
(b) (6) CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6)  
Maj USAF AETC AFROTC/RRR (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AFRS/Det 1/CC (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC  
AFRS/Det 1/DO (b) (6) @us.af.mil>  
**Cc:** (b) (6) Lt Col USAF AETC AETC/A3X (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6)  
Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) GS-14  
USAF AETC AETC/DSD (b) (6) @us.af.mil>

**Subject:** Officer Applicant Diversity Plan

Team,

I reconciled your comments a few open items. You can upload to TEAMS where this is also saved or reply to me -

AU: P3 what are the \* in the chart?

AFRS: P3 verify the Total Applicants - I put the sum for civ and AD but that differs than original input  
AFRS/RSM: P7 Do you have a copy of the referenced RAND report?  
Det 1: P8 AIM High what is your Goal?  
AFRS: P12 AFCEP MOP?

HAF wants this sooner rather than later, so I am getting direction from DCOM but expect I expect that we will send for coord vs a full IPR

V/R (b) (6)

(b) (6), Col, USAF  
A3/6 Deputy Director for Force Development  
HQ AETC, JBSA-Randolph, TX 78150  
DSN (b) (6)  
AF COMM (b) (6)  
NEW Cell (b) (6)

(b) (6),

Latest version and on-going coordination from (b) (6). This version is printed and on your desk...

V/r,

-----Original Message-----

From: (b) (6) Col USAF AETC AETC/A3/6 <shelly.mendieta@us.af.mil>

Sent: Tuesday, October 11, 2022 2:23 PM

To: (b) (6) Lt Col USAF AETC AFRS/RSOC (b) (6) @us.af.mil>;  
(b) (6) Lt Col USAF AETC AFRS/RS/RSO (b) (6) @us.af.mil>;  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>;  
(b) (6) Maj USAF AETC AETC/A3L (b) (6) @us.af.mil>;  
(b) (6) CIV USAF AETC AETC/A1ZD (b) (6) @us.af.mil>; (b) (6)  
(b) (6) CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6)  
Maj USAF AETC AFROTC/RRR (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AFRS/Det 1/CC (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC  
AFRS/Det 1/DO (b) (6) @us.af.mil>  
Cc: (b) (6) Lt Col USAF AETC AETC/A3X (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6)  
Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) GS-14  
USAF AETC AETC/DSD (b) (6) @us.af.mil>  
Subject: Officer Applicant Diversity Plan

Team,

I reconciled your comments a few open items. You can upload to TEAMS where this is also saved or reply to me -

AU: P3 what are the \* in the chart?  
AFRS: P3 verify the Total Applicants - I put the sum for civ and AD but that differs than original input  
AFRS/RSM: P7 Do you have a copy of the referenced RAND report?  
Det 1: P8 AIM High what is your Goal?  
AFRS: P12 AFCEP MOP?

HAF wants this sooner rather than later, so I am getting direction from DCOM but expect I expect that we will send for coord vs a full IPR

V/R (b) (6)

(b) (6), Col, USAF  
A3/6 Deputy Director for Force Development  
HQ AETC, JBSA-Randolph, TX 78150

(b) (6) [Redacted]



opening the gates/improving our reach across the board in the command (within existing resources, of course). The discussion matured into options we may want to explore "precision engagement" similar to what we do with Special Warfare candidate development. The danger here, of course, is segmenting society to the point of unaffordability in our marketing budget.

I'm reaching out to AFRS for their data; one of the HAF AOs on the call just left AFRS and is pursuing at the AO level. Suspense for updates is COB Thursday.

Per (b) (6), the briefing is now scheduled for 0915 (ET) on Thursday, 19 January. I expect not only iterations on the slides but also another prebrief between now and then.

Standing by for questions, General.

V/R,

(b) (6)

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) CIV US Air Force HAF AF/SAF/MRM  
**Sent:** Wednesday, January 18, 2023 11:54 AM  
**To:** (b) (6) Col USAF AETC HQ AETC/A1; (b) (6) Col USAF USAFA HQ/RR; (b) (6)  
 (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6)  
 Lt Col USAF AETC AFRS/RSOC; (b) (6) SMSgt USAF AETC AFRS/RSOC  
**Cc:** (b) (6) Civ USAF USAFA HQ/CM; (b) (6) Civ USAF USAFA HQ/DS; (b) (6)  
 Col USAF HAF AF/A1; (b) (6) CIV USAF AETC AFRS/DS; (b) (6)  
 CIV USAF HAF SAF/MRM; (b) (6) CIV USAF AETC HQ AETC/A1Z; (b) (6)  
 CIV USAF AETC AETC/DSD; (b) (6) Col USAF AETC AETC/CS; (b) (6) Maj  
 USAF HAF AF/A1PT; (b) (6) Lt Col USAF HAF SAF/A1PT; (b) (6) CIV USAF HAF  
 AF/A1PT; (b) (6) CIV USAF HAF OCSO/S1PT; (b) (6) Lt Col USAF AETC  
 AFRS/RS/RSO; (b) (6) GS-14 USAF HAF AF/A1PT; (b) (6) Maj USAF HAF  
 AF/A1; (b) (6) CIV USAF AETC AFRS/RSOS; (b) (6) Lt Col USAF AETC AU/CCE;  
 (b) (6) CIV USSF HAF SF/S1; (b) (6) Maj USAF HAF SAF/DI; (b) (6)  
 CIV US Air Force HAF AF/AF/A1; (b) (6) CIV USAF HAF SAF/S1P  
**Subject:** Unofficial Read-Aheads - USecAF Applicant Pool Goal Brief (19 Jan @ 0915 EST)  
**Attachments:** Tab 1. Officer Accession Applicant Pool Goals DI Plans (SAF-MR Final Draft)ao 18 Jan 23 @  
 0900.pptx; Tab 0. DAF Money Page - Officer Accession Applicant Pool Goals Brief\_19 Jan 23 (SAF-MR  
 Final).docx  
**Signed By:** (b) (6) @us.af.mil

(b) (6)/Team,

Here's what I sent forward at 0900 this morning for senior leader review/approval which did not include some of the AETC inputs that came afterward. Working with the front office to update meeting invite attendees and dial-in information.

Please note to your principals that the current plan is for SAF/MR to open the discussion and provide an overview of current status, etc., once we get to the initiatives slides (Slides: 10-12) those will be on the principals to present/discuss.

Finally, USecAF's office asked us to limit attendance to principals/briefers only so I will only be able to include them on the invite. Goal is to have the invite and formal read-aheads out in the next few hours.

(b) (6)

(b) (6), GS-15, SAF/MRM  
 DAF Recruiting and Accessions  
 USAFA Affairs  
 USAFA BoV Designated Federal Officer  
 1660 Air Force Pentagon  
 Washington, DC 20330-1660  
 Phone (Talk/Text): (b) (6)  
 Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>  
Sent: Wednesday, January 18, 2023 12:37 PM  
To: (b) (6) CIV US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) Col USAF USAFA HQ/RR  
(b) (6) @afacademy.af.edu>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC AETC/DSD  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF OCSO/S1PT  
(b) (6) @spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6) @us.af.mil>  
Subject: RE: Availability: Discussion on Applicant Pool Goal Brief Feedback  
and Way Ahead

(b) (6)

I understand the final slide deck is with your senior leaders for approval; however, to help us prepare our principals for tomorrow morning's briefing, respectfully request the latest draft version. This is required to ensure our senior leaders are prepared to discuss the initiatives slides.

Looking forward to the formal invitation. v/r, (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, January 9, 2023 3:40 PM  
To: Primas, Arthur W Jr Col USAF USAFA HQ/RR  
(b) (6) @afacademy.af.edu>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>  
Cc: (b) (6) Civ USAF USAFA HQ/CM  
(b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/DS



(b) (6) @afacademy.af.edu>; (b) (6) Col USAF HAF AF/A1  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HQ AETC/A1  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/CS  
(b) (6) @us.af.mil>; (b) (6) Maj USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/A1PT  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF HAF AF/A1PT  
(b) (6) @us.af.mil>; (b) (6) NH-04 USAF HAF OCSO/S1PT  
(b) (6) @spaceforce.mil>; (b) (6) Lt Col USAF AETC  
AFRS/RS/RSO (b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF  
AF/A1PT (b) (6) @us.af.mil>

Subject: Availability: Discussion on Applicant Pool Goal Brief Feedback and  
Way Ahead

Importance: High

Good Afternoon Team,

The Applicant Pool Goal Update Brief to the Under has been moved to 19  
Jan 23 @ 0915 ET. In the meantime, I want to work with you all to tighten  
up the brief based on Mr. Wagner's feedback from our 5 Jan 23 pre-brief as  
well as any take aways from your principals. As such, want to see if those  
in the "To" block have an hour to discuss tomorrow (Tuesday, 10 Jan 23), at  
a minimum, I need one POC each from USAFA, Holm Center, and AFRS. I'm  
proposing 1400 ET, please advise on your availability and I'll get a meeting  
invite sent out soonest with a current copy of the slides.

Thanks all.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Friday, December 2, 2022 9:31 PM  
**To:** (b) (6) Col USAF AETC AETC/CS; (b) (6) GS-14 USAF AETC AETC/DSD;  
(b) (6) Civ USAF USAFA HQ/DS; (b) (6) Civ USAF USAFA HQ/CM; (b) (6)  
Lt Col USAF USAFA DF/DFMS  
**Cc:** FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR; MALIZIA, MARIANNE P SES USAF HAF SAF/DI;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1; REMINGTON, TODD L SES USSF HQSF AF/SF/S1;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM; SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD;  
TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC; CANTWELL, HOUSTON R Brig Gen USAF  
AETC HOLM CENTER/CC; (b) (6) Col USAF USAFA HQ/CV; (b) (6)  
Col USAF HAF SAF/MRM; (b) (6) GS-14 USAF HAF SAF/MR; (b) (6) Lt Col  
USAF U S AIR FORCE HQ/SAF/AA; (b) (6) Col USAF HAF SAF/MR; (b) (6) Col  
USAF AETC HOLM CENTER/CV; (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6)  
Col USAF AETC AFROTC/CC; (b) (6) CIV USAF HAF SAF/MR; (b) (6) Col  
USAF HAF AF/A1; (b) (6) Col USAF USAFA HQ/RR  
**Subject:** WARNO - Principal Briefing - Officer Source of Commission Applicant Pool Goals Diversity &  
Inclusion Outreach Plans (Susp: 1200 EST, 6 Dec 22)  
**Attachments:** Tab 1. Officer Source of Commission Applicant Pool Goals (SecAF Signed).pdf; Tab 2. AETC Officer  
Source of Commission Applicant Pool Goals Plan (Final).pdf; Tab 3. USAFA Response - Applicant  
Pool Goal Diversity & Inclusion Outreach Plan Tasking.docx; Tab 4. USAFA Diversity Recruiting  
BBP Sep 22.docx  
**Signed By:** (b) (6) @us.af.mil

Good Evening AETC and USAFA Teammates,

On 9 August 2022, SecAF signed out the latest Officer Source of Commission Applicant Pool Goals (Tab 1) identifying race, gender, and ethnicity goals for our SoC applicant pools. In addition to the goals, SecAF directed that AETC and USAFA develop a Diversity and Inclusion outreach plan aimed at achieving the goals. On 5 Sep 22, AETC and USAFA were tasked to produce Diversity and Inclusion Outreach Plans with each plan containing the following at a minimum:

1. Each Source of Commission's AY21-22 applicant pool data and how they compare to the goals. The SoCs can provide more recent data if available.
2. Any current/future lines of effort being undertaken to meet the goals (break out by gender, race, and ethnicity where applicable).
3. Barriers to meeting the goals, additionally, outline any course(s) of action your organizations are taking to address the barriers as well as any issues requiring assistance from within or outside DAF.
4. Current/planned recruiting and outreach strategies & events, identify any partnerships and/or engagements that will be leveraged in meeting the goals (break out by gender, race, and ethnicity where applicable).

5. Provide any measures of effectiveness being used or considered in addition to the goals.

Tabs 2-4 were provided by AETC and USAFA in response to the tasking. USecAF has asked for a briefing on the Diversity and Inclusion Outreach Plans nlt 9 Dec 22. In preparation, Hon Wagner, SAF/MR would like a pre-brief one-to-two days prior to the Under's update.

At present, we are trying to get a pre-brief scheduled with Hon Wagner for 7 Dec 22. Please make sure your principal or designee is prepared to pre-brief SAF/MR on 7 Dec 22 and brief USecAF on 9 Dec 22. Request you provide any materials your principal wishes to discuss no later than 1200 EST, 6 Dec 22.

Meeting details to follow.

Available if you have any questions.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

(b) (6)

Col USAF AETC AETC/A5/8

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Thursday, July 28, 2022 12:14 PM  
**To:** (b) (6) Col USAF AETC AETC/CS; (b) (6) GS-14 USAF AETC AETC/DSD;  
(b) (6) GS-15 USAF USAFA USAF ACADEMY DU/DS; (b) (6) GS-14 USAF  
USAFA USAFA CM/USAFA CM  
**Cc:** (b) (6) Col USAF HAF AF/A1; (b) (6) CIV USAF AETC Holm Center/CCX;  
(b) (6) GS-15 USAF AETC AFRS/DS; (b) (6) Lt Col USAF USAFA USAFA/DSX;  
(b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6) Col USAF AETC AFROTC/CC;  
(b) (6) Col USAF AETC AFROTC/CD; (b) (6) Col USAF AETC OTS/CC;  
(b) (6) Lt Col USAF AETC AFRS/RSOC; (b) (6) JR Col USAF USAFA USAFA  
RR/RR; (b) (6) GS-13 USAF USAFA USAF ACADEMY DU/RRS  
**Subject:** WARNO: Officer Source of Commission Applicant Pool Goals - Diversity & Inclusion Outreach Plan  
**Attachments:** Tab 1. Officer Source of Commission Applicant Pool Goals (v17).docx  
**Signed By:** (b) (6) @us.af.mil

Good Afternoon Team,

From what I understand, approval/signature of the attached applicant pool goal memo is imminent. Sharing the final draft with you all as the memo directs a Diversity & Inclusion Outreach Plan from AETC and USAFA nlt 30 Sep 22. Note there is a chance SecAF/Under may move this date to the left (sooner) but 30 Sep 22 is what SAF/MR has proposed.

Once the APG memo is approved/signed, I will task the D&I Outreach Plan via TMT.

More to follow...

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

**From:** (b) (6) GS-14 USAF USAFA DS/DDS  
**To:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM; (b) (6) Civ USAF USAFA HQ/DS; (b) (6) Lt Col USAF USAFA USAFA/DSX; (b) (6) Jr Col USAF USAFA HQ/RR; (b) (6) Civ USAF USAFA HQ/RRD; (b) (6) GS-14 USAF AETC AETC/DS; (b) (6) Col USAF AETC AETC/CS; (b) (6) Civ USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC AU/DS; (b) (6) GS-15 USAF AETC AFRS/DS; (b) (6) Lt Col USAF AETC AFRS/RS/RSO; (b) (6) Col USAF USAFA HQ/CV  
**Cc:** MALTZIA, MARIANNE P SES USAF HAF SAF/DI; MILLER, CAROLINE M Lt Gen USAF HAF AF/A1; DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1; KELLEY, KATHARINE SES USSF HAF AF/SF/S1; ENGELBAUM, MARK R SES USAF HAF SAF/MRM; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC; TULLOS, ANDREA D Lt Gen USAF AETC AU/HO AU/CC; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC; WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HO/SAF/DI; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD; CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM CENTER/CC; (b) (6) Col USAF AETC HQ AETC/A1; (b) (6) GS-09 USAF AETC AETC/A1E; (b) (6) GS-12 USAF AETC AETC/A1E; (b) (6) GS-15 USAF AETC AETC/A1; (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) GS-14 USAF HAF SAF/MR; (b) (6) Col USAF AETC AETC/A1K; AU/CC Org Mailbox; (b) (6) Maj USAF AETC AFRS/RSX; (b) (6) GS-09 USAF AETC AFRS/CCEA; (b) (6) Maj USAF AETC AFRS/CCE; (b) (6) Col USAF AETC AFRS/CV; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC; (b) (6) Lt Col USAF AETC AFRS/RSOC; (b) (6) SrSgt USAF AETC AFRS/RSOC; (b) (6) Col USAF AETC HOLM CENTER/CV; USAFA/DSEA Taskers; (b) (6) Col USAF HAF SAF/MRM; (b) (6) Col USAF AETC AETC/A3/6; (b) (6) Col USAF AETC AETC/A3/6; (b) (6) Lt Col USAF AETC AETC/A9 SAS-CC; (b) (6) Col USAF HAF SAF/MR; (b) (6) GS-14 USAF USAFA DS/DDS; (b) (6) Civ USAF USAFA USAFA/CVS; (b) (6) Maj USAF USAFA HQ/CCE; HQ USAFA CAG  
**Subject:** [Non-DoD Source] RE: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
**Date:** Tuesday, December 13, 2022 10:19:54 AM  
**Attachments:** [Officer Accession Applicant Pool Goals DI Plans \(MRM\) USAFA final 13 Dec 2022.pptx](#)

---

Sir / Ma'am,

The attached briefing contains USAFA's inputs.

For 15 Dec meeting: Lt Gen Clark will be the senior USAFA representative and

(b) (6) will brief.

For 19 Dec meeting: Lt Gen Clark will be on leave; (b) (6), USAFA Vice Superintendent, will be the USAFA senior representative and (b) (6) will brief (if so required).

For calendar invites, please include: Lt Gen Clark, (b) (6). Thank you!

Vr,  
(b) (6)

(b) (6)  
Deputy Director of Staff  
Headquarters United States Air Force Academy  
O: (b) (6)  
Preferred email: (b) (6)@AFAcademy.af.edu

-----Original Message-----

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6)@us.af.mil>  
**Sent:** Friday, December 9, 2022 5:26 PM  
**To:** (b) (6) Civ USAF USAFA HQ/DS (b) (6)@afacademy.af.edu>; (b) (6) GS-14 USAF USAFA DS/DDS (b) (6)@afacademy.af.edu>; (b) (6) Lt Col USAF USAFA USAFA/DSX (b) (6)@afacademy.af.edu>; (b) (6) Col USAF

USAF HQ/RR (b) (6) @afacademy.af.edu; (b) (6) Civ USAF USAFA  
HQ/RRD (b) (6) @afacademy.af.edu; (b) (6) GS-14 USAF AETC  
AETC/DSD (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/CS (b) (6) @us.af.mil; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil; (b) (6) Col USAF AETC AU/DS  
(b) (6) @us.af.mil; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
(b) (6) @us.af.mil

Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-09 USAF  
AETC AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC  
AETC/A1E (b) (6) @us.af.mil; (b) (6) T GS-15 USAF AETC  
AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-14 USAF AETC HQ  
AETC/A1Z (b) (6) @us.af.mil; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil; (b) (6) D Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
Maj USAF AETC AFRS/RSXP (b) (6) @us.af.mil; (b) (6)  
GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
Col USAF HAF SAF/MRM (b) (6) @us.af.mil;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil

Subject: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I  
Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
Importance: High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update  
moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec  
22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as  
USAFA's previous brief which is referenced throughout the template providing  
examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6)@us.af.mil>  
Sent: Thursday, December 8, 2022 9:34 AM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6),  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6)@us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6)@us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; (b) (6) Brig Gen USAF AETC AFRS/CD  
(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6)@us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6)@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC

<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil>  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19  
Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be  
0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before  
noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6),  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC



(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting

ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)



opening the gates/improving our reach across the board in the command (within existing resources, of course). The discussion matured into options we may want to explore "precision engagement" similar to what we do with Special Warfare candidate development. The danger here, of course, is segmenting society to the point of unaffordability in our marketing budget.

I'm reaching out to AFRS for their data; one of the HAF AOs on the call just left AFRS and is pursuing at the AO level. Suspense for updates is COB Thursday.

Per (b) (6), the briefing is now scheduled for 0915 (ET) on Thursday, 19 January. I expect not only iterations on the slides but also another prebrief between now and then.

Standing by for questions, General.

V/R,

(b) (6)

**From:** (b) (6) Lt Col USAF AETC AETC/CDE  
**To:** (b) (6) GS-15 USAF AETC AETC/A1; (b) (6) Col USAF AETC AETC/CS  
**Cc:** (b) (6) GS-14 USAF AETC AETC/DSD; (b) (6) GS-14 USAF AETC AETC/LL;  
(b) (6) Col USAF AETC HQ AETC/A1; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
**Subject:** RE: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
**Date:** Tuesday, December 13, 2022 8:36:12 AM

---

Sir,

Single presentation is what I am tracking is Maj Gen Sears' intent with this brief.

(b) (6)

(b) (6), Lt Col, USAF  
Executive Officer to the Deputy Commander

HQ Air Education and Training Command  
1 F St, Suite 1  
Joint Base San Antonio - Randolph, Tx 78150  
DSN: (b) (6) Comm: (b) (6)  
Cell: (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

**From:** (b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>

Sent: Tuesday, December 13, 2022 8:20 AM

**To:** (b) (6) Col USAF AETC AETC/CS (b) (6)@us.af.mil>;  
(b) (6) Lt Col USAF AETC AETC/CDE (b) (6)@us.af.mil>  
**Cc:** (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6)@us.af.mil>; (b) (6) J GS-14 USAF AETC AETC/LL  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC HQ AETC/A1  
(b) (6)@us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
(b) (6)@us.af.mil>

**Subject:** RE: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I Outreach Plan (Susp: 1200 EST, 13 Dec 22)

Team,

We are still awaiting AFRS input to this brief.

(b) (6)

We had intended to consolidate AFRS and AU's slides into a single AETC presentation once received. If you or MG Sears have a different vector, please let us know. SAF/MR's suspense was today at noon. I anticipate we'll need an extension until at least this afternoon. (b) (6) reached out to AFRS this morning and we're awaiting a response.

V/R,

(b) (6)

Executive Director, Manpower, Personnel and Services  
AETC/A1, Randolph AFB TX 78150

(b) (6)

(b) (6)

-----Original Message-----

From: HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC

<william.holt@us.af.mil>

Sent: Monday, December 12, 2022 5:37 PM

To: (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>;

(b) (6) GS-14 USAF AETC AETC/LL (b) (6) @us.af.mil>;

(b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>

Cc: CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM CENTER/CC

<houston.cantwell@us.af.mil>; (b) (6) GS-14 USAF AETC AETC/DSD

(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV

(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AU/DS

(b) (6) @us.af.mil>; (b) (6) CIV USAF AETC Holm Center/CCX

(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AU/CCX

(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AU/CCE

(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z

(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AETC/A1

(b) (6) @us.af.mil>

Subject: FW: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I

Outreach Plan (Susp: 1200 EST, 13 Dec 22)

Importance: High

(b) (6)

Attached are the final AU drafted version of the pre-brief slides for the Diversity and Inclusion Outreach Plan pre-brief to Mr. Wagner on the 15th. We've embedded the slides into the AETC format provided by SAF/MRM.

These are due to (b) (6) at SAF/MRM NLT noon on 13 Dec (Tuesday).

Please let me know if you have questions or guidance.

V/r

Maj Gen Holt

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Sent: Friday, December 9, 2022 6:26 PM

To: (b) (6) Civ USAF USAFA HQ/DS (b) (6) @afacademy.af.edu>;

(b) (6) Civ USAF USAFA HQ/CM

(b) (6) @afacademy.af.edu>; (b) (6) Lt Col USAF USAFA

DF/DFMS (b) (6) @afacademy.af.edu>; (b) (6) Col USAF

USAFA HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA

HQ/RRD (b) (6) @afacademy.af.edu>; (b) (6) GS-14 USAF AETC

AETC/DSD (b) (6) @us.af.mil>; (b) (6) Col USAF AETC

AETC/CS (b) (6) @us.af.mil>; (b) (6) CIV USAF AETC Holm

Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AU/DS

(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS

(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RS/RSO

<jason.turner.3@us.af.mil>

Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;

MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;

DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1

<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1

<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-09 USAF  
AETC AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC  
AETC/A1E (b) (6) @us.af.mil; (b) (6) GS-15 USAF AETC  
AETC/A1 (b) (6) @us.af.mil; (b) (6) GS-14 USAF AETC HQ  
AETC/A1Z (b) (6) @us.af.mil; (b) (6) -14 USAF HAF SAF/MR  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
Maj USAF AETC AFRS/RXP (b) (6) @us.af.mil; (b) (6)  
GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil; (b) (6) Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
USAF HAF SAF/MRM (b) (6) @us.af.mil;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil

Subject: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I  
Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
Importance: High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec 22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as USAFA's previous brief which is referenced throughout the template providing examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6)@us.af.mil>  
Sent: Thursday, December 8, 2022 9:34 AM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6)@us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6)@us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6)@us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6)@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
(b) (6)@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6)@afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6)@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6)@us.af.mil>; (b) (6) A Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6)@us.af.mil>; (b) (6) Col USAF  
HAF SAF/MR (b) (6)@us.af.mil>  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19

Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be 0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>; MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>; MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) -15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR <alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP (b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC (b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC <william.holt@us.af.mil>; (b) (6) DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting



ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)

**From:** (b) (6) USAF AETC HQ AETC/A1  
**To:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Cc:** (b) (6) GS-15 USAF AETC AETC/A1; (b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6) CIV USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC AETC/CS; (b) (6) GS-14 USAF AETC AETC/DSD  
**Subject:** RE: RAHs: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (5 Jan 23 @ 1530 EST)  
**Date:** Wednesday, January 4, 2023 5:31:00 PM

---

(b) (6)--I echo (b) (6) comments and really appreciate our partnership.

v/r, (b) (6)

-----Original Message-----

**From:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>

**Sent:** Wednesday, January 4, 2023 4:41 PM

**To:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

**Cc:** (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;

(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>;

(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6)

CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6) Col

USAF AETC AETC/CS (b) (6) @us.af.mil>; (b) (6) GS-14 USAF

AETC AETC/DSD (b) (6) @us.af.mil>

**Subject:** RE: RAHs: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (5 Jan 23 @ 1530 EST)

(b) (6),

Thank you for providing the slides and the background for the changes. AETC's principals are ready to answer any questions as required. We will also be prepared for a re-attack following the meeting.

Thanks again, appreciate you.

V/R

(b) (6)  
AETC/A1Z Division Chief  
JBSA Randolph, TX  
Comm: (b) (6)  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

**Sent:** Wednesday, January 4, 2023 3:50 PM

**To:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>

**Cc:** (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;

(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>;

(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6) @us.af.mil>; (b) (6)

CIV USAF AETC Holm Center/CCX (b) (6) @us.af.mil>; (b) (6) Col

USAF AETC AETC/CS (b) (6) @us.af.mil>; (b) (6) GS-14 USAF

AETC AETC/DSD (b) (6) @us.af.mil>

Subject: RAHs: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (5 Jan 23 @ 1530 EST)

Good Afternoon (b) (6) Team,

Please see attached slides for tomorrow's pre-brief to Mr. Wagner. I had to go off script as yours and USAFAs submissions were different and we needed to maintain uniformity while keeping the size of the main brief down.

Also, Mr. Wagner wanted some context on the anticipated impacts of the Enhanced and New Initiatives and since that really isn't known until we have a resource commitment, etc. I went ahead and just estimated that Enhanced impacts the mid-term (CY25-26) and New impacts the far-term (CY27-Out).

Finally, I noted the AFROTC Unit manpower addition in the resource requirements but noted that as red since that appears to be a consideration versus a requirement. Also did not capture a cost for the IT Upgrade as that wasn't known/provided.

Otherwise, everything should make sense. Let me know if we missed the mark on anything and I'll be sure to note it tomorrow during our meeting.

Plan is for Mr. Engelbaum and/or myself to walk Mr. Wagner through the main slides with your principal chiming in as required. That said, most plans don't survive first contact so we appreciate you and your principal's flexibility tomorrow.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
Sent: Monday, December 19, 2022 8:44 AM  
To: (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) Col USAF AETC HOLM CENTER/CV (b) (6)@us.af.mil>; (b) (6)  
CIV USAF AETC Holm Center/CCX (b) (6)@us.af.mil>  
Subject: RE: Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)

Good Morning (b) (6),

Looks like we are being asked for another level of detail, Mr. Wagner would like to know specifically what we are doing for and the timeline to meet goals for each specific demographic, for example, black males, white females, etc.

Attached is the draft slides we are currently working. You are welcome to

distribute and help us fill in the blanks. Would appreciate inputs by COB this week.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>

Sent: Friday, December 16, 2022 3:59 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6)@us.af.mil>

Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;

(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>

Subject: RE: Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)

Hello (b) (6)

I wanted to follow-up and see if you can share what AETC needs to do to meet Mr. Wagner's intent for this briefing? I've seen we have a pre-brief with him on 5 Jan and the brief with the USecAF is 9 Jan. I'd like to help our team get ahead of this especially before the holidays, perhaps get our read-ahead to you sooner. Any guidance or information you can share would be greatly appreciated.

V/R

(b) (6)

AETC/A1Z Division Chief  
JBSA Randolph, TX  
Comm: (b) (6)  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6)@us.af.mil>

Sent: Wednesday, December 14, 2022 5:25 PM

To: (b) (6) Civ USAF USAFA HQ/DS (b) (6)@afacademy.af.edu>;

(b) (6) Civ USAF USAFA HQ/CM

(b) (6)@afacademy.af.edu>; (b) (6) Lt Col USAF USAFA

DF/DFMS (b) (6)@afacademy.af.edu>; (b) (6) Jr Col USAF

USAF HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA  
HQ/RRD (b) (6) @afacademy.af.edu>; (b) (6) GS-14 USAF AETC  
AETC/DSD (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/CS (b) (6) @us.af.mil>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AU/DS  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
(b) (6) @us.af.mil>  
Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF HAF SAF/MR (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HQ  
AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AETC/A1E  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC AETC/A1E  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AETC/A1  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil>; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
(b) (6) Maj USAF AETC AFRS/RXP (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil>; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
(b) (6) Col USAF HAF SAF/MRM (b) (6) @us.af.mil>;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant Pool  
Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)

Good Evening All,

Not sure if the calendar invite has been officially cancelled yet but wanted to give you a heads-up that tomorrow's pre-brief to SAF/MR regarding the Applicant Pool Goal D&I Plan update has been cancelled. Our Front Office is working with the Under's team to try to push the brief to after the holidays in order to give us more time to meet Mr. Wagner's intent.

Will keep you posted on any developments, appreciate your flexibility as we work through this.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
Sent: Friday, December 9, 2022 7:26 PM  
To: (b) (6) Civ USAF USAFA HQ/DS (b) (6)@afacademy.af.edu>;  
(b) (6) Civ USAF USAFA HQ/CM  
(b) (6)@afacademy.af.edu>; (b) (6) Lt Col USAF USAFA  
DF/DFMS (b) (6)@afacademy.af.edu>; (b) (6) Col USAF  
USAFA HQ/RR (b) (6)@afacademy.af.edu>; (b) (6) Civ USAF USAFA  
HQ/RRD (b) (6)@afacademy.af.edu>; (b) (6) GS-14 USAF AETC  
AETC/DSD (b) (6)@us.af.mil>; (b) (6) Col USAF AETC  
AETC/CS (b) (6)@us.af.mil>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6)@us.af.mil>; (b) (6) USAF AETC AU/DS  
(b) (6)@us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
(b) (6)@us.af.mil>  
Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>; (b) (6) GS-09 USAF  
AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6) GS-12 USAF AETC  
AETC/A1E (b) (6)@us.af.mil>; (b) (6) GS-15 USAF AETC  
AETC/A1 (b) (6)@us.af.mil>; (b) (6) GS-14 USAF AETC HQ  
AETC/A1Z <christy.eplee@us.af.mil>; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AETC/A1K  
(b) (6)@us.af.mil>; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
(b) (6) Maj USAF AETC AFRS/RXP (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-09 USAF AETC AFRS/CCEA (b) (6)@us.af.mil>; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6)@us.af.mil>; (b) (6) C Col USAF AETC  
AFRS/CV (b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC

(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
(b) (6) Col USAF HAF SAF/MRM (b) (6) @us.af.mil>;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil>  
Subject: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I  
Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
Importance: High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec 22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as USAFA's previous brief which is referenced throughout the template providing examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6) @us.af.mil>  
Sent: Thursday, December 8, 2022 9:34 AM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,

BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR <alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP (b) (6) @us.af.mil>; AVILA, FATIMA M GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC (b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC (b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CC (b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC <william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV (b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>; (b) (6) Col USAF HAF SAF/MR (b) (6) @us.af.mil>  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19 Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be 0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>; MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>; MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;



KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting

ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**To:** (b) (6) Civ USAF USAFA HQ/DS; (b) (6) Civ USAF USAFA HQ/CM; (b) (6) Lt Col USAF USAFA DF/DFMS; (b) (6) Col USAF USAFA HQ/RR; (b) (6) Civ USAF USAFA HQ/RRD; (b) (6) GS-14 USAF AETC AETC/DSD; (b) (6) Col USAF AETC AETC/CS; (b) (6) Civ USAF AETC Holm Center/CCX; (b) (6) Col USAF AETC AU/DS; (b) (6) S-15 USAF AETC AFRS/DS; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
**Cc:** MALTZIA, MARIANNE P SES USAF HAF SAF/DI; MILLER, CAROLINE M Lt Gen USAF HAF AF/A1; DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1; KELLEY, KATHARINE SES USSF HAF AF/SF/S1; ENGELBAUM, MARK R SES USAF HAF SAF/MRM; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC; WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD; CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM CENTER/CC; (b) (6) Col USAF HAF SAF/MR; (b) (6) Col USAF AETC HQ AETC/A1; (b) (6) GS-09 USAF AETC AETC/A1E; (b) (6) GS-12 USAF AETC AETC/A1E; (b) (6) GS-15 USAF AETC AETC/A1; (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) GS-14 USAF HAF SAF/MR; (b) (6) Col USAF AETC AETC/A1K; AU/CC Org Mailbox; (b) (6) Maj USAF AETC AFRS/RXP; (b) (6) GS-09 USAF AETC AFRS/CCEA; (b) (6) Maj USAF AETC AFRS/CCE; (b) (6) Col USAF AETC AFRS/CV; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC; (b) (6) Lt Col USAF AETC AFRS/RSOC; (b) (6) SMSgt USAF AETC AFRS/RSOC; (b) (6) Col USAF AETC HOLM CENTER/CV; USAFA/DSEA Taskers; (b) (6) Col USAF HAF SAF/MRM; (b) (6) Col USAF USAFA HQ/CV; (b) (6) Col USAF AETC AETC/A3/6; (b) (6) Col USAF AETC AETC/A3/6; (b) (6) Lt Col USAF AETC AETC/A9 SAS-CC  
**Subject:** Cancelled: SAF/MR Pre-Brief re: Officer Accession Applicant Pool Goals D&I Outreach Plan (15 Dec 22 @ 0930 EST)  
**Date:** Wednesday, December 14, 2022 5:24:46 PM  
**Attachments:** RE Read-Aheads Applicant Pool Goal DI Plan Pre-Brief Slides (15 Dec 2... (12.1 KB).msg

Good Evening All,

Not sure if the calendar invite has been officially cancelled yet but wanted to give you a heads-up that tomorrow's pre-brief to SAF/MR regarding the Applicant Pool Goal D&I Plan update has been cancelled. Our Front Office is working with the Under's team to try to push the brief to after the holidays in order to give us more time to meet Mr. Wagner's intent.

Will keep you posted on any developments, appreciate your flexibility as we work through this.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
**Sent:** Friday, December 9, 2022 7:26 PM  
**To:** (b) (6) Civ USAF USAFA HQ/DS (b) (6)@afacademy.af.edu>; (b) (6) Civ USAF USAFA HQ/CM (b) (6)@afacademy.af.edu>; (b) (6) Lt Col USAF USAFA

DF/DFMS (b) (6) @afacademy.af.edu>; (b) (6) Col USAF  
USAF HQ/RR (b) (6) @afacademy.af.edu>; (b) (6) Civ USAF USAFA  
HQ/RRD (b) (6) @afacademy.af.edu>; (b) (6) GS-14 USAF AETC  
AETC/DSD (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/CS (b) (6) @us.af.mil>; (b) (6) CIV USAF AETC Holm  
Center/CCX (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AU/DS  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC AFRS/DS  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RS/RSO  
(b) (6) @us.af.mil>

Cc: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
DEFILIPPI, GWENDOLYN R SES USAF HAF AF/AF/A1  
<gwendolyn.defilippi.2@us.af.mil>; KELLEY, KATHARINE SES USSF HAF AF/SF/S1  
<katharine.kelley@spaceforce.mil>; ENGELBAUM, MARK R SES USAF HAF SAF/MRM  
<mark.engelbaum@us.af.mil>; CLARK, RICHARD M Lt Gen USAF USAFA USAFA/CC  
<richard.clark.1@us.af.mil>; ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC  
<brian.robinson@us.af.mil>; TULLOS, ANDREA D Lt Gen USAF AETC AU/HQ AU/CC  
<andrea.tullos@us.af.mil>; THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC  
<edward.thomas@us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY  
CENTER/CC <william.holt@us.af.mil>; WALKER, CHRISTOPHER S Brig Gen USAF HAF  
WVANG HQ/SAF/DI <christopher.walker.1@us.af.mil>; CRAIG, LISA M Brig Gen  
USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; CANTWELL, HOUSTON R Brig Gen  
USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-09 USAF  
AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC  
AETC/A1E (b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC  
AETC/A1 (b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ  
AETC/A1Z (b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A1K  
(b) (6) @us.af.mil>; AU/CC Org Mailbox <AU.CCUC@us.af.mil>; (b) (6)  
Maj USAF AETC AFRS/RSXP (b) (6) @us.af.mil>; (b) (6)  
GS-09 USAF AETC AFRS/CCEA (b) (6) @us.af.mil>; (b) (6) Maj  
USAF AETC AFRS/CCE (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AFRS/CV (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; USAFA/DSEA (Taskers) <USAFA.DSEA@usafa.edu>; (b) (6)  
Col USAF HAF SAF/MRM (b) (6) @us.af.mil>;  
(b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil>

Subject: HOT! USecAF Update - Officer Accession Applicant Pool Goals D&I  
Outreach Plan (Susp: 1200 EST, 13 Dec 22)  
Importance: High

Happy Friday Team,

As discussed earlier this week, we were able to get the Under's Update  
moved to 19 Dec 22 @ 1530 EST. That said, the SAF/MR Pre-Brief is on 15 Dec  
22 @ 0930 EST.

In preparation, I've attached a briefing template with notes as well as  
USAFA's previous brief which is referenced throughout the template providing  
examples of desired topics/data.

Ask that USAFA and AETC complete their portions of the briefing template and return to me no later than noon EST, Tuesday, 13 Dec 22 as this will give us time to consolidate, coordinate, and adjudicate the package prior to the SAF/MR update.

Also, at your earliest convenience, please forward me the name and contact information for your Briefer and any SME's you want added to the calendar invites for the SAF/MR Pre-Brief and USecAF Update.

Available if you have any questions.

Thanks all and have a good weekend.

(b) (6)

(b) (6) GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF HAF SAF/MR (b) (6)@us.af.mil>  
Sent: Thursday, December 8, 2022 9:34 AM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6)@us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6)@us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6)@us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6)@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6)@us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6)@us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6)@us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6)@us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6)@us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV

(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>; (b) (6) Col USAF  
HAF SAF/MR (b) (6) @us.af.mil>  
Subject: RE: Applicant Pool Goals Meeting

ALCON,

The applicant pool goals brief to the Under has been rescheduled for 19  
Dec at 15:30. The pre-brief to Mr. Wagner on the updated briefing will be  
0930 on Thursday the 15th requiring RAH's provided Wednesday the 14th before  
noon. Calendar invite to follow.

V/R,

(b) (6)

Director of Staff, SAF/MR

From: (b) (6) GS-14 USAF HAF SAF/MR  
Sent: Wednesday, December 7, 2022 4:30 PM  
To: FEDRIGO, JOHN A SES US Air Force HAF AF/SAF/MR <john.fedrigo@us.af.mil>;  
MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
MILLER, CAROLINE M Lt Gen USAF HAF AF/A1 <caroline.miller@us.af.mil>;  
KELLEY, KATHARINE SES USSF HAF AF/SF/S1 <katharine.kelley@spaceforce.mil>;  
ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>; ROBINSON,  
BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>; CLARK, RICHARD  
M Lt Gen USAF USAFA USAFA/CC <richard.clark.1@us.af.mil>; TULLOS, ANDREA D  
Lt Gen USAF AETC AU/HQ AU/CC <andrea.tullos@us.af.mil>; CANTWELL, HOUSTON R  
Brig Gen USAF AETC HOLM CENTER/CC <houston.cantwell@us.af.mil>; (b) (6)  
(b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>;  
WALKER, CHRISTOPHER S Brig Gen USAF HAF WVANG HQ/SAF/DI  
<christopher.walker.1@us.af.mil>; WAGNER, ALEX HON USAF HAF SAF/MR  
<alex.wagner.4@us.af.mil>  
Cc: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>;  
(b) (6) GS-09 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-12 USAF AETC AETC/A1E (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-15 USAF AETC AETC/A1 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/A1K (b) (6) @us.af.mil>; AU/CC Org Mailbox  
<AU.CCUC@us.af.mil>; CRAIG, LISA M Brig Gen USAF AETC AFRS/CD  
<lisa.craig.3@us.af.mil>; (b) (6) Maj USAF AETC AFRS/RSXP  
(b) (6) @us.af.mil>; (b) (6) GS-09 USAF AETC AFRS/CCEA  
(b) (6) @us.af.mil>; (b) (6) Maj USAF AETC AFRS/CCE  
(b) (6) l@us.af.mil>; (b) (6) Col USAF AETC AFRS/CV  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AFRS/Det 1/CC  
(b) (6) ; (b) (6) Lt Col USAF AETC AFRS/RSOC

(b) (6) @us.af.mil>; (b) (6) SMSgt USAF AETC AFRS/RSOC  
(b) (6) @us.af.mil>; (b) (6) Col USAF AETC HOLM CENTER/CV  
(b) (6) @us.af.mil>; HOLT, WILLIAM G II Maj Gen USAF AETC LEMAY CENTER/CC  
<william.holt@us.af.mil>; (b) (6) Col USAF USAFA HQ/CV  
(b) (6) @afacademy.af.edu>; DEFILIPPI, GWENDOLYN R SES USAF HAF  
AF/AF/A1 <gwendolyn.defilippi.2@us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC  
AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AETC AETC/A9 SAS-CC (b) (6) @us.af.mil>  
Subject: Applicant Pool Goals Meeting

ALCON,

The Under's team has pushed the Applicant Pool Goals meeting by two weeks. She'd also like the demographic information for the applicant pool for the class that entered this fall to be included in the presentation. Once we get the new meeting on the calendar for the Under, we will schedule the pre-brief with Mr. Wagner. Expect it to come in about a week and a half so please ensure the updates he requested are ready according to this new timeline. Let me know if you have any questions!

V/R,

(b) (6)

Director of Staff, SAF/MR

(b) (6)

**From:** (b) (6) [GS-14 USAF HAF SAF/MR](#)  
**To:** (b) (6) [GS-15 US Air Force HAF AF/SAF/MRM](#); (b) (6) [Col USAF HAF SAF/MR](#);  
(b) (6) [CIV USAF HAF SAF/MR](#)  
**Cc:** (b) (6) [Col USAF HAF SAF/MRM](#); [ENGELBAUM, MARK R SES USAF HAF SAF/MRM](#)  
**Subject:** RE: Read-Aheads: Applicant Pool Goal D&I Plan Pre-Brief Slides (15 Dec 22 @ 0930)  
**Date:** Wednesday, December 14, 2022 4:41:39 PM

---

Hi (b) (6)

As you can see from the calendar, Mr. Wagner asked us to cancel tomorrow's applicant pool goals meeting. We are going to work with the USECAF office to try to get it pushed to after the holidays to provide more time to meet Mr. Wagner's intent. I believe Mr. Engelbaum will be able to relay any additional info they spoke about. Let me know if you have any questions.

V/R,

(b) (6)

Director of Staff (SAF/MR)  
Assistant Secretary of the Air Force (Manpower and Reserve Affairs)

Pentagon, 4E1010

(b) (6)

-----Original Message-----

**From:** (b) (6) [GS-15 US Air Force HAF AF/SAF/MRM](#)  
(b) (6) [@us.af.mil](#)>  
**Sent:** Wednesday, December 14, 2022 5:04 PM  
**To:** (b) (6) [GS-14 USAF HAF SAF/MR](#) (b) (6) [@us.af.mil](#)>; (b) (6) [Col USAF HAF SAF/MR](#) (b) (6) [@us.af.mil](#)>; (b) (6) [CIV USAF HAF SAF/MR](#) (b) (6) [@us.af.mil](#)>  
**Cc:** (b) (6) [Col USAF HAF SAF/MRM](#)  
(b) (6) [@us.af.mil](#)>; [ENGELBAUM, MARK R SES USAF HAF SAF/MRM](#)  
<[mark.engelbaum@us.af.mil](mailto:mark.engelbaum@us.af.mil)>  
**Subject:** Read-Aheads: Applicant Pool Goal D&I Plan Pre-Brief Slides (15 Dec 22 @ 0930)

Good Evening Front Office Team,

Please see attached approved by Mr. Engelbaum. Please attach to the 0930 meeting invite so everyone gets the read-aheads.

Available for any questions.

(b) (6)

(b) (6) [GS-15, SAF/MRM](#)  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) [@us.af.mil](#)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
Sent: Wednesday, December 14, 2022 4:01 PM  
To: ENGELBAUM, MARK R SES USAF HAF SAF/MRM <mark.engelbaum@us.af.mil>  
Cc: (b) (6) Col USAF HAF SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) Col USAF HAF SAF/MR  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF HAF SAF/MR  
(b) (6) @us.af.mil>; (b) (6) CIV USAF HAF SAF/MR  
(b) (6) @us.af.mil>  
Subject: Applicant Pool Goal D&I Plan Pre-Brief Slides

Sir,

Please see attached for your review/approval.

Available to discuss at your ready.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil



(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

**From:** (b) (6) Lt Col USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 1:54 PM  
**To:** (b) (6) GS-13 USAF AETC AETC/PAO; (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) Maj USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Capt USAF AETC AETC/PA; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA; RILEY, ROSE M GS-14 USAF HAF SAF/PAO; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO; (b) (6) GS-13 USAF AETC AETC/PA  
**Subject:** RE: Officer Source of Commission Applicant pool goals media query  
**Signed By:** (b) (6) @us.af.mil

Thanks, Nate is working this.

Vr, (b) (6)  
(b) (6), Lt Col, USAF  
Air University  
Director, Public Affairs  
Deputy Director, Communication & Outreach  
O: 334.953.6475  
(b) (6)

-----Original Message-----

**From:** (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 1:44 PM  
**To:** (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>  
**Cc:** (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA (b) (6) @us.af.mil>; (b) (6) C GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>  
**Subject:** Officer Source of Commission Applicant pool goals media query

Good afternoon sir and ma'am,

We received a query from Rachel Cohen of Air Force Times today. She sent the same email to Dean Miller at the Air Force Academy PA office.

She wrote ---

I'm writing something up on this memo regarding officer diversity goals. Could your respective organizations comment on the feasibility of these benchmarks and how you might reach them?

[https://www.af.mil/Portals/1/documents/2022SAF/Officer\\_Source\\_of\\_Commission\\_Applicant\\_Pool\\_Goals\\_memo.pdf](https://www.af.mil/Portals/1/documents/2022SAF/Officer_Source_of_Commission_Applicant_Pool_Goals_memo.pdf)

Would you be able to help us get this answered? We will definitely need to coordinate with Lt. Gen. Robinson before releasing the answer.

Thanks for the help.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 16, 2022 10:01 AM  
To: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
<kimberly.bender.1@us.af.mil>  
Cc: (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Subject: FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

MARILYN C. HOLLIDAY  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 4:23 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil>

Subject: RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs  
AETC and USAFA to develop a plan which is due by the end of September. The  
official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't  
have OTS data handy but AETC should be able to get that for you.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S AIR FORCE HQ/GCI (b) (6) @us.af.mil>  
Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6),

Can you please provide the following as well?

Previous goals

Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----

Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640

(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 4:26 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;

FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday (b) (6),  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Sent: Monday, August 15, 2022 4:12 PM  
To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: USAFA applicant pool goals

(b) (6), Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640

(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6)@us.af.mil>

Sent: Monday, August 15, 2022 12:27 PM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USecAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with Mr. (b) (6) if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO

<alexandra.stormer@us.af.mil>

Sent: Monday, August 15, 2022 12:24 PM

To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

Maj Alli Stormer

ALLI M. STORMER, Maj, USAF

Department of the Air Force Press Desk

SAF/PAO Main: 703-695-0640 / DSN: 225-0640

Work: 703-571-2786

Mobile: (b) (6)

(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 11:31 AM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: 15 Aug Tweet Sheet

Alli -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,

(b) (6)

(b) (6)

Chief of Staff to the Under Secretary of the Air Force

1670 Air Force Pentagon

Room 4E926

Office: 703-697-1361

(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

**From:** (b) (6) GS-11 USAF AETC AFRS/PA  
**Sent:** Wednesday, August 31, 2022 9:33 AM  
**To:** STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA; (b) (6) Maj USAF AETC LEMAY CENTER/PA; (b) (6) GS-13 USAF AETC AETC/PAO; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA; (b) (6) Lt Col USAF HAF SAF/AF/A3TI  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; RILEY, ROSE M GS-14 USAF HAF SAF/PAO; (b) (6) Capt USAF HAF SAF/SAF/PAO; (b) (6) Capt USAF AETC AETC/PA; (b) (6) GS-12 USAF USAFA USAF ACADEMY DU/PA; USAFA/PA (Media)  
**Subject:** RE: Officer Source of Commission Applicant pool goals media query

Ma'am  
 Here is where we are at on getting to goal. Hope this is what you are looking for.

USAF OA numbers are as follows (Entered Service / Requirement):

- Line Officer - 306/316
- Chaplain - 41/55
- Health Professionals - 616/648
- Total - 963/1,019

We should make all FY22 goals (requirements)

v/r,  
 (b) (6)

Air Force Recruiting Service Public Affairs  
 Joint Base San Antonio-Randolph, TX 78150  
 Cell: (b) (6)  
 Email: (b) (6)@us.af.mil  
 Web: www.airforce.com, www.recruiting.af.mil

-----Original Message-----

**From:** STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
 <ann.stefanek.1@us.af.mil>  
**Sent:** Tuesday, August 30, 2022 4:10 PM  
**To:** (b) (6) Maj USAF AETC LEMAY CENTER/PA  
 (b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) Lt Col USAF HAF SAF/AF/A3TI (b) (6) @us.af.mil>; (b) (6) GS-11 USAF AETC AFRS/PA (b) (6) @us.af.mil>  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA



(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO  
<tanya.downsworth@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF USAFA USAF ACADEMY  
DU/PA (b) (6) @usafa.edu>; USAFA/PA (Media) <Media.Rel@usafa.edu>  
Subject: RE: Officer Source of Commission Applicant pool goals media query

+ (b) (6)  
+ (b) (6)

We have ROTC and USAFA Data. Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 30, 2022 4:45 PM  
To: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO  
<tanya.downsworth@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF USAFA USAF ACADEMY  
DU/PA (b) (6) @usafa.edu>; USAFA/PA (Media) <Media.Rel@usafa.edu>  
Subject: RE: Officer Source of Commission Applicant pool goals media query

Good afternoon,

Spoke with Holm Center CV (ROTC and OTS). They believe AFRS will have best/most current data on OTS applicant pool as they board/select/etc.

Will work OTS candidate with Capt Downsworth.

v/r  
Maj (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 30, 2022 2:16 PM  
To: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO  
<tanya.downsworth@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF USAFA USAF ACADEMY  
DU/PA (b) (6) @usafa.edu>; USAFA/PA (Media) <Media.Rel@usafa.edu>  
Subject: FW: Officer Source of Commission Applicant pool goals media query

Sir and ma'am,

I just got off the phone with Ms. Stefanek, we're thinking that the answer will be along the lines of - "We're largely meeting our applicant goals and will make a few adjustments that will be included in the implementation plan that's due Sept. 30."

I included Capt. Downsworth and Mr. (b) (6) on this email, in order to make sure we're all synced.

Do you all have goal information for OTS? That could also be included as an additional officer commissioning pool.

Lastly, there's an OTS candidate from the Space Force, named (b) (6), who graduates OTS Sept. 30. Is it possible for SAF PA to use her name now and feature her at graduation? Can you help us with permissions?

Thank you.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
(b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 30, 2022 1:44 PM

To: (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil; (b) (6) GS-15 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil; (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO  
<deana.heizman@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>

Subject: Officer Source of Commission Applicant pool goals media query

Good afternoon sir and ma'am,

We received a query from Rachel Cohen of Air Force Times today. She sent the same email to Dean Miller at the Air Force Academy PA office.

She wrote ---

I'm writing something up on this memo regarding officer diversity goals. Could your respective organizations comment on the feasibility of these benchmarks and how you might reach them?

[https://www.af.mil/Portals/1/documents/2022SAF/Officer\\_Source\\_of\\_Commission\\_Applicant\\_Pool\\_Goals\\_memo.pdf](https://www.af.mil/Portals/1/documents/2022SAF/Officer_Source_of_Commission_Applicant_Pool_Goals_memo.pdf)

Would you be able to help us get this answered? We will definitely need to coordinate with Lt. Gen. Robinson before releasing the answer.

Thanks for the help.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
(b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 16, 2022 10:01 AM  
To: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>

Cc: (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil

Subject: FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334

(b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil  
Sent: Monday, August 15, 2022 4:23 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6) @us.af.mil; (b) (6) Capt USAF  
AETC AETC/PA (b) (6) @us.af.mil; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil  
Subject: RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs AETC and USAFA to develop a plan which is due by the end of September. The official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't have OTS data handy but AETC should be able to get that for you.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6)@us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6)@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6)@us.af.mil>

Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6),

Can you please provide the following as well?

Previous goals

Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----

Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640

(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 4:26 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>

Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM

DAF Recruiting and Accessions

USAFA Affairs

USAFA BoV Designated Federal Officer

1660 Air Force Pentagon

Washington, DC 20330-1660

Phone (Talk/Text): (b) (6)

Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:12 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;

FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: USAFA applicant pool goals

(b) (6), Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640

(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 12:27 PM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US (b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

Alli -- USECAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with Mr. Renne if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Sent: Monday, August 15, 2022 12:24 PM  
To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US (b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r  
Maj Alli Stormer

ALLI M. STORMER, Maj, USAF  
Department of the Air Force Press Desk  
SAF/PAO Main: 703-695-0640 / DSN: 225-0640  
Work: 703-571-2786  
(b) (6)  
(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 11:31 AM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: 15 Aug Tweet Sheet

(b) (6) Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,  
(b) (6)

(b) (6)  
Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
(b) (6)



(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

**From:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6).1@us.af.mil>  
**Sent:** Tuesday, August 16, 2022 6:47 AM  
**To:** (b) (6) Lt Col USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) GS-13 USAF AETC AETC/PAO  
**Subject:** FW: Officer Source of Commission Applicant pool goals  
**Attachments:** 5GDH - SecAF Signed.pdf  
**Signed By:** (b) (6)@us.af.mil

Ma'am and sir,

Can you help with this one, please? Thanks much.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
(b) (6)

-----Original Message-----

**From:** STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
**Sent:** Monday, August 15, 2022 3:54 PM  
**To:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>  
**Cc:** (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) C GS-13 USAF AETC AETC/PAO (b) (6).1@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6)@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S AIR FORCE HQ/GCI (b) (6)@us.af.mil>  
**Subject:** Officer Source of Commission Applicant pool goals

Thanks (b) (6)

Can you please provide the following as well?

Previous goals  
Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet

these goals?

-----  
Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:26 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:12 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>

Subject: USAFA applicant pool goals

(b) (6) Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek

Chief, Media Operations

Department of the Air Force

703-695-0640

(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 12:27 PM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

(b) (6) USECAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with Mr. (b) (6) if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO

<alexandra.stormer@us.af.mil>

Sent: Monday, August 15, 2022 12:24 PM

To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

Maj Alli Stormer

ALLI M. STORMER, Maj, USAF

Department of the Air Force Press Desk

SAF/PAO Main: 703-695-0640 / DSN: 225-0640

Work: 703-571-2786

(b) (6)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 11:31 AM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,

(b)

(6)

[REDACTED]  
Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926

(b) (6)

(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

**From:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 1:44 PM  
**To:** (b) (6) Lt Col USAF AETC LEMAY CENTER/PA; (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) Maj USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Capt USAF AETC AETC/PA; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA; RILEY, ROSE M GS-14 USAF HAF SAF/PAO; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO; (b) (6) GS-13 USAF AETC AETC/PA; (b) (6) GS-13 USAF AETC AETC/PAO  
**Subject:** Officer Source of Commission Applicant pool goals media query  
**Attachments:** Tab 2. Officer Applicant Pool Goals Memo (16 Jun 14).pdf; Attachment 1 - USAFA Applicant Pool Enrollment Data (2016-2021).docx; Attachment 2 - AFROTC Enrollment Data (AY15-21).docx  
**Signed By:** (b) (6) @us.af.mil

Good afternoon sir and ma'am,

We received a query from Rachel Cohen of Air Force Times today. She sent the same email to (b) (6) at the Air Force Academy PA office.

She wrote ---

I'm writing something up on this memo regarding officer diversity goals. Could your respective organizations comment on the feasibility of these benchmarks and how you might reach them?

[https://www.af.mil/Portals/1/documents/2022SAF/Officer\\_Source\\_of\\_Commission\\_Applicant\\_Pool\\_Goals\\_memo.pdf](https://www.af.mil/Portals/1/documents/2022SAF/Officer_Source_of_Commission_Applicant_Pool_Goals_memo.pdf)

Would you be able to help us get this answered? We will definitely need to coordinate with Lt. Gen. Robinson before releasing the answer.

Thanks for the help.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334

(b) (6)

-----Original Message-----

**From:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 16, 2022 10:01 AM  
**To:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA

(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>  
Cc: (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>

Subject: FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.

Thanks much.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
(b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:23 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil>  
Subject: RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs AETC and USAFA to develop a plan which is due by the end of September. The official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't have OTS data handy but AETC should be able to get that for you.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6)@us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6)@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6)@us.af.mil>

Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6)

Can you please provide the following as well?

Previous goals

Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----

Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC



What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:26 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Sent: Monday, August 15, 2022 4:12 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: USAFA applicant pool goals

(b) (6) Do you have the policy the USECAF office refers to below? We've been  
(6) asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
(b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise  
Services.  
Please delete the @mail.mil from your cache with the X, and update my email  
address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 12:27 PM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USECAF would like an article on the USAFA applicant pool goals  
(6) policy changes. This was signed out by SecAF last week, I believe. I'm happy  
to raise this with Mr. (b) (6) if no one is tracking.

Following publication of an article regarding the applicant pool goals, she  
would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO  
<alexandra.stormer@us.af.mil>  
Sent: Monday, August 15, 2022 12:24 PM  
To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

Maj Alli Stormer

ALLI M. STORMER, Maj, USAF  
Department of the Air Force Press Desk  
SAF/PAO Main: 703-695-0640 / DSN: 225-0640  
Work: 703-571-2786  
Mobile: (b) (6)  
(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 11:31 AM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.  
(6)

Please let us know if you need help translating!

Best,

(b) (6)

(b) (6)  
Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
Office: 703-697-1361

(b) (6)

SMSgt US Air Force ANG 149 FSS/SCX

**From:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 2:16 PM  
**To:** (b) (6) Maj USAF AETC LEMAY CENTER/PA; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA; (b) (6) Lt Col USAF AETC AETC/PA; RILEY, ROSE M GS-14 USAF HAF SAF/PAO; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO; (b) (6) Capt USAF AETC AETC/PA; (b) (6) GS-12 USAF USAFA USAF ACADEMY DU/PA; USAFA/PA (Media)  
**Subject:** FW: Officer Source of Commission Applicant pool goals media query  
**Attachments:** Tab 2. Officer Applicant Pool Goals Memo (16 Jun 14).pdf; Attachment 1 - USAFA Applicant Pool\_Enrollment Data (2016-2021).docx; Attachment 2 - AFROTC Enrollment Data (AY15-21).docx  
**Signed By:** marilyn.holliday.1@us.af.mil

Sir and ma'am,

I just got off the phone with Ms. Stefanek, we're thinking that the answer will be along the lines of - "We're largely meeting our applicant goals and will make a few adjustments that will be included in the implementation plan that's due Sept. 30."

I included Capt. Downsworth and Mr. (b) (6) on this email, in order to make sure we're all synced.

Do you all have goal information for OTS? That could also be included as an additional officer commissioning pool.

Lastly, there's an OTS candidate from the Space Force, named (b) (6) who graduates OTS Sept. 30. Is it possible for SAF PA to use her name now and feature her at graduation? Can you help us with permissions?

Thank you.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 1:44 PM  
**To:** (b) (6) Lt Col USAF AETC LEMAY CENTER/PA

(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO  
<deana.heiztman@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Subject: Officer Source of Commission Applicant pool goals media query

Good afternoon sir and ma'am,

We received a query from Rachel Cohen of Air Force Times today. She sent the same email to Dean Miller at the Air Force Academy PA office.

She wrote ---

I'm writing something up on this memo regarding officer diversity goals. Could your respective organizations comment on the feasibility of these benchmarks and how you might reach them?

[https://www.af.mil/Portals/1/documents/2022SAF/Officer\\_Source\\_of\\_Commission\\_Applicant\\_Pool\\_Goals\\_memo.pdf](https://www.af.mil/Portals/1/documents/2022SAF/Officer_Source_of_Commission_Applicant_Pool_Goals_memo.pdf)

Would you be able to help us get this answered? We will definitely need to coordinate with Lt. Gen. Robinson before releasing the answer.

Thanks for the help.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 16, 2022 10:01 AM  
To: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>  
Cc: (b) (6) Capt USAF AETC AETC/AETC/PA

(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>

Subject: FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:23 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil>  
Subject: RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs  
AETC and USAFA to develop a plan which is due by the end of September. The  
official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't  
have OTS data handy but AETC should be able to get that for you.

(b) (6)

(b) (6), GS-15, SAF/MRM

DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6)@us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PAO (b) (6)@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6)@us.af.mil>

Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6)

Can you please provide the following as well?

Previous goals

Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----  
Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:26 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Sent: Monday, August 15, 2022 4:12 PM  
To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,



DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: USAFA applicant pool goals

(b) (6) Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 12:27 PM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US (b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USECAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with Mr. (b) (6) if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Sent: Monday, August 15, 2022 12:24 PM  
To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US (b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r  
Maj Alli Stormer

ALLI M. STORMER, Maj, USAF  
Department of the Air Force Press Desk  
SAF/PAO Main: 703-695-0640 / DSN: 225-0640  
Work: 703-571-2786  
Mobile: (b) (6)  
(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 11:31 AM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,  
(b) (6)

(b) (6)  
Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
Office: 703-697-1361

(b) (6)

SMSgt US Air Force ANG 149 FSS/SCX

**From:** HOLLIDAY, MARILYN C GS-13 USAF AETC AETC/PAO <marilyn.holliday.1@us.af.mil>  
**Sent:** Tuesday, August 16, 2022 10:01 AM  
**To:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) GS-13 USAF AETC AETC/PA; (b) (6) GS-13 USAF AETC AETC/PAO  
**Subject:** FW: Officer Source of Commission Applicant pool goals  
**Attachments:** Tab 2. Officer Applicant Pool Goals Memo (16 Jun 14).pdf; Attachment 1 - USAFA Applicant Pool\_Enrollment Data (2016-2021).docx; Attachment 2 - AFROTC Enrollment Data (AY15-21).docx  
**Signed By:** marilyn.holliday.1@us.af.mil

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

MARILYN C. HOLLIDAY  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>  
**Sent:** Monday, August 15, 2022 4:23 PM  
**To:** STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>  
**Cc:** (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S AIR FORCE HQ/GCI (b) (6) @us.af.mil>  
**Subject:** RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs AETC and USAFA to develop a plan which is due by the end of September. The

official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't have OTS data handy but AETC should be able to get that for you.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6)@us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6)@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6)@us.af.mil>

Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6)

Can you please provide the following as well?

Previous goals  
Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----

Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:26 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b)  
(6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:12 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>

Subject: USAFA applicant pool goals

(b) (6), Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 12:27 PM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USECAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with (b) (6) if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO  
<alexandra.stormer@us.af.mil>

Sent: Monday, August 15, 2022 12:24 PM

To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

(b) (6)

Department of the Air Force Press Desk

SAF/PAO Main: 703-695-0640 / DSN: 225-0640

Work: 703-571-2786

Mobile: (b) (6)

(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 11:31 AM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,

(b) (6)

(b) (6)

Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
Office: 703-697-1361



(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

**From:** (b) (6) Lt Col USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>  
**Sent:** Wednesday, August 17, 2022 1:44 PM  
**To:** (b) (6) GS-13 USAF AETC AETC/PAO; (b) (6) GS-15 USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) GS-13 USAF AETC AETC/PA; (b) (6) Maj USAF AETC LEMAY CENTER/PA  
**Subject:** RE: Officer Source of Commission Applicant pool goals  
**Signed By:** (b) (6) @us.af.mil

Thanks... gave Holm Center a heads up. (b) (6) will likely work this with them depending on the specific ask.

Vr, (b) (6)  
(b) (6), Lt Col, USAF  
Air University  
Director, Public Affairs  
Deputy Director, Communication & Outreach  
O: 334.953.6475  
C: (b) (6)

-----Original Message-----

**From:** (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
**Sent:** Tuesday, August 16, 2022 10:01 AM  
**To:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>  
**Cc:** (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>

**Subject:** FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs

(210)652-9334

DSN 487-9334

Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 4:23 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) C GS-13  
USAF AETC AETC/PAO (b) (6) 1@us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6) .4@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil>

Subject: RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs  
AETC and USAFA to develop a plan which is due by the end of September. The  
official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't  
have OTS data handy but AETC should be able to get that for you.

(b)

(6)

(b) (6), GS-15, SAF/MRM

DAF Recruiting and Accessions

USAFA Affairs

USAFA BoV Designated Federal Officer

1660 Air Force Pentagon

Washington, DC 20330-1660

Phone (Talk/Text): (b) (6)

Email: (b) (6)

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil>

Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6),

Can you please provide the following as well?

Previous goals

Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----

Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek

Chief, Media Operations

Department of the Air Force

703-695-0640

Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 4:26 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:12 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: USAFA applicant pool goals

(b) (6) Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 12:27 PM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USecAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with (b) (6) if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO  
<alexandra.stormer@us.af.mil>  
Sent: Monday, August 15, 2022 12:24 PM  
To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

Maj (b) (6)

(b) (6), Maj, USAF  
Department of the Air Force Press Desk  
SAF/PAO Main: 703-695-0640 / DSN: 225-0640  
Work: 703-571-2786  
Mobile: (b) (6)  
(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 11:31 AM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,

(b) (6)

(b) (6)  
Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
Office: 703-697-1361

(b) (6)

SMSgt US Air Force ANG 149 FSS/SCX

**From:** (b) (6) Maj USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 3:45 PM  
**To:** (b) (6) GS-13 USAF AETC AETC/PAO; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA; (b) (6) Lt Col USAF AETC AETC/PA; RILEY, ROSE M GS-14 USAF HAF SAF/PAO; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO; (b) (6) Capt USAF AETC AETC/PA; (b) (6) GS-12 USAF USAFA USAF ACADEMY DU/PA; USAFA/PA (Media)  
**Subject:** RE: Officer Source of Commission Applicant pool goals media query  
**Signed By:** (b) (6) @us.af.mil

Good afternoon,

Spoke with Holm Center CV (ROTC and OTS). They believe AFRS will have best/most current data on OTS applicant pool as they board/select/etc.

Will work OTS candidate with Capt Downsworth.

v/r

Maj (b) (6)

-----Original Message-----

**From:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>  
**Sent:** Tuesday, August 30, 2022 2:16 PM  
**To:** (b) (6) Maj USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA (b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA (b) (6) @us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6) @us.af.mil>; (b) (6) GS-12 USAF USAFA USAF ACADEMY DU/PA (b) (6) @usafa.edu>; USAFA/PA (Media) <Media.Rel@usafa.edu>  
**Subject:** FW: Officer Source of Commission Applicant pool goals media query

Sir and ma'am,

I just got off the phone with Ms. Stefanek, we're thinking that the answer will be along the lines of - "We're largely meeting our applicant goals and will make a few adjustments that will be included in the implementation plan that's due Sept. 30."

I included Capt. Downsworth and Mr. (b) (6) on this email, in order to make sure we're all synced.

Do you all have goal information for OTS? That could also be included as an additional officer commissioning pool.

Lastly, there's an OTS candidate from the Space Force, named (b) (6), who graduates OTS Sept. 30. Is it possible for SAF PA to use her name now and feature her at graduation? Can you help us with permissions?

Thank you.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 30, 2022 1:44 PM  
To: (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO  
<deana.heizman@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>

Subject: Officer Source of Commission Applicant pool goals media query

Good afternoon sir and ma'am,

We received a query from Rachel Cohen of Air Force Times today. She sent the same email to (b) (6) at the Air Force Academy PA office.

She wrote ---

I'm writing something up on this memo regarding officer diversity goals. Could your respective organizations comment on the feasibility of these benchmarks and how you might reach them?



[https://www.af.mil/Portals/1/documents/2022SAF/Officer\\_Source\\_of\\_Commission\\_Applicant\\_Pool\\_Goals\\_memo.pdf](https://www.af.mil/Portals/1/documents/2022SAF/Officer_Source_of_Commission_Applicant_Pool_Goals_memo.pdf)

Would you be able to help us get this answered? We will definitely need to coordinate with Lt. Gen. Robinson before releasing the answer.

Thanks for the help.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 16, 2022 10:01 AM  
To: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>  
Cc: (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Subject: FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:23 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S AIR FORCE HQ/GCI (b) (6) @us.af.mil>

Subject: RE: Officer Source of Commission Applicant pool goals

Hey Ann,

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs AETC and USAFA to develop a plan which is due by the end of September. The official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't have OTS data handy but AETC should be able to get that for you.

(b) (6)

(b) (6), GS-15, SAF/MRM

DAF Recruiting and Accessions

USAFA Affairs

USAFA BoV Designated Federal Officer

1660 Air Force Pentagon

Washington, DC 20330-1660

Phone (Talk/Text): (b) (6)

Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>; FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) C GS-13 USAF AETC AETC/PAO (b) (6) .1@us.af.mil>; (b) (6) Capt USAF

AETC AETC/PA (b) (6) @us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) @us.af.mil>  
Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6)

Can you please provide the following as well?

Previous goals  
Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet  
these goals?

-----  
Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC  
What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise  
Services.

Please delete the @mail.mil from your cache with the X, and update my email  
address to point to (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 4:26 PM

To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heitzman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>

Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Sent: Monday, August 15, 2022 4:12 PM  
To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: USAFA applicant pool goals

(b) (6), Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

(b) (6)  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to (b) (6)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6)@us.af.mil>  
Sent: Monday, August 15, 2022 12:27 PM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6)@us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USecAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with Mr. Renne if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO

<alexandra.stormer@us.af.mil>

Sent: Monday, August 15, 2022 12:24 PM

To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

Maj Alli Stormer

ALLI M. STORMER, Maj, USAF

Department of the Air Force Press Desk

SAF/PAO Main: 703-695-0640 / DSN: 225-0640

Work: 703-571-2786

Mobile: (b) (6)

(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 11:31 AM  
To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>  
Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>  
Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,

(b) (6)

(b) (6)  
Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
Office: 703-697-1361

(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

**From:** STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>  
**Sent:** Tuesday, August 30, 2022 4:10 PM  
**To:** (b) (6) Maj USAF AETC LEMAY CENTER/PA; (b) (6) GS-13 USAF AETC AETC/PAO; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA; (b) (6) Lt Col USAF HAF SAF/AF/A3TI; (b) (6) GS-11 USAF AETC AFRS/PA  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA; (b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Lt Col USAF AETC AETC/PA; RILEY, ROSE M GS-14 USAF HAF SAF/PAO; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO; (b) (6) Capt USAF AETC AETC/PA; (b) (6) GS-12 USAF USAFA USAF ACADEMY DU/PA; USAFA/PA (Media)  
**Subject:** RE: Officer Source of Commission Applicant pool goals media query

+ (b) (6)  
+ (b) (6)

We have ROTC and USAFA Data. Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.  
Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

**From:** (b) (6) Maj USAF AETC LEMAY CENTER/PA <nathaniel.roesler.1@us.af.mil>  
**Sent:** Tuesday, August 30, 2022 4:45 PM  
**To:** (b) (6) GS-13 USAF AETC AETC/PAO (b) (6) @us.af.mil; (b) (6) Lt Col USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil  
**Cc:** (b) (6) GS-15 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA (b) (6) @us.af.mil; (b) (6) Capt USAF AETC AETC/AETC/PA (b) (6) @us.af.mil; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA (b) (6) @us.af.mil; RILEY, ROSE M GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA (b) (6) @us.af.mil; (b) (6) GS-12 USAF USAFA USAF ACADEMY DU/PA (b) (6) @usafa.edu; USAFA/PA (Media) <Media.Rel@usafa.edu>  
**Subject:** RE: Officer Source of Commission Applicant pool goals media query

Good afternoon,

Spoke with Holm Center CV (ROTC and OTS). They believe AFRS will have best/most current data on OTS applicant pool as they board/select/etc.

Will work OTS candidate with Capt Downsworth.

v/r  
Maj (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) .1@us.af.mil>  
Sent: Tuesday, August 30, 2022 2:16 PM  
To: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PAO  
(b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF SAF/SAF/PAO  
<tanya.downsworth@us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF USAFA USAF ACADEMY  
DU/PA (b) (6) @usafa.edu>; USAFA/PA (Media) <Media.Rel@usafa.edu>  
Subject: FW: Officer Source of Commission Applicant pool goals media query

Sir and ma'am,

I just got off the phone with Ms. Stefanek, we're thinking that the answer will be along the lines of - "We're largely meeting our applicant goals and will make a few adjustments that will be included in the implementation plan that's due Sept. 30."

I included Capt. Downsworth and Mr. (b) (6) on this email, in order to make sure we're all synced.

Do you all have goal information for OTS? That could also be included as an additional officer commissioning pool.

Lastly, there's an OTS candidate from the Space Force, named (b) (6), who graduates OTS Sept. 30. Is it possible for SAF PA to use her name now and feature her at graduation? Can you help us with permissions?

Thank you.

Very Respectfully,

(b) (6)  
Chief, Operations  
HQ Air Education and Training Command Public Affairs



(210)652-9334

DSN 487-9334

Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Sent: Tuesday, August 30, 2022 1:44 PM  
To: (b) (6) Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-15 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>  
Cc: (b) (6) Maj USAF AETC LEMAY CENTER/PA  
(b) (6) @us.af.mil>; (b) (6) GS-12 USAF AETC LEMAY  
CENTER/PA (b) (6) @us.af.mil>; (b) (6) Lt Col USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/AETC/PA  
(b) (6) @us.af.mil>; (b) (6) Capt USAF AETC AETC/PA  
(b) (6) @us.af.mil>; STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE  
HQ/PA <ann.stefanek.1@us.af.mil>; RILEY, ROSE M GS-14 USAF HAF SAF/PAO  
<rose.riley@us.af.mil>; HEITZMAN, DEANA M TSgt USAF HAF SAF/PAO  
<deana.heiztman@us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PA  
(b) (6) @us.af.mil>; (b) (6) GS-13 USAF AETC AETC/PAO  
(b) (6) @us.af.mil>  
Subject: Officer Source of Commission Applicant pool goals media query

Good afternoon sir and ma'am,

We received a query from Rachel Cohen of Air Force Times today. She sent the same email to Dean Miller at the Air Force Academy PA office.

She wrote ---

I'm writing something up on this memo regarding officer diversity goals. Could your respective organizations comment on the feasibility of these benchmarks and how you might reach them?

[https://www.af.mil/Portals/1/documents/2022SAF/Officer\\_Source\\_of\\_Commission\\_Applicant\\_Pool\\_Goals\\_memo.pdf](https://www.af.mil/Portals/1/documents/2022SAF/Officer_Source_of_Commission_Applicant_Pool_Goals_memo.pdf)

Would you be able to help us get this answered? We will definitely need to coordinate with Lt. Gen. Robinson before releasing the answer.

Thanks for the help.

Very Respectfully,

(b) (6)

Chief, Operations

HQ Air Education and Training Command Public Affairs

(210)652-9334

DSN 487-9334

Cell: (b) (6)

-----Original Message-----

From: (b) (6) [REDACTED] GS-13 USAF AETC AETC/PAO  
(b) (6) [REDACTED]@us.af.mil>  
Sent: Tuesday, August 16, 2022 10:01 AM  
To: (b) (6) [REDACTED] GS-15 USAF AETC LEMAY CENTER/PA  
(b) (6) [REDACTED]@us.af.mil>; (b) (6) [REDACTED] GS-12 USAF AETC LEMAY CENTER/PA  
(b) (6) [REDACTED]@us.af.mil>; (b) (6) [REDACTED] Lt Col USAF AETC LEMAY CENTER/PA  
(b) (6) [REDACTED]@us.af.mil>  
Cc: (b) (6) [REDACTED] Capt USAF AETC AETC/AETC/PA  
(b) (6) [REDACTED]@us.af.mil>; (b) (6) [REDACTED] Lt Col USAF AETC AETC/PA  
(b) (6) [REDACTED]@us.af.mil>; (b) (6) [REDACTED] Lt Col USAF AETC AETC/PA  
(b) (6) [REDACTED]@us.af.mil>; (b) (6) [REDACTED] GS-13 USAF AETC AETC/PA  
(b) (6) [REDACTED]@us.af.mil>; (b) (6) [REDACTED] GS-13 USAF AETC AETC/PAO  
(b) (6) [REDACTED]@us.af.mil>  
Subject: FW: Officer Source of Commission Applicant pool goals

Ma'am and sir,

More info and a heads up on a TMT tasker coming your way on this topic.  
Thanks much.

Very Respectfully,

(b) (6) [REDACTED]  
Chief, Operations  
HQ Air Education and Training Command Public Affairs  
(210)652-9334  
DSN 487-9334  
Cell: (b) (6) [REDACTED]

-----Original Message-----

From: (b) (6) [REDACTED] GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) [REDACTED]@us.af.mil>  
Sent: Monday, August 15, 2022 4:23 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) [REDACTED] CIV DAF HAF SAF/SAF/MR (b) (6) [REDACTED]@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) [REDACTED] C GS-13  
USAF AETC AETC/PAO (b) (6) [REDACTED] 1@us.af.mil>; (b) (6) [REDACTED] Capt USAF  
AETC AETC/PA (b) (6) [REDACTED]@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) [REDACTED] NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6) [REDACTED]@us.af.mil>  
Subject: RE: Officer Source of Commission Applicant pool goals

Hey (b) (6) [REDACTED]

See attached for previous APG memo dating back to 2014.

- As far as how we plan to get there is concerned, the current memo directs  
AETC and USAFA to develop a plan which is due by the end of September. The

official TMT task for the plan is going out this week.

- See attached for USAFA/AFROTC applicant pool and enrollment data, I don't have OTS data handy but AETC should be able to get that for you.

(b) (6)  
(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6)@us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:54 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6)@us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6)@us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heizman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>; (b) (6) GS-13  
USAF AETC AETC/PAO (b) (6)@us.af.mil>; (b) (6) Capt USAF  
AETC AETC/PA (b) (6)@us.af.mil>; STORMER, ALEXANDRA M Maj USAF HAF  
SAF/PAO <alexandra.stormer@us.af.mil>; DOWNSWORTH, TANYA N Capt USAF HAF  
SAF/SAF/PAO <tanya.downsworth@us.af.mil>; (b) (6) NH-04 USAF HAF U S  
AIR FORCE HQ/GCI (b) (6)@us.af.mil>

Subject: Officer Source of Commission Applicant pool goals

Thanks (b) (6)

Can you please provide the following as well?

Previous goals  
Actual historical accessions at USAFA

Is there anything we should highlight for how you are going to try to meet these goals?

-----

Adding AETC for their officer data as well.

AETC,

Actual historical accessions for OTS/ROTC

What should we highlight for how OTS and ROTC are going to meet these goals?

Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Monday, August 15, 2022 4:26 PM  
To: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>  
Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heiztman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>  
Subject: RE: USAFA applicant pool goals

Happy Monday Ann,  
Please see attached.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text): (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>

Sent: Monday, August 15, 2022 4:12 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>

Cc: (b) (6) CIV DAF HAF SAF/SAF/MR (b) (6) @us.af.mil>;  
FALLS, LAUREL P GS-13 USAF HAF SAF/PAO <laurel.falls@us.af.mil>; HEITZMAN,  
DEANA M TSgt USAF HAF SAF/PAO <deana.heitzman@us.af.mil>; RILEY, ROSE M  
GS-14 USAF HAF SAF/PAO <rose.riley@us.af.mil>

Subject: USAFA applicant pool goals

(b) (6), Do you have the policy the USECAF office refers to below? We've been asked to put together an article? Thanks, Ann

Ann Stefanek  
Chief, Media Operations  
Department of the Air Force  
703-695-0640  
Cell (b) (6)

\*IMPORTANT NOTE: I have recently migrated to Cloud Hosted Enterprise Services.

Please delete the @mail.mil from your cache with the X, and update my email address to point to ann.stefanek.1@us.af.mil\*

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 12:27 PM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA  
<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US  
(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

(b) (6) -- USECAF would like an article on the USAFA applicant pool goals policy changes. This was signed out by SecAF last week, I believe. I'm happy to raise this with Mr. Renne if no one is tracking.

Following publication of an article regarding the applicant pool goals, she would like to post on her social media accounts.

Your read is the same as mine for the MSO/VSO tweet.

Thanks!

(b) (6)

-----Original Message-----

From: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO  
<alexandra.stormer@us.af.mil>

Sent: Monday, August 15, 2022 12:24 PM

To: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: RE: 15 Aug Tweet Sheet

Ma'am,

Translation help needed.

The first note I do not fully understand. This is my best guess -

"Once Pa writes an article re the appointment pool goals need to shar on social this week."

If I have that correct I am not sure what that means. Can you clarify?

For the MSO/VSO Tweet my guess is that it reads as this, " Great roundtable with MSO/VSOs - key partners to ensure our Airmen, Guardians and their families can serve to their full potential

Please advise.

v/r

Maj Alli Stormer

ALLI M. STORMER, Maj, USAF

Department of the Air Force Press Desk

SAF/PAO Main: 703-695-0640 / DSN: 225-0640

Work: 703-571-2786

Mobile: (b) (6)

(she/her)

-----Original Message-----

From: (b) (6) GS-15 USAF HAF SAF/US (b) (6) @us.af.mil>

Sent: Monday, August 15, 2022 11:31 AM

To: STORMER, ALEXANDRA M Maj USAF HAF SAF/PAO <alexandra.stormer@us.af.mil>

Cc: STEFANEK, ANN M GS-15 USAF HAF U S AIR FORCE HQ/PA

<ann.stefanek.1@us.af.mil>; (b) (6) Lt Col USAF HAF SAF/US

(b) (6) @us.af.mil>

Subject: 15 Aug Tweet Sheet

(b) (6) -- Attached please find USecAF edits to the Tweet Sheet.

Please let us know if you need help translating!

Best,

(b) (6)

(b) (6)

Chief of Staff to the Under Secretary of the Air Force  
1670 Air Force Pentagon  
Room 4E926  
Office: 703-697-1361

(b) (6)

SMSgt US Air Force ANG 149 FSS/SCX

---

**From:** (b) (6) GS-09 USAF AETC AETC/PA <miriam.thurber@us.af.mil>  
**Sent:** Thursday, October 20, 2022 3:35 PM  
**To:** (b) (6) Col USAF AETC AETC/AETC /AETC/PA  
**Cc:** HQ AETC PA ALL  
**Subject:** NOTES: DCOM IPR Officer Applicant Pool Goals Plan  
**Signed By:** (b) (6) @us.af.mil

Col. (b) (6)

Sir, I listened in on a meeting today with the DCOM, A3, CD, A1 and A9 on diversity within the officer applicant pool. There are no PA takeaways or tasks directly, but a few notes based on some rabbit trails they went down:

- DCOM is frustrated with hand-jammed data. He says it's completely unacceptable and embarrassing to still collect and use data this way in 2022. So we should continue to look for ways to **automate data collection and analysis**. Our office does this with Vector, etc., but something to keep in mind.
- DCOM would see value in more environmental / Internet scanning. At one point, he mentioned an event at a historically black college that recruiting should have attended but didn't know about. He emphasized that it's impossible to be in all the right places if we don't know they exist, but that scouring the entire Internet is impossible. He mentioned using Google analytics but admitted it would be cumbersome to generate the right key words and then comb through results. Again, no PA ask or task (I'm not even sure they knew PA was on the line), but if we could find a way to harness **environmental scanning** like this, it seems like DCOM etc. would be very appreciative.

As always, please don't hesitate to reach out with questions, comments or concerns. Thanks!

Very respectfully,

(b) (6)

HQ AETC PA

DSN: 652-7045



(b) (6)

**SMSgt US Air Force ANG 149 FSS/SCX**

---

**From:** (b) (6) GS-13 USAF AETC AETC/PA (b) (6) 10@us.af.mil>  
**Sent:** Wednesday, September 28, 2022 2:43 PM  
**To:** (b) (6) Col USAF AETC AETC/AETC /AETC/PA  
**Cc:** (b) (6) Lt Col USAF AETC AETC/PA; (b) (6) GS-13 USAF AETC AETC/PAO;  
(b) (6) Capt USAF AETC AETC/AETC/PA; (b) (6) Capt USAF AETC  
AETC/PA; (b) (6) MSgt USAF AETC HQ AETC/PA; (b) (6) GS-09 USAF  
AETC AETC/PA  
**Subject:** INFO // DRAFT Officer Accessions task plan  
**Attachments:** DRAFT Accessions Task Plan v7.docx

Sir, team,

As mentioned this morning at staff meeting, attached is the DRAFT (still in coord; not blessed by CC) Officer Accessions task plan for SA.

Includes background on info on goals, current status, AFROTC programs, recruiting and outreach programs, planned events, partnerships, testing bias, with MOEs and more.

r, (b) (6)  
(b) (6), GS-13, DAF  
Chief, Strategy & Assessments  
HQ AETC Public Affairs  
JBSA-Randolph, TX 78150  
Chat on CHES  
DSN: (b) (6)  
Email: (b) (6) @us.af.mil

**From:** [AETC/CD Deputy Commander](#)  
**To:** [SFARS, JAMES R JR Maj Gen USAF AETC HQ AETC /CD; OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6;](#)  
[CRAIG, LISA M Brig Gen USAF AETC AFRS/CD; \(b\) \(6\) Col USAF AETC HQ AETC/A1; \(b\) \(6\)](#)  
[Col USAF AETC AFRS/RSZ; \(b\) \(6\) Col USAF AETC AETC/A3/6; \(b\) \(6\) Col](#)  
**6.4** [USAF AETC AETC/A3/6; \(b\) \(6\) CIV USAF AETC HQ AETC/A1Z; \(b\) \(6\) CIV USAF AETC](#)  
[AETC/A1ZD; \(b\) \(6\) Lt Col USAF AETC AETC/A5RF \(Hyde\); \(b\) \(6\) Lt Col USAF AETC 341](#)  
[RCS/CC; \(b\) \(6\) SMSgt USAF AETC AFRS/RSM; \(b\) \(6\) Lt Col USAF AETC A5-8-9](#)  
[\(USA\); \(b\) \(6\) Maj USAF AETC AETC/SAS-FD; \(b\) \(6\) Col USAF AETC HOLM CENTER/CV; \(b\) \(6\)](#)  
[CIV USAF AETC Holm Center/CCX; \(b\) \(6\) CIV USSE HQSF OCSO/S1PT; \(b\) \(6\)](#)  
[USAF AETC HOLM CENTER/CCX; \(b\) \(6\) Col USAF AETC AFROT/CC; \(b\) \(6\)](#)  
[Col USAF AETC AFROT/SER/CC; \(b\) \(6\) Maj USAF AETC AFROT/RRR; \(b\) \(6\) Lt](#)  
[Col USAF AETC AETC/A3X; \(b\) \(6\) HQ USAF AETC AFRS/RSM; \(b\) \(6\) CIV USAF AETC](#)  
[AETC/PA; \(b\) \(6\) CIV USAF AETC AETC/A5X; \(b\) \(6\) Col USAF AETC AETC/A3/6;](#)  
[CANTWELL, HOUSTON R Brig Gen USAF AETC HOLM CENTER/CC](#)  
**Cc:** [\(b\) \(6\) CIV USAF AETC AFRS/RSM; WHITE, ADRIAN K Brig Gen USAF AMC HO/CR; AETC/A9](#)  
[Workflow; AETC/PA AETC PAX ALL; \(b\) \(6\) CIV USAF AETC AETC/PA; \(b\) \(6\) Maj](#)  
[USAF AFMC AFSVC/VB; \(b\) \(6\) Maj USAF AETC AFRS/PA](#)  
**Subject:** 1430: DCOM IPR – Officer Applicant Pool Goals Plan  
**Start:** Thursday, October 20, 2022 2:30:00 PM  
**End:** Thursday, October 20, 2022 3:15:00 PM  
**Location:** Trailblazer//MS Teams  
**Attachments:** [DRAFT Accessions Task Plan v11 CAO 19 Oct.docx](#)  
[Officer Applicant Pool Goals Plan IPR 2 V2.pptx](#)

---

Meeting Background: SeCAF Directed AETC Plan

Date/Time: 20 Oct / 1430-1515

Location/Bldg/Rm: Trailblazer // MS Teams

Click here to join the meeting <<https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ae6f1530016c845fb8672a6e067295a3a%40thread.tacv2/1665670966374?context=%7b%22tid%22%3a%228331b18d-2d87-48ef-a35f-ac8818ebf9b4%22%2c%22oid%22%3a%2200f14fc1-2922-4cd3-b7cc-4f8970599954%22%7d>>

Or call in (audio only)

+1 410-874-6750,,919058122# <tel:+14108746750,,919058122#> United States, Odenton

Phone Conference ID: 919 058 122#

Find a local number <<https://dialin.cpc.dod.teams.microsoft.us/5b01a545-5bfc-47e3-8778-6ea631580160?id=919058122>> | Reset PIN  
<<https://dialin.cpc.dod.teams.microsoft.us/usp>>

Conferences supporting dial-in can also be reached using DSN equivalents. Commercial:1-410-874-6740 or 1-410-874-6750. DSN:322-874-6740 or 322-874-6750.

Attendees: (In Person)

Maj Gen James Sears, Jr., AETC/CD

Brig Gen Randy Oakland, AETC/A3/6

Brig Gen Lisa Craig, AFRS/CD

Col (b) (6), AETC/A1

Col (b) (6), AETC/A9

Col (b) (6), AETC/A3/6 Deputy

Col (b) (6), AETC/A3/6 FD

Ms. (b) (6), AETC/A1Z

Mr. (b) (6), AETC/A1Z

Maj (b) (6), AETC/A1Z

Lt Col (b) (6), AFRS/RSO

Lt Col (b) (6), AFRS/RSOS

Lt Col (b) (6), AFRS/Det 1  
SMSgt (b) (6) AFRS/RSO  
Lt Col (b) (6), A9-SAS  
Maj (b) (6) A9-SAS

Attendees: (Virtual)

Brig Gen Houston Cantwell, Holm Center/CC

Col (b) (6), Holm Center/CV

Mr. (b) (6), Holm Center/CCX

Mr. (b) (6), HAF/S1PT

Lt (b) (6), Holm Center/CCX

Col (b) (6), AFROTC/CC

Lt Col (b) (6), AFROTC/RR

Maj (b) (6), AFROTC

Lt Col (b) (6), AETC/A3X

Ms. (b) (6) AFRS/RSM

Mr. (b) (6), AETC/PA

Dr. (b) (6), AETC/A5X

Read-Aheads Required: Yes/No

\*Read-Aheads are due for all meetings 2 business days prior to the meeting. Send to CD POC emails above.

Classification of Mtg: Unclassified

Meeting POC: Col (b) (6) @us.af.mil <mailto:(b) (6) @us.af.mil>, (b) (6) (b) (6) @us.af.mil <mailto:(b) (6) @us.af.mil>, (b) (6) Maj (b) (6) @us.af.mil <mailto:(b) (6) @us.af.mil>

AETC/CD POCs:

Lt Col (b) (6) @us.af.mil <mailto:(b) (6) @us.af.mil>

(b) (6) @us.af.mil <mailto:(b) (6) @us.af.mil>

**From:** (b) (6) Col USAF AETC AETC/A3/6  
**To:** OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6; (b) (6) GS-15 USAF AETC AETC/A3/6  
**Subject:** RE: REQUEST: AETC RDR Status Update  
**Date:** Wednesday, August 31, 2022 8:49:11 AM

---

Sir,

Yesterday (b) (6) RDI lead said in a conversation that they had just finished with this. I'll follow-up with him.

V/r (b) (6)

Sent with BlackBerry Work  
(www.blackberry.com)

---

**From:** OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6 <[randy.oakland@us.af.mil](mailto:randy.oakland@us.af.mil)>  
**Date:** Tuesday, Aug 30, 2022, 8:49 PM  
**To:** (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil, (b) (6) (b) (6) GS-15 USAF AETC AETC/A3/6 (b) (6) @us.af.mil  
**Subject:** FW: REQUEST: AETC RDR Status Update

(b) (6)

Any SA on status of these actions? Please reach out to the A1 SMEs as required.

V/R,  
Nomad

Brig Gen Randy Oakland  
Director of Operations and Communications  
Air Education and Training Command  
Office: (b) (6)  
Cell: (b) (6)

---

**From:** ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC <[brian.robinson@us.af.mil](mailto:brian.robinson@us.af.mil)>  
**Date:** Tuesday, Aug 30, 2022, 5:53 PM  
**To:** MALIZIA, MARIANNE P SES USAF HAF SAF/DI <[marianne.malizia@us.af.mil](mailto:marianne.malizia@us.af.mil)>, (b) (6) (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil  
**Cc:** (b) (6) Col USAF HAF SAF/DI (b) (6) @us.af.mil, SEARS, JAMES R JR Maj Gen USAF AETC AETC <[james.sears@us.af.mil](mailto:james.sears@us.af.mil)>, STEWART, PHILLIP A Maj Gen USAF AETC 19 AF/CC <[phillip.stewart@us.af.mil](mailto:phillip.stewart@us.af.mil)>, OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6 <[randy.oakland@us.af.mil](mailto:randy.oakland@us.af.mil)>, (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil  
**Subject:** RE: REQUEST: AETC RDR Status Update

Marianne,

Thank you for the reminder. AETC's diversity and inclusion team will work with AETC/A3 and 19AF to close those pending actions.

V/R,  
Smokey

-----Original Message-----

From: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>  
Sent: Tuesday, August 30, 2022 6:00 AM  
To: ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>  
Cc: (b) (6) Col USAF HAF SAF/DI (b) (6) @us.af.mil>  
Subject: REQUEST: AETC RDR Status Update

Good morning Smokey,

We are approaching the one-year mark of Secretary Kendall's memo dated 9 September 2021, outlining the requirements to address the 16 findings of the RDR at the six-month and 18-month assessment points in order to share progress with the public. AETC was identified as the OPR for RDR13 of which there are a few pending actions. To ensure we are all on the same page, I wanted to make you aware of the below pending actions for AETC:

- Racial Disparity Review #13 (RDR 13): The disparity in UPT accession and graduation rates by race, gender, and ethnicity - missing data: corrective measures/action plans, measure of success, and next steps

SAF/DI will be providing an update to leadership on the progress of the actions taken in addressing the findings in the DR and RDR in early September.

Looking forward to hearing from you.

Thank you,

Marianne

Marianne P. Malizia, SES (she, her, hers)

Director, Diversity and Inclusion (SAF/DI)

Office of the Secretary of the Air Force

Work: (703) 571-3276

**From:** (b) (6) Col USAF AETC AETC/A3/6  
**To:** OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6  
**Subject:** RE: REQUEST: AETC RDR Status Update  
**Date:** Tuesday, September 6, 2022 8:51:39 AM

---

Thank you, sir.

-----Original Message-----

From: OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6  
<randy.oakland@us.af.mil>  
Sent: Thursday, September 1, 2022 5:31 PM  
To: (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>;  
(b) (6) GS-15 USAF AETC AETC/A3/6 (b) (6) @us.af.mil>  
Subject: FW: REQUEST: AETC RDR Status Update

SA

-----Original Message-----

From: (b) (6) Col USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>  
Sent: Thursday, September 1, 2022 4:10 PM  
To: ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>  
Cc: SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD <james.sears@us.af.mil>;  
STEWART, PHILLIP A Maj Gen USAF AETC 19 AF/CC <phillip.stewart@us.af.mil>;  
THOMAS, EDWARD W JR Maj Gen USAF AETC AFRS/CC <edward.thomas@us.af.mil>;  
CRAIG, LISA M Brig Gen USAF AETC AFRS/CD <lisa.craig.3@us.af.mil>; OAKLAND,  
RANDY P Brig Gen USAF AETC AETC/A3/6 <randy.oakland@us.af.mil>; (b) (6)  
(b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>; (b) (6)  
GS-15 USAF AETC AFRS/DS (b) (6) @us.af.mil>; (b) (6)  
GS-15 USAF AETC 19 AF/CS (b) (6) @us.af.mil>  
Subject: RE: REQUEST: AETC RDR Status Update

Lt Gen Robinson,

Sir, we're still working with AFRS/Det 1 and 19AF on finalizing information on the data call and have coordinated an extension until 7 Sep (AETC internal suspense is 6 Sep/1200). AETC's inputs to the update are extensive, which is a primary reason it's taking time. RDR #13 has three lines of effort which are fed by information from AU, AFRS, 19AF and HQ AETC.

SAF/DI's plan for the update is to consolidate all inputs and send for stakeholder review/comment (e.g., MAJCOM/CC, DAF/DCS', etc.) prior to transmitting to SecAF/CSAF. We will send a copy to your front office as we transmit to SAF/DI, since you'll get a chance to see the final form before presentation to AF leadership.

V/R,

(b) (6)

-----Original Message-----

From: ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>

Sent: Tuesday, August 30, 2022 5:54 PM

To: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>;  
(b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF HAF SAF/DI (b) (6) @us.af.mil>; SEARS,  
JAMES R JR Maj Gen USAF AETC AETC <james.sears@us.af.mil>; STEWART, PHILLIP  
A Maj Gen USAF AETC 19 AF/CC <phillip.stewart@us.af.mil>; OAKLAND, RANDY P  
Brig Gen USAF AETC AETC/A3/6 <randy.oakland@us.af.mil>; (b) (6) Col  
USAF AETC HQ AETC/A1 (b) (6) @us.af.mil>  
Subject: RE: REQUEST: AETC RDR Status Update

Marianne,

Thank you for the reminder. AETC's diversity and inclusion team will work with AETC/A3 and 19AF to close those pending actions.

V/R,  
Smokey

-----Original Message-----

From: MALIZIA, MARIANNE P SES USAF HAF SAF/DI <marianne.malizia@us.af.mil>  
Sent: Tuesday, August 30, 2022 6:00 AM  
To: ROBINSON, BRIAN S Lt Gen USAF AETC AETC/CC <brian.robinson@us.af.mil>  
Cc: (b) (6) Col USAF HAF SAF/DI (b) (6) @us.af.mil>  
Subject: REQUEST: AETC RDR Status Update

Good morning Smokey,

We are approaching the one-year mark of Secretary Kendall's memo dated 9 September 2021, outlining the requirements to address the 16 findings of the RDR at the six-month and 18-month assessment points in order to share progress with the public. AETC was identified as the OPR for RDR13 of which there are a few pending actions. To ensure we are all on the same page, I wanted to make you aware of the below pending actions for AETC:

- Racial Disparity Review #13 (RDR 13): The disparity in UPT accession and graduation rates by race, gender, and ethnicity - missing data: corrective measures/action plans, measure of success, and next steps

SAF/DI will be providing an update to leadership on the progress of the actions taken in addressing the findings in the DR and RDR in early September.

Looking forward to hearing from you.

Thank you,

Marianne

Marianne P. Malizia, SES (she, her, hers)

Director, Diversity and Inclusion (SAF/DI)

Office of the Secretary of the Air Force

Work: (703) 571-3276



**From:** [OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6](#)  
**To:** (b) (6) [Col USAF AETC AETC/A3/6](#); (b) (6) [Col USAF AETC AETC/A3/6 Operations](#)  
**Cc:** (b) (6) [Col USAF AETC AETC/A3/6](#); (b) (6) [GS-15 USAF AETC AETC/A3/6](#)  
**Subject:** FW: IMMEDIATE/INFO: Change to Today's Applicant Pool Goals Pre-brief Slide  
**Date:** Thursday, January 5, 2023 1:31:00 PM  
**Attachments:** [Tab 1. Officer Accession Applicant Pool Goals DI Plans \(SAF-MR Initial Draft\)ao 4 Jan 23 @ 1615.pptx](#)

---

Any AETC/A3 SA or knowledge on this product or the issue mentioned below by

(b) (6)

V/R,  
Nomad

Brig Gen Randy Oakland  
AETC Director of Operations and Communications  
210-793-6278

-----Original Message-----

**From:** (b) (6) [Col USAF AETC HQ AETC/A1](#) (b) (6) [@us.af.mil](#)>

**Sent:** Thursday, January 5, 2023 11:10 AM

**To:** SEARS, JAMES R JR Maj Gen USAF AETC AETC/CD <[james.sears@us.af.mil](mailto:james.sears@us.af.mil)>

**Cc:** CARNEY, ERIC A Brig Gen USAF AETC AETC/A5/8 <[eric.carney@us.af.mil](mailto:eric.carney@us.af.mil)>;

OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6 <[randy.oakland@us.af.mil](mailto:randy.oakland@us.af.mil)>;

(b) (6) [Col USAF AETC AETC/CS](#) (b) (6) [@us.af.mil](#)>; (b) (6)

[Col USAF AETC AETC/FM](#) (b) (6) [@us.af.mil](#)>; (b) (6)

Lt Col USAF AETC AETC/CDE (b) (6) [@us.af.mil](#)>

**Subject:** IMMEDIATE/INFO: Change to Today's Applicant Pool Goals Pre-brief Slide

Maj Gen Sears,

Sir, in my final review to prep for today's Officer Accession Applicant Pool Goals pre-brief with SAF/MR at 1430, I noticed on slides 5 & 10 (attached deck) some information that you previously approved as JROTC discussion points which have subsequently been questioned by HQ AETC staff. Specifically, the funding of additional AFJROTC billets (+20) and increase in Cadet Program funding (+\$6.65M) that came to AETC/CC in a separate package asking for his signature on an AFJROTC "support for resources" memo to the Air Staff.

(b) (5)

Pressing ahead until redirected, General.

V/R,

(b) (6)

**From:** (b) (6) Col USAF AETC AETC/A3/6  
**To:** OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6; (b) (6) GS-15 USAF AETC AETC/A3/6; (b) (6) Col USAF AETC AETC/A3/6 Operations; (b) (6) GS-14 USAF AETC AETC/A3/6 Operations; (b) (6) GS-15 USAF AETC AETC/A3/6  
**Subject:** FW: HAF-220905-39FT - Officer Source of Commission Applicant Pool Goals - Diversity and Inclusion Outreach Plan  
**Date:** Thursday, November 17, 2022 9:06:44 AM  
**Attachments:** [Tab 1 Officer Source of Commission Applicant Pool Goals Plan \(Final\).pdf](#)

---

Sir,

FYSA, The Officer Applicant Pool Goals Plan has been signed and sent to HQ. A1 is the lead for reports and updates.

V/r

(b) (6)

-----Original Message-----

**From:** (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
**Sent:** Wednesday, November 16, 2022 4:47 PM  
**To:** (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>; (b) (6) GS-15 US Air Force HAF AF/SAF/MRM (b) (6) @us.af.mil>  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker Workflow <aetc.tasker.workflow@us.af.mil>  
**Subject:** RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool Goals - Diversity and Inclusion Outreach Plan

(b) (6)

Please see signed Officer Source of Commission Applicant Pool Goals Plan attached. I've closed the subject tasker and uploaded in final documents as well.

Questions, please let me know...

V/r,

(b) (6)

(b) (6), GS-14, DAFC  
Deputy Director of Staff  
HQ Air Education and Training Command  
1 F Street, Bldg 900  
Randolph AFB, TX 78150-4325  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

**From:** (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>  
**Sent:** Wednesday, November 16, 2022 2:42 PM

To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>; (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker  
Workflow <aetc.tasker.workflow@us.af.mil>  
Subject: RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool  
Goals - Diversity and Inclusion Outreach Plan

(b) (6)

Its literally being signed as I type. You will have shortly.

(b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Wednesday, November 16, 2022 2:41 PM  
To: (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker  
Workflow <aetc.tasker.workflow@us.af.mil>  
Subject: RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool  
Goals - Diversity and Inclusion Outreach Plan

Good Afternoon (b) (6)

How are you guys coming along with the final plan? Please advise soonest.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon  
Washington, DC 20330-1660  
Phone (Talk/Text) (b) (6)  
Email: (b) (6) @us.af.mil

-----Original Message-----

From: (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Sent: Wednesday, October 12, 2022 1:54 PM  
To: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM

(b) (6) @us.af.mil>  
Cc: (b) (6) Col USAF AETC AETC/CS (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>;  
(b) (6) Col USAF AETC AETC/A3/6 (b) (6) @us.af.mil>; (b) (6)  
(b) (6) GS-14 USAF AETC HQ AETC/A1Z (b) (6) @us.af.mil>; AETC Tasker  
Workflow <aetc.tasker.workflow@us.af.mil>  
Subject: RE: HAF-220905-39FT - Officer Source of Commission Applicant Pool  
Goals - Diversity and Inclusion Outreach Plan

(b) (6)

As mention in our conversation, providing you the current working draft of our Diversity and Inclusion Outreach Plan: Officer Applicants (attached).

AETC/CD has reviewed and is comfortable sharing, with the caveat that you understand this has not yet been staffed internally and our team continues to work on the final product. Our goal is to have the final plan staffed, coordinated, and approved NLT end of this month, if not sooner.

Questions, let me know.

V/r,

(b) (6)

(b) (6), GS-14, DAFC  
Deputy Chief of Staff  
HQ Air Education and Training Command  
1 F Street, Bldg 900  
Randolph AFB, TX 78150-4325  
DSN: (b) (6)  
Cell: (b) (6)

-----Original Message-----

From: (b) (6) GS-15 US Air Force HAF AF/SAF/MRM  
(b) (6) @us.af.mil>  
Sent: Tuesday, October 11, 2022 9:31 AM  
To: AETC Tasker Workflow <aetc.tasker.workflow@us.af.mil>  
Cc: (b) (6) GS-14 USAF AETC AETC/DSD  
(b) (6) @us.af.mil>  
Subject: HAF-220905-39FT - Officer Source of Commission Applicant Pool Goals  
- Diversity and Inclusion Outreach Plan

Happy Tuesday Team AETC,  
Would appreciate a status update and ECD on the subject task.

Thanks.

(b) (6)

(b) (6), GS-15, SAF/MRM  
DAF Recruiting and Accessions  
USAFA Affairs  
USAFA BoV Designated Federal Officer  
1660 Air Force Pentagon

Washington, DC 20330-1660

Phone (Talk/Text): (b) (6)

Email: (b) (6)@us.af.mil

**From:** (b) (6) Col USAF AETC AETC/A3/6  
**To:** OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6; (b) (6) Col USAF AETC HQ AETC/A1  
**Cc:** (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) Col USAF AETC AETC/A9; (b) (6) Lt Col USAF AETC AETC/SAS/CC; (b) (6) Col USAF AETC AETC/A3/6; (b) (6) GS-15 USAF AETC AETC/A3/6  
**Subject:** DCOM Update - Officer Diversity Plan  
**Date:** Wednesday, October 12, 2022 12:20:15 PM  
**Attachments:** [DRAFT Accessions Task Plan v10.docx](#)

---

Gen Oakland and (b) (6)

Attached is the current draft of the Officer Diversity Application Plan. Yesterday, HAF asked for a update (b) (6) was not tracking an extension). DCOM reviewed the plan with minor changes and will send this version as an update to SAF/MR.

Next:

I have asked AT if DCOM wants an IPR or wants us to go into formal staffing, that will determine the next steps but I will prepare the TMT now to be ready.

I have also asked A9-SAS for feedback on MOP/MOE/Data as we continue through this process.

A1Z is getting more information on other MAJCOM's outreach programs that will effect/influence AFRS.

V/R

(b) (6)

(b) (6), Col, USAF  
A3/6 Deputy Director for Force Development  
HQ AETC, JBSA-Randolph, TX 78150  
DSN 487-1414

(b) (6)

(b) (6)

**From:** (b) (6) Col USAF AETC AETC/A3/6  
**To:** OAKLAND, RANDY P Brig Gen USAF AETC AETC/A3/6; (b) (6) Col USAF AETC HQ AETC/A1; (b) (6) Col USAF AETC HOLM CENTER/CV; (b) (6) Col USAF AETC AFRS/CV  
**Cc:** (b) (6) Col USAF AETC AETC/A3/6; (b) (6) GS-15 USAF AETC AETC/A3/6; (b) (6) GS-14 USAF AETC HQ AETC/A1Z; (b) (6) CIV USAF AETC AETC/A1ZD; (b) (6) Lt Col USAF AETC AFRS/RS/RSO; (b) (6) Lt Col USAF AETC AETC/A3X; (b) (6) Maj USAF AETC AFROTC/RRR; (b) (6) CIV USAF AETC Holm Center/CCX  
**Subject:** Officer Applicant Pool IPR 2  
**Date:** Monday, October 17, 2022 4:12:28 PM  
**Attachments:** [DRAFT Accessions Task Plan v11.docx](#)  
[Officer Applicant Pool Goals Plan IPR 2.pptx](#)

---

Gen Oakland and (b) (6) (b) (6)

Attached is the DRAFT Plan and IPR 2 brief for Thursday. Please let me know if you have changes or questions. After the IPR, we will formally staff and send for COMAETC signature.

V/R

(b) (6)  
(b) (6), Col, USAF  
A3/6 Deputy Director for Force Development  
HQ AETC, JBSA-Randolph, TX 78150  
DSN 487-1414  
AF COMM (b) (6)  
NEW Cell (b) (6)



**U.S. AIR FORCE**

---



# Officer Applicant Pool Goals Plan IPR 1



**Working Group  
20 Oct 22**





**U.S. AIR FORCE**

---



# ***THIS IS VECTOR BRIEFING***



**U.S. AIR FORCE**

---

# *Overview*



- **DAF Memo**
- **Working Group**
- **Task**
- **Current Status**
- **LOEs**
- **Vector/Way Ahead**



# DAF Memo



U.S. AIR FORCE

- Signed by SeCAF, USecAF, CSAF, CMSAF
- Diversity and inclusion are an essential part of our society and key to the success of any organization. As such, it is imperative that the composition of our Military Services better reflect our Nation's highly talented, diverse, and eligible population. This memorandum updates Department of the Air Force officer applicant pool goals, broken down by race, ethnicity, and gender. Critically, it also continues our progress toward achieving a force more representative of our Nation, while leveraging that diversity to enhance the Air and Space Force's ability to deter, and if necessary, deny our Nation's competitors.

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	ETHNICITY	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%

\* Total diversity & Inclusion goals equal 93%; excluding multi-racial category of 7% (4.5% Male/2.5% Female)



# *Working Group*



**U.S. AIR FORCE**

---

- **AETC/A1 – A1Z**
- **AETC/A3/6 – FD, 3X, 3L**
- **AU/Holm Center – CV, CCX, AFROTC/CC, AFROTC/RR**
- **AFRS – RSO, RSM, Det 1, RSOS**
- **AETC/A9-SAS**
  
- **AETC/PA**
- **AETC/5X**
- **AFPC**
- **HAF/S1PT**



# Task



- **DAF Memo:**

- **Develop a diversity and inclusion outreach plan aimed at achieving these goals no later than 30 September 2022.**
- **Report annually on your progress outlining those initiatives your organizations are undertaking to enhance officer applicant pool diversity and inclusion.**

- **TMT**

- **OPR: A1 OCR: AU, AFRS, A3/6, A9**
- **SAF/MR: At a minimum, each plan should include the following:**
  1. **Each Source of Commission's AY21-22 applicant pool data and how they compare to the goals. The SoCs can provide more recent data if available.**
  2. **Any current/future lines of effort being undertaken to meet the goals (break out by gender, race, and ethnicity where applicable).**
  3. **Barriers to meeting the goals, additionally, outline any course(s) of action your organizations are taking to address the barriers as well as any issues requiring assistance from within or outside DAF.**
  4. **Current/planned recruiting and outreach strategies & events, identify any partnerships and/or engagements that will be leveraged in meeting the goals (break out by gender, race, and ethnicity where applicable).**
  5. **Provide any measures of effectiveness being used or considered in addition to the goals.**



# Goals & Plan Assumptions



U.S. AIR FORCE

## ■ Source of Commission Applicant Pool Goals (2022)

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	E T H N I C I T Y	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%

\* Total diversity & inclusion goals equal 93%; excluding multi-racial category of 7% (4.5% Male/2.5% Female)

## ■ Plan Assumptions

- ROTC Applicant Pool is defined as the freshman and sophomore classes currently enrolled in AFROTC
- The OTS Applicant Pool is defined as civilian and enlisted applicants who are qualified and meet an OTS board.
- Yearly recurring re-evaluations will take place with data pulls to be accomplished on 15 Nov. Analysis will follow, with reports due to HHQ by 15 December of that year.
- The working group defines progress towards the goal as moving to “within 5% of the goal (stated in the 9 August 2022 DAF memo) by 30 Sep 2029 (matches the Racial Disparity Review (RDR) goal).



# Current Status AFROTC



U.S. AIR FORCE

AFROTC Applicant Pool (AS100, 200, 250) Enrollment Averages									
Race	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF Applicant Pool Goals (August 2022)	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)
American Indian/Alaska Native	1%	1%	1%	1%	1%	0%	1.5%		1%
Asian	8%	7%	7%	7%	8%	8%	10.0%	10%	8%
Black or African American	10%	8%	8%	8%	8%	9%	13.0%	7%	10%
Native Hawaiian/Pacific Islander	1%	0%	1%	1%	1%	1%	1.0%		1%
White	66%	65%	69%	69%	70%	69%	≤68%	71%	≤80%
Multiracial	4%	4%	6%	7%	8%	8%	No Goal		No Goal
Declined to Respond	11%	16%	9%	6%	5%	5%	No Goal	3%	No Goal
Ethnicity	AY-16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF Applicant Pool Goals (August 2022)	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)
Hipanic/Latino	14%	14%	15%	16%	16%	15%	15.0%	9%	10%
Non-Hispanic Latino	77%	74%	78%	79%	81%	80%	No Goal		90%
Declined to Respond	8%	12%	7%	5%	4%	5%	No Goal		No Goal
Gender	AY-16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF Applicant Pool Goals (2022)	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)
Female	27%	28%	28%	30%	31%	30%	36.0%		30%
Male	73%	72%	72%	70%	69%	70%	≤64%		≤70%



# Current Status AFRS-OTS



U.S. AIR FORCE

AIR FORCE RECRUITING SERVICE APPLICANTS									
Race	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	FY22 Totals			
Civilian Applicants	939	992	1402	545	No Boards	480			
Active Duty Applicants	1731	904	1367	1693		1139			
Total Applicants	2670	1896	2769	2238		1619			
Race	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF Applicant Pool Goals (2022)	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)
American Indian/Alaska Native	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%		1%
Asian	5.8%	5.4%	7.3%	4.9%		6.6%	10.0%	10%	8%
Black or African American	11.0%	10.8%	7.7%	9.9%		9.9%	13.0%	7%	10%
Native Hawaiian/Pacific Islander	1.1%	1.4%	1.1%	1.6%		2.1%	1.0%		1%
White	79.8%	77.5%	80.0%	80.8%		74.4%	≤68%	71%	≤80%
Multiracial							No Goal		No Goal
Declined to Respond	1.4%	4.1%	0.1%	0.0%		1.4%	No Goal	3%	No Goal
Ethnicity	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	FY22 Totals	SecAF Applicant Pool Goals (2022)	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)
Hispanic/Latino	11.1%	13.3%	13.2%	7.1%	No Boards	13.3%	15.0%	9%	10%
Non-Hispanic Latino	89.7%	86.7%	86.8%	92.9%		86.7%	No Goal		90%
Declined to Respond							No Goal		No Goal
Gender	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	FY22 Totals	SecAF Applicant Pool Goals (2022)	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)
Female	19.6%	19.8%	18.3%	14.3%	No Boards	17.0%	36.0%		30%
Male	80.8%	80.2%	81.7%	85.7%		84.7%	≤64%		≤70%





# LOE 1: AFROTC Programs



U.S. AIR FORCE

LOE 1: AFROTC PROGRAMS						
Program	Description	Barriers	MOP	Data Req	MOE	
<b>Scholarships</b>						
4.2.1 AFROTC	Restructured to expand in-college opportunities for all cadets, to include URGs	Decreasing # of recipients who activate scholarships	Change in proportion of AFROTC scholarships offered to URGs before and after restructuring	Demographic data for AFROTC scholarship offers and recipients pre and post 2022.	Programs will measure effectiveness as the increase or decrease in percentage of each diversity goal that can be directly attributed to the programs, normalized by the difference between the current state and the target percentage.	
4.2.2 JROTC	100 full tuition and boarding AFROTC scholarships to Junior ROTC cadets	Only 50% of Dets nominate a cadet for the program	Change in URG representation in J100 scholarships and ultimately accession	Pre and post diversity accession goal data (prior to and after awarding the J100 scholarships).		
<b>Diversity Barrier Initiatives</b>						
4.3.1 CLIP	ESL Cadets participate in Defense Language Institute English Language curriculum	Cadet housing and transportation funding	<ul style="list-style-type: none"> <li>Increased CLIP grads &amp; applications to commissioning programs</li> <li>Increased test scores on AFOQT &amp; OPI</li> </ul>	Demographic data and ECL scores before and after beginning the DLI program.		
4.3.2 HART	Regional & National symposiums to discuss Hispanic/Latino youth barriers	Continuity within the group, to include communication and record of progress.	Not currently applicable, evaluate for initiatives	N/A		



U.S. AIR FORCE

# LOE 2: Recruiting & Outreach



LOE 2: RECRUITING & OUTREACH PROGRAMS					
Program	Description	Barriers	MOP	Data Req	MOE
<b>Marketing &amp; Recruiting Programs</b>					
5.2.1 National Marketing	Efforts directed specifically at diverse audiences in addition to efforts targeted to general audiences that align with national census estimates for overall applicant diversity	Budget, manpower, and timing of funding	<ul style="list-style-type: none"> <li>• Measure the % of media spends/partnerships focused on diversity</li> <li>• Measure based upon information provided in application and correlate with application source</li> <li>• Measure number of users or sessions located in key geographic areas</li> <li>• FY23: 260 events planned; contract pending approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Media delivery reports based on demographic audiences</li> <li>• Partnership/event demographic data</li> <li>• Demographic data from applications to include application source</li> <li>• Current AFOTC Det demographic states &amp; goals to determine key geographic areas</li> </ul>	(b) (5)
5.2.2 GBR	The overall mission of the Gold Bar Recruiting Program is to inspire, engage and recruit talented and diverse men and women into our Air and Space Forces	Accessing lower propensity to serve schools and populations	<ul style="list-style-type: none"> <li>• Measure change in application rate between years when a GBR visited a specific high-school and a year they did not visit</li> <li>• Measure mean application rate of high schools visited by a GBR compared to demographically similar high schools</li> </ul>	<ul style="list-style-type: none"> <li>• National high school demographics</li> <li>• Applications/high school</li> <li>• GBR visits</li> </ul>	
<b>Pre-Commission Focused Outreach Programs</b>					
	• Ensure students understand rated officer pathways				



**U.S. AIR FORCE**

# LOE 2: Recruiting & Outreach Cont.



Pre-Commission Focused Outreach Programs				
5.3.1 AIM HIGH Flight Academy	<ul style="list-style-type: none"> <li>• Ensure students understand rated officer pathways</li> <li>• Increase PCSM score with completion of ~15 flight hrs</li> <li>• Pair unaffiliated youth to mentor Officers</li> </ul>	Multiple Flight Academies with potential overlap; Talent tracking	<ul style="list-style-type: none"> <li>• Small-group/individual engagements conduct a survey before and after the program on the individual's likelihood to join the Air Force, familiarity with officer accession pipelines, perspective on the military</li> <li>• Large audience engagements, record the total number of new applications in the 10 days following an engagement event, and compare to the 10 days preceding the event for that area</li> <li>• Record # of new partnerships est. each CY &amp; new locations visited by an engagement program</li> </ul>	
5.3.2 AIM HIGH Inspiration Flights	Expose youth/influencers to aviation careers and the Air Force culture.			
5.3.3 GO Inspire	Connect GOs w/ recruiters, targeting areas with high demand for demographic talents	Enhancing Awareness to Senior Leaders		
5.3.4 MSI Engagement	Ttracks every MSI for lead/applicant management and to plan, track, execute, and document events.	Institutional distain and lack of interest to engage		
5.3.5 Inpspire Ops	USAF & USSF partnershis funded and collaborative partnerships with service and colunteer organizations	Parallel efforts from standup initiatives lacking tools, resources, and awareness for highly effective outreach		
5.3.6 AIM Wings	Flying wings usae their assets to support RDI initiatives			
Air Force Commissioning & Enlistment Portal (AFCEP) Modernization				
5.4 AFCEP	AFCEP will modernize AFRS' application process to be virtual and online for our OA applicants - 60% complete	N/A	<ul style="list-style-type: none"> <li>• Record # of applicants utilizing the portal as well as average hours to complete, then compare applications before/after implementation</li> </ul>	



U.S. AIR FORCE

# LOE 3: Unintended Bias in Testing



LOE 3: UNINTENDED BIAS IN TESTING					
Program	Description	Barriers	MOP	Data Req	MOE
<b>Individual Testing Efforts</b>					
6.3.1 AFOQT Super Scoe	Allow students to take exam multiple times and keep the highest score of each section when calculating their overall score	N/A	Measure the change in qualification rate for each of the URGs when allowing for a super scored AFOQT.	Record AFOQT score based on demographic applicant data. Record the original AFOQT score metric and the super score metric for eligible testers. Track the demographic data of the applicants that choose to take a new test for a super score.	The desired end-state is Increased diversity in officer applicant and pilot candidate pools as endorsed by the latest Officer Source of Commission Applicant Pool Goals. The effectiveness of these programs will be measured by the increase or decrease in percentage of each officer applicant pool that qualifies after reducing test barriers.
6.3.2 PCSM Revision & Modernization	<ul style="list-style-type: none"> <li>Revision is aimed at identifying problematic test components in both the AFOQT and TBAS.</li> <li>Modernization effort is aimed at transitioning the AFOQT from paper to computer testing and optimizing the TBAS to increase user interface experience to match those in more advanced aircraft.</li> </ul>	Remaining PCSM Modernization efforts (AFOQT and TBAS) are data collection efforts and require incremental funding for future data collection, analysis, prototyping, validation, implementation, and sustainment.	Measure the change in the total number of rated applicants that would have achieved a PCSM score greater than or equal to 10 (current rule of thumb), if the modernized PCSM model was used to calculate their score.	<ul style="list-style-type: none"> <li>Yearly record of PCSM score with demographic information</li> <li>New scores generated from the modernized PCSM model.</li> <li>AFOQT data collection efforts are still ongoing.</li> <li>TBAS data collection efforts for revision are in progress</li> <li>For modernization purposes, an initial literature review is in progress</li> <li>Data collection for TBAS modernization has not started.</li> </ul>	



# Additional Recs 1



U.S. AIR FORCE

(b) (5)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



# Additional Recs 2



U.S. AIR FORCE

(b) (5)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



**U.S. AIR FORCE**

---

# ***Vector/Way Forward***



- **Vector changes**
- **Final Staffing – 1 Week**
- **AETC/CC Signature**



**U.S. AIR FORCE**

---

A large, stylized yellow and white torch logo with a red flame, serving as a background for the central text.

**Questions?**



# *Department of the Air Force*

---

*Integrity - Service - Excellence*

## **Officer Accession Applicant Pool Goals Diversity & Inclusion Outreach Plans**



**Hon Alex Wagner  
SAF/MR  
9 Jan 22  
Version 1**



# ***AGENDA***

---

- **Applicant Pool Data**
  - **Foundational Initiatives**
  - **Timelines**
-



# Applicant Pool Goals

**G  
O  
A  
L  
S**

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	ETHNICITY	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%
<b>USAFA</b>							
Male (70.8%)	48%	5.9%	6.8%	.5%	.5%	10.7%	
Female (29.2%)	19.2%	2.8%	2.7%	.3%	.3%	5.1%	
Total	67.2%	8.7%	9.5%	.8%	.8%	15.8%	
<b>AFROTC*</b>							
Male (69.8%)	51.9%	7.1%	9.7%	1.6%	1.2%	12.4%	
Female (30.2%)	19.5%	5.2%	4.6%	.8%	.6%	6.7%	
Total	72.1%	9.2%	8.6%	.8%	.4%	19.4%	

\*Calculations include those who identified as multiracial

- Meets or Exceeds Goal
- Within One Percent of Meeting Goal
- More Than One Percent of Meeting Goal



# Ongoing Initiatives

## USAFA

- **Opportunity District Engagement/Tracking**
- **Relationship w/ SAF/DI to identify beneficial partnerships**
- **Engage organizations that address strategic needs:**
  - American Indian Science and Engineering Society
  - Black Engineer of the Year Awards
  - National Hispanic College Fair
  - National Society of Black Engineers
  - Society of Asian Scientists and Engineers
  - Women of Color STEM Conference
- **Conduct recruiting events that address strategic needs**
  - Falcon Visitation Experience
  - Summer Seminar
- **Partner with nominating authorities to support their efforts**
- **Track applicant engagement/mentorship**
- **Track applicant completion rates**
- **Develop data collection survey for application non-completion**
- **Track appointee acceptance/declination rates**
- **Develop data collection survey for appointee declination**
- **Needs-assessment survey sent to Opportunity District Congressional Offices ahead of CP28**
- **Track Opportunity District improvement defined by increased representation at USAFA (also tracking candidate progression)**

## AETC

- **In-College Scholarship Program**
- **Cadet Language Immersion Program**
- **Gold Bar Program**
- **AFJROTC Flight Academy**
- **AIM HIGH Flight Academy**
- **J-100 Scholarship Program**
- **HBCU Scholarships**
- **AFOQT Initiatives**



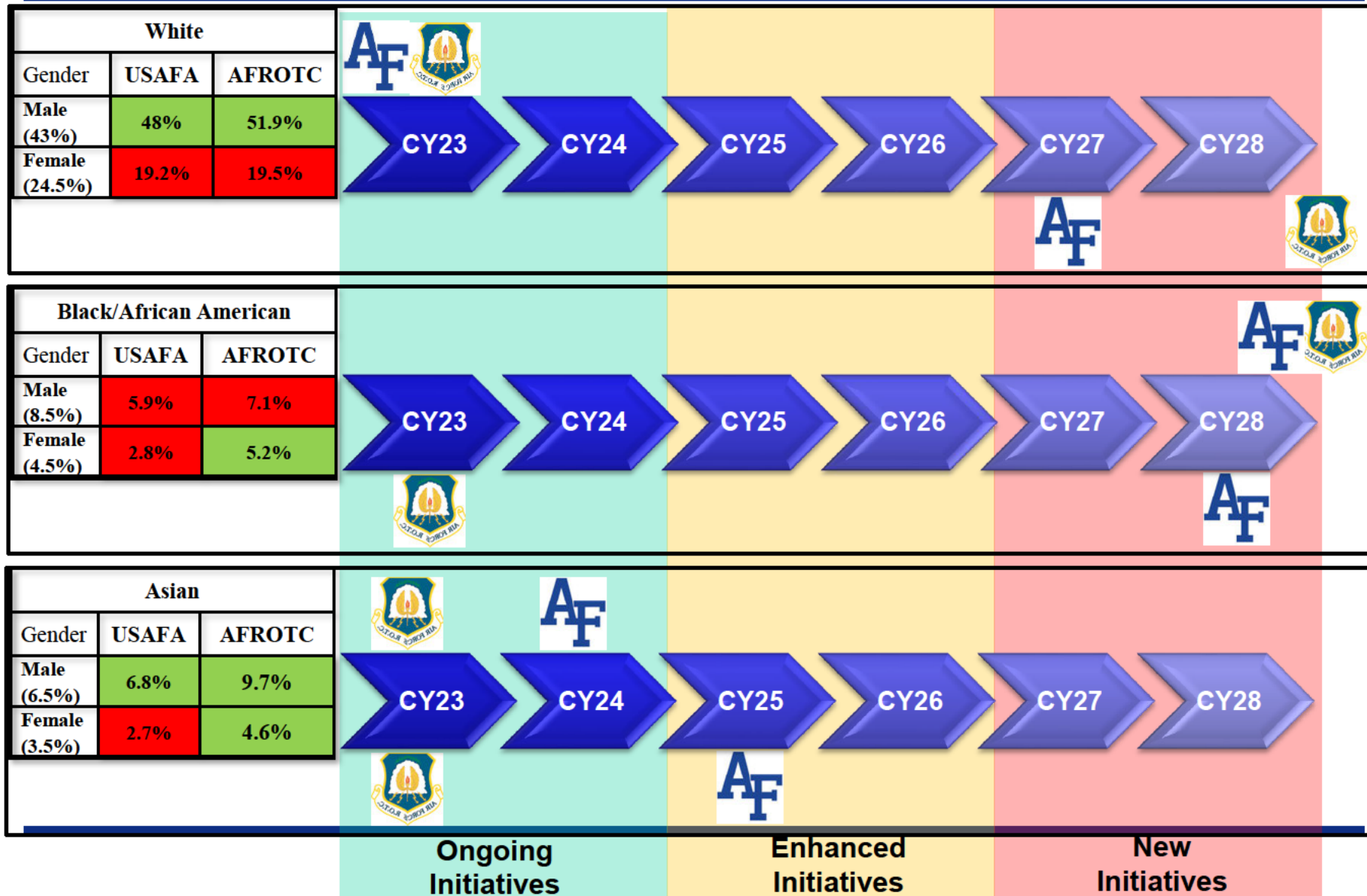
**What We Are Currently Doing With Existing Resources**

(b) (5)

(b) (5)

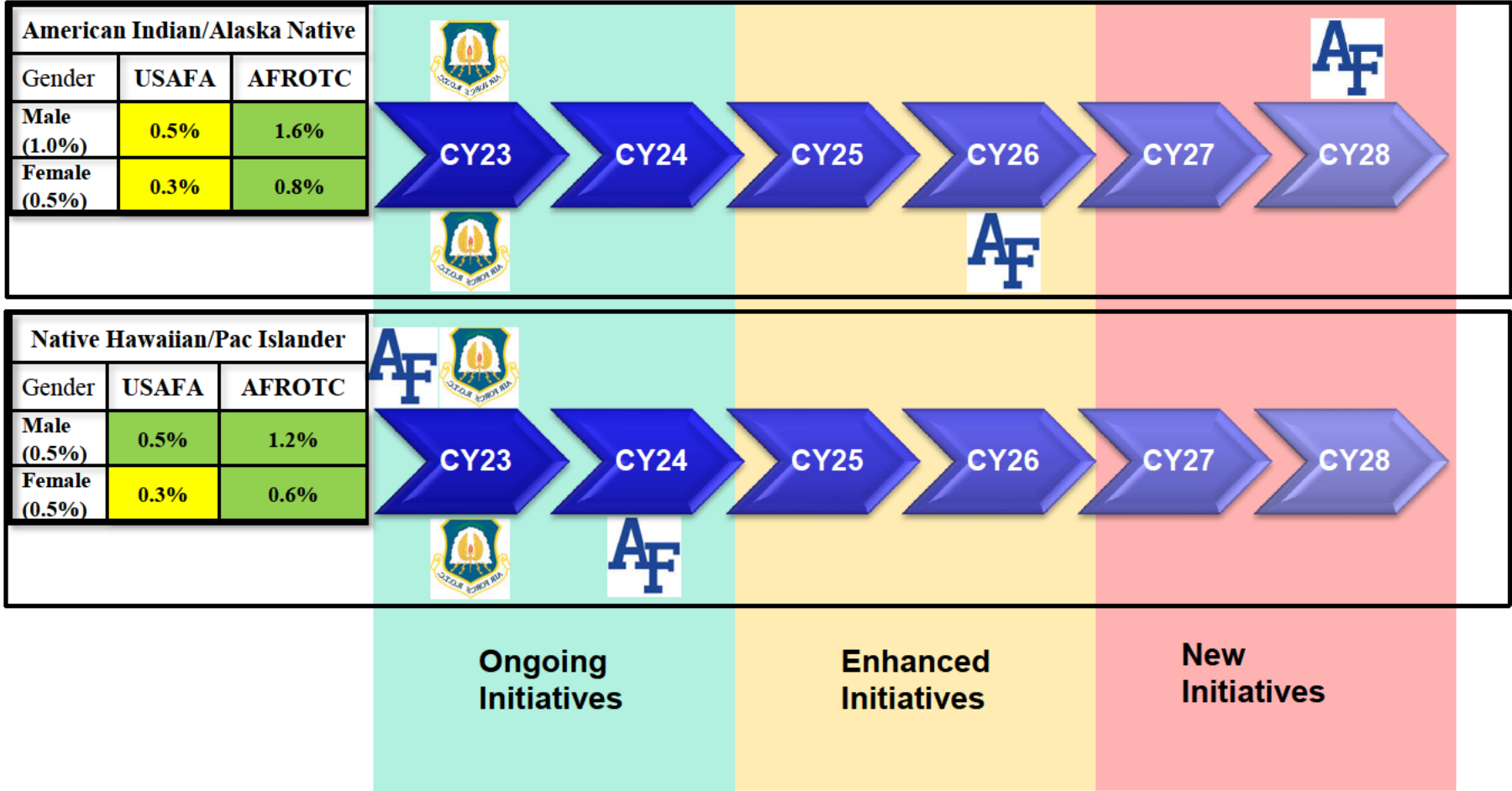


# Racial Milestones





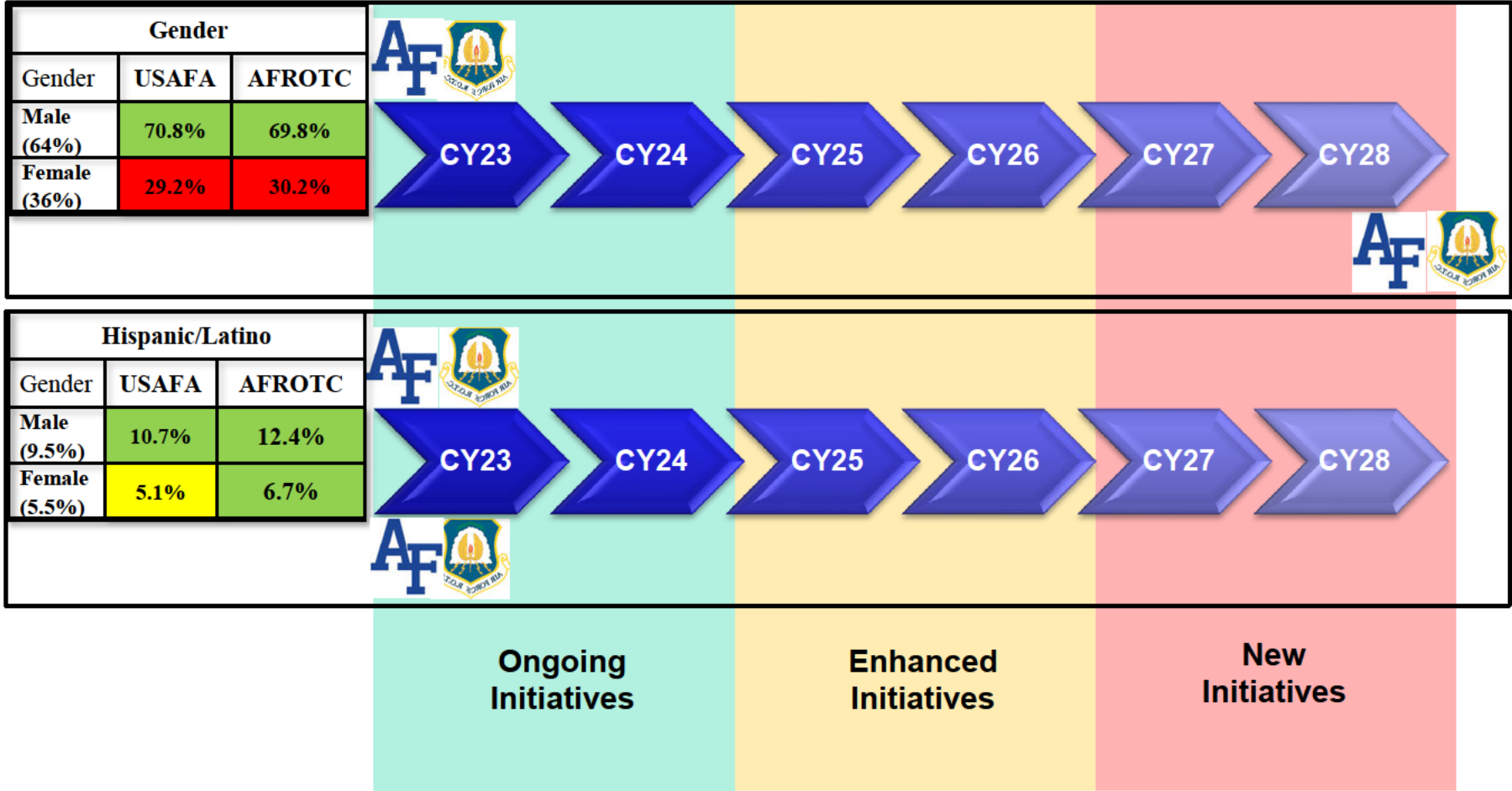
# Racial Milestones (Cont)







# Gender/Ethnicity Milestones



(b) (5)

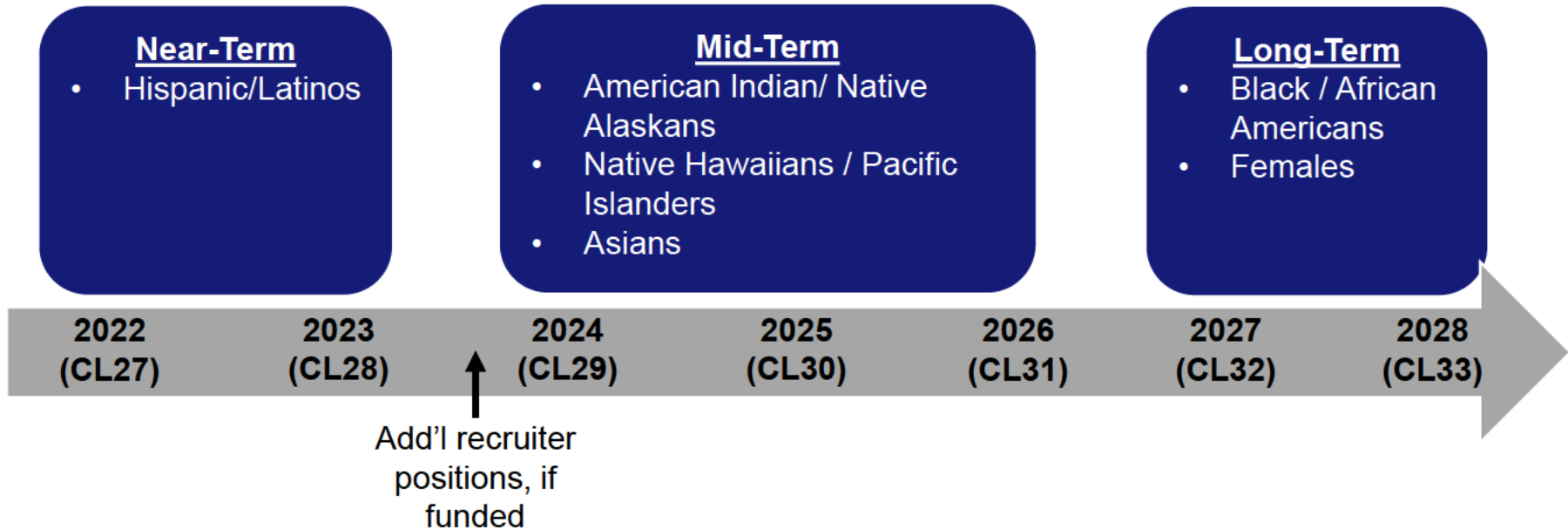


---

# ***USAFA BACK-UPS***



# Female Roll-Up



- **USAFA Admissions makes continuous adjustments based on:**
  - **Current status with respect to applicant pool goals**
  - **Results of previous efforts**
  - **New insights from AF Recruiting Service & GSD&M**
  - **Available resources**



# Applicant Pool Data

## ■ Class of 2026 Applicant Data vs. 2022 Applicant Pool Goals

Ethnicity		
Hispanic/Latino (15%)	1,330 (15.8%)	
Female (5.5%)	429 (5.1%)	
Male (9.5%)	901 (10.7%)	
Non-Hispanic/Latino	7,027 (83.8%)	
No Response	35 (0.4%)	

Gender	
Females (36%)	2,453 (29.2%)
Males (64%)	5,939 (70.8%)
No Response	0



Meet or Exceed Goal

Do Not Meet or Exceed Goal

No Goal Established

Race			
Black/African American (13.0%)		733 (8.7%)	
Female (4.5%)	239 (2.8%)	Male (8.5%)	494 (5.9%)
Asian (10.0%)		794 (9.5%)	
Female (3.5%)	225 (2.7%)	Male (6.5%)	569 (6.8%)
American Indian/Native Alaskan (1.5%)		63 (0.8%)	
Female (0.5%)	29 (0.3%)	Male (1.0%)	34 (0.5%)
Native Hawaiian/Pacific Islander (1.0%)		64 (0.8%)	
Female (0.5%)	29 (0.3%)	Male (0.5%)	35 (0.5%)
White (67.5%)		5,676 (67.7%)	
Female (24.5%)	1,607 (19.2%)	Male (43%)	4,069 (48.0%)
More Than One Race (7.0%)		865 (10.3%)	
Female (2.5%)	267 (3.2%)	Male (4.5%)	598 (7.1%)

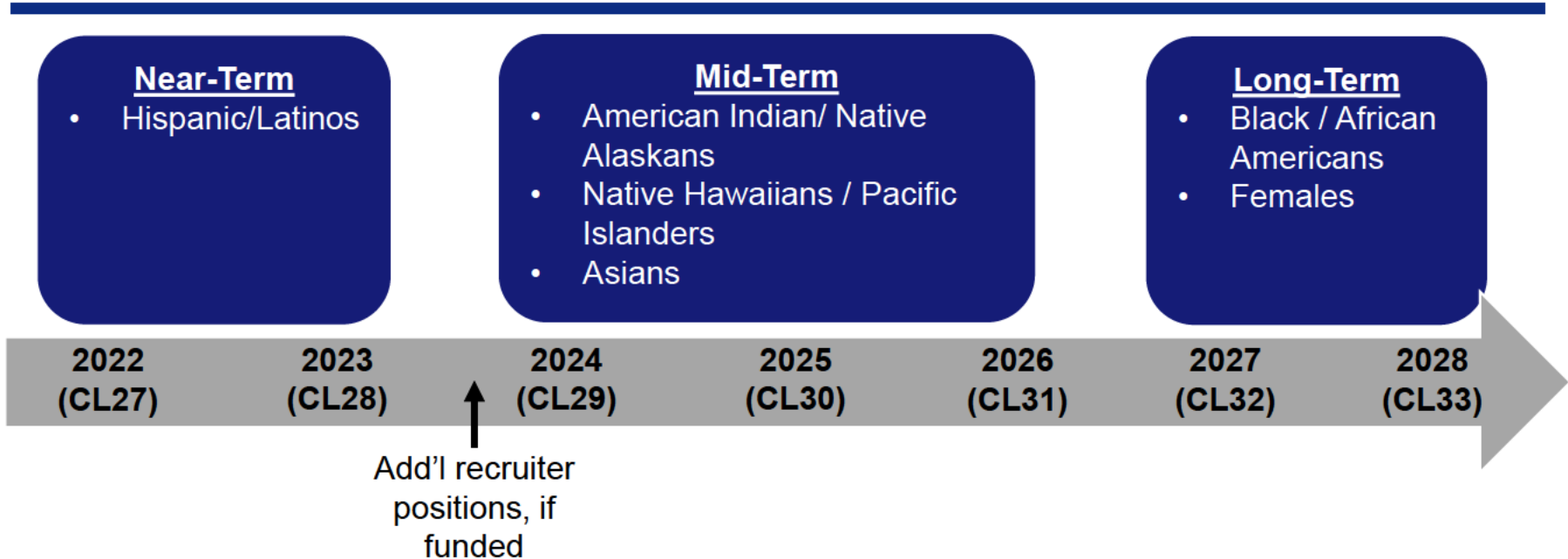


# Goals

- 
- **Lines of Effort: Increasing applicant pool representation, candidate progression rates, and appointment acceptance rates for:**
    - **LOE 1a: Black/African Americans (Far, 5+ years)**
    - **LOE 1b: Females (Far, 5+ years)**
    - **LOE 1c: American Indian/Native Alaskans (Mid, 3-5 years)**
    - **LOE 1d: Native Hawaiians/Pacific Islanders (Mid, 3-5 years)**
    - **LOE 1e: Hispanics/Latinos (Near, 1-2 years)**
    - **LOE 1f: Asians (Mid, 3-5 years)**
  - **Assigned Admissions “champion” to each community of interest**
    - **Outline plan for reaching each community of interest**
    - **Monitor progress toward applicant pool goals**
    - **Suggest changes to approach, if/when necessary**
-



# Timeline



- **USAFA Admissions makes continuous adjustments based on:**
  - Current status with respect to applicant pool goals
  - Results of previous efforts
  - New insights from AF Recruiting Service & GSD&M
  - Available resources



# White

- Install Female LOE “champion”/WIT BAWG coordination (F)
- Attend events: Women in Aviation, Society of Women Engineers, etc. (F)
- Strategic AA hiring: CL27 33% female (F)
- Increase selection rate for on-campus recruiting events (F)
- Influencer Events: Parents, Educator Tour, Cong Staff Workshop, etc.(F)

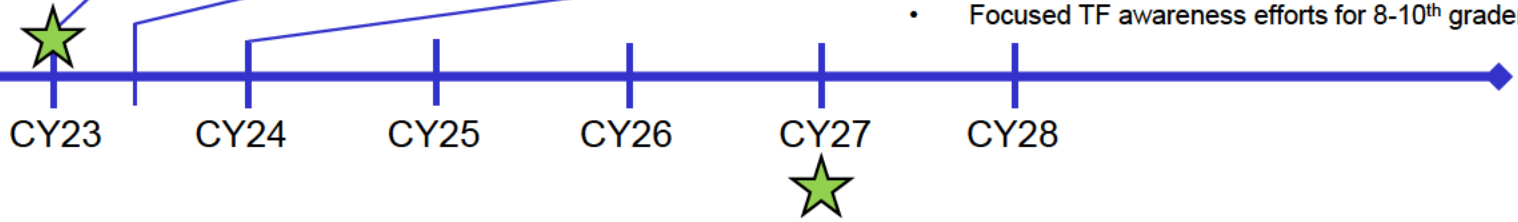
- Monitor/Access Female progress (F)
- Adjust CL28 following CL27 assessment
- Strategic “name buys” for direct marketing (F)
- CSRPs conducted by cadet

- Tailored messaging via local/national marketing (F)
- Integrate female alumni support (F)
- Improved candidate mentoring to app completion (F)
- Focused TF awareness efforts for 8-10<sup>th</sup> graders (F)

**USAFA**

MALE

FEMALE



Gender	USAFA
Male (43%)	48%
Female (24.5%)	19.2%





# Black / African American

- Install AA LOE “champion”/ BEST BAWG coordination (F,M)
- Attend events: BEYA, Black College Expo, 100 Black Men of Atlanta/Chicago, Tuskegee Airman, NSBE, etc. (F, M)
- Strategic AA hiring: Increase AA representation (F, M)
- Incorporate AA Senior Leaders for expanded outreach
- Increase selection rate for on-campus recruiting events (F, M)
- Influencer Events: Family, Educator Tour, Cong Staff Workshop, CUBE, etc.(F,M)
- Monitor/Access AA progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRPs conducted by cadet
- Tailored local/national messaging (F,M)
- Integrate AA alumni support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)

**USAFA**

MALE

FEMALE

CY23

CY24

CY25

CY26

CY27

CY28

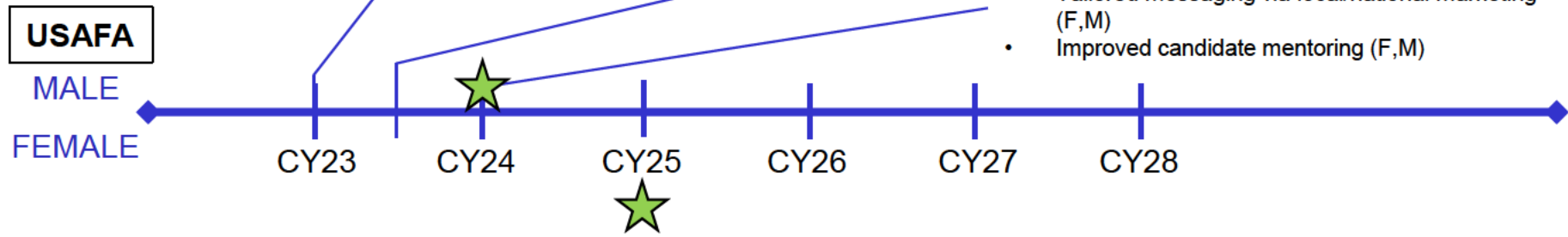


Gender	USAFA
Male (8.5%)	5.9%
Female (4.5%)	2.8%



# Asian

- Install AA LOE “champion”/ PACT BAWG coordination (F,M)
- Attend events: Focused on STEM/Space such as Society of Asian Scientist and Engineers, First Robotics (F, M)
- Influencer Events: Family, Educator Tour, Cong Staff Workshop, etc.(F,M)
- Monitor/Access Asian progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRP conducted by cadet (F, M)
- Tailored messaging via local/national marketing (F,M)
- Improved candidate mentoring (F,M)



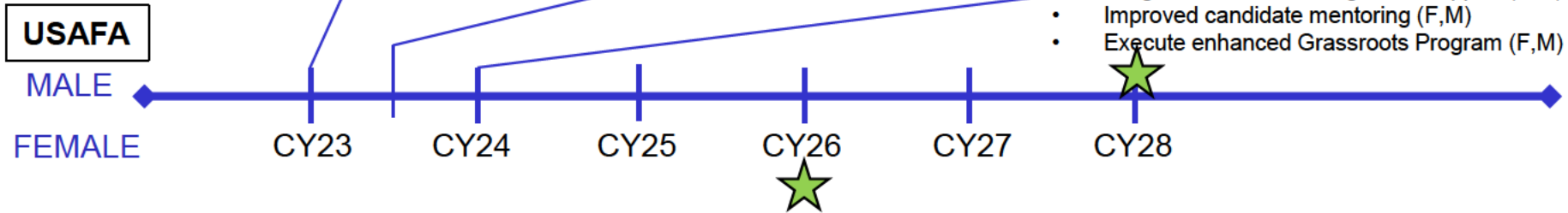
Gender	USAFA
Male (6.5%)	6.8%
Female (3.5%)	2.7%



# American Indian / Native Alaskan

- Install AI/NA LOE “champion”/ INET BAWG coordination (F,M)
- Attend events: AISES, national and regional Pow Wow events, etc. (F, M)
- Strategic AA hiring (F, M)
- Influencer Events: Family/Tribal leaders, Educator Tour, Cong Staff Workshop, etc.(F,M)

- Monitor/Access AI/NA progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRP conducted by cadet
- Tailored local/national messaging (F,M)
- Integrate AI/NA recruiting cadet support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)



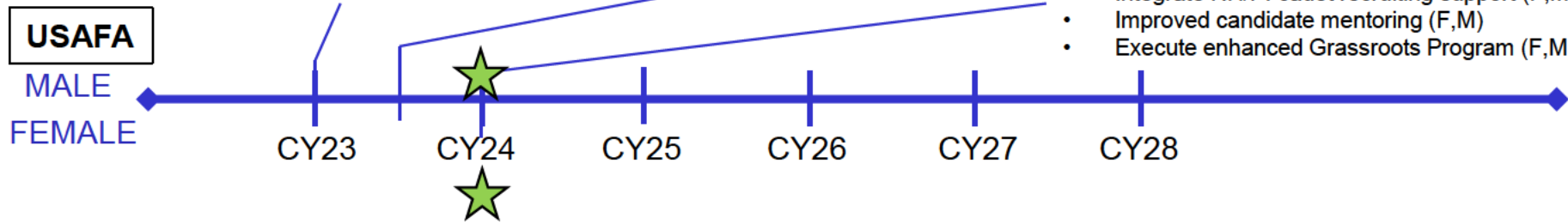
Gender	USAFA
Male (1.0%)	0.5%
Female (0.5%)	0.3%



# Native Hawaiian / Other Pacific Islander

- Install NH/PI LOE “champion”/ PACT BAWG coordination (F,M)
- Conduct comprehensive Pacific Outreach Event covering several locations (F, M)
- Influencer Events: Family/Tribal leaders, Educator Tour, Cong Staff Workshop, etc.(F,M)

- Monitor/Access NH/PI progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSR conducted by cadet
- Tailored local messaging broadcast in Pacific (F,M)
- Integrate NH/PI cadet recruiting support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)

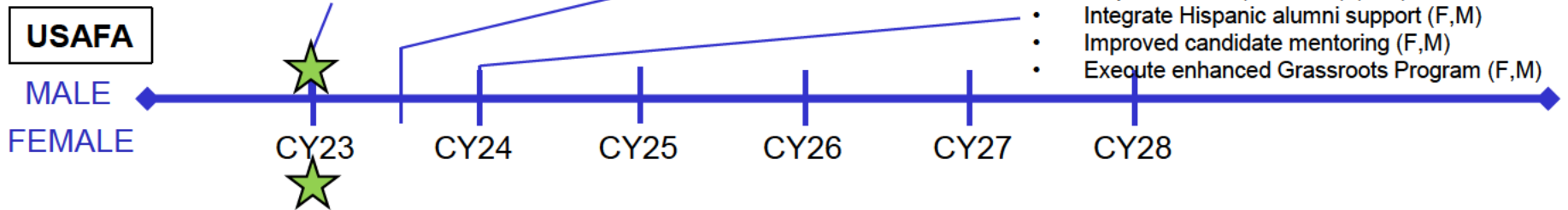


Gender	USAFA
Male (0.5%)	0.5%
Female (0.5%)	0.3%



# Hispanic / Latino

- Install AA LOE “champion”/ HEAT BAWG coordination (F,M)
- Attend events: CUBE, National Hispanic College Fairs, GMiS, etc. (F, M)
- Incorporate Hispanic Senior Leaders into outreach engagements
- Strategic AA hiring with Spanish language skills (F, M)
- Influencer Events: Family (in Spanish), Educator Tour, Cong Staff Workshop, CUBE, etc.(F,M)
- Monitor/Access Hispanic progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRP conducted by cadet
- Tailored local/national messaging. Appropriate for Hispanic reach (Univision) (F,M)
- Integrate Hispanic alumni support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)



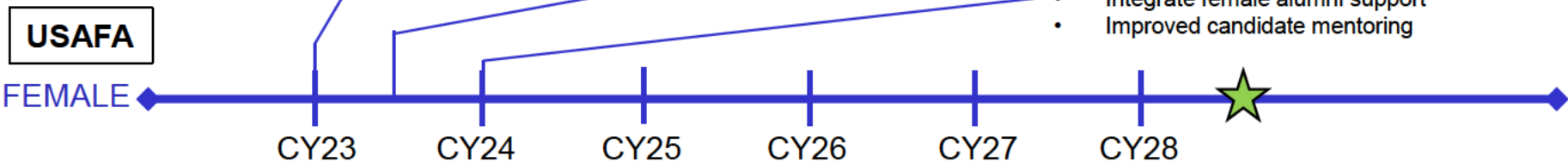
Gender	USAFA
Male (9.5%)	10.7%
Female (5.5%)	5.3%



# Female

- Install Female LOE “champion”/WIT BAWG coordination
- Attend events: Women in Aviation, Society of Women Engineers, Women of Color STEM Conf, etc.
- Incorporate Women Senior Leaders in targeted outreach
- Strategic AA hiring: CL27 33% female. Look to increase
- Influencer Events: Parents, Educator Tour, Cong Staff Workshop, etc.

- Monitor/Access Female progress
- Adjust CL28 following CL27 assessment
- Strategic name buys for direct marketing
- CSRP conducted by cadet
- Tailored messaging via local/national marketing
- Integrate female alumni support
- Improved candidate mentoring



Gender	USAFA
Female (36%)	29.2%



---

# ***AETC BACK-UPS***



# Applicant Pool Goals

**G  
O  
A  
L  
S**

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	E T H N I C I T Y	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%
<b>USAFA</b>							
Male (70.8%)	48%	5.9%	6.8%	.5%	.5%		10.7%
Female (29.2%)	19.2%	2.8%	2.7%	.3%	.3%		5.1%
Total	67.2%	8.7%	9.5%	.8%	.8%		15.8%
<b>FY23 AFROTC*</b>							
Male (69.8%)	51.9%	7.1%	9.7%	1.6%	1.2%		12.4%
Female (30.2%)	19.5%	5.2%	4.6%	0.8%	0.6%		6.7%
Total	71.4%	12.3%	14.3%	2.4%	1.8%		19.1%

\*Diverse race percentage calculations include those cadets who identified as multiracial



**Meets or Exceeds Goal**

**Within One Percent of Meeting Goal**

**More Than One Percent of Meeting Goal**





# Applicant Pool Data

## AFROTC Freshman Class

Ethnicity*		
Hispanic/Latino (15%)	627 (19.4%)	
Female (5.5%)	228 (7.1%)	
Male (9.5%)	399 (12.3%)	
Non-Hispanic/Latino	2,603 (80.6%)	

\*Percentage calculations do not include 195 cadets who did not report ethnicity

Gender	
Females (36%)	1,086 (31.7%)
Males (64%)	2,339 (68.3%)
No Response	0

Meet or Exceed Goal

Do Not Meet or Exceed Goal

No Goal Established

Race**			
Black/African American (13.0%)		295 (9.2%)	
Female (4.5%)	147 (4.6%)	Male (8.5%)	148 (4.6%)
Asian (10.0%)		276 (8.6%)	
Female (3.5%)	92 (2.9%)	Male (6.5%)	184 (5.7%)
American Indian/Native Alaskan (1.5%)		25 (0.8%)	
Female (0.5%)	9 (0.3%)	Male (1.0%)	16 (0.5%)
Native Hawaiian/Pacific Islander (1.0%)		12 (0.4%)	
Female (0.5%)	4 (0.1%)	Male (0.5%)	8 (0.3%)
White (67.5%)		2,307 (72.1%)	
Female (24.5%)	661 (20.7%)	Male (43%)	1,646 (51.4%)
More Than One Race (7.0%)		286 (8.9%)	
Female (2.5%)	96 (3.0%)	Male (4.5%)	190 (5.9%)

\*\*Percentage calculations do not include 224 cadets who did not report race

Data represents incoming Freshman AFROTC Class; There are multiple entry/exit points and data will change prior to selection for commission in FY26/27



# AETC Applicant Pool Data

As detailed in the AETC Officer Source of Commission Applicant Pool Goals Plan, Nov 2022

## 3.1. AIR FORCE RESERVE OFFICER TRAINING CORPS (AFROT)C

AFROT Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%

## 3.2. AIR FORCE RECRUITING SERVICE (AFRS)

AIR FORCE RECRUITING SERVICE APPLICANTS									
Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%	No Goal	1.4%	
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%



# AETC Goals

## Lines of Effort: Increase applicant pool representation

- **LOE: Scholarships (near-term)**
  - LOE a: Expanded in-college scholarships
  - LOE b: J100 JROTC Scholarship Program
  - LOE c: HBCU Scholarship
  - LOE d: HBCU/HSI University Partnership Program (Concept)
- **LOE: Cadet Language Immersion Program (CLIP) (near-term)**
  - Immersive DLI led ESL seminar; 68% participants incr'd AFOQT
- **LOE: Pre-commissioned Focused Outreach Programs (near-term) and (long-term)**
  - LOE a: HIGH Flight Academy
  - LOE b: AIM Wing Program
  - LOE c: GO Inspire
  - LOE d: Inspire Operations
  - LOE e: Minority Service Institute (long-term)
- **LOE: Multi-media Marketing and Advertising (AFRS) (mid-term)**
- **LOE : AF Enlisted and Commissioning Portal Modernization (mid term)**
- **LOE: Pre-accession Programs (long-term)**
  - LOE a: AFROTC Gold Bar Program
  - LOE b: JROTC Flight Academy (Private Pilot Cert)
  - LOE c: Resource JROTC – Instructor contracts/cadet funds

List of LOEs are not all encompassing



# Timeline

## AFRS Applicant Pool Data Timeline

	2022 SecAF Applicant Pool Goals	FY22	Comments	Expected Time to Meet/Exceed Goal
American Indian/Alaska Native	1.50%	1.50%		
Asian	10%	6.60%	Within 4% of Aspirational Goal	2029
Black or African American	13%	9.90%	Within 4% of Aspirational Goal	2029
Native Hawaiian/Pacific Islander	1%	2.10%		2029
White	<= 67.5%	74.40%		2029
Multiracial	7% (from footnote)	7.06%	Exceeding Aspirational Goal by .06%	Exceeded
<b>Ethnicity</b>				
Hispanic/Latino	15%	13.30%	Within 2% of Aspirational Goal	2029
Non-Hispanic/Latino	No Goal	86.70%	No Goal	N/A
<b>Gender</b>				
Female	36%	17.00%	Within 19% of Aspirational Goal	2029
Male	<= 64%	84.70%		2029

## AFROTC Applicant Pool (AS100, 200, 250, 500) Enrollment Data\*

	2022 SecAF Applicant Pool Goals	AY22-23	Comments	Expected Time to Meet/Exceed Goal
American Indian/Alaska Native	1.50%	0.50%	Within 1% of Aspirational Goal	2027
Asian	10%	9%	Within 1% of Aspirational Goal	2027
Black or African American	13%	10%	Within 3% of Aspirational Goal	2029
Native Hawaiian/Pacific Islander	1%	0.50%	Within .5% of Aspirational Goal	2027
White	<= 67.5%	71%	Within 3.5% of Aspirational Goal	2029
Multiracial	7% (from footnote)	9%	Exceeding Aspirational Goal by 2%	Exceeded
<b>Ethnicity</b>				
Hispanic/Latino	15%	19%	Exceeding Aspirational Goal by 4%	Exceeded
Non-Hispanic/Latino	No Goal	81%	No Goal	N/A
<b>Gender</b>				
Female	36%	30%	Within 6% of Aspirational Goal	2029
Male	<= 64%	70%		2029



# AETC Applicant Pool Data

AFROTC Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%



# Air Force Recruiting Service Applicants

## AIR FORCE RECRUITING SERVICE APPLICANTS

Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%	No Goal	1.4%	
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%



# Ongoing Initiatives

## AFROTC

- **Applicant Pool = 58% URG; 30% female**
- High School Scholarship Program:
  - **4-year tuition/fees**
    - Nation's top-talent
    - Technical Degree emphasis
  - **In-College Scholarship Program:**
    - 2-3 year tuition/fees
    - Tech & Non-Tech focused
  - **Cadet Language Immersion Program:**
    - Immersive DLI led ESL seminar
    - 68% participants incr'd AFOQT
  - **Gold Bar Program (AFRS Inbedded)**
    - 40 Board Selected 2Lt recruiters
    - 2K+ events/7K+ HSSP applicants

## AFRS

- **National Marketing**
  - FY22Q4 racial & ethnic spending media spend at 38%, up 3% from previous period
  - 54.9% focused on females
- **AIM HIGH Flight Academy**
  - 3wk flt training for HS students & cadets
  - 72 seats expanded to 200+ seats
  - Was 1 location, now 5, 3 more pending
  - 1 HSI and 1 HBCU signed for next summer, 2 additional HBCUs pending
- **AIM Wing Program**
  - Fighter Wing RDI outreach - 3 Wings in CY21, now 34
  - Coordinating w/ local recruiters, Gold Bars, Academy Advisors, and AIM mentors

## JROTC

- **Population = 59% URG; 40% female**
- **J100 Program:**
  - 100 full-ride scholarships
  - Any ROTC affiliated university
  - Tuition, fees, room included
  - 79% URG; 55% female ('21 sel's)
- **AFJROTC Flight Academy:**
  - 78% PPC graduation rate
  - 60% URG participation 2022
  - 46% grads military affiliated



(b) (5)

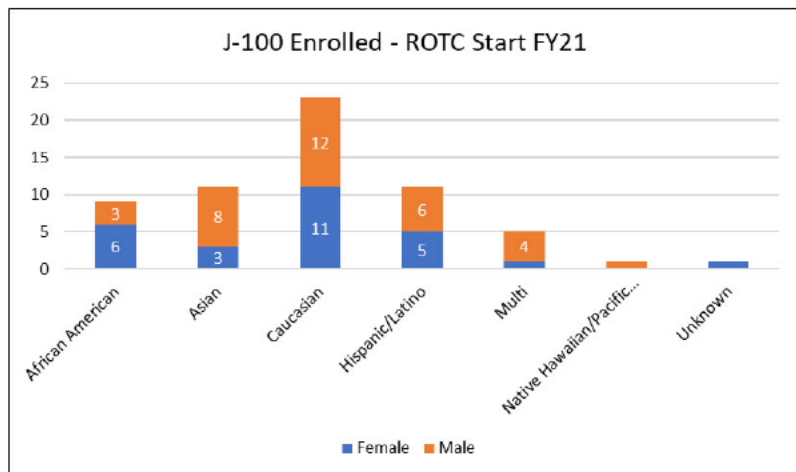


(b) (5)

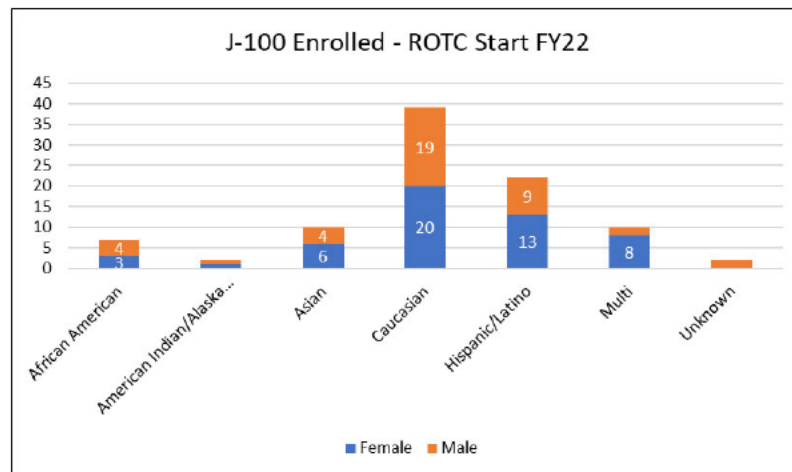


# J-100 Scholarships

## (153 Total Enrolled as of 23 Aug 2022)



Race/Ethnicity	Female	% Female	Male	% Male	Total
African American	6	67%	3	33%	9
Asian	3	27%	8	73%	11
Caucasian	11	48%	12	52%	23
Hispanic/Latino	5	45%	6	55%	11
Multi	1	20%	4	80%	5
Native Hawaiian/Pacific Islander	0	0%	1	100%	1
Unknown	1	100%	0	0%	1

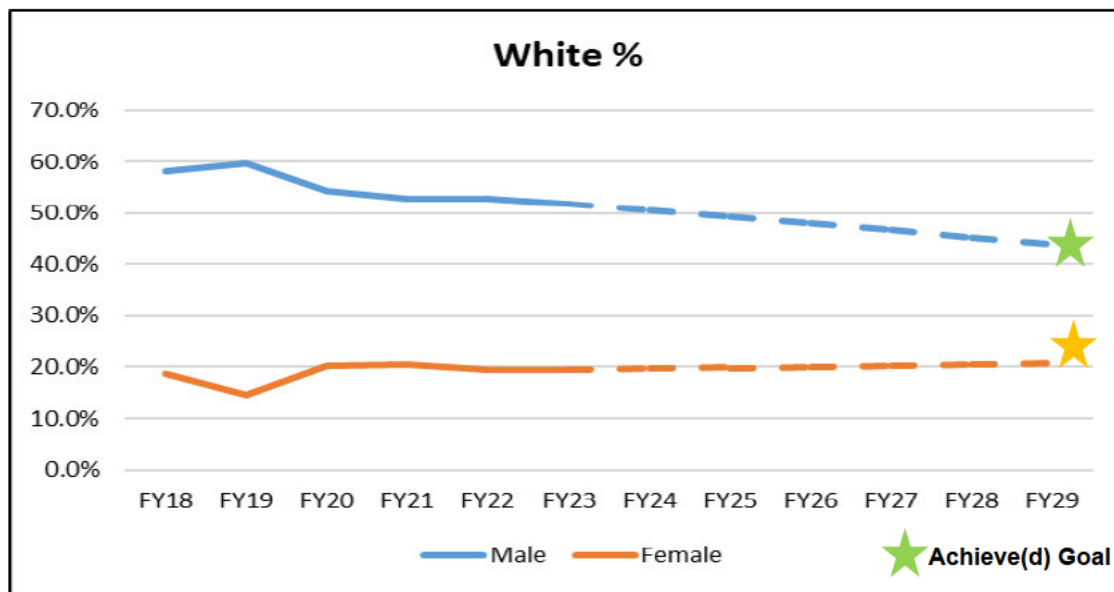


Race/Ethnicity	Female	% Female	Male	% Male	Total
African American	3	43%	4	57%	7
American Indian/Alaska Native	1	50%	1	50%	2
Asian	6	60%	4	40%	10
Caucasian	20	51%	19	49%	39
Hispanic/Latino	13	59%	9	41%	22
Multi	8	80%	2	20%	10
Unknown	0	0%	2	100%	2



# AFROTC White

Gender	FY23 AFROTC	RAND Eligible/Recruitable
Male (43%)	51.9%	71%
Female (24.5%)	19.5%	



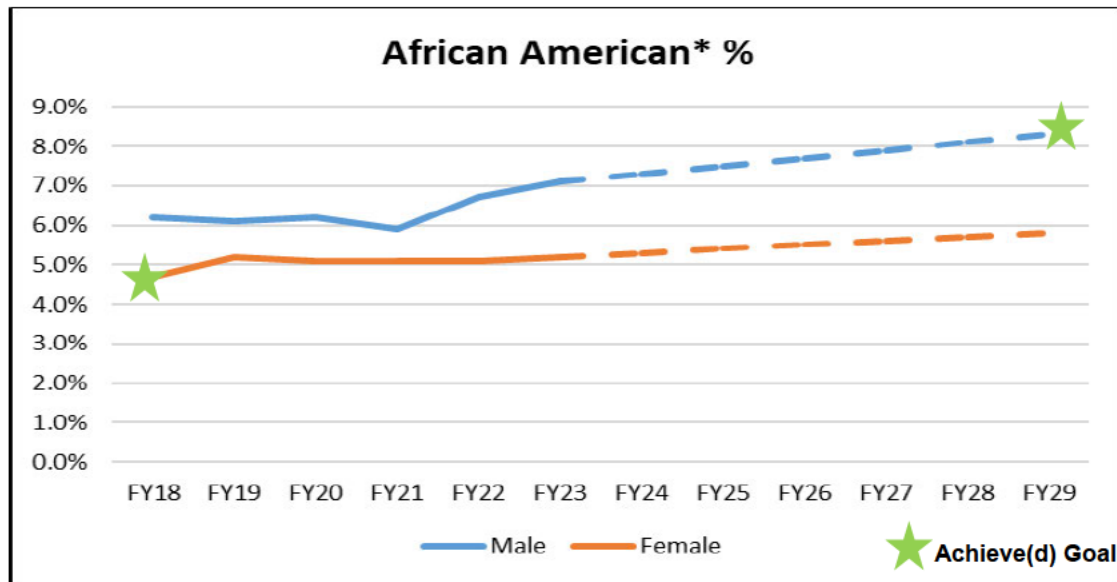
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Language Imrsn Pgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
HBCU Scholarships	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**White male population will decline as other demographics increase**



# AFROTC Black / African American

Gender	FY23 AFROTC*	RAND Eligible/ Recruitable
Male (8.5%)	7.1%	7%
Female (4.5%)	5.2%	



\*includes multiracial cadets who identified as African American

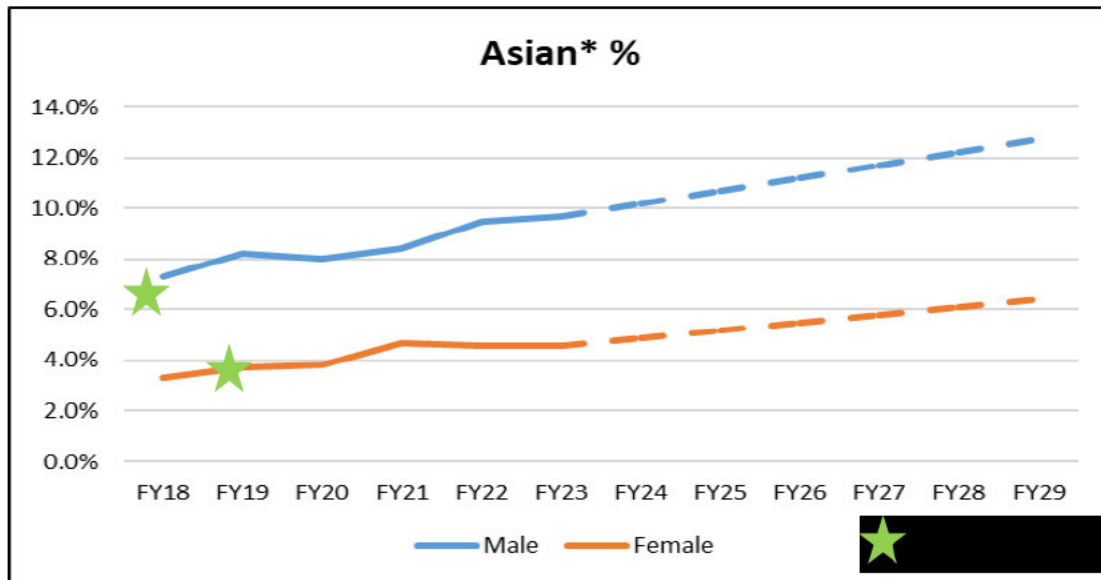
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	AFROTC.COM Website	University Partnership Program
J-100 Scholarship Program	AFJROTC Flight Academy	Detachment Recruiting Officers
HBCU Scholarships	AFOQT Initiatives	Expanded AFROTC Opportunities

**Target male population through ongoing programs and marketing – met female goal**



# AFROTC Asian

Gender	FY23 AFROTC*	RAND Eligible/Recruitable
Male (6.5%)	9.7%	10%
Female (3.5%)	4.6%	



\*includes multiracial cadets who identified as Asian

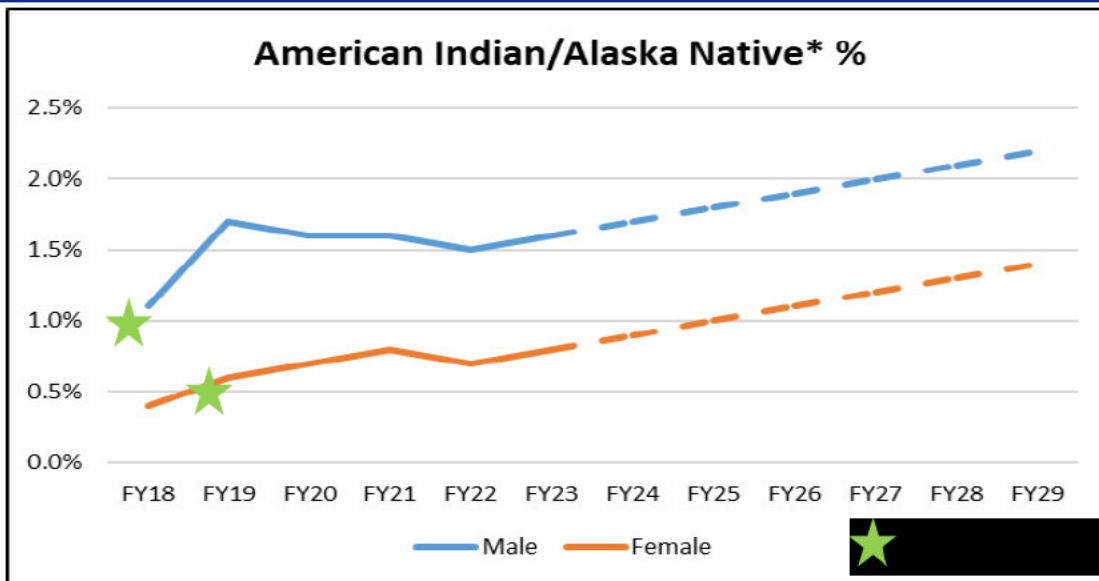
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the Asian demographic**



# AFROTC American Indian / Alaska Native

Gender	FY23 AFROTC*
Male (1.0%)	1.6%
Female (0.5%)	0.8%



\*includes multiracial cadets who identified as American Indian/Alaska Native

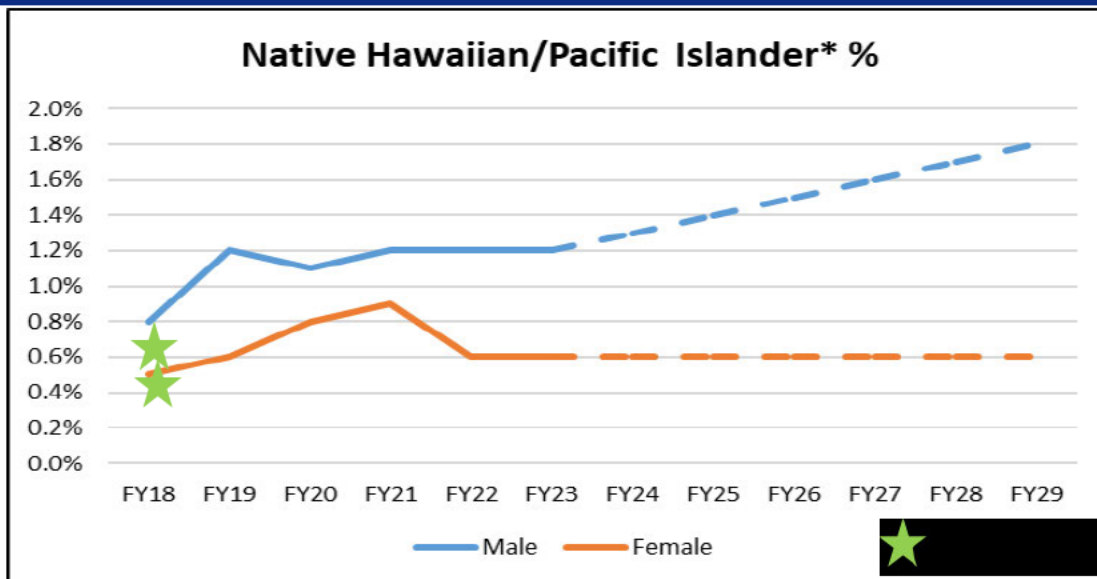
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the American Indian / Alaska Native demographic**



# AFROTC Native Hawaiian / Pacific Islander

Gender	FY23 AFROTC*
Male (0.5%)	1.2%
Female (0.5%)	0.6%



\*includes multiracial cadets who identified as Native Hawaiian/Pacific Islander

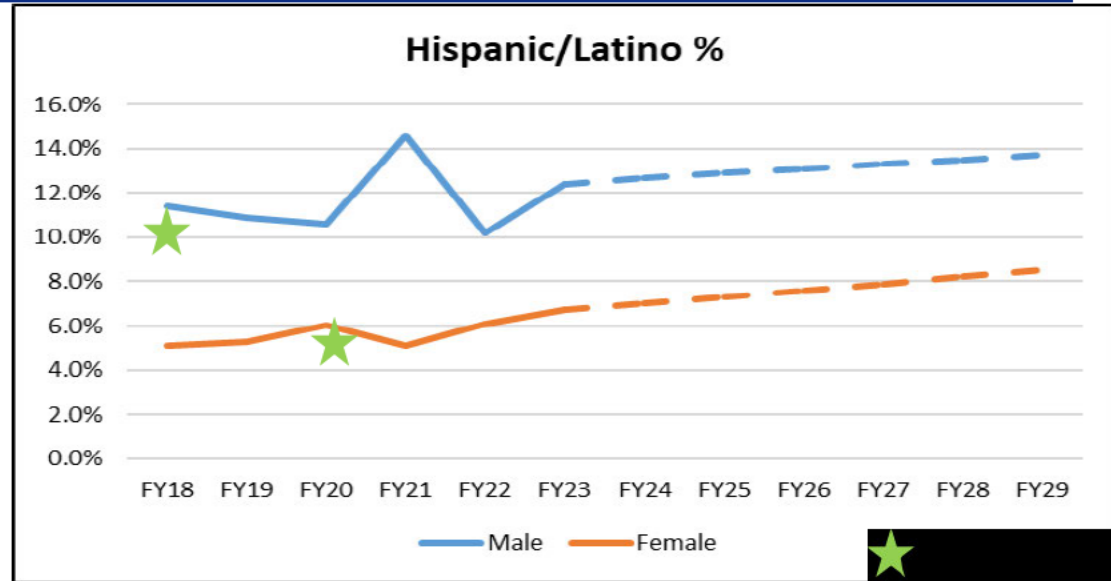
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the Native Hawaiian / Pacific Islander demographic**



# AFROTC Hispanic/Latino

Gender	FY23 AFROTC	RAND Eligible/ Recruitable
Male (9.5%)	12.4%	9%
Female (5.5%)	6.7%	



Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

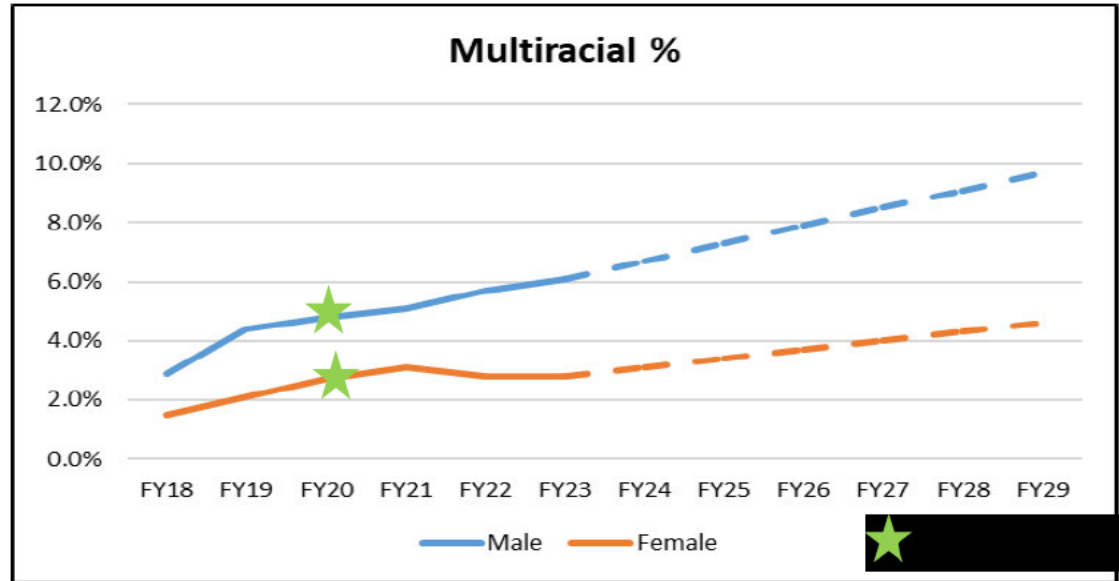
**On track to grow diversity in the Hispanic/Latino demographic**





# AFROTC Multiracial

Gender	FY23 AFROTC
Male (4.5%)	6.1%
Female (2.5%)	2.8%



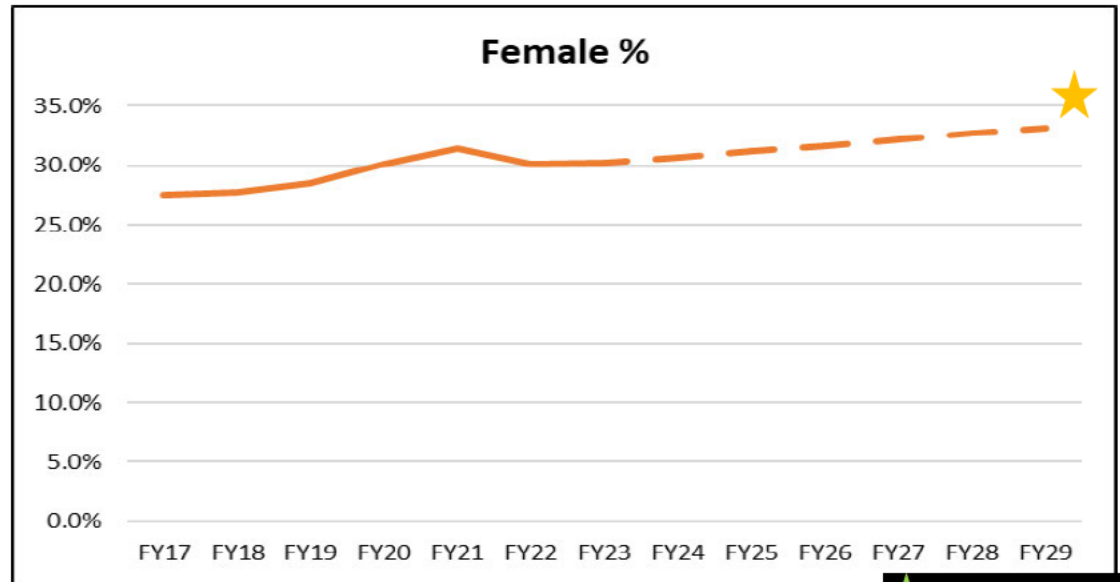
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
HBCU Scholarships	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**Fastest growing demographic – highlights changing demographic dynamics**



# AFROTC Female

Gender	FY23 AFROTC
Female (36.0%)	30.2%



Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**Requires increased Marketing / Advertising to augment ongoing programs**

# *Department of the Air Force*

---

*Integrity - Service - Excellence*

## **Officer Accession Applicant Pool Goals Diversity & Inclusion Outreach Plans**



(b) (6)

**SAF/MRM  
19 Jan 22  
Version 1**



# ***AGENDA***

---

- **Applicant Pool Goals & SoC Status**
  - **Timelines**
  - **Foundational Initiatives**
-



# Applicant Pool Goals SoC Current Status

DAF Applicant Pool Goals a/o 9 Aug 22							
Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	ETHNICITY	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%
USAFA Status							
Male (70.8%)	48%	5.9%	6.8%	.5%	.5%	10.7%	
Female (29.2%)	19.2%	2.8%	2.7%	.3%	.3%	5.1%	
Total	67.2%	8.7%	9.5%	.8%	.8%	15.8%	
AFROTC Status							
Male (69.8%)	51.9%	7.1%	9.7%	1.6%	1.2%	12.4%	
Female (30.2%)	19.5%	5.2%	4.6%	.8%	.6%	6.7%	
Total	72.1%	9.2%	8.6%	.8%	.4%	19.4%	

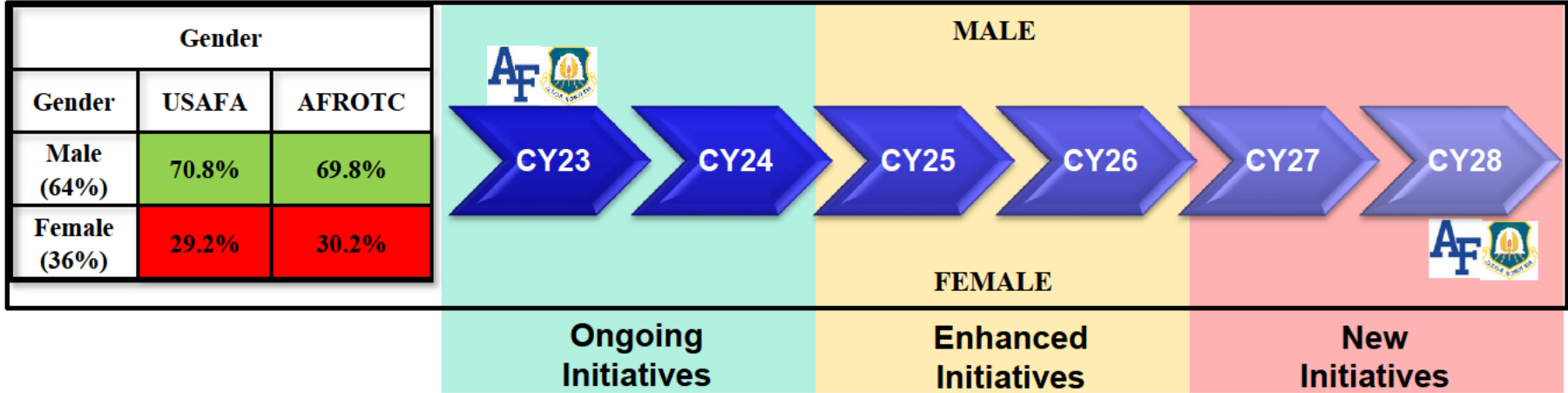
**Legend**

	Meets or Exceeds Goal
	Within One Percent of Meeting Goal
	More Than One Percent of Meeting Goal

*Slide with and without “more than one race” included.*

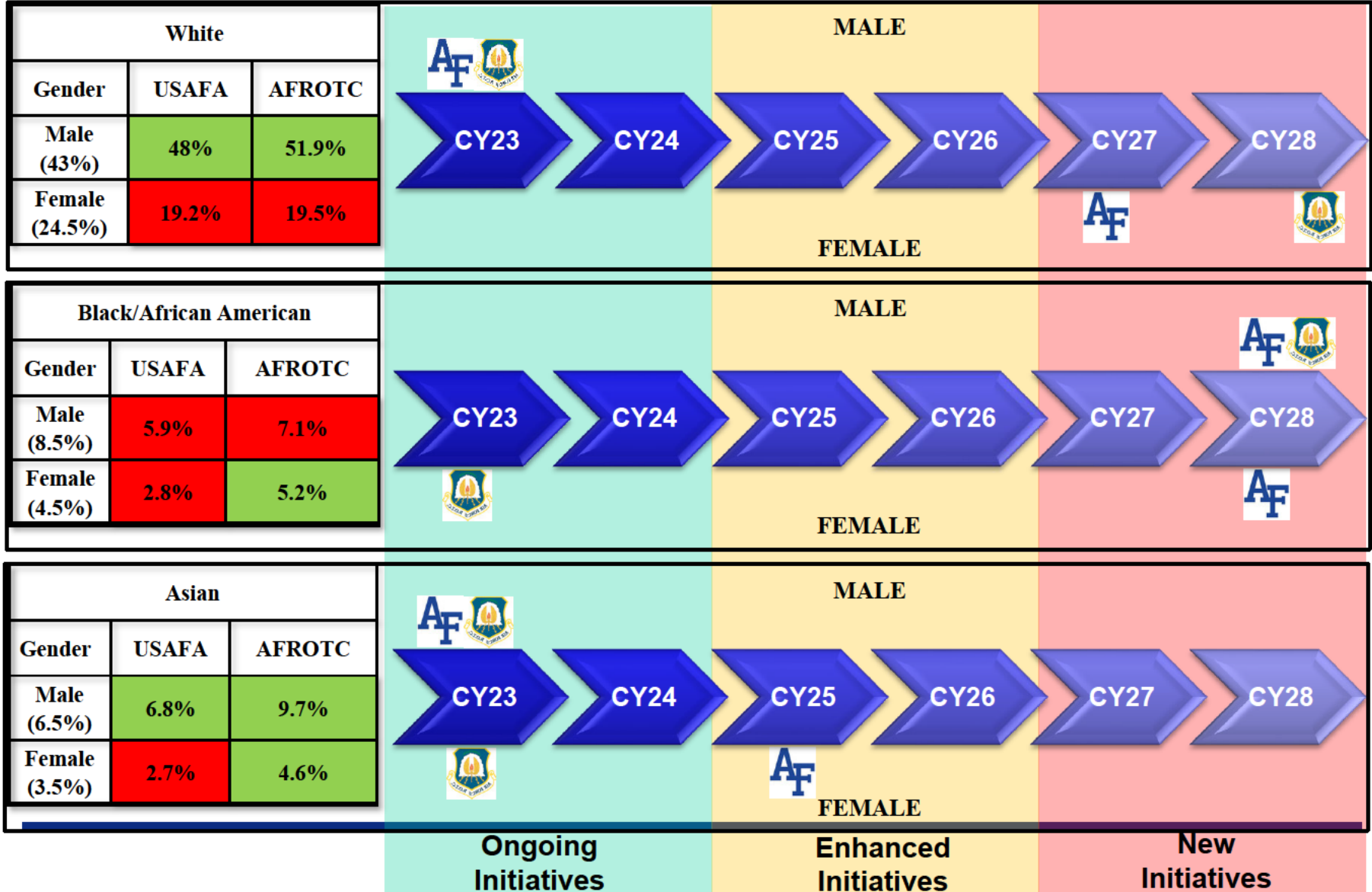


# Gender Diversity



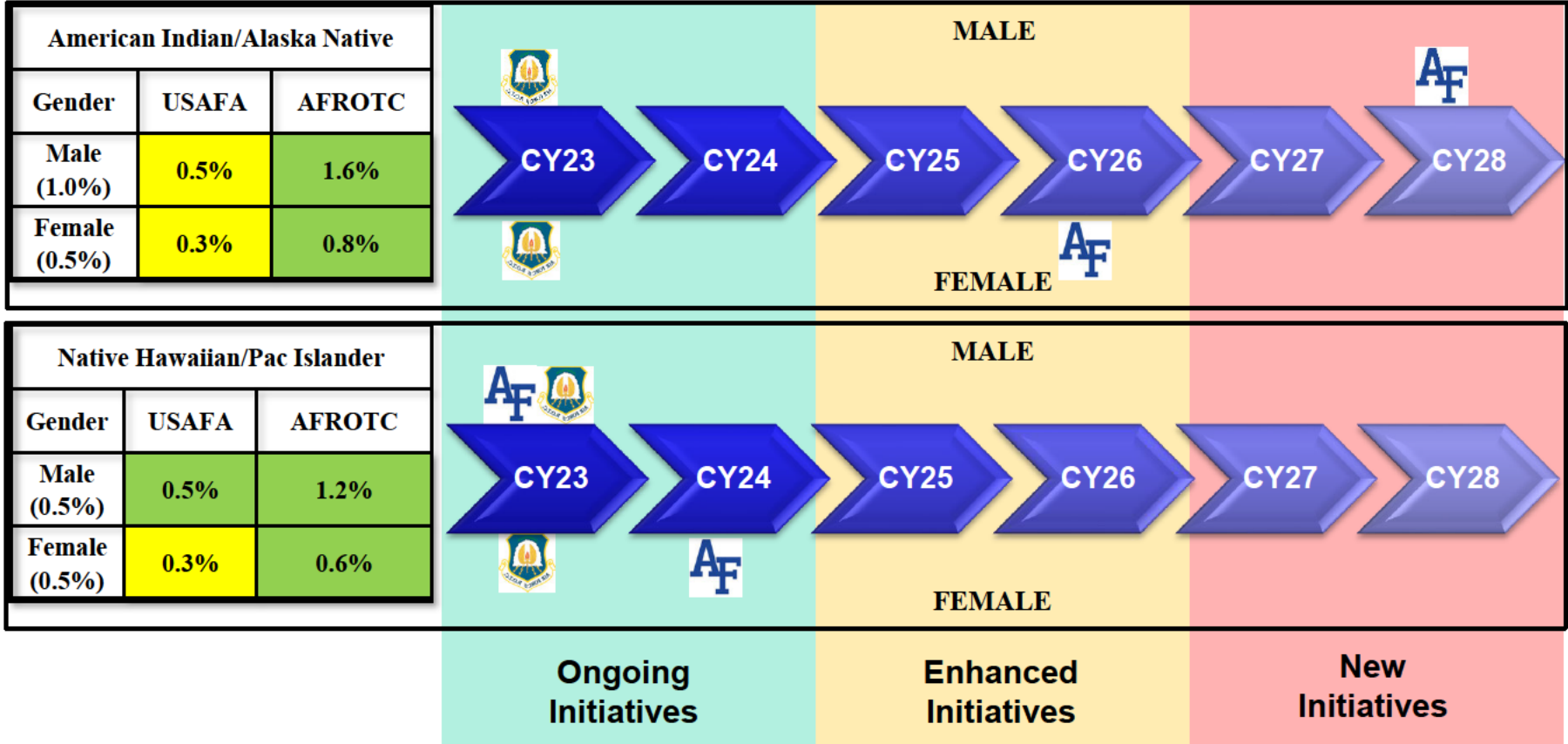


# Racial Diversity





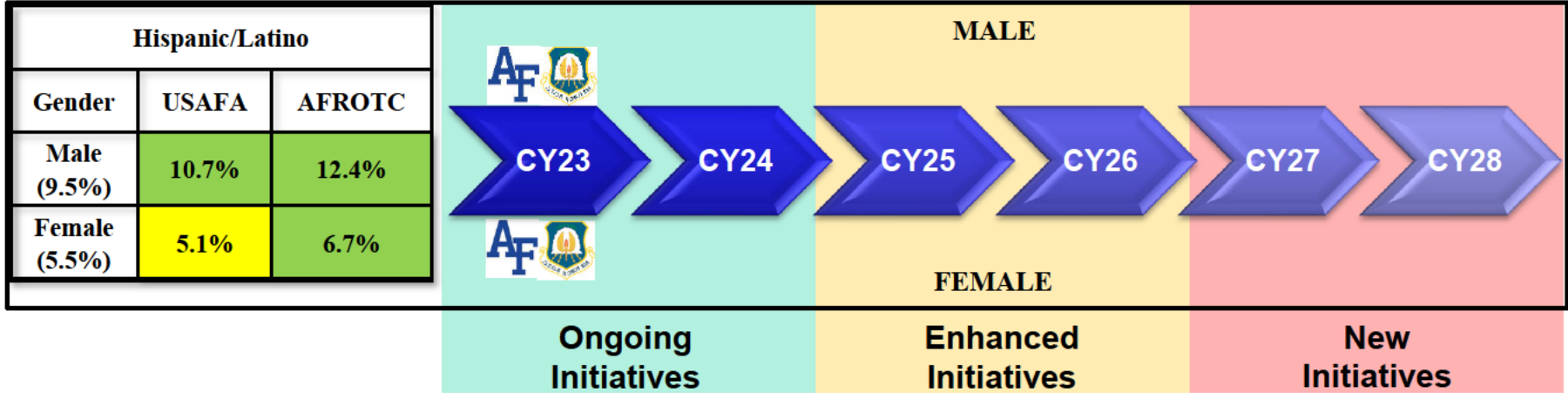
# Racial Diversity (Cont)







# Ethnic Diversity





# Multi-racial Diversity

Diversity & Inclusion Goals*	White (X%)	Black / African American (X%)	Asian (X%)	American Indian / Native Alaskan (X%)	Native Hawaiian / Other Pacific Islander (X%)	E T H N I C I T Y	Hispanic / Latino (X%)
Male							
Female							



# Ongoing Initiatives

## USAFA

- Opportunity District Engagement/Tracking
- Relationship w/ SAF/DI to identify beneficial partnerships
- Engage organizations that address strategic needs:
  - American Indian Science and Engineering Society
  - Black Engineer of the Year Awards
  - National Hispanic College Fair
  - National Society of Black Engineers
  - Society of Asian Scientists and Engineers
  - Women of Color STEM Conference
- Conduct recruiting events that address strategic needs
  - Falcon Visitation Experience
  - Summer Seminar
- Partner with nominating authorities to support their efforts
- Track applicant engagement/mentorship
- Track applicant completion rates
- Develop data collection survey for application non-completion
- Track appointee acceptance/declination rates
- Develop data collection survey for appointee declination
- Needs-assessment survey sent to Opportunity District Congressional Offices ahead of CP28
- Track Opportunity District improvement defined by increased representation at USAFA (also tracking candidate progression)

## AETC

- In-College Scholarship Program
- Cadet Language Immersion Program
- Gold Bar Program
- AFJROTC Flight Academy
- AIM HIGH Flight Academy
- J-100 Scholarship Program
- HBCU Scholarships
- AFOQT Initiatives



What We Are Currently Doing With Existing Resources

(b) (5)

(b) (5)

(b) (5)

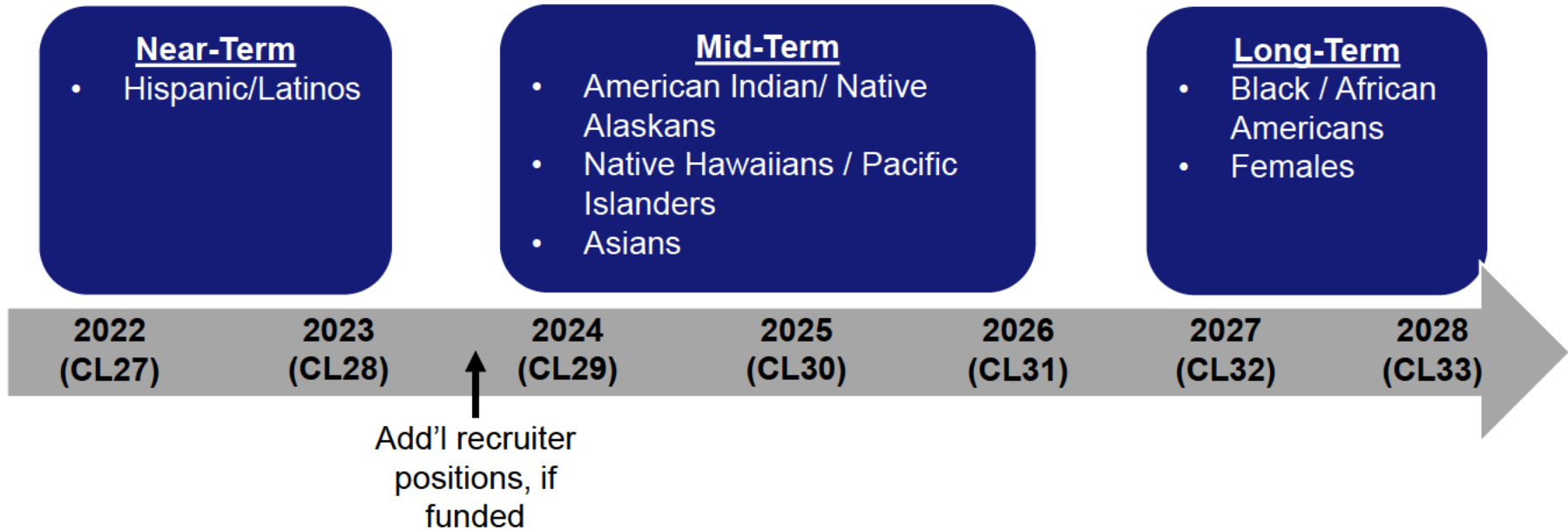


---

# ***USAFA BACK-UPS***



# Female Roll-Up



- **USAFA Admissions makes continuous adjustments based on:**
  - **Current status with respect to applicant pool goals**
  - **Results of previous efforts**
  - **New insights from AF Recruiting Service & GSD&M**
  - **Available resources**





# Applicant Pool Data

## ■ Class of 2026 Applicant Data vs. 2022 Applicant Pool Goals

Ethnicity		
Hispanic/Latino (15%)	1,330 (15.8%)	
Female (5.5%)	429 (5.1%)	
Male (9.5%)	901 (10.7%)	
Non-Hispanic/Latino	7,027 (83.8%)	
No Response	35 (0.4%)	

Gender	
Females (36%)	2,453 (29.2%)
Males (64%)	5,939 (70.8%)
No Response	0

Meet or Exceed Goal  
 Do Not Meet or Exceed Goal  
 No Goal Established

Race			
Black/African American (13.0%)		733 (8.7%)	
Female (4.5%)	239 (2.8%)	Male (8.5%)	494 (5.9%)
Asian (10.0%)		794 (9.5%)	
Female (3.5%)	225 (2.7%)	Male (6.5%)	569 (6.8%)
American Indian/Native Alaskan (1.5%)		63 (0.8%)	
Female (0.5%)	29 (0.3%)	Male (1.0%)	34 (0.5%)
Native Hawaiian/Pacific Islander (1.0%)		64 (0.8%)	
Female (0.5%)	29 (0.3%)	Male (0.5%)	35 (0.5%)
White (67.5%)		5,676 (67.7%)	
Female (24.5%)	1,607 (19.2%)	Male (43%)	4,069 (48.0%)
More Than One Race (7.0%)		865 (10.3%)	
Female (2.5%)	267 (3.2%)	Male (4.5%)	598 (7.1%)

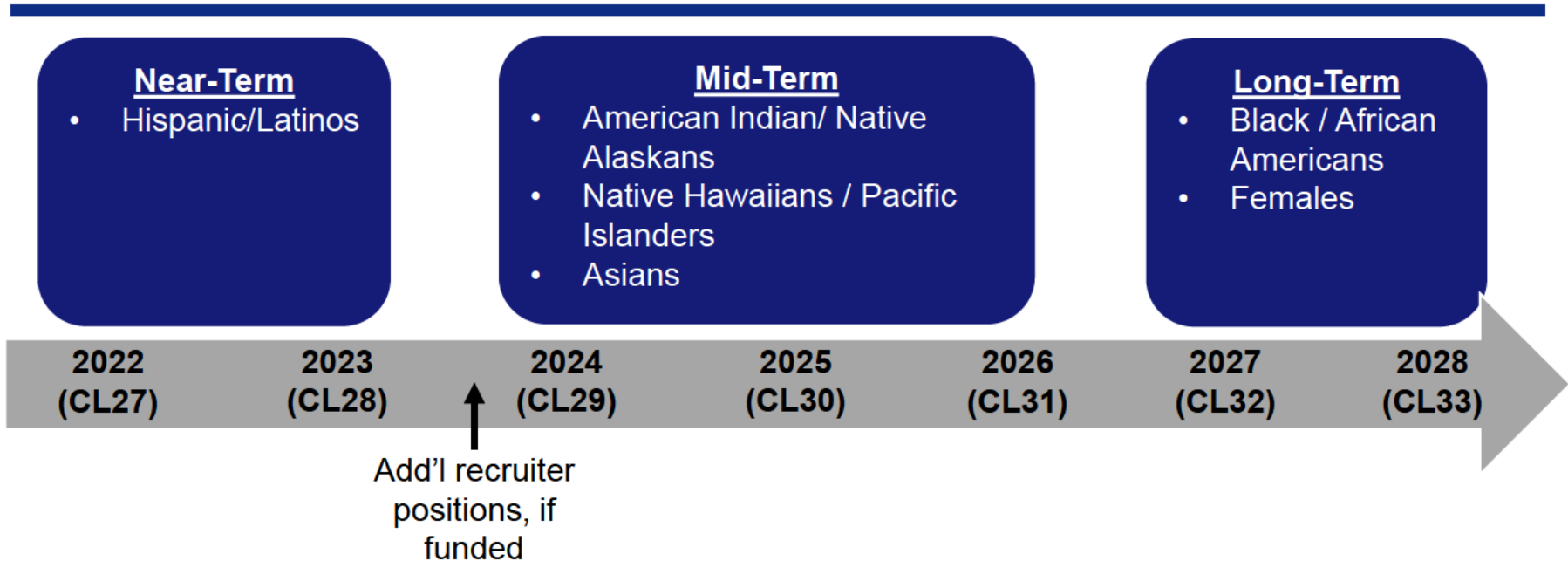


# Goals

- **Lines of Effort: Increasing applicant pool representation, candidate progression rates, and appointment acceptance rates for:**
  - **LOE 1a: Black/African Americans (Far, 5+ years)**
  - **LOE 1b: Females (Far, 5+ years)**
  - **LOE 1c: American Indian/Native Alaskans (Mid, 3-5 years)**
  - **LOE 1d: Native Hawaiians/Pacific Islanders (Mid, 3-5 years)**
  - **LOE 1e: Hispanics/Latinos (Near, 1-2 years)**
  - **LOE 1f: Asians (Mid, 3-5 years)**
- **Assigned Admissions “champion” to each community of interest**
  - **Outline plan for reaching each community of interest**
  - **Monitor progress toward applicant pool goals**
  - **Suggest changes to approach, if/when necessary**



# Timeline



- **USAFA Admissions makes continuous adjustments based on:**
  - **Current status with respect to applicant pool goals**
  - **Results of previous efforts**
  - **New insights from AF Recruiting Service & GSD&M**
  - **Available resources**



# White

- Install Female LOE “champion”/WIT BAWG coordination (F)
- Attend events: Women in Aviation, Society of Women Engineers, etc. (F)
- Strategic AA hiring: CL27 33% female (F)
- Increase selection rate for on-campus recruiting events (F)
- Influencer Events: Parents, Educator Tour, Cong Staff Workshop, etc.(F)

- Monitor/Access Female progress (F)
- Adjust CL28 following CL27 assessment
- Strategic “name buys” for direct marketing (F)
- CSRPs conducted by cadet
- Tailored messaging via local/national marketing (F)
- Integrate female alumni support (F)
- Improved candidate mentoring to app completion (F)
- Focused TF awareness efforts for 8-10<sup>th</sup> graders (F)

**USAFA**

MALE

FEMALE

CY23      CY24      CY25      CY26      CY27      CY28



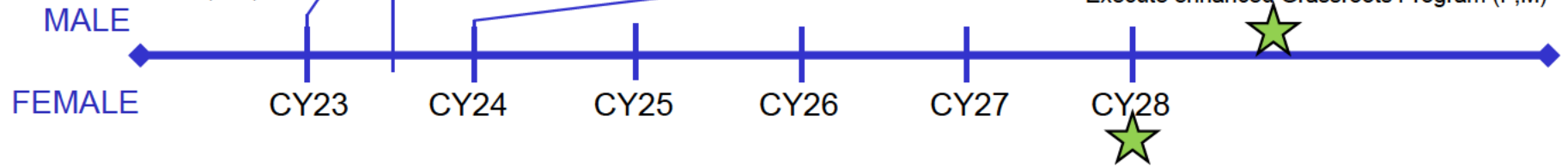
Gender	USAFA
Male (43%)	48%
Female (24.5%)	19.2%



# Black / African American

- Install AA LOE “champion”/ BEST BAWG coordination (F,M)
- Attend events: BEYA, Black College Expo, 100 Black Men of Atlanta/Chicago, Tuskegee Airman, NSBE, etc. (F, M)
- Strategic AA hiring: Increase AA representation (F, M)
- Incorporate AA Senior Leaders for expanded outreach
- Increase selection rate for on-campus recruiting events (F, M)
- Influencer Events: Family, Educator Tour, Cong Staff Workshop, CUBE, etc.(F,M)
- Monitor/Access AA progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRPs conducted by cadet
- Tailored local/national messaging (F,M)
- Integrate AA alumni support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)

**USAFA**

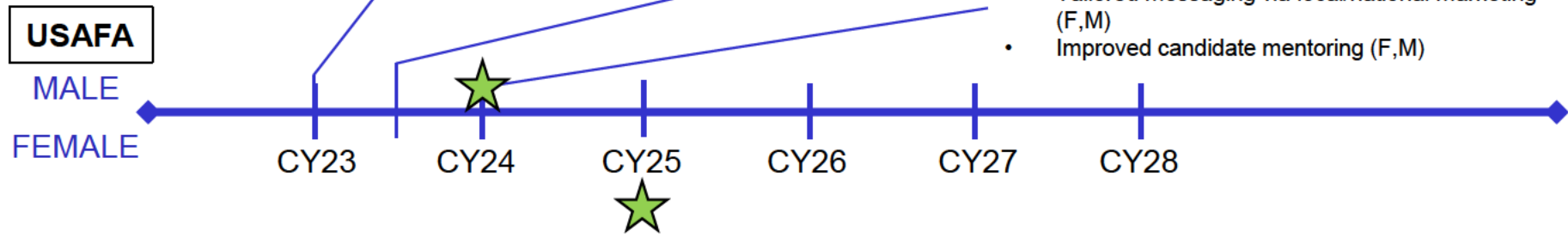


Gender	USAFA
Male (8.5%)	5.9%
Female (4.5%)	2.8%



# Asian

- Install AA LOE “champion”/ PACT BAWG coordination (F,M)
- Attend events: Focused on STEM/Space such as Society of Asian Scientist and Engineers, First Robotics (F, M)
- Influencer Events: Family, Educator Tour, Cong Staff Workshop, etc.(F,M)
- Monitor/Access Asian progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRP conducted by cadet (F, M)
- Tailored messaging via local/national marketing (F,M)
- Improved candidate mentoring (F,M)



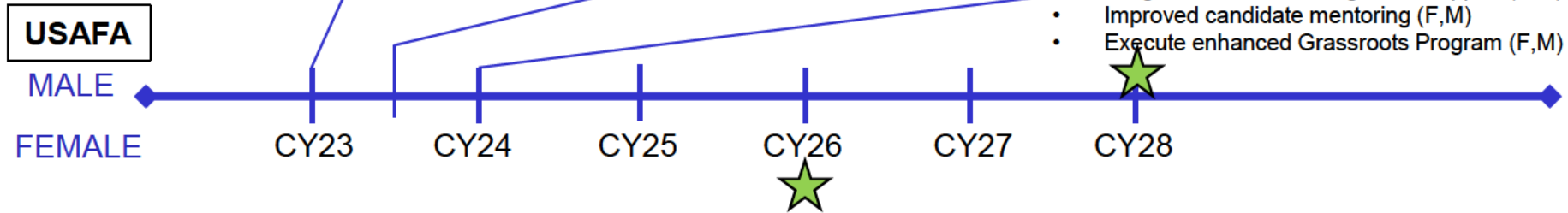
Gender	USAFA
Male (6.5%)	6.8%
Female (3.5%)	2.7%



# American Indian / Native Alaskan

- Install AI/NA LOE “champion”/ INET BAWG coordination (F,M)
- Attend events: AISES, national and regional Pow Wow events, etc. (F, M)
- Strategic AA hiring (F, M)
- Influencer Events: Family/Tribal leaders, Educator Tour, Cong Staff Workshop, etc.(F,M)

- Monitor/Access AI/NA progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRP conducted by cadet
- Tailored local/national messaging (F,M)
- Integrate AI/NA recruiting cadet support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)



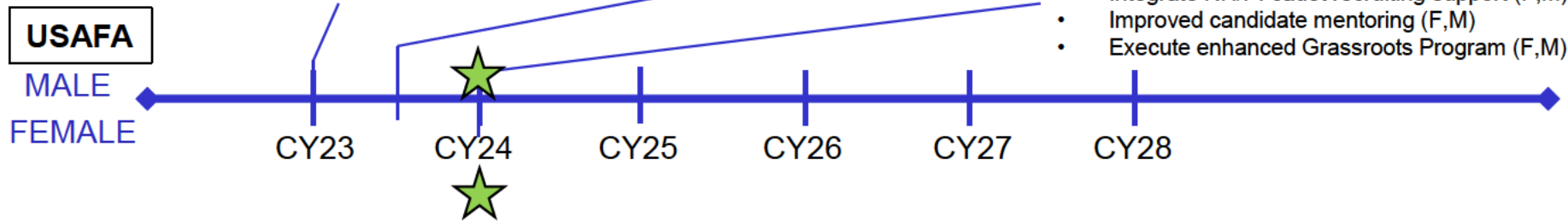
Gender	USAFA
Male (1.0%)	0.5%
Female (0.5%)	0.3%



# Native Hawaiian / Other Pacific Islander

- Install NH/PI LOE “champion”/ PACT BAWG coordination (F,M)
- Conduct comprehensive Pacific Outreach Event covering several locations (F, M)
- Influencer Events: Family/Tribal leaders, Educator Tour, Cong Staff Workshop, etc.(F,M)

- Monitor/Access NH/PI progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSR conducted by cadet
- Tailored local messaging broadcast in Pacific (F,M)
- Integrate NH/PI cadet recruiting support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)



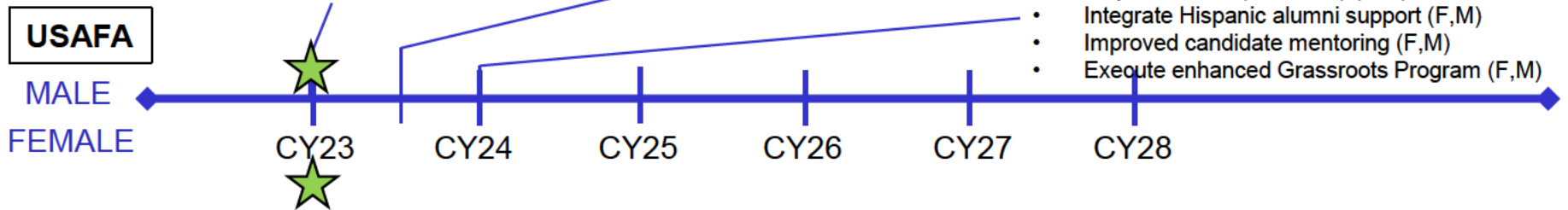
Gender	USAFA
Male (0.5%)	0.5%
Female (0.5%)	0.3%





# Hispanic / Latino

- Install AA LOE “champion”/ HEAT BAWG coordination (F,M)
- Attend events: CUBE, National Hispanic College Fairs, GMiS, etc. (F, M)
- Incorporate Hispanic Senior Leaders into outreach engagements
- Strategic AA hiring with Spanish language skills (F, M)
- Influencer Events: Family (in Spanish), Educator Tour, Cong Staff Workshop, CUBE, etc.(F,M)
- Monitor/Access Hispanic progress (F, M)
- Adjust CL28 following CL27 assessment (F,M)
- Strategic “name buys” for direct marketing (F,M)
- CSRPs conducted by cadet
- Tailored local/national messaging. Appropriate for Hispanic reach (Univision) (F,M)
- Integrate Hispanic alumni support (F,M)
- Improved candidate mentoring (F,M)
- Execute enhanced Grassroots Program (F,M)



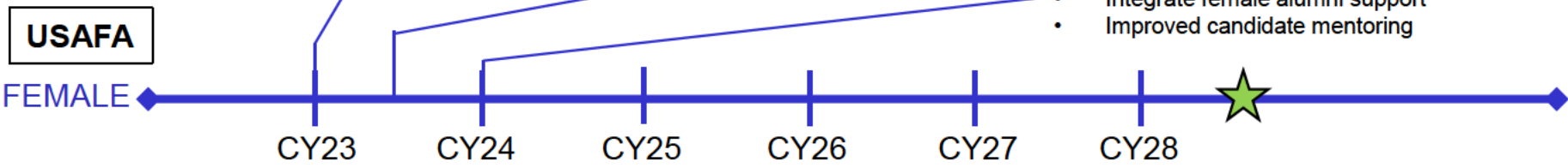
Gender	USAFA
Male (9.5%)	10.7%
Female (5.5%)	5.3%



# Female

- Install Female LOE “champion”/WIT BAWG coordination
- Attend events: Women in Aviation, Society of Women Engineers, Women of Color STEM Conf, etc.
- Incorporate Women Senior Leaders in targeted outreach
- Strategic AA hiring: CL27 33% female. Look to increase
- Influencer Events: Parents, Educator Tour, Cong Staff Workshop, etc.

- Monitor/Access Female progress
- Adjust CL28 following CL27 assessment
- Strategic name buys for direct marketing
- CSRP conducted by cadet
- Tailored messaging via local/national marketing
- Integrate female alumni support
- Improved candidate mentoring



Gender	USAFA
Female (36%)	29.2%



---

# ***AETC BACK-UPS***



# Applicant Pool Goals

**G  
O  
A  
L  
S**

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	E T H N I C I T Y	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%
<b>USAFA</b>							
Male (70.8%)	48%	5.9%	6.8%	.5%	.5%	10.7%	
Female (29.2%)	19.2%	2.8%	2.7%	.3%	.3%	5.1%	
Total	67.2%	8.7%	9.5%	.8%	.8%	15.8%	
<b>FY23 AFROTC*</b>							
Male (69.8%)	51.9%	7.1%	9.7%	1.6%	1.2%	12.4%	
Female (30.2%)	19.5%	5.2%	4.6%	0.8%	0.6%	6.7%	
Total	71.4%	12.3%	14.3%	2.4%	1.8%	19.1%	

\*Diverse race percentage calculations include those cadets who identified as multiracial



**Meets or Exceeds Goal**

**Within One Percent of Meeting Goal**

**More Than One Percent of Meeting Goal**



# Applicant Pool Data

## AFROTC Freshman Class

Ethnicity*		
Hispanic/Latino (15%)	627 (19.4%)	
Female (5.5%)	228 (7.1%)	
Male (9.5%)	399 (12.3%)	
Non-Hispanic/Latino	2,603 (80.6%)	

\*Percentage calculations do not include 195 cadets who did not report ethnicity

Gender	
Females (36%)	1,086 (31.7%)
Males (64%)	2,339 (68.3%)
No Response	0

Meet or Exceed Goal

Do Not Meet or Exceed Goal

No Goal Established

Race**			
Black/African American (13.0%)		295 (9.2%)	
Female (4.5%)	147 (4.6%)	Male (8.5%)	148 (4.6%)
Asian (10.0%)		276 (8.6%)	
Female (3.5%)	92 (2.9%)	Male (6.5%)	184 (5.7%)
American Indian/Native Alaskan (1.5%)		25 (0.8%)	
Female (0.5%)	9 (0.3%)	Male (1.0%)	16 (0.5%)
Native Hawaiian/Pacific Islander (1.0%)		12 (0.4%)	
Female (0.5%)	4 (0.1%)	Male (0.5%)	8 (0.3%)
White (67.5%)		2,307 (72.1%)	
Female (24.5%)	661 (20.7%)	Male (43%)	1,646 (51.4%)
More Than One Race (7.0%)		286 (8.9%)	
Female (2.5%)	96 (3.0%)	Male (4.5%)	190 (5.9%)

\*\*Percentage calculations do not include 224 cadets who did not report race

Data represents incoming Freshman AFROTC Class; There are multiple entry/exit points and data will change prior to selection for commission in FY26/27



# AETC Applicant Pool Data

As detailed in the AETC Officer Source of Commission Applicant Pool Goals Plan, Nov 2022

## 3.1. AIR FORCE RESERVE OFFICER TRAINING CORPS (AFROT)C

AFROT Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%

## 3.2. AIR FORCE RECRUITING SERVICE (AFRS)

AIR FORCE RECRUITING SERVICE APPLICANTS									
Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%	No Goal	1.4%	
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%



# AETC Goals

## Lines of Effort: Increase applicant pool representation

- **LOE: Scholarships (near-term)**
  - LOE a: Expanded in-college scholarships
  - LOE b: J100 JROTC Scholarship Program
  - LOE c: HBCU Scholarship
  - LOE d: HBCU/HSI University Partnership Program (Concept)
- **LOE: Cadet Language Immersion Program (CLIP) (near-term)**
  - Immersive DLI led ESL seminar; 68% participants incr'd AFOQT
- **LOE: Pre-commissioned Focused Outreach Programs (near-term) and (long-term)**
  - LOE a: HIGH Flight Academy
  - LOE b: AIM Wing Program
  - LOE c: GO Inspire
  - LOE d: Inspire Operations
  - LOE e: Minority Service Institute (long-term)
- **LOE: Multi-media Marketing and Advertising (AFRS) (mid-term)**
- **LOE : AF Enlisted and Commissioning Portal Modernization (mid term)**
- **LOE: Pre-accession Programs (long-term)**
  - LOE a: AFROTC Gold Bar Program
  - LOE b: JROTC Flight Academy (Private Pilot Cert)
  - LOE c: Resource JROTC – Instructor contracts/cadet funds

List of LOEs are not all encompassing



# Timeline

**AFRS Applicant Pool Data Timeline**

	2022 SecAF Applicant Pool Goals	FY22	Comments	Expected Time to Meet/Exceed Goal
American Indian/Alaska Native	1.50%	1.50%		
Asian	10%	6.60%	Within 4% of Aspirational Goal	2029
Black or African American	13%	9.90%	Within 4% of Aspirational Goal	2029
Native Hawaiian/Pacific Islander	1%	2.10%		2029
White	<= 67.5%	74.40%		2029
Multiracial	7% (from footnote)	7.06%	Exceeding Aspirational Goal by .06%	Exceeded
<b>Ethnicity</b>				
Hispanic/Latino	15%	13.30%	Within 2% of Aspirational Goal	2029
Non-Hispanic/Latino	No Goal	86.70%	No Goal	N/A
<b>Gender</b>				
Female	36%	17.00%	Within 19% of Aspirational Goal	2029
Male	<= 64%	84.70%		2029

**AFROTC Applicant Pool (AS100, 200, 250, 500) Enrollment Data\***

	2022 SecAF Applicant Pool Goals	AY22-23	Comments	Expected Time to Meet/Exceed Goal
American Indian/Alaska Native	1.50%	0.50%	Within 1% of Aspirational Goal	2027
Asian	10%	9%	Within 1% of Aspirational Goal	2027
Black or African American	13%	10%	Within 3% of Aspirational Goal	2029
Native Hawaiian/Pacific Islander	1%	0.50%	Within .5% of Aspirational Goal	2027
White	<= 67.5%	71%	Within 3.5% of Aspirational Goal	2029
Multiracial	7% (from footnote)	9%	Exceeding Aspirational Goal by 2%	Exceeded
<b>Ethnicity</b>				
Hispanic/Latino	15%	19%	Exceeding Aspirational Goal by 4%	Exceeded
Non-Hispanic/Latino	No Goal	81%	No Goal	N/A
<b>Gender</b>				
Female	36%	30%	Within 6% of Aspirational Goal	2029
Male	<= 64%	70%		2029





# AETC Applicant Pool Data

AFROTC Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%



# Air Force Recruiting Service Applicants

## AIR FORCE RECRUITING SERVICE APPLICANTS

Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%		No Goal	1.4%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%



# Ongoing Initiatives

## AFROTC

- **Applicant Pool = 58% URG; 30% female**
- High School Scholarship Program:
  - **4-year tuition/fees**
    - Nation's top-talent
    - Technical Degree emphasis
  - **In-College Scholarship Program:**
    - 2-3 year tuition/fees
    - Tech & Non-Tech focused
  - **Cadet Language Immersion Program:**
    - Immersive DLI led ESL seminar
    - 68% participants incr'd AFOQT
  - **Gold Bar Program (AFRS Inbedded)**
    - 40 Board Selected 2Lt recruiters
    - 2K+ events/7K+ HSSP applicants

## AFRS

- **National Marketing**
  - FY22Q4 racial & ethnic spending media spend at 38%, up 3% from previous period
  - 54.9% focused on females
- **AIM HIGH Flight Academy**
  - 3wk flt training for HS students & cadets
  - 72 seats expanded to 200+ seats
  - Was 1 location, now 5, 3 more pending
  - 1 HSI and 1 HBCU signed for next summer, 2 additional HBCUs pending
- **AIM Wing Program**
  - Fighter Wing RDI outreach - 3 Wings in CY21, now 34
  - Coordinating w/ local recruiters, Gold Bars, Academy Advisors, and AIM mentors

## JROTC

- **Population = 59% URG; 40% female**
- **J100 Program:**
  - 100 full-ride scholarships
  - Any ROTC affiliated university
  - Tuition, fees, room included
  - 79% URG; 55% female ('21 sel's)
- **AFJROTC Flight Academy:**
  - 78% PPC graduation rate
  - 60% URG participation 2022
  - 46% grads military affiliated

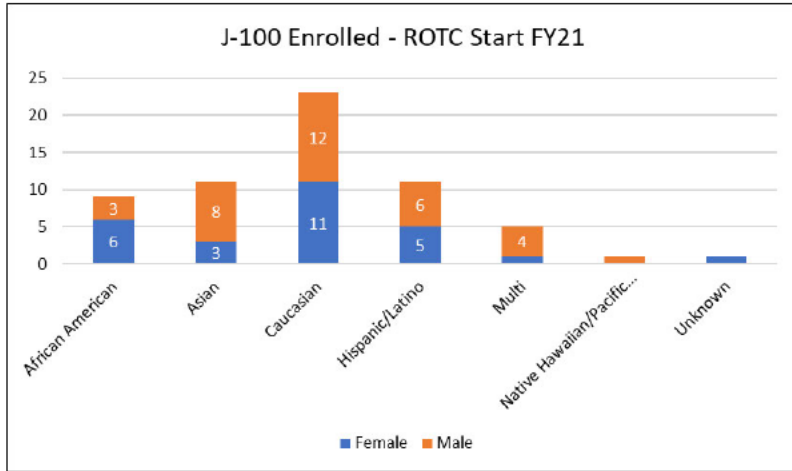


(b) (5)

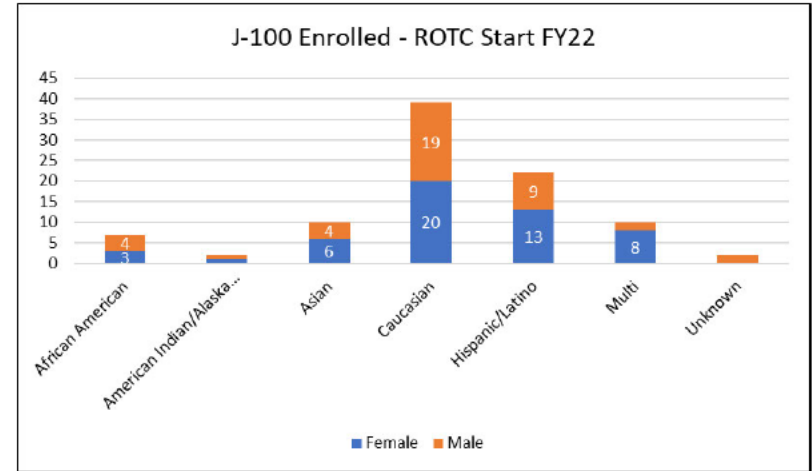
(b) (5)



# J-100 Scholarships (153 Total Enrolled as of 23 Aug 2022)



Race/Ethnicity	Female	% Female	Male	% Male	Total
African American	6	67%	3	33%	9
Asian	3	27%	8	73%	11
Caucasian	11	48%	12	52%	23
Hispanic/Latino	5	45%	6	55%	11
Multi	1	20%	4	80%	5
Native Hawaiian/Pacific Islander	0	0%	1	100%	1
Unknown	1	100%	0	0%	1

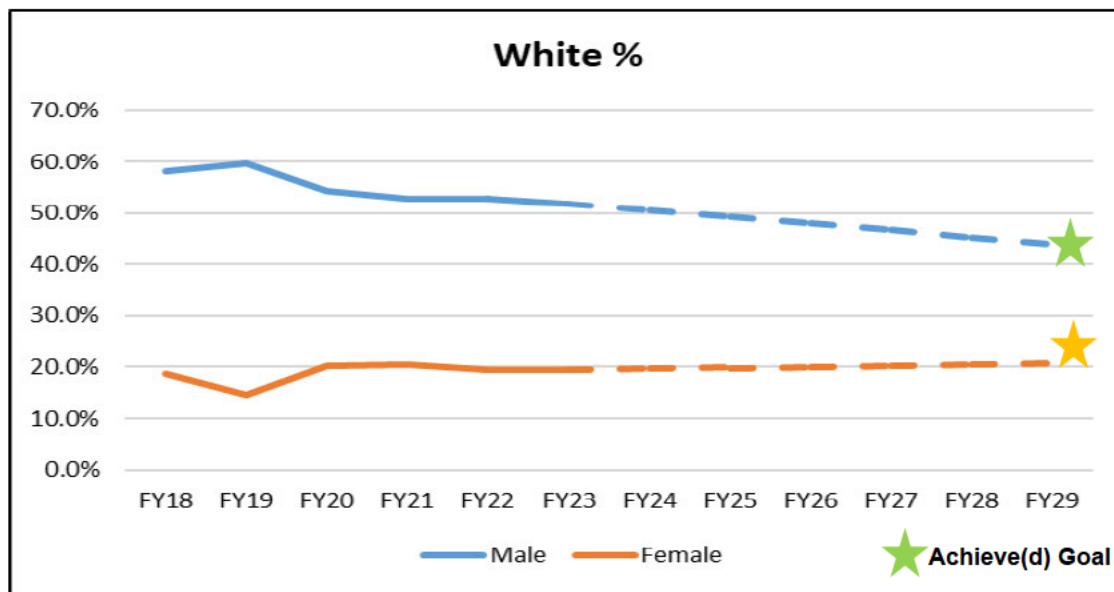


Race/Ethnicity	Female	% Female	Male	% Male	Total
African American	3	43%	4	57%	7
American Indian/Alaska Native	1	50%	1	50%	2
Asian	6	60%	4	40%	10
Caucasian	20	51%	19	49%	39
Hispanic/Latino	13	59%	9	41%	22
Multi	8	80%	2	20%	10
Unknown	0	0%	2	100%	2



# AFROTC White

Gender	FY23 AFROTC	RAND Eligible/Recruitable
Male (43%)	51.9%	71%
Female (24.5%)	19.5%	



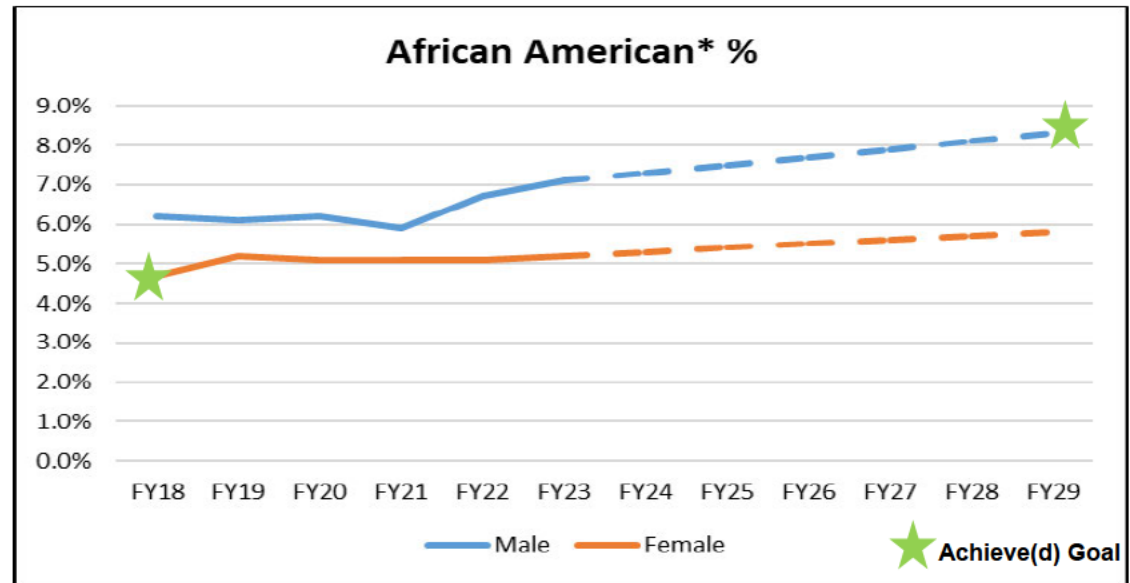
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Language Imrsn Pgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
HBCU Scholarships	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**White male population will decline as other demographics increase**



# AFROTC Black / African American

Gender	FY23 AFROTC*	RAND Eligible/ Recruitable
Male (8.5%)	7.1%	7%
Female (4.5%)	5.2%	



\*includes multiracial cadets who identified as African American

Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	AFROTC.COM Website	University Partnership Program
J-100 Scholarship Program	AFJROTC Flight Academy	Detachment Recruiting Officers
HBCU Scholarships	AFOQT Initiatives	Expanded AFROTC Opportunities

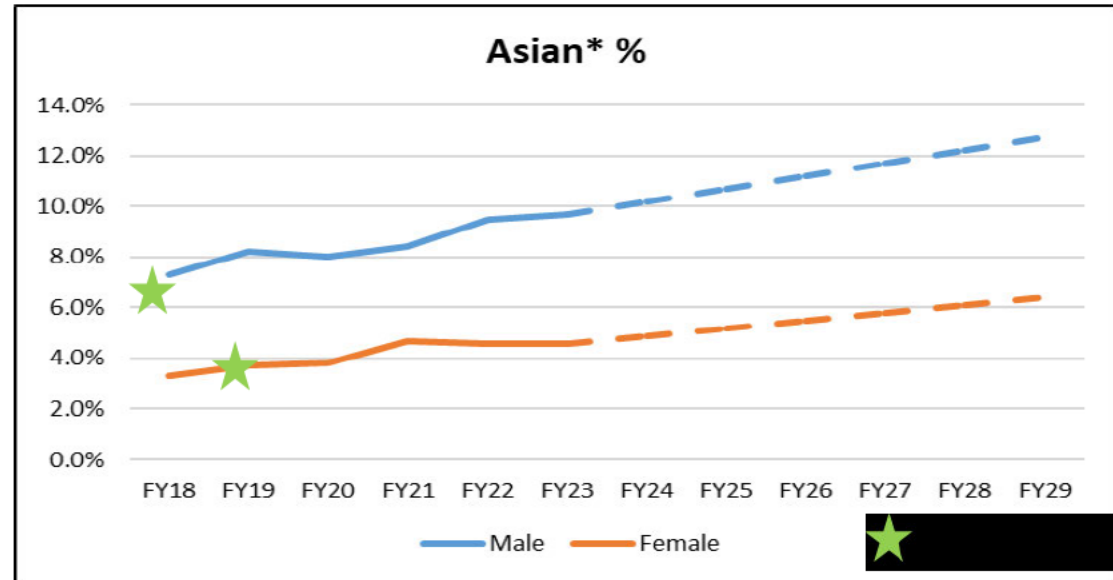
**Target male population through ongoing programs and marketing – met female goal**





# AFROTC Asian

Gender	FY23 AFROTC*	RAND Eligible/Recruitable
Male (6.5%)	9.7%	10%
Female (3.5%)	4.6%	



\*includes multiracial cadets who identified as Asian

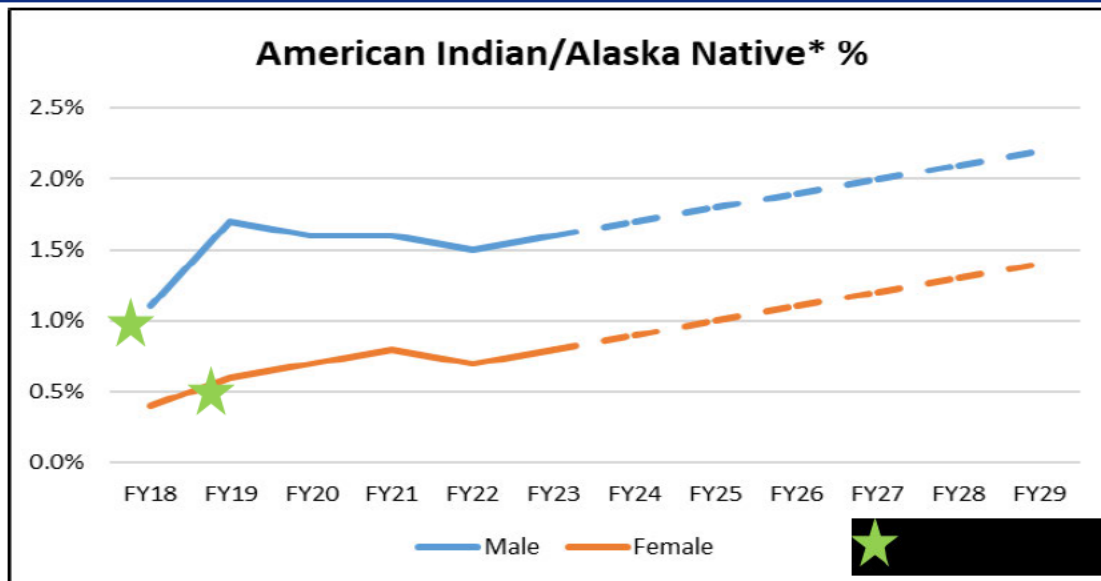
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the Asian demographic**



# AFROTC American Indian / Alaska Native

Gender	FY23 AFROTC*
Male (1.0%)	1.6%
Female (0.5%)	0.8%



\*includes multiracial cadets who identified as American Indian/Alaska Native

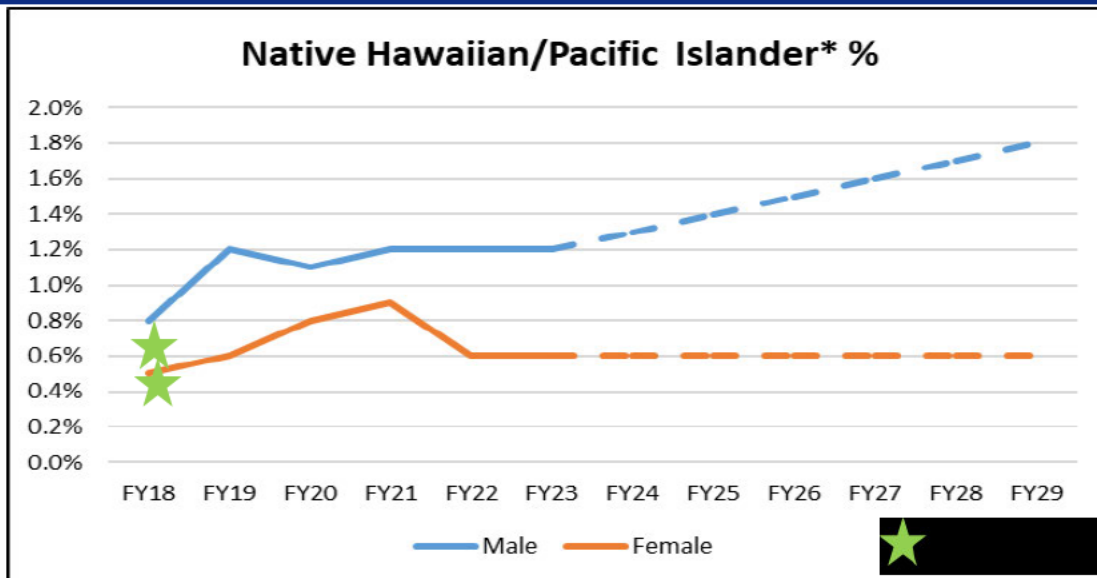
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the American Indian / Alaska Native demographic**



# AFROTC Native Hawaiian / Pacific Islander

Gender	FY23 AFROTC*
Male (0.5%)	1.2%
Female (0.5%)	0.6%



\*includes multiracial cadets who identified as Native Hawaiian/Pacific Islander

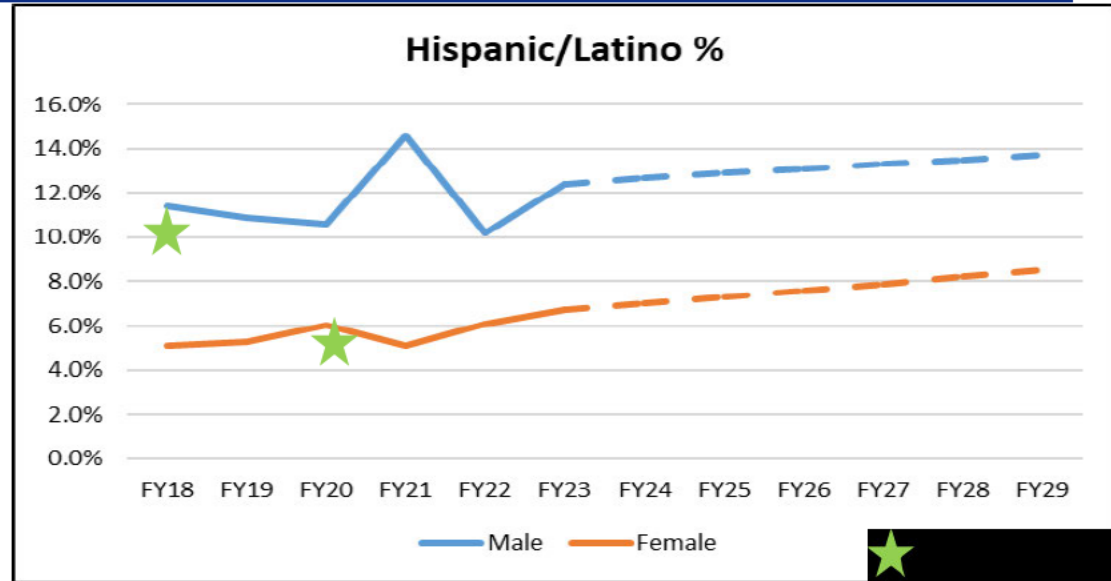
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the Native Hawaiian / Pacific Islander demographic**



# AFROTC Hispanic/Latino

Gender	FY23 AFROTC	RAND Eligible/ Recruitable
Male (9.5%)	12.4%	9%
Female (5.5%)	6.7%	



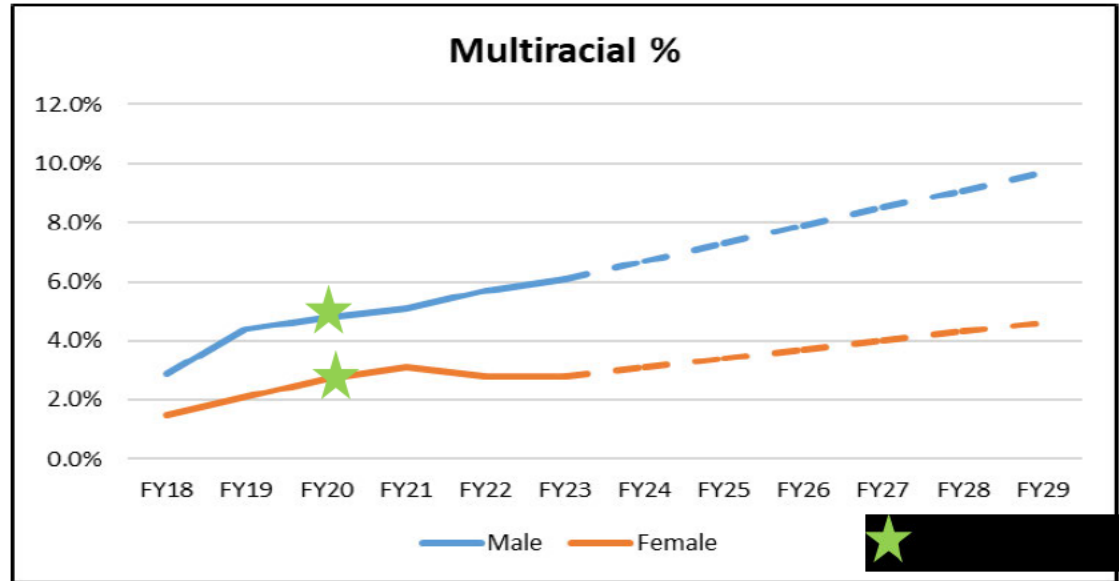
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**On track to grow diversity in the Hispanic/Latino demographic**



# AFROTC Multiracial

Gender	FY23 AFROTC
Male (4.5%)	6.1%
Female (2.5%)	2.8%



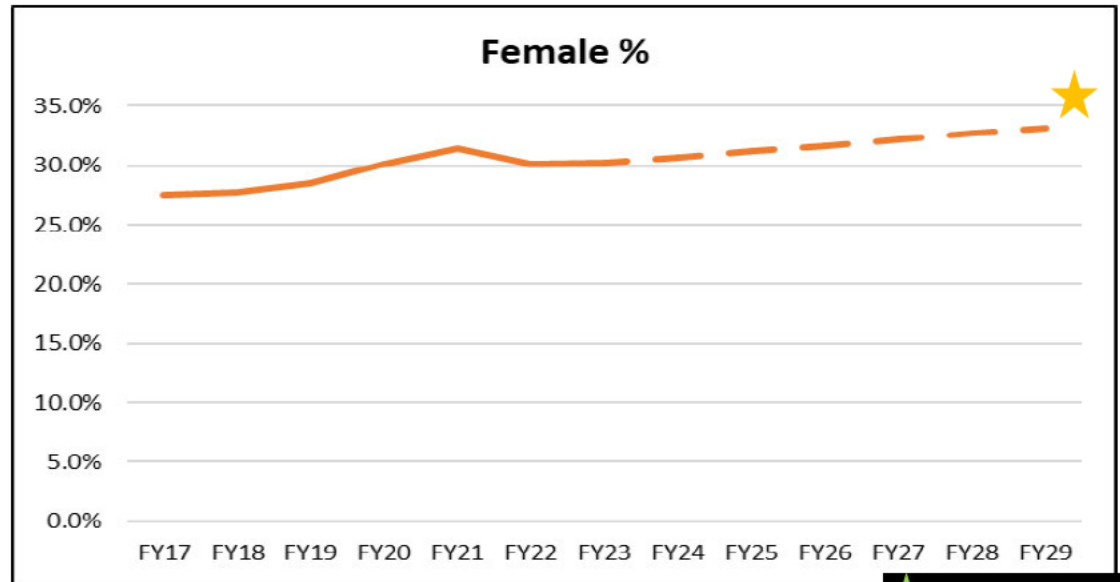
Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
HBCU Scholarships	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**Fastest growing demographic – highlights changing demographic dynamics**



# AFROTC Female

Gender	FY23 AFROTC
Female (36.0%)	30.2%



Ongoing Targeted Programs	General Programs	Aspirational Programs
In-College Scholarship Program	AFJROTC Flight Academy	Targeted Marketing/Advertising
Gold Bar Program	Cadet Lang Immersion Prgm (CLIP)	University Partnership Program
J-100 Scholarship Program	AFROTC.COM Website	Detachment Recruiting Officers
	AFJROTC Flight Academy	Expanded AFROTC Opportunities
	AFOQT Initiatives	

**Requires increased Marketing / Advertising to augment ongoing programs**

# Department of the Air Force

---

*Integrity - Service - Excellence*

## Officer Accession Applicant Pool Goals Diversity & Inclusion Outreach Plans



(b) (6)

SAF/MRM  
19 Dec 22  
Version #



# *Background / Strategic Overview*

---

- **To be completed by SAF/MR**
- **Overarching data**
- **Challenges / Issues**
- **tbd**





# **SOC AGENDA (USAFA & AETC)**

---

- Applicant Pool Data
- Goals
- Initiatives
  - Ongoing - On track
  - Enhanced - additional resources needed
  - New - new initiatives recommended that are not yet in implementation



---

# ***USAFA***

---

*Integrity - Service - Excellence*



# *Applicant Pool Data*

---

- **Chart with Summary of 2026 Applicant Pool Data as compared to the 2022 Goal. Include totals by gender, race, and ethnicity.**



# Goals

- **These are the previous USAFA “LOEs” as outlined on Slide 8. LOE 1a-1f (goals should be to meet the applicant pool diversity requirements)**
- **Anticipated date to achieve (List LOE under near, mid or far term)**
  - **Near (1-2yrs)**
  - **Mid (3-5yrs)**
  - **Far (5+yrs)**



# Ongoing Initiatives

---

- **Ongoing: Initiatives that are currently executing and contributing – no additional resources / requirements**

Note: Initiatives found on Slide 6,10 – Bin them appropriately --- OTHER???????

OVERVIEW OF INITIATIVE, COMMENTS



# *Enhanced Initiatives*

---

- **Ongoing Initiatives that require additional resources (\$/manpower etc.)**
- **NOTE: Overview of initiatives and what it is accomplishing.**
- **What is needed: Can be from “Barriers” (Slide 11 – USAFA brief) or new need not yet identified**
- **Impact: If resources are received ... how will this aid in meeting the respective goal?**



# *New Initiatives*

---

- **New initiatives**
  - **Initiative Description and intent (tied to LOE(s))**
  - **Costing / requirements**
  - **Impact**



# *Timeline*

---

- **ADD TIMELINE THAT SHOWS ANTICIPATED MEETING OF RESPECTIVE GOALS (AS APPROPRIATE) WITH THE IMPLEMENTATION OF ALL THE INITIATIVES OVER TIME**





---

# ***AETC***

---

*Integrity - Service - Excellence*



# *Applicant Pool Data*

---

- **Chart with Summary of 2026 Applicant Pool Data as compared to the 2022 Goal. Include totals by race/ethnicity and M/F.**



# Goals

- **Reference USAFA “LOEs” as outlined on page 8. LOE 1a-1f (goals should be to meet the applicant pool diversity requirements)**
- **Anticipated date to achieve (List LOE under near, mid or far term)**
  - **Near (1-2yrs)**
  - **Mid (3-5yrs)**
  - **Far (5+yrs)**



# Ongoing Initiatives

---

- **Ongoing: Initiatives that are currently executing and contributing – no additional resources / requirements**

Note: Reference initiatives found on Slide 6,10 – Bin them appropriately --- OTHER???????

OVERVIEW OF INITIATIVE, COMMENTS



# *Enhanced Initiatives*

---

- **Ongoing Initiatives that require additional resources (\$/manpower etc.)**
- **NOTE: Overview of initiatives and what it is accomplishing.**
- **What is needed: Reference “Barriers” (Slide 11 – USAFA brief) or new need not yet identified**
- **Impact: If resources are received ... how will this aid in meeting the respective goal?**



# *New Initiatives*

---

- **New initiatives**
  - **Initiative Description and intent (tied to LOE(s))**
  - **Costing / requirements**
  - **Impact**



# *Timeline*

---

- **ADD TIMELINE THAT SHOWS ANTICIPATED MEETING OF RESPECTIVE GOALS (AS APPROPRIATE) WITH THE IMPLEMENTATION OF ALL THE INITIATIVES OVER TIME**



# Questions?

---





# *Back-Up Slides*

---

- **AETC & USAFA, Keep the core briefing slides at a high-level. Any specific data / supporting information will be placed in back-up.**
- **Metrics**
- **Other slides**

# Department of the Air Force

---

*Integrity - Service - Excellence*

## Officer Accession Applicant Pool Goals Diversity & Inclusion Outreach Plans



(b) (6)

SAF/MRM  
19 Dec 22  
Version #



---

# ***AETC***

---

*Integrity - Service - Excellence*



# AETC Applicant Pool Data

## 3.1. AIR FORCE RESERVE OFFICER TRAINING CORPS (AFROT)C

As detailed in the AETC Officer Source of Commission Applicant Pool Goals Plan, Nov 2022

AFROT Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%

## 3.2. AIR FORCE RECRUITING SERVICE (AFRS)

AIR FORCE RECRUITING SERVICE APPLICANTS									
Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%	No Goal	1.4%	
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%



# AETC Goals

## Lines of Effort: Increase applicant pool representation

- **LOE: Scholarships (near-term)**
  - LOE a: Expanded in-college scholarships
  - LOE b: J100 JROTC Scholarship Program
  - LOE c: HBCU Scholarship
  - LOE d: HBCU/HSI University Partnership Program (Concept)
- **LOE: Cadet Language Immersion Program (CLIP) (near-term)**
  - Immersive DLI led ESL seminar; 68% participants incr'd AFOQT
- **LOE: Pre-commissioned Focused Outreach Programs (near-term) and (long-term)**
  - LOE a: HIGH Flight Academy
  - LOE b: AIM Wing Program
  - LOE c: GO Inspire
  - LOE d: Inspire Operations
  - LOE e: Minority Service Institute (long-term)
- **LOE: Multi-media Marketing and Advertising (AFRS) (mid-term)**
- **LOE : AF Enlisted and Commissioning Portal Modernization (mid term)**
- **LOE: Pre-accession Programs (long-term)**
  - LOE a: AFROTC Gold Bar Program
  - LOE b: JROTC Flight Academy (Private Pilot Cert)
  - LOE c: Resource JROTC – Instructor contracts/cadet funds

List of LOEs are not all encompassing



# *Ongoing Initiatives*

- **In-College Scholarship Program**
- **Cadet Language Immersion Program**
- **Gold Bar Program**
- **AFJROTC Flight Academy**
- **AIM HIGH Flight Academy**
- **J100 Program**



(b) (5)

(b) (5)





# Questions?

---



# ***Backup***

---

# ***Backup***



# Timeline

**AFRS Applicant Pool Data Timeline**

	2022 SecAF Applicant Pool Goals	FY22	Comments	Expected Time to Meet/Exceed Goal
American Indian/Alaska Native	1.50%	1.50%		
Asian	10%	6.60%	Within 4% of Aspirational Goal	2029
Black or African American	13%	9.90%	Within 4% of Aspirational Goal	2029
Native Hawaiian/Pacific Islander	1%	2.10%		2029
White	<= 67.5%	74.40%		2029
Multiracial	7% (from footnote)	7.06%	Exceeding Aspirational Goal by .06%	Exceeded
<b>Ethnicity</b>				
Hispanic/Latino	15%	13.30%	Within 2% of Aspirational Goal	2029
Non-Hispanic/Latino	No Goal	86.70%	No Goal	N/A
<b>Gender</b>				
Female	36%	17.00%	Within 19% of Aspirational Goal	2029
Male	<= 64%	84.70%		2029

**AFROTC Applicant Pool (AS100, 200, 250, 500) Enrollment Data\***

	2022 SecAF Applicant Pool Goals	AY22-23	Comments	Expected Time to Meet/Exceed Goal
American Indian/Alaska Native	1.50%	0.50%	Within 1% of Aspirational Goal	2027
Asian	10%	9%	Within 1% of Aspirational Goal	2027
Black or African American	13%	10%	Within 3% of Aspirational Goal	2029
Native Hawaiian/Pacific Islander	1%	0.50%	Within .5% of Aspirational Goal	2027
White	<= 67.5%	71%	Within 3.5% of Aspirational Goal	2029
Multiracial	7% (from footnote)	9%	Exceeding Aspirational Goal by 2%	Exceeded
<b>Ethnicity</b>				
Hispanic/Latino	15%	19%	Exceeding Aspirational Goal by 4%	Exceeded
Non-Hispanic/Latino	No Goal	81%	No Goal	N/A
<b>Gender</b>				
Female	36%	30%	Within 6% of Aspirational Goal	2029
Male	<= 64%	70%		2029



# AETC Applicant Pool Data

AFROTC Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%



# Air Force Recruiting Service Applicants

## AIR FORCE RECRUITING SERVICE APPLICANTS

Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%		No Goal	1.4%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%



# Ongoing Initiatives

## AFROTC

- **Applicant Pool = 58% URG; 30% female**
- High School Scholarship Program:
  - **4-year tuition/fees**
    - Nation's top-talent
    - Technical Degree emphasis
  - **In-College Scholarship Program:**
    - 2-3 year tuition/fees
    - Tech & Non-Tech focused
  - **Cadet Language Immersion Program:**
    - Immersive DLI led ESL seminar
    - 68% participants incr'd AFOQT
  - **Gold Bar Program (AFRS Inbedded)**
    - 40 Board Selected 2Lt recruiters
    - 2K+ events/7K+ HSSP applicants

## AFRS

- **National Marketing**
  - FY22Q4 racial & ethnic spending media spend at 38%, up 3% from previous period
  - 54.9% focused on females
- **AIM HIGH Flight Academy**
  - 3wk flt training for HS students & cadets
  - 72 seats expanded to 200+ seats
  - Was 1 location, now 5, 3 more pending
  - 1 HSI and 1 HBCU signed for next summer, 2 additional HBCUs pending
- **AIM Wing Program**
  - Fighter Wing RDI outreach - 3 Wings in CY21, now 34
  - Coordinating w/ local recruiters, Gold Bars, Academy Advisors, and AIM mentors

## JROTC

- **Population = 59% URG; 40% female**
- **J100 Program:**
  - 100 full-ride scholarships
  - Any ROTC affiliated university
  - Tuition, fees, room included
  - 79% URG; 55% female ('21 sel's)
- **AFJROTC Flight Academy:**
  - 78% PPC graduation rate
  - 60% URG participation 2022
  - 46% grads military affiliated



(b) (5)

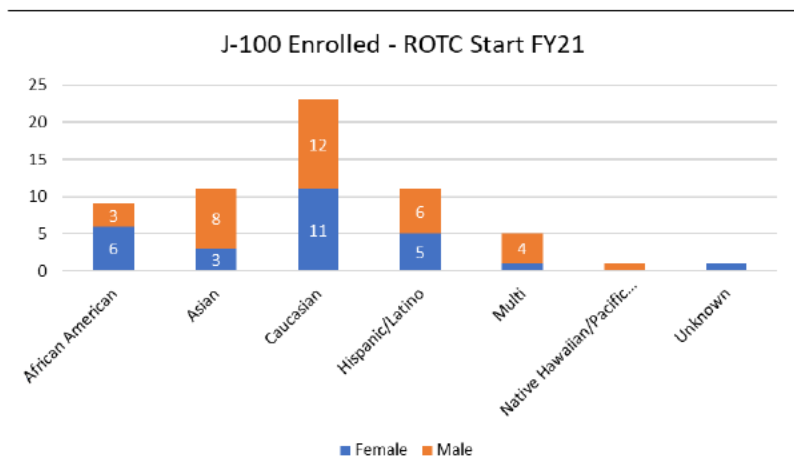
(b) (5)



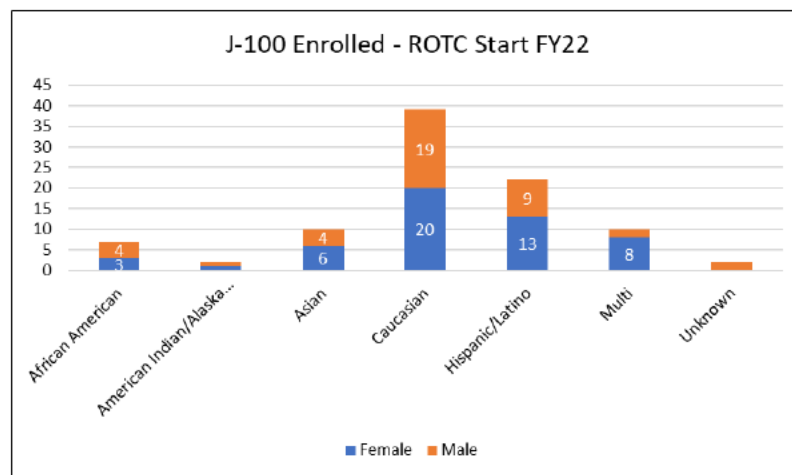


# J-100 Scholarships

## (153 Total Enrolled as of 23 Aug 2022)



Race/Ethnicity	Female	% Female	Male	% Male	Total
African American	6	67%	3	33%	9
Asian	3	27%	8	73%	11
Caucasian	11	48%	12	52%	23
Hispanic/Latino	5	45%	6	55%	11
Multi	1	20%	4	80%	5
Native Hawaiian/Pacific Islander	0	0%	1	100%	1
Unknown	1	100%	0	0%	1



Race/Ethnicity	Female	% Female	Male	% Male	Total
African American	3	43%	4	57%	7
American Indian/Alaska Native	1	50%	1	50%	2
Asian	6	60%	4	40%	10
Caucasian	20	51%	19	49%	39
Hispanic/Latino	13	59%	9	41%	22
Multi	8	80%	2	20%	10
Unknown	0	0%	2	100%	2



# Initiative #5: ROTC Preparatory Program

Expand the Navy's NROTC Preparatory Program to other Service's ROTC programs by partnering with educational institutions who will offer a free prep year to enhance scholarship applicants' moral, mental, and physical foundations before beginning a 4-yr ROTC scholarship.

## OPPORTUNITY

- Navy saw a group of talented individuals who displayed high potential with great grades, character, and extra-curricular activities, but lacked access to the resources available at more advanced high schools.
- Navy has well established partnerships with NROTC host schools

## FINDINGS

- **82% of students that start NPP, complete the preparatory year.**
- **Of those students that have received NROTC scholarships, 76% remain in the program.**

## INTENDED OUTCOME

- ✓ Produce a more diverse, inclusive officer corps.
- ✓ Enhance scholarship applicants' moral, mental, physical, and character/conduct foundations

Elements of NROTC Prep Program	Navy	USMC	Army	Air Force
1. Partnership with Universities	●			
2. ROTC Affiliation	●			
3. Host School provides preparatory year (paid for by host school)	●			
4. Midshipmen attends 4-year university program (Service provides a 4-year scholarship)	●			
5. Scholarship plan established by Service	●			

**Performance Metrics**


- % of students that complete preparatory year
- % of students awarded scholarships
- % of students commissioned
- Diversity metrics of commissioned officers versus national scholarship commissioned officers

**Cost**

- Prep year cost covered by host school
- Limited admin cost covered by Service

**Additional Information**

- **Pilot Lead: Navy**



KEY ● FOC ● Piloting ● Under Consideration



UNITED STATES  
**AIR FORCE**  
**ACADEMY**

# USAFA Applicant Pool Goals Strategy CP28

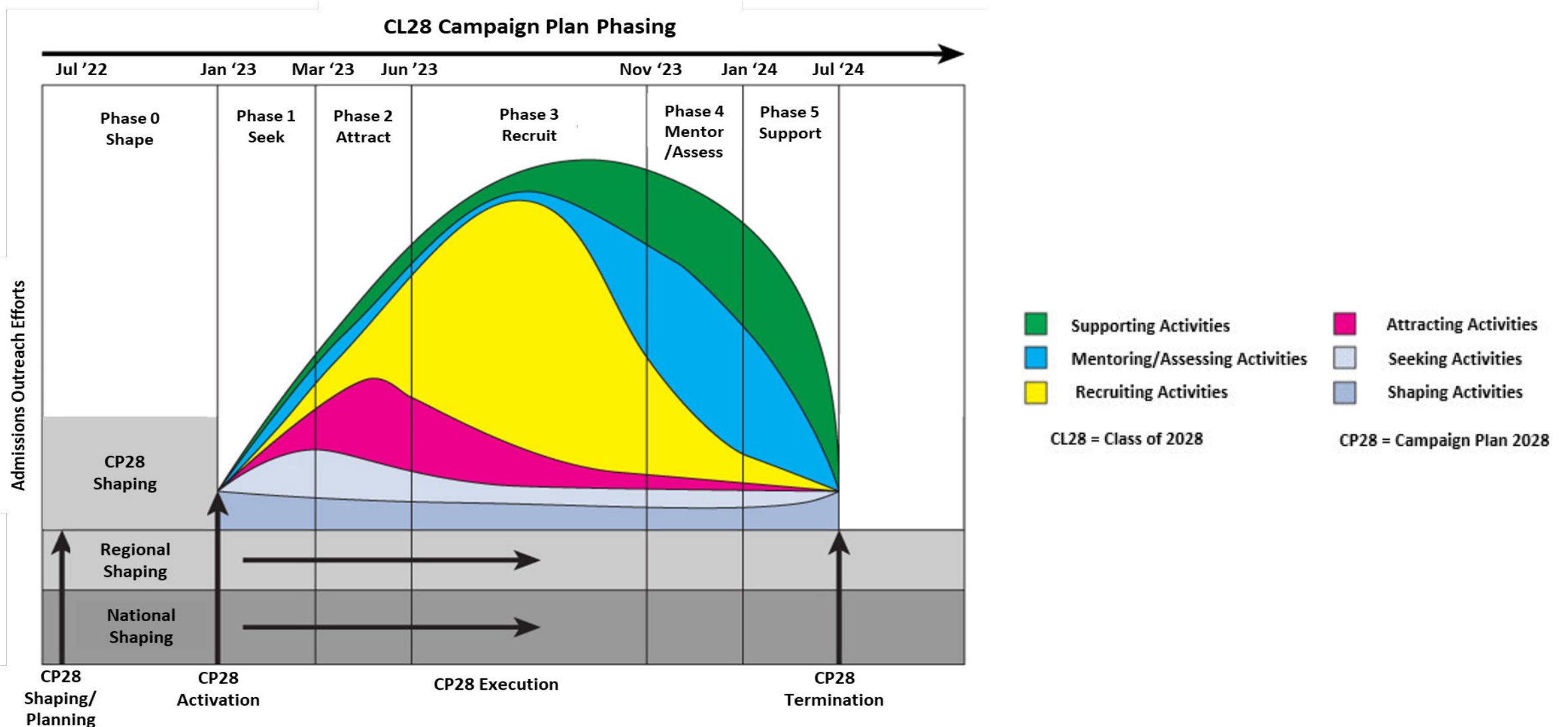
USAFA/RR

- **Current Status**
- **Campaign Plan**
  - Overview
  - Phasing
  - What we'll continue
  - New/Adjusted Initiatives/Efforts
- **Barriers / Resources Needed**

- **Class of 2027 relative to 2022 SecAF Goals**
  - **Meeting / Exceeding**
    - Hispanic/Latino (overall, male, female)
    - Non-Hispanic/Latino (overall)
    - Native Hawaiian/Pacific Islander (male)
    - More than one race (overall, male, female)
  - **Below**
    - Females
    - Black/African American (overall, male, female)
    - Asian (overall, male, female)
    - American Indian/Native Alaskan (overall, male, female)
    - Native Hawaiian/Pacific Islander (overall, female)
    - White (female)

- **Recruiting Campaign Plan (CP)**
  - Published 1 Jan each year for upcoming recruiting class
  - Incorporates strategic guidance from multiple sources, such as:
    - Title 10, U.S.C.
    - SecAF Applicant Pool goals
    - USAFA Strategic Plan
    - USAFA DE&I Plan
    - USAFA/CC Priorities
  - Provides over-arching recruiting strategy & priorities
    - Class of '27 plan included applicant pool goals from 2014 memo
    - Class of '28 plan includes updated applicant pool goals from 2022 memo
  - Recruiting cycle = 18 mos (+6 months of assessment and plan development prior)
    - Class of '27: Jan '22 - Jun '23
    - Class of '28: Jan '23 - Jun '24

# Campaign Plan - CP28 Phasing



- **Opportunity District Construct - maximize return**
- **Relationship with SAF/DI to identify beneficial external partnerships**
- **Engage organizations that address strategic needs, such as:**
  - **American Indian Science and Engineering Society**
  - **Black Engineer of the Year Awards**
  - **National Hispanic College Fairs**
  - **National Society of Black Engineers**
  - **Society of Asian Scientists and Engineers**
  - **Women of Color STEM Conference**
- **Conduct recruiting events that address strategic needs**
  - **Falcon Visitation Experience**
  - **Summer Seminar**
- **Partner with nominating authorities to support their efforts**



- **Identified Congressional Districts offering maximal impact on D&I**
  - Adjusted criteria & narrowed focus to optimally allocate limited resources
  - 103 focus districts in CP27; 32 in CP28
- **Included LOEs & guidance addressing communities of interest**
- **Assigned Admissions “champion” to each community of interest**
  - Outline plan for reaching each community of interest
  - Monitor progress toward applicant pool goals
  - Suggest changes to approach, if/when necessary
- **Increased focus on “mentoring” applicants from communities of interest**
- **Create & distribute cultural-competence training**
- **Coordinate w/ AFRS & GSD&M to tailor messaging & marketing**
- **Build influencer relationships (e.g. CBOs, professional orgs)**

# Class of 2028

Phase 1    Phase 2    Phase 3    Phase 4    Phase 5

**LOE 1 (a-f): Applicant Pool Composition**

**LOE 2: Force Multiplication/Integration**

**LOE 3: Candidate Progression**

**LOE 4: Data Collection/Analysis**

## RRA CAMPAIGN GOALS

- Provide RRS a highly qualified and diverse pool of applicants
  - Op District approach
  - Targeted approach
  - Influencer-facilitated, targeted recruiting
- Integrate seamlessly into the Total Force recruiting effort
- Execute operations efficiently & responsively
  - Leverage existing resources
  - Ends-Ways-Means analysis
  - Progress checks (metrics)
  - ROI assessment

## RR GOALS

1. Attract, identify, mentor, and select a highly qualified and diverse pool of applicants for USAFA
2. Posture USAFA Admission to accomplish its mission today and into the future
3. Execute operations in an integrated, accountable, and agile manner

**CRITICAL REQUIREMENTS**  
(WHAT MUST BE IN PLACE FOR CAMPAIGN SUCCESS)

Marketing Strategy	Communication
Resourcing	IT Systems

**STRATEGIC IMPERATIVES**  
(ENDURING ACTIONS/GOALS IRRESPECTIVE OF CAMPAIGN OR PHASE)

Staff D&I	Modernization	Training/Development	Agility
Integration	Industry Awareness	Personnel Selection	Accountability

**USAFA/RRA will seek and recruit a highly qualified and diverse group of young men and women, from across all states, territories, and districts, for the Class of 2028, who possess the attributes and drive to become officers of character, ready to lead the United States Air and Space Forces in service to our Nation.**

- **Lines of Effort: Increase applicant pool representation, candidate progression rates, and appointment acceptance rates for:**
  - **LOE 1a: Black/African Americans**
  - **LOE 1b: Females**
  - **LOE 1c: Native Americans/Native Alaskans**
  - **LOE 1d: Native Hawaiians/Pacific Islanders**
  - **LOE 1e: Hispanics/Latinos**
  - **LOE 1f: Asians**
- **LOEs directed for all communities of interest in SecAF goal memo**
  - Ensures continued focus, even when meeting/exceeding goals
  - Communicates importance of relationship & trust-building with communities

- **Inclusion of the following USAFA DE&I Tasks:**
  - Tracking of engagement/mentorship of applicants across identities
  - Longitudinal tracking of applicant completion rate across identities
  - Development of data collection survey for application non-completion
  - Longitudinal tracking of appointee acceptance and declination rates across identities
  - Development of data collection survey for appointment declination
  - Needs-Assessment Survey sent to Opportunity District Congressional Offices ahead of CP28
  - Longitudinal tracking of Opportunity District improvement defined by increased representation at USAFA (also tracking applicant progression)

## ■ Personnel Constraints

- Issue: insufficient permanent recruiter positions (FYL) & reliance on volunteers
- USAFA/Local Actions:
  - Request APT/IST augmentation annually (short-term)
  - Requested 19 (14 AF, 5 USSF) additional permanent positions (FYL) via FY24 POM (long-term)
- Support Needed:
  - SAF/MR approve annual APT/IST requests for AY23-24 (short-term) until perm positions funded

## ■ Admissions O&M Funding

- Issue: insufficient O&M funding for robust diversity recruiting/marketing effort
- USAFA/Local Actions:
  - Admissions Funding Requirement identified as (b) (5)/year for full CP28 program execution
  - Execution Bogey has been approximately (b) (5) year
- Support Needed:
  - Fully fund requirement to enable: influencer engagements (\$250k); diversity advertising campaigns (\$500k); and direct recruiting in Opportunity Districts by additional FYLs (\$250k)

**AF** UNITED STATES  
AIR FORCE ACADEMY

<b>Applicants</b>			
<b>Class 2026 (2014 Goals) (Final)</b>		<b>Class 2027 (2022 Goals) (as of 01 Dec 22)</b>	
<b>Gender</b>			
<b>Females (30%)</b>	<b>2,453 (29.2%)</b>	<b>Females (36%)</b>	<b>3,072 (31.8%)</b>
<b>Males (&lt;70%)</b>	<b>5,939 (70.8%)</b>	<b>Males (&lt;64%)</b>	<b>6,588 (68.2%)</b>
<b>No Response</b>	<b>0 (0.00%)</b>	<b>No Response</b>	<b>0 (0.00%)</b>

Applicants					
Class 2026 (2014 Goals) (Final)			Class 2027 (2022 Goals) (as of 06 Dec 22)		
Ethnicity					
Hispanic/Latino (7%)	1,330 (15.8%)		Hispanic/Latino (15%)	1,677 (17.4%)	
	Female (N/A)	429 (5.1%)		Female (5.5%)	573 (5.9%)
	Male (N/A)	901 (10.7%)		Male (9.5%)	1,104 (11.5%)
Non-Hispanic/Latino ( $\leq$ 90%)	7,027 (83.8%)		Non-Hispanic/Latino ( $\leq$ 85%)	7,944 (82.2%)	
No Response (N/A)	35 (0.4%)		No Response (N/A)	39 (0.4%)	



Applicants							
Class 2026 (2014 Goals) (Final)				Class 2027 (2022 Goals) (as of 06 Dec 22)			
Race							
Black/African American (10%)		733 (8.7%)		Black/African American (13.0%)		738 (7.6%)	
Female (N/A)	239 (2.8%)	Male (N/A)	494 (5.9%)	Female (4.5%)	280 (2.9%)	Male (8.5%)	458 (4.7%)
Asian (8%)		794 (9.5%)		Asian (10.0%)		875 (9.1%)	
Female (N/A)	225 (2.7%)	Male (N/A)	569 (6.8%)	Female (3.5%)	275 (2.8%)	Male (6.5%)	600 (6.3%)
American Indian/Native Alaskan (1%)		63 (0.8%)		American Indian/Native Alaskan (1.5%)		75 (0.8%)	
Female (N/A)	29 (0.3%)	Male (N/A)	34 (0.5%)	Female (0.5%)	32 (0.3%)	Male (1.0%)	43 (0.5%)
Native Hawaiian/Pacific Islander (1%)		64 (0.8%)		Native Hawaiian/Pacific Islander (1.0%)		86 (0.9%)	
Female (N/A)	29 (0.3%)	Male (N/A)	35 (0.5%)	Female (0.5%)	42 (0.4%)	Male (0.5%)	44 (0.5%)
White (≤80%)		5,676 (67.7%)		White (67.5%)		6,717 (69.6%)	
Female (N/A)	1,607 (19.2%)	Male (N/A)	4,069 (48.0%)	Female (24.5%)	2,066 (21.4%)	Male (43.0%)	4,651 (48.2%)
More Than One Race (N/A)		865 (10.3%)		More Than One Race (7.0%)		930 (9.6%)	
Female (N/A)	267 (3.2%)	Male (N/A)	598 (7.1%)	Female (2.5%)	309 (3.2%)	Male (4.5%)	621 (6.4%)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

**(b) (5)**

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

# AIR EDUCATION AND TRAINING COMMAND



## DIVERSITY & INCLUSION OUTREACH PLAN: OFFICER APPLICANTS





Here in the First Command, our mission is to *Recruit, Train, and Educate Exceptional Airmen*. To deter and defeat our nation's threats, we must attract and develop the best that our nation has to offer and develop Airmen of character as the foundation of a lethal force.

Diversity and inclusion are essential components to future success and security. When Airmen recognize, respect, attempt to understand, and incorporate different perspectives and experiences, we are better positioned to find and improve solutions to the complex challenges of 21st Century geopolitical and warfighting environments. In the words of our senior leadership, "Diversity and inclusion are an essential part of our society and key to the success of any organization. As such, it is imperative that the composition of our Military Services better reflect our Nation's highly talented, diverse, and eligible population."

To make our warfighting force as diverse and effective as possible, leaders must identify and remove barriers facing their teams to maintain or regain the advantage in a competitive environment. With a goal of maintaining the AF's high standards while becoming more representative of the great nation that we serve, this plan helps attack several issues head on, and focuses on Air Force Reserve Officer Training programs, outreach, and reducing testing barriers.

AETC/A1 is my lead for the Officer Applicant Goals Plan with the support of AFPC, AETC/A3/6, AETC/A9-SAS, AFRS, and AU/Holm Center, who will execute and ensure integration of their programs.

A handwritten signature in blue ink, appearing to read "B. S. Robinson", is positioned above the printed name.

BRIAN S. ROBINSON  
Lieutenant General, USAF  
Commander

## KEY REFERENCES

- (a) Officer Source of Commission Applicant Pool Goals Memorandum, 09 August 2022
- (b) U.S. Air Force Rated Diversity Improvement Strategy, March 2021
- (c) AFROTC AY22-23 National Recruiting Strategy, 18 August 2021
- (d) Perspectives on Diversity, Equity, and Inclusion in the Department of the Air Force, RAND, November 2021
- (e) DRAFT Hispanic Serving Institutions and Air Force Reserve Officer Training Corps Table-Talks (HART) Report, 13 Oct 2023

## 1. OFFICER SOURCE OF COMMISSION APPLICANT POOL GOALS

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	ETHNICITY	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%

\* Total diversity & Inclusion goals equal 93%; excluding multi-racial category of 7% (4.5% Male/2.5% Female)

## 2. ASSUMPTIONS

2.1. ROTC Applicant Pool is defined as the freshman and sophomore classes currently enrolled in AFROTC

2.2. The OTS Applicant Pool is defined as civilian and enlisted applicants who are qualified and meet an OTS board.

2.3. Yearly recurring re-evaluations will take place with data pulls to be accomplished on 15 November. Analysis will follow, with reports due to HHQ by 15 December of that year.

2.4. The working group defines progress towards the goal as moving to “within 5% of the goal (stated in the 9 August 2022 DAF memo) by 30 Sep 2029 (matches the Racial Disparity Review goal).

### 3. CURRENT STATUS

The below charts depict the status of Air Force Reserve Officer Training Corps (AFROTC) and Air Force Recruiting Service (AFRS). For comparison, the 2019 RAND study column shows the eligible to serve US Population. Prior to 2022, goals were set by the 2014 SecAF Applicant Pool Goals. Previously, intersectionality of gender, race, and ethnicity were not specifically tracked. These demographics will be represented in future reports.

	Goal Attained
	Within 5% of Goal
	>5% From Goal
	No Goal

#### 3.1. AIR FORCE RESERVE OFFICER TRAINING CORPS (AFROTC)

AFROTC Applicant Pool (AS100, 200, 250) Enrollment Averages									
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	SecAF Applicant Pool Goals (August 2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	1%	1%	1%	1%	1%	1.5%	0%
Asian	10%	8%	8%	7%	7%	7%	8%	10.0%	8%
Black or African American	7%	10%	10%	8%	8%	8%	8%	13.0%	9%
Native Hawaiian/Pacific Islander		1%	1%	0%	1%	1%	1%	1.0%	1%
White	71%	≤80%	66%	65%	69%	69%	70%	≤68%	69%
Multiracial		No Goal	4%	4%	6%	7%	8%	No Goal	8%
Declined to Respond	3%	No Goal	11%	16%	9%	6%	5%	No Goal	5%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	14%	14%	15%	16%	16%	15.0%	15%
Non-Hispanic Latino		90%	77%	74%	78%	79%	81%	No Goal	80%
Declined to Respond		No Goal	8%	12%	7%	5%	4%	No Goal	5%
<b>Gender</b>									
Female		30%	27%	28%	28%	30%	31%	36.0%	30%
Male		≤70%	73%	72%	72%	70%	69%	≤64%	70%

#### 3.2. AIR FORCE RECRUITING SERVICE (AFRS)

AIR FORCE RECRUITING SERVICE APPLICANTS									
Applicant Pool			FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals		FY22 Totals
Civilian Applicants			939	992	1402	545	No Boards		480
Active Duty Applicants			1731	904	1367	1693			1139
Total Applicants			2670	1896	2769	2238			1619
	RAND Study (2019)	SecAF Applicant Pool Goals (Prev: 2014)	FY17 Totals	FY18 Totals	FY19 Totals	FY20 Totals	FY21 Totals	SecAF Applicant Pool Goals (2022)	AY21-22
<b>Race</b>									
American Indian/Alaska Native		1%	0.9%	0.8%	1.0%	0.4%	No Boards	1.5%	1.5%
Asian	10%	8%	5.8%	5.4%	7.3%	4.9%		10.0%	6.6%
Black or African American	7%	10%	11.0%	10.8%	7.7%	9.9%		13.0%	9.9%
Native Hawaiian/Pacific Islander		1%	1.1%	1.4%	1.1%	1.6%		1.0%	2.1%
White	71%	≤80%	79.8%	77.5%	80.0%	80.8%		≤68%	74.4%
Multiracial		No Goal						No Goal	
Declined to Respond	3%	No Goal	1.4%	4.1%	0.1%	0.0%		No Goal	1.4%
<b>Ethnicity</b>									
Hipanic/Latino	7%	10%	11.1%	13.3%	13.2%	7.1%	No Boards	15.0%	13.3%
Non-Hispanic Latino		90%	89.7%	86.7%	86.8%	92.9%		No Goal	86.7%
Declined to Respond		No Goal						No Goal	
<b>Gender</b>									
Female		30%	19.6%	19.8%	18.3%	14.3%	No Boards	36.0%	17.0%
Male		≤70%	80.8%	80.2%	81.7%	85.7%		≤64%	84.7%

## 4. LINE OF EFFORT 1: AFROTC PROGRAMS

**4.1. Reasoning.** AFROTC scholarships and current diversity initiatives play an important role in officer accessions and diversity goals. Modifying the current scholarship structures and initiatives to provide new opportunities for under-represented demographic groups (URG) may increase diversity in the applicant pool and overall accessions. Several lines of effort aim to improve applicant pool diversity, as described below with the proposed MOEs and MOPS for each program.

### 4.2. Scholarship programs. (OPR: AU/Holm Center)

**4.2.1. ROTC Scholarship Opportunities.** The restructured scholarship program focuses on increasing the opportunity for AFROTC scholarships beyond the High School Scholarship Program (HSSP). This does not change the order of merit for awarding scholarships, rather restructuring expands scholarship opportunities for all cadets to include those in underrepresented groups. Since in-college scholarships do not require high school GPA or SAT/ACT scores, this also removes some of the aptitude testing barriers that may negatively impact prospects in URG. Additionally, those studying critical majors have historically represented the majority race and gender components in the US population. The in-college scholarship is open to all majors which helps to balance the representation.

- **Barriers:** Decreasing amount of scholarship recipients who activate scholarships, US population's awareness of scholarships.

**4.2.2. J100 (JROTC Scholarship).** JROTC awards 100 full tuition and boarding AFROTC scholarships to Junior ROTC cadets (JROTC). The JROTC cadets must be nominated by their high school. The selection process for the scholarship applicants includes board member consideration for leadership and character and does not focus solely on quantitative measures

- **Barriers:** Only 50% of detachments nominate a cadet for the J100 scholarship program. Need to increase awareness and outreach to non-participating units.

### 4.3. Diversity Barrier Initiatives. (OPR: AU/Holm Center)

**4.3.1. Cadet Language Immersion Program (CLIP):** ESL (English as a Second Language) Cadets can participate in Defense Language Institute English Language curriculum. The goal is to improve communication skills, Air Force Officer Qualifying Test (AFOQT) scores and the English Comprehension Level (ECL) or Oral Proficiency Interview (OPI) commissioning requirements. The programs allow cadets who would otherwise not be able to participate in a AFROTC to join the program and commission.

- **Barriers:** Funding for cadet housing and transportation.

**4.3.2. HART Table Talks:** The acronym HART signifies: Hispanic Serving Institutions and Air Force Reserve Officer Training Corps Table Talks. The objective of the HART Regionals and National Symposium was to discuss the barriers Hispanic/Latino youth face in trying to enroll in a college or university and successfully complete an undergraduate program to secure a future as an Air Force officer through the AFROTC program.

- **Barriers:** Continuity within the group to include maintaining communication and record of progress.

**4.3.3 AFROTC You Can Fly Program:** Program Intent: (1) Create a robust and innovated Rated Officer applicant pool with diverse backgrounds that can solve tomorrow's global challenges by providing combat air lethality with agility and resolve. (2) Increase awareness of rated careers with a compelling outreach designed to inform, influence, and inspire AFROTC cadets from underrepresented communities. (3) Increase rated board competitiveness of AFROTC cadets through certified flight instructor lead training in ground and flight operations. Acquired knowledge and flight hours directly improve AFOQT Pilot score and PCSM score.

#### **4.4. Measures of Performance.**

##### **4.4.1. ROTC Scholarship MOP.**

- Measure the change in proportion of AFROTC scholarships offered to URGs before and after restructuring the scholarship program.
- **Data Required.** Demographic data for AFROTC scholarship offers and recipients pre and post 2022.

##### **4.4.2. J100 MOP.**

- Measure the change in URG representation due to JROTC scholarship to determine any significant progress toward accession diversity goals.
- **Data Required.** Pre and post diversity accession goal data (prior to and after awarding the J100 scholarships).

##### **4.4.3. CLIP MOP.**

- Directly attribute all cadets participating in CLIP to an increase in their respective demographic group, assuming they would not have otherwise participated. Report the difference in each URG proportion.
- Observe changes in test scores of CLIP participants to determine effect on AFOQT and OPI passing rates
- **Data Required.** List of cadets who are a part of the program, their demographic data, and ECL scores before and after beginning the DLI program.

##### **4.4.4. HART MOP.**

- The HART is a shaping symposium, meant to identify and raise awareness of barriers. A measure of performance is not currently applicable.

**4.5. Measures of Effectiveness.** The desired end-state is an increase in the pool of applicants in targeted demographic groups as endorsed by the latest Officer Source of Commission Applicant Pool Goals. Programs will measure effectiveness as the increase or decrease in percentage of each diversity goal that can be directly attributed to the programs.

## 5. LINE OF EFFORT 2: RECRUITING & OUTREACH PROGRAMS

**5.1. Reasoning.** Outreach programs are a critical component of reaching the SecAF's recruitment pool goals. These programs allow the Air Force to directly participate and draw talent from communities that are aligned with applicant pool target goals. The pre-commission focused outreach programs highlight those targeted activities that are focused on increasing diversity in specialized areas such as rated and space fields. While many of these programs are focused Rated Diversity Initiatives, they also contribute to increasing the propensity to serve regardless of specialty and overall officer applicant pools. The identified programs are not an all-inclusive list and will continue to expand with AETC providing recruiting support as necessary.

### 5.2. Marketing and Recruiting programs.

**5.2.1. National Marketing.** Currently, 35% of national marketing efforts are directed specifically at diverse audiences in addition to all other efforts which are targeted to general audiences that align with national census estimates for overall applicant diversity. These efforts are guided by the National Recruiting Strategy (currently in the draft phase), which is aimed at meeting the Air Force's diversity goals. (OPR: AFRS)

Current strategy includes outreach to youth via streaming platforms (meet them where they are) and K-12 programs, and to enhance cadets' knowledge of career choices (IAW RAND suggestion from Meta-analysis MLDC Recommendation #6 & #8 (2020). At present, 80% of media spends are allocated to digital platforms including streaming (YouTube, Spotify, sound Cloud, Hulu, etc.) and these will continue to be optimized. (OPR: AFRS)

- **Barriers:** Budget, manpower, and timing of funding continue to be barriers for marketing.

**5.2.2. Gold Bar Recruiter (GBR).** The Gold Bar Recruiting program is a year-long recruiting assignment for newly commissioned AFROTC Second Lieutenants. This program serves as an opportunity for these Lieutenants to develop valuable interpersonal leadership skills and to communicate opportunities to non-propensed, under-represented groups in high schools across the country. GBRs are competitively selected and placed in recruiting squadrons based on location preferences and order of merit ranking. Additionally, bi-lingual capabilities are considered in GBR placement.

While supporting the AFROTC National Recruiting Strategy, the GBR primary mission is to expand the pool of qualified/diverse candidates for High School Scholarship Program (HSSP). While GBRs are supporting the Total Force recruiting mission, they continue to serve as the AFROTC subject matter expert. GBRs are trained to qualify and refer applicants to the highest program. This flexibility allows the GBRs to increase diversity within our applicant pool for our recruiting/accession enterprise.

GBRs attended more than 2,000 recruiting events this year and pushed more than 7,000 leads to ROTC HSSP, Enlisted Accessions, and Officer Accessions programs. (OPR: AFRS)

- **Barriers:** Accessing lower propensity to serve schools and populations can sometimes be difficult. We have experienced greater access with Gold Bar Recruiters compared to enlisted recruiters although much more work and time is needed to begin seeing changes in pool data.

### 5.3 Pre-commission Focused Outreach Programs.

**5.3.1. AIM HIGH Flight Academy (AHFA).** A three-week introductory flight academy led by AFRS Det 1, flown by contract flight instructors conducted in accordance with FAA regulations. There are two primary objectives for the academy. One is to ensure the selected students fully understand the pathway to becoming an Air Force rated officer. Second is to aid the increase of an individual's Pilot Candidate Selection Method (PCSM) score with the completion of approximately 15 flight hours. AHFA pairs unaffiliated youth with cadets nominated by USAFA and AFROTC to Total Force Officers, who provide mentorship on the multiple accession sources and the rated career fields. (OPR: AFRS/DET1)

- **Goals:**
  - Align with other Air Force Flight Academies for effective and efficient youth aviation pipeline towards accession sources with a rated slot (Orientation, Intro, PPC, etc.)
  - Applicant pool to have a minimum 60% URG representation
  - Applicant pool to have a minimum of 35% minorities
  - Educate pathways and increase confidence on how to apply for Rated Career fields for 90% of AHFA students
  - Increase shift toward more favorable support of the Air Force as an institution (70% amongst AHFA students)
  - Increase propensity to serve amongst AHFA students 50%
  - Increase slot opportunities in AHFA 10% each year
  - Compare AHFA applicant pool with accessions application goals to strategically engage and improve those applications
- **Barriers:**
  - Multiple Flight Academies with potential overlap
  - Talent tracking

**5.3.2. AIM HIGH Inspiration Flights.** A program which exposes youth and influencers to aviation careers and the Air Force culture. primary goal is to provide inspiration flights on USAF aircraft, but may also include fly-ins, static displays and tours. On November 2020, the DAFMAN 11-401 and AFI 35-101 were modified to allow AIM HIGH Inspiration Flight to fly unaffiliated youth via Public Affairs flights. This program supports initiatives across the four RDI Lines of Efforts by achieving the following objectives: youth engagement, community outreach, professional development, and networking. (OPR: AFRS/DET1)

- **Goals:**

- Enhance awareness of incentive ride DAFMAN changes to all flying wings
- Increase flights 100% next fiscal year

**5.3.3. General Officer (GO) Inspire.** The GO Inspire program connects general officers with AFRS recruiters around the nation, specifically targeting those areas with high demand for demographic talents where recruiters struggle to recruit. These events can yield additional applicants by providing opportunities for students and community leaders to interact with general officers in the Air Force and be inspired by their work/life experiences and visions. (OPR: AFRS)

- **Goals:**

- Increased number of engagements at colleges and universities serving higher population of URGs 30% annually through FY25.
- Current CY22 Events: 98 Inspire engagements
- Planned FY23 Events: 150
  - Limited requests come from organizations for Senior Leaders' participation which are funneled through Vector to GOs.
  - Senior Leaders identify when they have an opportunity to accomplish an engagement then connect with AFRS. Active Duty GOs have a requirement of two engagements and Reserve and Guard GOs have a single engagement requirement.

- **Barriers:**

- Enhancing Awareness to Senior Leaders: Senior Leadership Officer Course (SLOC), General Officer Management Office (GOMO), SAF/PA newsletter, MAJCOM/CC quarterly oversight update

**5.3.4. Minority Serving Institute (MSI) Engagements.** AFRS tracks every MSI (more than 700 total nationally) in Air Force Recruiting Information Support System (AFRISS) which recruiters utilize for lead/applicant management and to plan, track, execute, and document events. This system provides planning and tracking of consistent MSIs visits to inspire, engage, and recruit diversity for our applicant pool.

- **Goals:**



- 774 visited by FY25 (RDI Strategy)
- Current FY22 Events: 136 MSI
- Planned FY23 Events: TBD
- **Barriers:** Institutional disdain and lack of interest to engage

**5.3.5. Inspire Operations.** USAF and USSF currently partner directly with multiple organizations ranging from the Society of Women Engineers to Athletes Unlimited to the Organization of Black Aerospace Professionals to build brand awareness, affinity to serve and engage directly with critical audiences to educate and inspire service in the Air Force and Space Force. (POC: AFRS)

- **Funded Partnerships:** Aircraft Owners & Pilot Association (AOPA), Alpha Eta Rho (AHP), American Institute of Aeronautics and Astronautics (AIAA), Experimental Aircraft Association (EAA), NextGen Aviator, Organization of Black Aerospace Professionals (OBAP), University of Aviation Association (UAA), Women in Aviation International (WAI), Super Girl Surf Pro.
- **Collaborative Partnerships:** Higher level educational institutions, International Aviation Women's Association (IAWA), Latino Pilot Association (LPA), National Gay Pilot Association (NGPA), Ninety-Nines (99's), Professional Asian Pilot Association (PAPA), FIRST Robotics, Dee Howard Foundation.
- **Goals:** Increase URG youth events and engagements 300% by FY25.
- **Barriers:** Parallel efforts from standup initiatives lacking tools, resources, and awareness for highly effective outreach.

**5.3.6. AIM Wings.** Through our flying wings, with the Wing Commander's support, utilizing their flying assets to support RDI initiatives, influencing the local community with outreach efforts.

- **Goals:**
  - All Active Duty Wings registered as AIM Wings.
  - Provide training to enable decentralized execution through network of outreach partners and teams.

**5.4. Air Force Commissioning & Enlistment Portal (AFCEP) Modernization.** Once completed AFCEP will modernize Air Force Recruiting Services' application process to be virtual and online for our OA applicants with very few recruiter touchpoints; similar to AFROTC and USAFAs application process. This will reduce recruiter workload, allowing them to focus on inspiring/engaging/recruiting the right talent at the right time with an emphasis on increasing diversity within our applicant pool. AFRS is approximately 60% completed with the AFCEP initiative. We project AFCEP completion before the beginning of FY24. (OPR: AFRS)

- **Barriers:** No barriers currently.

**5.5. Measures of Performance.**

### 5.5.1. Marketing MOP.

- Measure the percent of media spends and partnerships focused on diversity, reporting on both the overall national marketing program and the specific AFROTC spends; report delivery of diverse audience impressions for AFROTC media spends. Media spends can be adjusted annually or optimized more regularly depending on desired effect.
- Measure diverse applicant pool progress based upon information provided in application and correlate with application source (e.g., website, event, etc.).
- Measure number of users or sessions located in key geographic areas (areas to be determined based on current AFROTC applicant pool needs).
- **Current & Planned Events – FY22.** Accomplished more than 85 Total Force marketing events specifically geared towards diversity and inclusion for both officer and enlisted accessions. Additionally accomplished another 215 Total Force events that included audience consistent with American population demographics.
- **Planned Events – FY23.** Currently planning 260 events for FY23, contract still pending approval.

**Data Required:** Media delivery reports based on demographic audiences; partnership/event demographic data (provided by the partner); demographic data from applications to include application source; current AFROTC detachment demographic states and goals to determine key geographic areas to emphasize in marketing.

### 5.5.2. GBR MOP.

- Measure the increase or decrease in application rate between years when a GBR visited a specific high-school and a year they did not visit. The statistical difference between these application rates will be evaluated via a hypothesis test on the difference in total applicants.
- Alternately, measure the mean application rate of high schools visited by a GBR compared to demographically similar high schools according to the measures such as class size, racial proportions, geographic location, and mean standardized testing scores. These demographically similar high schools will be selected using a similarity metric to select  $\pm 3$  high schools. We will then perform a hypothesis test to see if there is a statistically significant difference between similar high schools that were not visited by a GBR.

**Data Required:** Demographic make-up of all high schools in the nation to include class size, ethnic/racial proportions, zip code, average student performance on standardized testing, and median household income. The total number of applications per year from each specific high school to include the applicant's demographic information and date of application. The total list of high schools visited by a GBR with the associated time and date.

### 5.5.3. Pre-commission Focused Outreach Programs MOPs.

- For small-group or individual focused engagements like AIM HIGH Flight Academy, conduct a survey before and after the program/experience on the individual's likelihood to join the Air Force, familiarity with officer accession pipelines, perspective on the military, etc. Measure improvement in relevant measures via a hypothesis test and report the estimated effect.
- For large audience engagements, record the total number of new applications in the 10 days following an engagement event, and compare to the 10 days preceding the event for that specific geographic area or college/university. Directly attribute any increase above the baseline to the engagement event.
- Record the total number of new partnerships established each CY, and number of new locations visited by an engagement program which have not been visited in the previous 2 CYs.

**Data Required:** The survey results of participants in a small group or individual focused engagements. Historical recruiting/application data on the daily level with geolocation or college/university of the applicant. Data on when and where large-group focused engagements were conducted.

#### **5.5.4. AFCEP Modernization MOP.**

- Record the total number of applicants utilizing the AFCEP OA portal and compare the change in initiated applications before and after implementation the online OA tool.
- Additionally, report the average number of hours needed to complete an OA application before and after implementing the AFCEP online application.

**Data Required:** Historical OA application data, to include the time and date the application was initiated. The estimated number of hours needed to complete an OA application before and after implementation of the online OA tool.

**5.6. Measures of Effectiveness.** The desired end-state is an increase in the pool of applicants in targeted demographic groups as endorsed by the latest Officer Source of Commission Applicant Pool Goals. Outreach programs do not naturally lend themselves to direct accession attribution, for this reason we propose that we evaluate each program on whether they produce a statistically significant difference in a desired measure. For instance, we will compare if participants in the AIM HIGH Flight Academy have a statistically significant increase in self-reported measures such as familiarity with Air Force Officer accession paths, desire to join the Air Force etc. If this proves intractable then we propose reporting the percentage improvement in a relevant metric for each program. For example, the change in application rate for a specific high school visited by a GBR on a yearly basis. Finally, if this again proves intractable, we will estimate the total number of individuals contacted to join the Air Force by a self-reported measure from each corresponding program.

## **6. LINE OF EFFORT 3: OFFICER SELECTION AND CLASSIFICATION TESTING**

**6.1. Reasoning.** The Air Force Officer Qualification Test (AFOQT) is used to select candidates for commissioning programs and to classify commissioned officers into utilization specialties. The Test of Basic Aviation Skills (TBAS) is a battery of subtests used to measure cognitive, multi-tasking, and psychomotor attributes predictive of success in Air Force pilot training. Studies show these tests have predictive validity and are not biased against minorities, but both tests create unintended disparity for URGs in officer selection and classification rates.

**6.2. Test Revisions.** (OPR: AETC/A3/6)

**6.2.1. AFOQT Content Revision.** Problematic questions were identified by using recent AFOQT scores and then replaced by new test questions. Data is being collected on the new test questions to identify and incorporate those producing lower subgroup differences. Further, in December 2021, the AFOQT Super Score policy change was completed, which allows candidates to take exam multiple times and keep the highest score of each section when calculating their overall score (super score).

- **Barriers:** Recent data collection efforts were delayed due to COVID mitigation protocols and expired data collection agreements between AFPC and Air University (AU) and the Airmen Performance and Testing Center (APAT) at Lackland which have been utilized for data sourcing because they service ideal test subjects. Continuous data collection is needed at these locations to ensure future test revision and modernization efforts are not further delayed. This effort is in progress.

**6.2.2. PCSM Revision and Modernization.** The Pilot Candidate Selection Method (PCSM) is a scoring algorithm used to optimize prediction of outcomes in Undergraduate Pilot Training (UPT). The PCSM composite score includes the AFOQT Pilot composite score, TBAS score, and pilot flight hour code points; all shown to create disparity in underrepresented groups (URGs). The revision is aimed at identifying problematic test components in both the AFOQT and TBAS. The modernization effort is aimed at transitioning the AFOQT from paper to computer testing and optimizing the TBAS to increase user interface experience to match those in more advanced aircraft. Although the overarching goal for both the revision and modernization efforts is to reduce subgroup differences, the aim is not to adjust for scoring, but rather, to ID items of interest in both tests creating the subgroup differences.

A 2020 PCSM Validation Study found results consistent previous studies demonstrating previous flying experience to be a strong predictor of pilot performance. However, this study also found the predictive probability of success attributed to flying hours plateaued at 40 hours and there was little empirical evidence suggesting 60 or more flying hours benefited the candidate. Therefore, the flying hour code weight in the PCSM composite was reduced and the algorithm was changed in December of 2021.

- **Barriers:** The remaining PCSM Modernization efforts (AFOQT and TBAS) are data collection efforts and require incremental funding for future data collection, analysis, prototyping, validation, implementation, and sustainment.

### 6.3. Measures of Performance.

#### 6.3.1. AFOQT Content Revision.

- Measure the change in scores after content revision as well as any change in successful qualification and completion rates of follow-on training. Measure the change in qualification rate for each of the URGs when allowing for a super scored AFOQT.

**Data Required:** Record AFOQT score based on demographic applicant data. Record the original AFOQT score metric and the super score metric for eligible testers. Track the demographic data of sub-group differences as well as qualification and completion rates of follow-on training. Currently, only two versions of the test exist. Creating new versions would allow for applicants to take more than two tests without repeating a version.

#### 6.3.2. PCSM Modernization MOP.

- Measure the change in the total number of rated applicants that would have achieved a PCSM score greater than or equal to 10 (current rule of thumb), if the modernized PCSM model was used to calculate their score. Additionally, the Pilot Selection Method Working Group recommended collecting and analyzing PCSM scores at various accession sources, analyzing demographic data at early exposure events and UPT completion rates.

**Data Required:** Yearly record of rated applicants PCSM score with demographic information include: all subcomponents of the current PCSM model (Flight Hours, TBAS Components, AFOQT Pilot). New scores generated from the modernized PCSM model. AFOQT data collection efforts are still ongoing. Further data is needed to determine whether the subtests reduce subgroup differences as anticipated.

TBAS data collection efforts for revision are in progress to assess impact of familiarization by increased exposure to the platform. For modernization purposes, an initial literature review is in progress to identify items of interest that may reduce subgroup differences. Data collection for TBAS modernization has not started.

**6.4. Measures of Effectiveness.** The desired end-state is Increased diversity in officer applicant and pilot candidate pools as endorsed by the latest Officer Source of Commission Applicant Pool Goals. The effectiveness of these programs will be measured by the increase or decrease in percentage of each officer applicant pool that qualifies after reducing test barriers.

## 7. ADDITIONAL RECOMMENDATIONS

**7.1.** Invest in Project Brown Heron/Envision data tool to begin properly tracking applicants to either of the two accessions sources in a standardized way, immediately. Submitted as Project Brown Heron proposal.

**7.2.** Revalidate the focus on STEM degrees and graduates as well as evaluate programs aimed at STEM recruiting.

**7.2.1.** AFSC Functionals revalidate STEM degree requirements outlined for each AFSC in the AF Officer Classification Document. Excessive STEM degree requirements in certain AFSCs (38F/13S) drive increased scholarship costs while decreasing diversity.

**7.3.** Hyper Target ROTC AORs. AFRS/RSM is currently executing AOR hyper-targeting across RegAF, AFR and ANG. With additional funding for AFROTC this targeting will pilot diversity-specific outreach. This would rely upon understanding the demographic profiles of the campus/enrollment and specific areas of interest of students to use geo-tagging and geo-fencing tactics to increase awareness of and engagement with AFROTC. The end goal would be to influence the applicant pool at the individual campus.

**7.4.** HART Identified programs such as the Gold Bar Recruitment program and the Admissions Liaison Officer as two programs that deserve further research to better serve all demographic communities.

**7.5.** Identify incremental funding for current and future PCSM data collection, analysis, prototyping, validation, implementation, and sustainment.

**7.6.** Fully resource the OSD mandated 870 minimum unit JROTC program. JROTC is a fiscally broken program requiring Holm Center to source roughly \$2-4M annually via unfunded requirements to pay its JROTC instructor force. Furthermore, JROTC is currently only able to invest approximately \$5 per-cadet towards citizen development and leadership learning opportunities. A desired per-cadet rate would be closer to the \$25-50 range to provide effective and engaging experiential learning opportunities across the roughly 85K cadets.

**7.7.** Ensure data collection efforts are supported at AU, BMT, USAFA, AFROTC Detachments through MOAs and possible policy changes.

**7.8.** Formally cross-engage across DAF to ensure AFRS is aware of programs/efforts and they are appropriately prioritized for support i.e. USSF University Partnership Program (UPP), AFGSC's Project Tuskegee, and ACC's Project Quesada.

**7.9.** Expand AFROTC Detachment Recruitment capacity by placing a civilian and/or 2d Lt Recruiting Officer (RO) at each detachment. This would increase recruitment activities at local/regional feeder high schools, college fairs and maximize influencer/admissions relationships. The civilian RO would enable long-term continuity and improve operations through relationship building.

**7.10.** The Multiracial demographic is the fastest growing demographic in the US and accounts for 10% of the US population as of the 2020 census. Recommend SAF/ODI decide how to include multiracial declarations into their tracking of officer accessions.

Two possible options are to allow Multiracial respondents to cover down on other category shortfalls or to create an additional Multiracial category (requires OPM action) and identify a goal for that category. If this recommendation is not accepted, USAF will be behind on collection and tracking of this large part of the USAF population.



THE SECRETARY OF THE AIR FORCE  
 CHIEF OF STAFF, UNITED STATES AIR FORCE  
 WASHINGTON DC



16 JUN 2014

MEMORANDUM FOR AETC/CC  
 USAFA/CC

SUBJECT: Applicant Pool Goals for Active Duty Officers

Air Force capabilities and war fighting skills are enhanced by diversity amongst its personnel. At its core, diversity provides our Total Force an aggregation of strengths, perspectives and capabilities that transcend individual contributions. Our ability to attract a larger, highly talented, diverse pool of applicants for service in our Air Force will positively impact our future Total Force.

It is our goal to establish Active Duty Officer Applicant Pool Goals which will reflect the United States' highly talented, diverse and eligible population. The following applicant pool goals, broken down into race, ethnicity and gender, represent the diverse population of the United States eligible to serve in the Air Force, under established Air Force eligibility criteria, with small adjustments designed to address the projected increase of certain populations in the United States. This metric may not be used in a manner that undermines the merit-based processes. We direct you to provide a plan by August 1, 2014, to align your efforts to achieve the applicant pool goals to attract the best and brightest our nation has to offer.

Race	Applicant Pool Goal
American Indian/Native Alaskan	1%
Asian	8%
Black or African American	10%
Native Hawaiian/Other Pacific Islander	1%
White	80%
Ethnicity	Applicant Pool Goal
Hispanic/Latino	10%
Non Hispanic/Latino	90%
Gender	Applicant Pool Goal
Female	30%
Male	70%

Deborah Lee James  
 Secretary of the Air Force

Mark A. Welsh III  
 General, USAF  
 Chief of Staff





DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC 20330-1000

09 AUG 2022

MEMORANDUM FOR HQ AETC/CC  
HQ USAFA/CC

SUBJECT: Officer Source of Commission Applicant Pool Goals

Diversity and inclusion are an essential part of our society and key to the success of any organization. As such, it is imperative that the composition of our Military Services better reflect our Nation's highly talented, diverse, and eligible population. This memorandum updates Department of the Air Force officer applicant pool goals, broken down by race, ethnicity, and gender. Critically, it also continues our progress toward achieving a force more representative of our Nation, while leveraging that diversity to enhance the Air and Space Force's ability to deter, and if necessary, deny our Nation's competitors.

Diversity & Inclusion Goals*	White (67.5%)	Black / African American (13%)	Asian (10%)	American Indian / Native Alaskan (1.5%)	Native Hawaiian / Other Pacific Islander (1%)	ETHNICITY	Hispanic / Latino (15%)
Male (64%)	43%	8.5%	6.5%	1%	.5%		9.5%
Female (36%)	24.5%	4.5%	3.5%	.5%	.5%		5.5%

\* Total diversity & inclusion goals equal 93%; excluding multi-racial category of 7% (4.5% Male/2.5% Female)

These goals are aspirational, aligning resources to invest in our long-term objectives and will not be used in any manner that undermines our merit-based processes. You are directed to develop a diversity and inclusion outreach plan aimed at achieving these goals no later than 30 September 2022. In addition, you will report annually on your progress outlining those initiatives your organizations are undertaking to enhance officer applicant pool diversity and inclusion.

We appreciate your continued efforts to attract and train the best and brightest talent our Nation has to offer.

Frank Kendall  
Secretary of the Air Force

*One Team, One Fight!*

Gina Ortiz Jones  
Under Secretary of the Air Force

John W. Raymond  
General, USSF  
Chief of Space Operations

Charles Q. Brown, Jr.  
General, USAF  
Chief of Staff of the Air Force

**USAFA APPLICANT POOL/ENROLLMENT DATA**

**USAFA APPLICANT POOL (2016-2021)**

RACE	APPLICANT POOL						GOAL
	2016	2017	2018	2019	2020	2021	
American Indian/Native Alaskan	1.3%	1.3%	1.4%	1.2%	1.2%	1.1%	1%
Asian	8.5%	9.1%	9.6%	9.9%	10.4%	11.1%	8%
Black/African American	15%	15.3%	13.5%	13.3%	12.9%	11.5%	10%
Pacific Islander	1.8%	1.3%	1.6%	1.8%	2.1%	1.8%	1%
<b>ETHNICITY</b>							
Hispanic	12.7%	12.9%	13.1%	13.3%	13.9%	13.6%	10%
<b>GENDER</b>							
Female	28.7%	29.4%	30.3	31.2%	32.1%	32.5%	30%

**USAFA ENROLLMENT (2016-2021)**

RACE	ENROLLMENT						GOAL
	2016	2017	2018	2019	2020	2021	
American Indian/Native Alaskan	1.1%	1.7%	1.2%	0.4%	0.9%	1%	1%
Asian	9.1%	8.2%	9.5%	9.2%	11.7%	10.7%	8%
Black/African American	8.6%	10.1%	11.4%	10.5%	9%	8.9%	10%
Pacific Islander	2.5%	1.8%	1.6%	1.5%	2.3%	2.7%	1%
<b>ETHNICITY</b>							
Hispanic	9.6%	9.8%	10.1%	10.5%	12.4%	9.2%	10%
<b>GENDER</b>							
Female	29.9%	27.5%	25%	28%	30.1%	29.6%	30%

## AFROTC ENROLLMENT DATA (AY 15-22)

### AVERAGE ENROLLMENT (AY15-21):

AFROTC Applicant Pool (AS100, AS200, AS250) Enrollment Averages			
Race			
Category	AFROTC AY15-21	SecAF App Pool Goals (2014)	Current Applicant Pool (AY21-22)
American Indian/Native Alaskan	1%	1%	0%
Asian	7%	8%	8%
Black or African American	9%	10%	9%
Native Hawaiian/Pacific Islander	1%	1%	1%
Caucasian/White	68%	80%	69%
MultiRacial	5%	no goal	8%
Declined to Respond	10%	no goal	5%
Ethnicity			
Category	AFROTC AY15-21	SecAF App Pool Goals (2014)	Current Applicant Pool (AY21-22)
Hispanic/Latino	15%	10%	15%
Non Hispanic/Latino	78%	90%	80%
Declined to Respond	7%	no goal	5%
Gender			
Category	AFROTC AY15-21	SecAF App Pool Goals (2014)	Current Applicant Pool (AY21-22)
Female	30%	30%	30%
Male	70%	70%	70%

### ENROLLMENT BREAKOUT BY AY (AY16-21)

AFROTC Applicant Pool (AS100, AS200, AS250) Enrollment Averages							
Race							
Category	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF App Pool Goals (2014)
American Indian/Native Alaskan	1%	1%	1%	1%	1%	0%	1%
Asian	8%	7%	7%	7%	8%	8%	8%
Black or African American	10%	8%	8%	8%	8%	9%	10%
Native Hawaiian/Pacific Islander	1%	0%	1%	1%	1%	1%	1%
Caucasian/White	66%	65%	69%	70%	70%	69%	80%
MultiRacial	4%	4%	6%	7%	8%	8%	no goal
Declined to Respond	11%	16%	9%	6%	5%	5%	no goal
Ethnicity							
Category	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF App Pool Goals (2014)
Hispanic/Latino	14%	14%	15%	16%	16%	15%	10%
Non Hispanic/Latino	77%	74%	78%	79%	81%	80%	90%
Declined to Respond	8%	12%	7%	5%	4%	5%	no goal
Gender							
Category	AY16-17	AY17-18	AY18-19	AY19-20	AY20-21	AY21-22	SecAF App Pool Goals (2014)
Female	27%	28%	28%	30%	31%	30%	30%
Male	73%	72%	72%	70%	69%	70%	70%

**Notes:** A key point when looking at the race data is the increase from four to eight percent in the multiracial data over the past 6 years. If this data was included in one of the appropriate race categories (in order compare with the SecAF goal), we would likely be well above all goals. For example, our AY21-22 applicant pool data only totals 87% in the categories that compare with the SecAF Applicant Pool Goals. That leave 13% unaccounted for (multiracial and Declined to Respond). While 5% is unknown, we do know that the 8% multiracial are diverse and would drive all the categories green.

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)