



2021



IMPROVING HUMAN RELATIONS AND BOLSTERING MILITARY CULTURE

By: AIR FORCE COLONEL STORM
DEOMI COMMANDANT

On behalf of the faculty and staff, I am delighted to welcome you to the Defense Equal Opportunity Management Institute's (DEOMI) 50th Anniversary celebration! We are pleased you joined us to commemorate this milestone, and I'm confident our distinguished panelists and speakers will reinforce your passion for improving human relations.

The theme of our 50th Anniversary "Celebrating 50 Years: Past, Present, and Future" reflects DEOMI's contribution across the Department of Defense (DoD). Over the years, the Institute served by reviewing and refining governing policies, educating and training our advisors in the field, and delivering cutting edge research in diversity, inclusion, and equal opportunity. As we look to the future, we are excited about creating a culture that promotes signature leader attributes, prevents destructive behaviors, and equips personnel to respond effectively to behaviors contrary to our core values.

For 50 years, DEOMI has been at the forefront of human relations solutions for the DoD, and we continue to provide innovative education, training, and research with the goal of optimizing readiness. During this event, we invite you to lean in and share as we collaborate on empowering warfighters, creating opportunities, and enabling diversity and equity in today's military.

As a consequence of Coronavirus 2019 (COVID-19), in 2020 DEOMI transitioned to a 100% telework and virtual course delivery environment. We are proud to share with you how various DEOMI teams thrived in the midst of the COVID-19 pandemic.

Again, we are delighted to have you here with us, whether you are celebrating virtually or in person. We invite you to ask questions, share ideas, and network. Warmest wishes, and please enjoy your time during this event!

A. Storm



MESSAGES FROM THE PAST

On June 24, 1981, DEOMI celebrated its 10th Anniversary since being established. Colonel Shirley J. Bach, the current director, and four of the first five directors provided the following letters on their experiences, challenges, hopes, and expectations for DEOMI's future. Some of the goals they identified we have accomplished, some we still have to do. But, the professionalism of these leaders and the staff, faculty, and students they led, and those who have come after them, have set the pace for the continued human relations environment improvements and progression within the Department of Defense. We should all be proud of the many things we have accomplished over the past 50 years!



DEFENSE EQUAL OPPORTUNITY
PAINLESS AIR FORCE P

MEMORANDUM TO ALL
SUBJECT: DRRT/DEOMI 10th Ann
Happy 10th Anniversary +
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SHIRLEY J. BACH

Colonel, USAF Retired

Happy 10th Anniversary to you who have graduated or worked at DRRI/EOMI and to all others who share a love and fierce dedication towards equal opportunity programs. We have grown and adapted to the demands placed on us, as society has.

The individuals who initiated our program in 1971 and others who followed are to be commended. They were pioneers in a space program different from the one Patrick Air Force Base and the Eastern Space and Missile Center are well-known for. Their's was and our's is an "inner space program." The uncharted boundaries here too are unlimited. We have only begun to explore them.

As you read the comments of former directors and others in this supplement, you will see that progress has been made, commitment is evident at the top, but many challenges still face us. The mural on our main building always reminds those who pass it daily to "Honor the Past" and "Challenge the Future." Those are two statements worth following. Institute photos in this supplement and your own memories will help to "Honor the Past" and remember the DRRI/EOMI extended family.

I would issue these as your "Challenges to the Future": (1) Think like management. You can better understand and assist your commander/commanding officers. (Develop into a "Bottom Line Thinker" and you will get to the top). (2) Be thoroughly professional in everything you do. Sloppy image and staff work create closed doors and loss of command support and credibility. (3) Don't mellow too soon.

We have made progress but we cannot wish away the problems which do exist. We may have

come far but we have a long way to go. (4) Build your networks. There is power in unity, we seem to have forgotten. Diluted programs mean less of a voice when today we need more. (5) Be eager in solving problems and offering solutions, and yielding when you need to yield. Be confident in your abilities and stand ready to share your new skills with others. Most of all, be positive and professional in everything you do, and transform challenges into opportunities.

None of these will be easy. We knew that when we got involved. Every time I stand by the sea and listen to the sshh of the breaking waves, I realize that ten years is too short to have a major impact there. However, ten years of military equal opportunity and education have greatly affected the operations of the Department of Defense and the country. I'm glad to be a part of it. May all of our futures be filled with the peace of human harmony. That is what we are all about.

SHIRLEY J. BACH
Colonel, USAF Retired
EOMI Director 27 March 1981 -
30 March 1984





EDWARD F. KRISE

Colonel, USAF Retired

It does seem incredible that a decade has passed since the establishment of DRRI/EOMI. The excitement, hopes, frustrations and the sense of participating in meaningful human experience are still vivid memories and a source of continuing satisfaction.

When the Secretary of Defense created DRRI on 24 June 1971, the long years of effort by Howard Bennett, the salesmanship of Roger Kelly and the staff work of dozens of us who labored in the vineyard of the Pentagon finally came to fruition. At last there was a commitment by one of our major social institutions to a program of education and training to create an environment of equality and brotherhood. The effort of DRRI/EOMI has far exceeded the highest expectations of those of us who were fortunate to be present at the creation.

Although the location of EOMI at Patrick may have some disadvantages, I have always believed that the influence of the space program provides an inspiration for faculty and students. We now know that the stars are attainable—and so is a Defense establishment where every member can expect to be received with dignity and equality and who receive a judgment based upon personal worth and ability.

Happy Birthday DRRI/EOMI and best regards to the thousands of men and women who have committed themselves to your mission.

EDWARD F. KRISE
Colonel, USAF Retired
DRRI Director 24 June 1971 -
9 September 1972



DEFENSE HUMAN RESOURCES ACTIVITY
DEFENSE EQUAL OPPORTUNITY MANAGEMENT
366 TUSKEGEE AIRMEN DRIVE
PATRICK SPACE FORCE BASE, FL



RUSSELL S. RYLAND

Colonel, USAF Retired

Considering the extensive alteration of mission and scope expansion of the Institute (DRRI in my day), my comments on the early days will sound like “Ancient history” to many, nevertheless, perhaps they will be of some value in reexamining the problem of the early 1970’s and DOD efforts toward finding solutions.

In the summer of 1972, when I became Director, the services were encountering increasingly frequent incidents of racial confrontation world-wide. Such pervasive negative influence on combat readiness was recognized in DOD and the services. Determination to “clean up our act” prompted DRRI’s initial mission and scope. We had a single specific problem with which to deal! In only six weeks of instruction, we had to train Race Relation Instructors to function as catalysts for behavior change in their service units. Ours was not a subtle program. The curriculum and field exercises focused on the brutal racial reality of the day. Both overt and covert racism deleteriously affected all minorities. The curriculum included specific minority studies in Afro-American history, La Maza, Appalachia, the American Indian, Asian-American, and contemporary black thought through an Inner City Lab Experience. This human relations training effort had a single objective: reduce racial tension and prevent violence in the armed forces.

Since my departure in the summer of 1975, there has been a broadening of mission sense and additions to the original objective.

Most dramatic to me has been the emphasis shift from race relations to equal opportunity and organizational development staff skills. Has the change diluted the effectiveness of the program,

or is it merely a name change? Considering the retention of most of the original curriculum content, perhaps the current “equal opportunity” emphasis simply reflects an expanded mission and not a deliberate dilution of effort to squarely face race relations problems both active and dormant.

I hope so because I firmly believe that in both civilian and military life, racial strife poses the most serious potential problem. Racism has not been eliminated! DOD’s efforts have greatly reduced the racial conflict potential in the services, but in both sectors the potential for future confrontation lies just beneath the surface. I would urge a clear recognition of this serious potential and a continued effort to actively promote racial harmony. As unit commanders ten years ago, as well as today, can clearly attest, the central human relations threat to combat effectiveness is racial conflict.

Now, as a retired Colonel and business man, I can tell you that effective human relations are vital to success in all walks of life, but in the military it is absolutely crucial to effective combat readiness. I wish all of you the very best in your continued efforts to significantly improve the future combat effectiveness of our armed forces.

RUSSELL S. RYLAND

Colonel, USAF Retired

DRRI Director 9 September 1972 -
9 September 1975



ROBERT W. DEWS

Colonel, USAF Retired

Congratulations and best wishes for continued success. In my 34 years in the Army, my most personally satisfying yet least professionally rewarding assignment was at the DRRI. Despite strong support at the highest levels, I was constantly frustrated by the lack of support from intermediate staff and command levels. Their constant argument was—"let the chain of command function, you are subverting the chain."

Although most commanders are intelligent, motivated, and dedicated, their awareness of and concern for the problems of minorities and women are seriously lacking.

In my final assignment as the Dean of the Department of Professional Development at the Armed Forces Staff College, I observed your future commanders in action;--the elite from every service, grades O4 and O5. On post-course critiques the single dominant complaint was that too much time was devoted to equal opportunity—a total of six hours out of a five month course. In the spring of 1980, I attempted to initiate an equal opportunity elective to be taught by the faculty of the EOMI—less than ten officers out of a total of 240 volunteered.

So while I wish you every success, I am not optimistic about the future of your program. Write me in ten years and prove me wrong.

ROBERT W. DEWS
Colonel, USAF Retired
DRRI Director 1 July 1975 -
12 October 1977



DEFENSE HUMAN RESOURCES ACTION
DEFENSE EQUAL OPPORTUNITY MANAGEMENT
366 TUSKEGEE AIRMAN DRIVE
PATRICK SPACE FORCE BASE, FL



Michael J. Marriott

Captain, USN Retired

As the last Director DRRI and the first Director of EOMI, I have many special feelings about the Institute. When I took over EOMI three years ago, we faced the tremendous management challenge of designing and implementing an expanded curriculum with a few months. We faced our problem squarely and succeeded in giving the Institute its “new direction.”

Many many people were there to help. They were more red, white, and blue than black or white, male or female. They simply and professionally got on with the job. I urge you all to do likewise.

Our quality staff, faculty, and students continually prove their abilities. In fact, when I attended a training conference in Germany last December, the senior general told me that he would take all the graduates he could get. He and the services need quality people for their programs and problems accompanying them.

I for one cannot articulate the problems of the services because I feel we need a much better information system throughout DOD to reveal them. As I said previously, ‘In order to plot a course it helps to know where you are. Perhaps this is why we keep hearing the same old saw about the state of Equal Opportunity in the military: “We’ve made a lot of progress—but we’ve still got a long way to go.”’ Progress implies a measurable movement in a predetermined direction. If we intend to keep claiming Equal Opportunity progress, we need two things: a benchmark measurement of where we are, and a means of measuring progress. In order to do this we need an information system which will provide

Equal Opportunity data on which to assess progress, base decisions, and make plans. We

need this information system in order to be able to articulate both the “progress” and the “long way to go.”

As far as I am personally concerned, I have learned a great deal in this assignment and am proud of the part we all have played in developing EOMI into a highly professional training Institute. [Excerpts from the Change-of-Director Ceremony, 27 March 1981.]

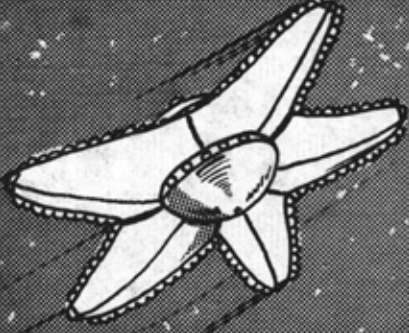
MICHAEL J. MARRIOTT
Captain, USN
Commanding Officer Human Resource
Management Center, London, England
Director DRRI 30 March 1978 –
27 July 1979;
Director EOMI 27 July 1979 –
27 March 1981



GILL GIGGLES

by J. Almeida 1988

SPACE... THE FINAL FRONTIER.
THESE ARE THE VOYAGES OF
THE STARSHIP U.S.S. FINSURPRISE,
ON ITS 2 1/2 YEAR MISSION TO
EXPLORE NEW WORLDS...



TO BOLDLY GO WHERE NO FISH
HAS SWAM BEFORE !!

CAPTAIN CARP, I BELIEVE
THIS SMALL PLANET MIGHT
HAVE INHABITANTS OF SOME
FORM.

RIGHT, MR. SPOT,
LET'S BEAM DOWN



DEOMI
Media Support
Division



QUICK SQUIDDY, BEAM
US BACK UP, THERE'S
NO INTELLIGENT
LOOKING LIFE
DOWN HERE !!



Areas of Instruction

- MINORITY GROUPS: HISTORY AND CONTRIBUTIONS
- BEHAVIORAL SCIENCES
- INNER-CITY LIFE STYLES
- DEVELOP "HOW-TO" SKILLS IN SMALL GROUP LEADERSHIP

C.A. MILLER JR.



INTRODUCTION

The evolution of the Defense Equal Opportunity Management Institute (DEOMI) began over 50 years ago when the Department of Defense (DoD) initially established the Defense Race Relations Institute (DRRI) under the U.S. Air Force as the executive agency. The first institute, DRRI, initially focused on primarily addressing racial issues. At the time of the institute's inception, its intended mission was unique, and there were no models to follow. As time progressed, and the mission refined, DRRI's role expanded. Within 10 years it transformed and was renamed DEOMI. In this new role the institute became the primary training facility for both military equal opportunity and civilian equal employment opportunity practitioners. DEOMI has since expanded the areas it was initially designed to address, and it now covers a wide-range of human relations and organizational development topics. Now, 50 years after the institute was established, DEOMI is once again transforming to address the Department of Defense's evolving challenges.

HISTORY

The initial foundational need for the institute began when President Harry S. Truman's Executive Order 9981 led to the eventual integration of the Armed Services. As this integration continued into the late 1960's and early 1970's, conflicts between members of different races—particularly between black and white military members—emerged. These conflicts became especially severe during the Vietnam era. Three of the more publicized examples include racially-fueled incidents at Camp Lejeune in 1969, at Travis Air Force Base in 1971, and aboard the USS Kitty Hawk in 1972.

In response to the growing racial tensions in the military, the Secretary of Defense formed a task force chaired by then Colonel Lucius Theus. The task force's findings led to Department of Defense Directive (DoDD) 1322.11 that established the Defense Race Relations Institute in 1971. It was an effort to create, "a comprehensive educational program in race relations for all members of the military Services and provide guidance for developing race relations training programs and related activities within the Armed Forces."

In essence, DRRI's initial mission was to stop the fighting between military members of different races. We were not only at war abroad, we were at war with ourselves. The DoD created the Race Relations Education Board (RREB) to identify and recommend needed training. Soon, a program of mandatory training for military members was established, and DRRI's mission was set. Using a train-the-trainer model, DRRI would train students to become experts on racial behaviors, issues, and discussions. DRRI graduates would, then, return to their units and provide race-relations training to all military members.



1970's

The 1970's



THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

JUN 24 1971

MEMORANDUM FOR: Secretaries of the Military Departments

SUBJECT: Defense Race Relations Institute (DRRI)

At my direction, Roger Kelley has developed a plan to establish the Defense Race Relations Institute.

Accordingly, I approve:

1. Authorizing 19 civilian and 25 military spaces for the DRRI effective June 1, 1971.
2. Locating the DRRI at Patrick Air Force Base, Florida.
3. Charging the Air Force to provide the 19 civilian spaces.
4. Allocating the 25 military spaces as follows: Army to provide 4 officers and 4 enlisted men; the Navy 4 officers and 4 enlisted men; the Air Force 5 officers and 4 enlisted men, effective June 1, 1971.
5. The expenditure of approximately \$215,000 in start-up funds for FY 1971 and approximately \$525,000 in FY 1972. This total of approximately \$740,000 will be provided from Air Force funds. The Air Force will budget for DRRI operations for Fiscal Year 1973 and beyond.

David Packard



On June 24, 1971, David Packard, the Deputy Secretary of Defense, directs the Service Secretaries to provide authorizations for 19 civilians and 25 military faculty and staff members. He directs the Army to provide 4 officers and 4 enlisted, the Navy to provide 4 officers and 4 enlisted, and the Air Force to provide 5 officers, 4 enlisted, in addition to the 19 civilian authorizations. He also identifies that Patrick Air Force Base will serve as DRRI's home and provides \$215,000 dollars in start-up funds for fiscal year (FY) 1971, and \$525,000 for FY 1972. That same day Colonel Edward F. Krise, U.S. Army, assumes

command of the new institute. Colonel Krise, headquartered in Rosslyn, Virginia, begins the detailed coordination necessary to establish an organization from the ground up. As he states, "I was required to organize and develop a program to meet a very serious, if not the most serious, problem of the Armed Forces—the achievement of racial equality, and, at the same time, develop an extremely disparate group of Armed Forces personnel into a faculty which would be the instrument to convert the mission statement into viable accomplishment." It is a big task.

Soon, joining him on the team are Colonel Albert B. Kilby,



USA, Director of Instruction; Colonel Ralph Morgan, USA, Director of Education; and Colonel Claude Dixon, USAF. Colonel Krise also recruits Dr. Richard Hope to become the first Director for the Research and Evaluation Directorate. This group becomes the nucleus for getting the institute up and running. Colonel Krise coordinates with the RREB as it conducts scientific studies and analyses to identify the right mix of topics, strategies, training philosophies, and techniques to conduct a specialized curriculum to meet the DoD's needs. The staff and faculty are selected; of the 17 new faculty members, four are white and the remaining 13 are from a variety of minority groups. In less than eight weeks, this group is merged into a responsible, productive, and highly professional faculty, a testament to those who had the wisdom, the confidence, and the ability to effectively use everyone's skills and talents.

The Defense Race Relations Institute opens its doors on November 1, 1971, with its first 32-member pilot class of Army, Navy, and Air Force members. Classes are initially conducted in an old wooden building that had previously been the base post office. The 7-week pilot class graduates December 10th and is supported by twenty-five military instructors.

The second class with 60 students begins February 1, 1972. The goal is to gradually increase each class until a student body of 200 students per class is reached.

The new institute dives into its mission. As lessons learned are identified and feedback is received from both students, graduates, and field commanders,

new topics and modules are added to the curriculum. A key feedback point is that more time is needed in the course.

One key and unique activity in the institute's evolving 1972 curriculum is the Miami Inner-City Lab experience, referred to by many as the Miami Experience. Over a weekend period, students are taken to Miami, Florida to experience the inner city street life of Black citizens. Students participate in a variety of activities (scenes) to expose them to Black communities, Black street artists, Black churches, and other venues. Discussions are held with members of these communities to share their challenges and insights. An activity called Star Power is introduced to the students during this period so that they can relate the dynamics within the activity to the experiences, trends, and impacts upon local



community members.

On May 11, 1972, the Secretary of Defense, Melvin R. Laird, visits the institute to provide the keynote address as he dedicates DRRI at Patrick Air Force Base. He states, "The act of establishing this Institute, and the degree of high-level attention which it has received since its beginnings, should indicate the seriousness of purpose of the Department of Defense and

the high value which I, the civilian Service Secretaries, and the uniformed chiefs of our four Armed Services attach to this enterprise. We—you and I—and the 'you' includes faculty, staff, and students—are undertaking a significant, an im-



portant, and a necessary task."

A few months later, on September 9, 1972, Colonel Russell S. Ryland, USAF, assumes command of DRRI. The command immediately begins focusing on its upcoming curriculum accreditation. Success is seen May 3-5, 1973, when the Council for Advancement and Support of Education (CASE) visits DRRI, evaluates its staff, curriculum, and processes and provides DRRI its first accreditation.

By January 1973, as the student body and curriculum continue to grow, so does the need for training space. DRRI moves into its second campus in Building 559 and several outlier buildings. DRRI/DEOMI will remain in these

buildings until late 2004, when its new campus on Tuskegee Airmen Drive is completed. A key instructor during this period is a graduate of Class 72-2, Army Staff Sergeant Dorothy J. Maney. She will serve several tours with both DRRI and DEOMI as a military instructor. She will return, once again after retiring, as a civilian EEO in-

under different commandants and is renamed periodically as the DEOMI Currents, DEOMI Newsletter, DEOMI Dateline, Around Campus, and, a more formal document, the Reflections magazine.

On May 21, 1973, the Assistant Secretary of Defense for Manpower and Reserve Affairs (Equal Opportunity) directs

topics, and relevant and popular contemporary biographical and fictional works for use by faculty and students.

On May 22, 1974, the Assistant Secretary of Defense for Manpower and Reserve Affairs (Equal Opportunity) authorizes the training of civilians as race relations instructors within the current authorized DRRI quotas. The first civilian student is trained in Class 75-1. Also in 1974, the class expands from a resident 7-week program to a two-phased 10-week program. Art students from Brevard Community College (BCC) paint a mural on the southeast corner of Building 559 themed: Honor the Past—Challenge the Future. The mural's design captures DRRI's essence until it is updated and replaced in December 1986.

Several key leadership transitions at DRRI occur in the mid and late 1970's. On July 1, 1975, Colonel Robert W. Dews, USA, the previous DRRI Deputy Director of Instruction, assumes command. A little over two years later, on November 14, 1977, he is replaced by Captain Edward J. Sottak, USN. Colonel Dews moves on to become the Dean for the Department of Professional Development at the Armed Forces Staff College. Four months later, on March 31, 1978, Captain Michael J. Marriott, USN, becomes the new director.

From June 21-25, 1976, DRRI hosts a Conference on Institutional Discrimination to discuss the most effective methods for addressing this important topic. Mr. H. Minton Francis, Deputy Assistant Secretary of Defense (EO) keynotes the conference. DRRI develops an



structor and with a new name, Maney-Kellum. Another key member is Chief Master Sergeant Eugene Johnson. He too will return to the faculty after retirement and serve many years as a civilian director developing the institute's curriculum.

On February 15, 1973, DRRI initiates the first DRRI Update, a quarterly newsletter mailed to former graduates to provide them information on future classes, institute news, key personnel changes, new course content, and other items of interest. For the next several years, this item is the primary conduit for information between the institute and the field practitioner. The quarterly newsletter will transition over the years

DRRI to act as a clearinghouse for research findings on race relations. By DRRI's second anniversary, the institute's 7-week training course has evolved with numerous modifications and adjustments. The course now includes 65 hours in minority studies, 83 hours in educational and behavioral studies, 30 hours of practice teaching, and a weekend inner-city laboratory field trip. In addition, the institute develops and produces 18 situation simulation Technicolor film clips for use by race instructors in the field. In other improvements, DRRI develops a specialized library on race relations, minority group history and culture, group dynamics, behavior and social science

entirely new block of instruction on institutional discrimination after the conference and incorporates it for the first time into Class 76-5.

In February 1976, a distinguished group from the Educational Staff Seminar in Washington, DC, spends two days at DRRI. These 24 individuals, accompany Mr. William H. Oliver from the Office of the Assistant Secretary of Defense (EO), and include personnel from Congressional commit-

that our time with you and your staff—as well as the student body—was characterized by openness, a genuine desire to inform, and a sense of pride which you all take (and richly deserve) in the accomplishments of your Institute. The dedication and enthusiasm of everyone, including the students, was abundantly evident...I can see why so many organizations call upon the institute to see what your unique program can teach them. Not only did we

demonstrates problems of the rural poor, a White Working Class scene which acquaints students with the disparity of resources as perceived by members in this group, and a Feminist scene, to help students understand the current critical issues primarily unique to women.

As DRRI begins to saturate the Services with race instructors and feedback is received on their effectiveness, OSD begins to examine the next step. Between September and December 1977, the OSD, the Race Relations Education Board, and the Services hold discussions on the direction of DRRI's curriculum and its training focus.

In January 1978, DRRI ends its Miami Experience activity as it revises its curriculum for a new mission focus. After a several month curriculum rewrite, the revised course adds sexual harassment, extremism, and organizational effective-



tee staffs, legislative assistants to Congress, senior staff from the Department of Health, Education, and Welfare, and the Government Accounting Office. After the visit, the Deputy Assistant Secretary of Education sends DRRI a copy of his letter to Secretary of Defense Donald Rumsfeld in which he says, "I can't speak more highly of the Institute and its excellent personnel," and he recommended that the top policy makers in Defense have a similar seminar opportunity at DRRI." Quotes from other members of the group include, "Our collective eyes were opened to what has to be one of the most worthwhile endeavors in the vast Department of Defense...It was clear

appreciate the opportunity...in getting a better perspective of DRRI...but the philosophical and psycho-sociological interchange on the configuration of racial issues in our society were most meaningful."

In September 1976, DEOMI expands its Miami Experience to include scenes for Asian Americans and White Youth. Earlier in the year, other scenes (Latino Youth and American Indian) were added to what was initially a Black-only experience. Other earlier added elements include a Street Worker scene which provides insight into hard-to-reach, dysfunctional youth, a Teen King scene which deals with youth from rural communities, a Rural Poor scene which



ness development modules. This leads to the expansion of the Equal Opportunity Advisor Course from 10 to 16 weeks. This change also incorporates Service-specific training into the course. On June 1, 1978, a pilot course with 125 students is conducted. That summer, the Services propose moving DRRI from Patrick Air Force Base, Florida to either Pensacola

Naval Air Station, Maxwell Air Force Base in Alabama, Carlisle Barracks in Pennsylvania, or Fort Monmouth in New Jersey. Studies on these options begin. A bit later these proposals are first deferred, and in November 1978 dropped, as the expanded course now seems more viable at Patrick Air Force Base.

By April 1978, and after much consideration, a new DoD policy moves the equal opportunity program in a new direction. Namely, it blends organizational effectiveness, organizational development, and equal opportunity management techniques to produce a graduate who can assist commanders, supervisors, and troops alike. The emphasis has changed from rooting out racism to developing an advisor to help the commander improve the overall unit climate. The decision leads to a revision of DoDD 1322.11 on September 12, 1978 and DRRI's name change in 1979.

Between January and July 1979, a new Reserve Component Correspondence Course (later known as the Resident/Nonresident Course) is developed and implemented. A pilot course

with 133 Army Reserve Component students begins in July; the year-long course graduates a year later with a 78% completion rate. DRRI designs the course to parallel the 16-week active duty course and to provide the same level of knowledge, using Reserve and Guard specific issues. At the end of the first class, the Air Force indicates an interest in having the course expanded to include their reserve members.

In February 1979, the first full, 16-week course after the pilot graduates. The Research and Evaluation Division develops a new follow-up survey which they send to the graduate and the graduate's commander six months after the graduation date. This survey helps facilitate thoughts from field leaders into the training needs the institute must meet. The DEOMI staff also continues to evolve as two key staff positions are added to the organizational structure: Public Affairs in June and Evaluation/Research in September. These two positions greatly increased DEOMI's ability to communicate with its students, graduates, and customers and to access the viability of course curriculum through implementation of student, graduate, and commander surveys, statistical analysis, and the evaluation of curriculum and test items.

On April 20, 1979, the Assistant Secretary of Defense for Manpower and Reserve Affairs (Equal Opportunity) proposes to rename DRRI to either the Armed Forces Equal Opportunity Management Institute or, an alternate choice, the Defense Equal Opportunity Management Institute. The latter is ultimately selected as DRRI's new name.

On September 12, 1978, the

revised DoD Directive 1322.11 is signed. The new document makes some key changes to DRRI's organizational structure. It establishes the DRRI Director as an O-6 level position with a 3-year tour and downgrades deputy positions from Service-selected O-6 level officers to O-5 level officers. The directive also delegates approval to the Director for staff and faculty nominations except for the Director, Deputies, and Service Liaison Officers. It also drives a change to remove the Research and Evaluation Directorate from the Academics Directorate so that the latter can concentrate on training, curriculum, and academic issues.

The decade culminates with DRRI formally being renamed the Defense Equal Opportunity Management Institute on July 27, 1979. Though Defense was always in its formal title, for many years thereafter, the renamed Institute is known by the acronym, EOMI. The Institute's new mission expands DRRI's previous role from training only race relations instructors to training military and civilian personnel as equal opportunity specialists and staff officers in addition to race and human relations instructors. On September 1979, the American Council on Education (ACE) evaluates DEOMI curriculum and determines that 12 upper division undergraduate level and 6 graduate level hours should be granted for completing the course.





1969

August 10, 1969 – First DoD Human Goals Charter is issued by Secretary of Defense Melvin R. Laird.



1971



June 24, 1971 – Colonel Edward F. Krise, USA, assumes command of DRRI.

November 1971 – DEOMI's first classroom building which was previously the base post office.



November 1, 1971 - The Defense Race Relations Institute opens its doors with Class 71-1, its first 32-member pilot class of Army, Navy, and Air Force members. The class graduates December 10th and is supported by 25 military instructors.



January 1970 – An inter-service task force examines the causes and possible cures of racial disorder within the military. The task force, chaired by Air Force Col Lucius Theus, results in Department of Defense Directive 1322.11. This directive establishes the Race Relations Education Board, and creates the Defense Race Relations Institute (DRRI).



December 1971 – The new program trains instructors to disseminate race relations materials throughout the Services.

1970

1973

Original DRRI 1971 Staff Photo:

Members not pictured – Dr. Richard Hope, LT J. Reed, USN, CPO R. Fisher, USN, Ms. V. Dorcher, Ms. Ann Little, Mr. Dan Kanaly, Mr. Bob Horne, Ms. Olga Crutchfield, Ms. Clara Clover, Mrs. Yolanda Herrington.



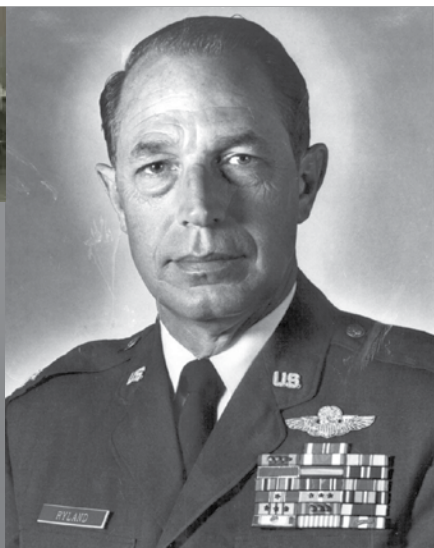
The first Defense Race Relations Institute Faculty are Beatrice Beasley, USA, Col Claude Dixon, USAF, SMSgt (Director of the Institute). Second Row: Mr. Jim Lovejoy, USAF, SSGT Hal Ray, USAF. Third Row: PO1 Grant W. USA, Capt Bill Brooks, USAF. Fourth Row: Col Ralph Silva, USAF, Lt Col Clark Williams, USAF, GySGT R.

The Assistant Secretary of Defense for Manpower and Reserve Affairs (Equal Opportunity) directs DRRI to act as a clearinghouse for research findings on race relations.

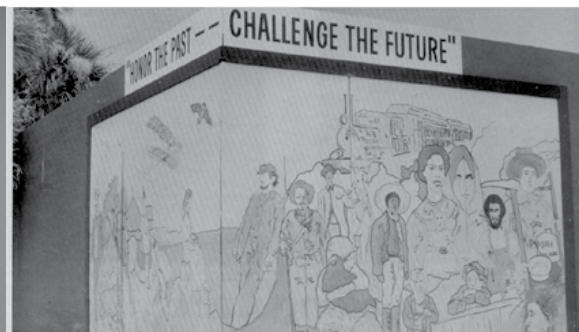
May 3-5, 1973 - the Council for Advancement and Support of Education (CASE) evaluates the DRRI staff, curriculum, and processes and provides DRRI its first accreditation.



March 17 1972 - DRRI class 72-1 graduates.



September 9, 1972 – Colonel Russell S. Ryland, USAF, assumes command of DRRI.



Given as a gift to the Institute by students of the Brevard Community College Art Department of Melbourne, FL, the original mural stood silent watch for 12 years.

1974 - DEOMI Building Mural - Honor the Past—Challenge the Future: Mural on building 559, DEOMI's second campus and headquarters, is provided by students from Brevard Community College. The mural is updated and replaced in December 1986.

1972

1974

1975

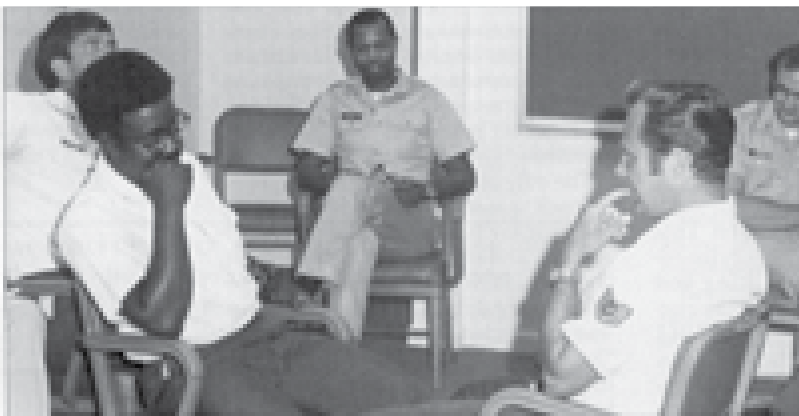
1975

July 1, 1975 – Colonel Robert W. Dews, USA, assumes command of DRRI.



Early Small-Group Exercise

In late 1974, DRRI students learn what not to do during the small-group instruction on interview techniques.



1974 - DRRI students learn what to do during small group instruction on interview techniques.

DRRI hosts a Conference on Institutional Discrimination to discuss the most effective methods for addressing this topic. H. Minton Francis, Deputy Assistant Secretary of Defense (EO) keynotes the conference. An entirely new block of instruction on Institutional Discrimination is developed after the conference and incorporated for the first time into Class 76-5.

1974

1976

1977

November 14, 1977 – Captain Edward J. Sottak, USN, assumes command of DRRI.



1979

***April 20, 1979** – DoD submits a proposal to rename DRRI to either the Armed Forces Equal Opportunity Management Institute or an alternate choice, the Defense Equal Opportunity Management Institute. The latter is ultimately selected for DRRP's new name.*



July 27, 1979 – DoD renames the Defense Race Relations Institute to the Defense Equal Opportunity Management Institute.



1978

March 31, 1978 – Captain Michael J. Marriott, USN, assumes command of DRRI.



***June 1978** – A pilot course is conducted which includes adding sexual harassment, extremism, and organizational effectiveness development modules. This leads to the expansion of the Equal Opportunity Advisor Course from 10 to 16 weeks. Adding Service-specific training is also part of this course expansion.*

The 1980's



The decade begins with the institute receiving a new name and an expanded mission. The DEOMI staff is energized and continually looking for ways to improve their courses and products. To better communicate with its customers and graduates on key issues, DEOMI initiates Reflections, a new quarterly newsletter. Reflections provides updates on Institutional programs and courses, information and advice on a variety of issues, recommended readings, and training resources.

DEOMI receives new leadership on March 27, 1981, when the Deputy Director for Academics, Colonel Shirley J. Bach,

USAF, assumes command. She bids farewell to Captain Michael J. Marriott, USN, who assumes follow-on duties with the Navy Human Resources Management Center at London, England. Mr. Claiborne D. Haughton, Jr., the acting Deputy Assistant Secretary of Defense (Equal Opportunity) presides over the event. Mr. Haughton's involvement with DEOMI in various capacities will continue for the next 23 years. Colonel Bach is eager to get going, and, just a few short months later, DEOMI celebrates its 10th Anniversary on June 21, 1981, with a one-day open house. The theme for the event is, "A Decade of Training and Service





– With More in Our Future.” The event includes DEOMI facility tours, food and refreshments, and other activities.

In 1982, DEOMI revises and expands its mission for providing mobile training teams (MTTs) to conduct consultations and training to field units at their home stations per DoD Directive 1322.11. The team takes key human relations modules and concepts to the field and raises the awareness of previous instructors and unit leadership. The Directorate of Professional Development is later established to manage the program and, in January 1991, the Directorate of Liaison and External Training takes over these duties.

DEOMI continues to look

for new opportunities and take advantage of new and evolving technologies. Between January and March 1983, faculty members consolidate and establish a comprehensive test item data bank using word processing technology. Four hundred thirty (430) test items comprising ten separate examinations and three quizzes are recorded. An audiovisual (AV) branch also provides the institute with its own training aids, production capability, including a TV studio, and video and audio systems. The AV team develops products on a variety of topics to support the internal faculty and instruction as well as exports them to assist field race relations trainers in conducting their local mission.

In May 1983, DEOMI designs and pilots a three-week staff course for senior-level EO managers. The first course is fully implemented in October



1983. Later that year, the National Guard Professional Education Center at Camp Robinson, North Little Rock, Arkansas becomes the single location for conducting DEOMI’s Reserve Resident/Nonresident Course Phase III training (Weekend Seminar). Camp Robinson will play a bigger role in DEOMI’s future when EOA output is increased to meet new Army initiatives in the late 1990’s.

In the summer of 1983, the DEOMI campus footprint expands. DEOMI occupies and dedicates building 561 adjacent to its main building. The new site allows for the expansion of the library on the ground floor and provides nine additional classrooms and office space for consolidating the Planning and Curriculum Development Directorate on the second floor. The additional space allows for simultaneous conduct for more than one course at the same time. The DEOMI campus footprint now includes building 559 – the headquarters, staff offices, and classrooms, the adjacent dining facility, building 560 – the DEOMI Auditorium, and building 561.

DEOMI reaches another major accomplishment on December 13, 1983, when it submits its curriculum and is accredited by the Southern Association of Colleges and Schools, Commission on Occupational Education Institutions (SACS/COEI).

DEOMI’s ability to expand its customer base and outreach grows on December 21, 1983, when Ms. Donna M. Alvarado, Deputy Assistant Secretary of Defense for Equal Opportunity and Safety Policy authorizes DEOMI to provide training on a case-by-case basis to non-federal civilians on a space-available, non-reimbursable basis in the resident course. This decision is made to support training requests by the Chicago Police Department and the Denver Department of Safety.

DEOMI leadership changes again on March 30, 1984, when Colonel Bach, USAF, hands the reins to Colonel Roland A. Goodman, USA, and he assumes command of DEOMI.



Shortly thereafter, the DEOMI Board of Visitors (BOV) is formed to facilitate DEOMI operations. The group holds its first meetings at DEOMI May 2-4, 1984. Members include: Maj. Gen. Lucius Theus, Maj. Gen. Harry W. Brooks, Jr., Maj. Gen. Jeanne Holm, Dr. Harry H.L. Kitano, Ms. Grace Flores Hughes, and Ms. Lorelei C. Kinder. Colonel Goodman and Ms. Alvarado are also in attendance.

In the summer of 1984, the first version of the DEOMI seal is introduced in the Reflections magazine. It is designed by a member from the DEOMI graphics section and several different modifications will later be made to it.

Over the years, the DEOMI curriculum also evolves as new issues are identified. To get a better idea on what needs to be done, in July 1985, the DoD

initiates a \$300K Joint Service Equal Opportunity Occupational Survey to identify the most important skills required by equal opportunity professionals and to influence the evolution of future DEOMI curriculum. This study's results helps DEOMI's curriculum department refine its training to remain relevant to the Services and DoD's needs.

The calendar continues to turn and on July 20, 1985, another leadership change occurs. This time Colonel Goodman, USA, relinquishes command to Lieutenant Colonel Ellsworth E. Wiggins, USAF, as Colonel Goodman retires. Lt. Col. Wiggins is promoted to colonel in February 1986. Four years later, on June 5, 1989, Colonel Patrick D. Connor, USA, assumes command.

On December 11, 1986, with Maj. Gen. Lucius Theus in attendance, DEOMI dedicates a new





global village mural decorating the southeast corner of building 559. The new mural replaces an original one designed and painted by students from BCC Art Department in 1974. DEOMI Media Support Division's Bob Jahnke, with help from others, paints the 24x8 foot mural spending hours on each painstaking piece to depict the fine detail work necessary to have a realistic work of art.

In the late 80's, DEOMI's newsletter, DEOMI Currents, keeps the field, fleet, and wing informed to happenings at the institute. It also provides information on course changes, class dates, and other items. A common occurrence, Gil Giggles, a cartoon with an aquatic life

theme and drawn by staff member Staff Sergeant Juan Almeida, becomes a highlight in each edition.

Another common theme seen throughout DEOMI's history is the support the institute asks of its students, faculty, and staff. The DEOMI booster club sells memorabilia to support many events. In 2021, DEOMI's longest serving staff member, Ms. Connie Morrison, who has been an institute mainstay for over 40 years, is still conceptualizing, designing, ordering, and selling items to support the beloved DEOMI's Booster Club. Together, she and Ms. Beverly Lewis, who joined DEOMI in 1989, have served on the library staff for over 64 years, bringing a wealth of knowledge, expertise, and professionalism to the staff.

In summer 1987, the DEOMI Research and Evaluation

Directorate is another section that continues to grow. That summer DEOMI establishes its Summer Research Faculty program. The program allows civilian academics to spend six to ten weeks at DEOMI researching issues of interest to military equal opportunity programs. That same year DEOMI also establishes the Topical Research Intern Program (TRIP) which allows DoD members to visit the Institute for 30 days to apply their skills, knowledge, and experience to assigned topics. These efforts become the nucleus for the annually produced "Rainbow Books" which provide information, statistics, history, challenges, contributions, and accomplishments for each ethnic and racial group, as well as for women. DEOMI shares these books with the Services and field practitioners to assist them in conducting their awareness and training programs.

Other technological advances help DEOMI keep its edge. On May 9, 1988, DEOMI establishes the Electronic Bulletin Board System (BBS) and Equal Opportunity Database. These two new systems enhance networking capabilities for equal opportunity professionals. The new communication links provide EOAs and EEOs an electronic means for obtaining current EO information, course information, calendar events, reports and statistics, and for conducting research.

In December 1989, DEOMI demonstrates its impact on the world-wide stage in helping other nations. British Police Sergeant Mick Page of the Northamptonshire Constabulary graduates from the DEOMI course. PS Page returns to Great Britain to testify in England's first race discrimination trial involving the non-promotion of an Indian-Pakistani law enforcement officer.



1981

June 24, 1981 – DEOMI celebrates its 10th Anniversary.

March 27, 1981 –
Colonel Shirley J. Bach, USAF, assumes command of DEOMI.



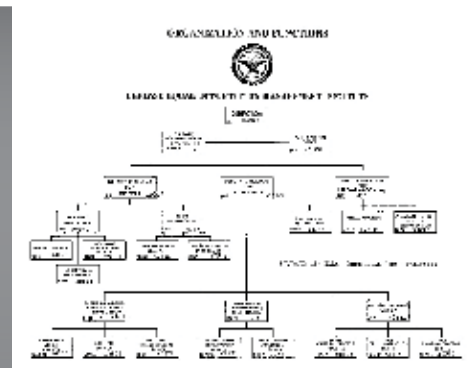
1983

Ms. Donna M. Alvarado, Deputy Assistant Secretary of Defense for Equal Opportunity and Safety Policy authorizes DEOMI to provide training on a case-by-case basis to non-federal civilians on a space-available, non-reimbursable basis in the resident course. This decision is made to support training requests by the Chicago Police Department and the Denver Department of Safety.

The DEOMI campus footprint expands. DEOMI occupies and dedicates building 561 adjacent to its main building. The new site allows for expansion of the library on the ground floor and provides nine additional classrooms and office space for consolidating the Planning and Curriculum Development Directorate on the second floor. The additional space allows for simultaneous conduct for more than one course at the same time.



SSgt Glenn Lindgren, USAF, and Spec. 6 Joachim Westphal, USA, both from DEOMI's Audiovisual Branch, hang up a symbolic "welcome home" sign. The welcome was placed on their award winning 1980 Patrick AFB Christmas Card lane entry which remained standing until the former American hostages returned.



1982 – DEOMI revises and expands its mission of providing mobile training teams (MTTs) to conduct consultations and training to field units at their home stations per DoD Directive 1322.11. DEOMI later establishes the Directorate of Professional Development to manage the program and in January 1991, the Directorate of Liaison and External Training takes over these duties.

1980

1982

1985



July 20, 1985 – Lieutenant Colonel E. E. Wiggins, USAF, assumes command of DEOMI.

***July 1985** – The DoD initiates a \$300K Joint Service Equal Opportunity Occupational Survey to identify the most important skills required by equal opportunity professionals and to influence the evolution of future DEOMI curriculum.*



March 30, 1984 – Colonel Roland A. Goodman, USA, assumes command of DEOMI.

***May 1984** – The DEOMI Board of Visitors (BOV) is formed to facilitate DEOMI operations and holds its first meeting. Members include: Maj Gen Lucius Theus, Maj Gen Harry W. Brooks, Jr., Maj Gen Jeanne Holm, Dr. Harry H.L. Kitano, Ms. Grace Flores Hughes, and Ms. Lorelei C. Kinder. Col Roland A. Goodman and Ms. Donna M. Alvarado are also in attendance.*



Summer 1984 – the first version of the DEOMI seal is used in the Reflections magazine

1984

1987

Summer 1987 – DEOMI establishes its Summer Research Faculty program. The program allows civilian academics to spend six to ten weeks at DEOMI researching issues of interest to military equal opportunity programs. That same year DEOMI establishes the Topical Research Intern Program (TRIP) which allows DoD members to visit the Institute for 30 days to apply their skills, knowledge, and experience to assigned topics. These efforts became the nucleus for the annually produced “Rainbow Books” which provide information, statistics, history, challenges, contributions, and accomplishments for each ethnic and racial group, as well as for women.



Air Guard Artists Give DEOMI A Helping Hand



Almost a year ago "Reflections" published an article about the new DEOMI mural. Enthusiastically, some key individuals were left out of the story. "Reflections" and DEOMI would like to correct that oversight by recognizing two artists who contributed their talents to help complete the DEOMI mural. Personnel from left to right are: Sgt. First Class Murphy and Capt. Richard Prentiss, who are assigned to the 90th Tactical Air Support Group, CSS, Rickenbacker Air National Guard Base, Ohio. Prentiss and Murphy were the primary artists who helped set from the 90th but other members contributed their time and effort to help with the completion of the DEOMI mural. DEOMI offers its thanks to the men and women of the 90th CSS for their assistance in making the new DEOMI mural possible.



(Left to right) Dr. Ivory Nelson; Mr. Oscar Cano; Dr. Martha Dawson; Mr. Joseph Marcinek, Chief, DEOMI Media Support Division; Maj Gen Lucius Theus, USAF, (Ret.); Ms. Lorelie Kinder; CAPT Julia DiLorenzo, USN, (Ret.) and Colonel E. E. Wiggins, DEOMI Commandant, participate in ribbon cutting at mural dedication ceremony.

December 11, 1986 - DEOMI dedicates a new global village mural decorating building 559 with Maj Gen Lucius Theus in attendance. The new mural replaces an original one designed and painted by students from Brevard Community College Art Department in 1974.

1986

1989

June 5, 1989 – Colonel Patrick D. Connor, USA, assumes command of DEOMI.

Spring 1989 – Major José Bolton briefs Class 89-1 on USAF Social Actions concerns.

Air Force Update



Major José Bolton briefs class 89-1 students on current Air Force Social Action Concerns.



Spring 1989 – New signage

DEOMI happenings



Sign of the times
Civil engineers attach the last of five signs to the DEOMI main building. The new signs, depicting the Department of Defense Forces and the Coast Guard seals, are just some of the slated improvements to DEOMI facilities.



January 31, 1988 – From left, Col E. E. Wiggins, USAF, DEOMI Commandant presents Class 87-3's graduation speaker, MG Williams G. O'Lecky, USA, with an appreciation plaque. O'Lecky was the Director of Military Personnel Management for the Department of the Army until his retirement.

DEOMI SUMMER RESEARCH PROGRAM HAILED A SUCCESS

by Lt Col Mickey R. Dansby, USAF

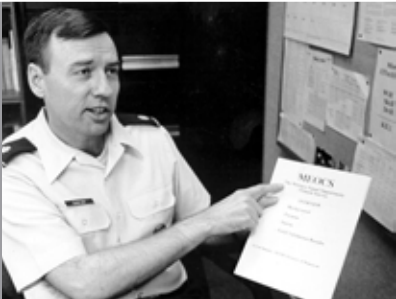
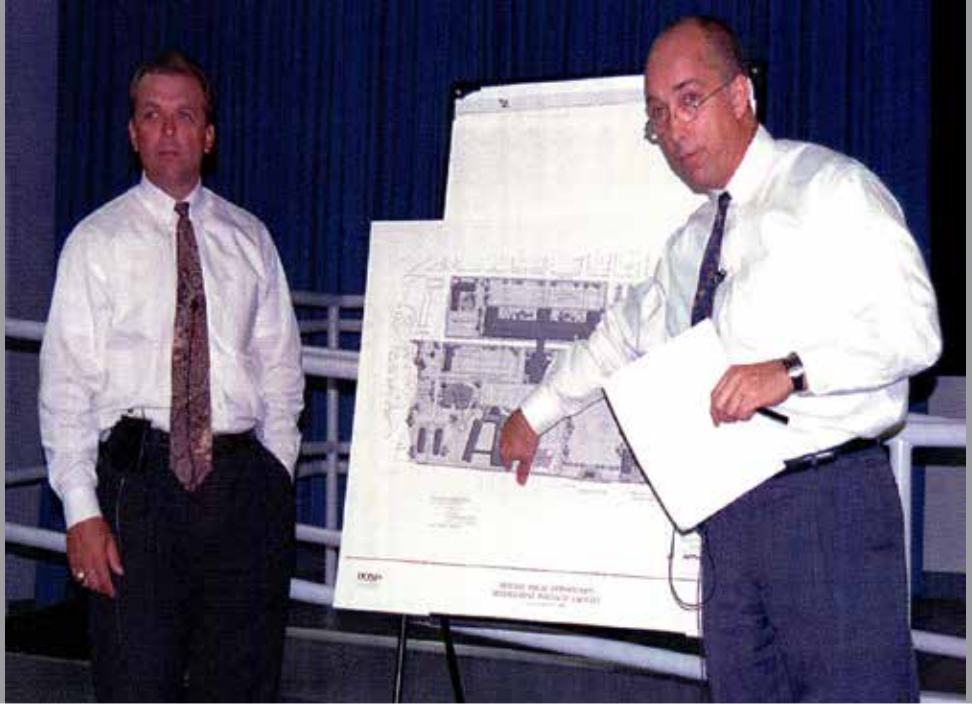


Left to Right: Dr. Jones, Dr. Gubereys, Dr. Chrotham, Dr. Pryor, Dr. Bartling, Dr. Anderson, and Dr. Popovich

May 9, 1988 – DEOMI establishes the Electronic Bulletin Board System (BBS) and Equal Opportunity Database to enhance networking capabilities for equal opportunity professionals. The new communication link provides EOAs an electronic means for obtaining current EO information, course information, calendar events, reports and statistics and for conducting research.

1988

The 1990's



The DEOMI staff continues to look for ways to assist the Services in improving their organizational climates. In June 1990, the DEOMI Research Department initiates the Military Equal Opportunity Climate Survey (MEOCS). This assessment tool with over 126 specific items is designed to assist unit commanders and Service leaders in identifying key Service member perceptions and issues affecting their organizations. Lieutenant Colonel (Dr.) Mickey Dansby is instrumental in doing the detailed foundational and theoretical work to get this viable tool developed.

DEOMI experiences new leadership on August 16, 1991, when Colonel Patrick D. Connor, USA, relinquishes command to Colonel Ronald M. Joe, USA. Colonel Joe soon initiates and revitalizes a variety of actions to expand DEOMI staff and training opportunities. These visionary efforts lead and transition DEOMI's role and relevance in the years to come. He also initiates both local and international outreach programs to expand the institute's impact. Lastly, he initiates actions to acquire DEOMI a new facility as the older buildings are being overwhelmed with demand.

The extent and need for DEOMI's continued relevance and training is clear when just a month later, in September 1991, the Tailhook scandal reawakens the Services to sexual harassment issues within their ranks.

In May 1992, the DEOMI curriculum continues to evolve. DEOMI incorporates the Myers-Briggs Type Indicator (MBTI) into the DEOMI curriculum to assist in identifying student learning and communication styles. This tool becomes a mainstay in DEOMI's instruction for the next two decades. Beginning with EOA Class 93-1, DEOMI also initiates a Writing Program and incorporates BCC English professors to grade and tutor resident course students. This new program prepares officers and noncommissioned officers, who may have been assigned at lower unit levels, on how to effectively write staffing documents and other key corre-



spondence from a senior echelon and program level perspective.

In November 1992, the State Department invites Colonel Joe to participate as a member of its delegation to the Conference on Security and Cooperation in Europe held in Warsaw, Poland. That December, DEOMI establishes the Directorate of External Training (DX), under USMC Major Eugene Hall

with the primary focus on revitalizing and exporting mobile training teams to conduct leadership training for field units at their home stations. In May 1993, a DEOMI team led by Colonel Joe and Sgt. 1st Class David Jeczala visit Moscow, Russia to share the successes the U.S. DoD has experienced in the area of equal opportunity. Also in 1993, DEOMI develops and implements a 5-day Senior NCO Equal Opportunity Workshop (SEEOW). It is later renamed the Senior Enlisted EO Course (SEEOC).

Another DEOMI course expansion occurs in August 30, 1993, when DEOMI establishes the Directorate of Civilian EEO Training and taps Ms. Dora Alcalá to get it going. The new cell then initiates three pilot courses to provide Equal Employment Opportunity training to new EEO representatives. These courses help standardize the DoD EEO instruction for the Services. In March 1994, DEOMI establishes a two-day Senior Executive Equal Opportunity Seminar (SEEOS) program in response to a Secretary of Defense initiative to train all newly appointed flag officers and Senior Executive Service civilians on key equal opportunity components and concepts.

In August 1994, the Directorate of Corporate Initiatives begins to expand DEOMI's mission outreach to countries such as South Africa, Burundi, Russia, Poland, West Germany, and Canada. Later, the United Kingdom (UK) also joins the mix as well as the Solomon Islands, Trinidad-Tobago and other Caribbean Island nations. One key area is collaboration with Great Britain, which later

leads to the establishment of the UK's Tri-services Equal Opportunity Training Center in 1998. DEOMI's collaboration with the UK institute will continue over the years and result in several trips between DEOMI and UK delegations.

December 5-9, 1994, DEOMI hosts its first DoD Worldwide Equal Opportunity Conference in conjunction with its Research Symposium at Cocoa Beach, Florida. The conference with over 750 attendees is designed to facilitate human relations training, experience and information across the Services. Its success leads to future biennial conferences held at various national locations. These sessions provide EOAs and leaders from all Services with opportunities to meet, discuss, plan, and hear from one another on a variety of challenges and issues. Experts from the corporate world, academia, and the Services also share their perspectives. DEOMI will continue to host these DoD conferences every two years. The last DEOMI hosted Worldwide EO Conference is held at Birmingham, Alabama in July 1998.

In December 1994, the Republic of South Africa National Defense Force develops a partnership with DEOMI when the first six RSA students arrived to attend DEOMI's EOAC. This relationship continues until 2003, with SANDF sending students to almost every EOAC. In late 1995, DEOMI begins sending mobile training teams to the Republic of South Africa for two-week training periods twice a year. These events share with RSA key leaders the equal opportunity lessons and other concepts America has learned



to assist the RSA leadership in addressing South Africa's challenges during their recovery from Apartheid. The last MTT to South Africa occurs in September 2003, in conjunction with a DEOMI evaluation of the SANDF programs and EO school.

On January 30, 1995, DEOMI gets a new auditorium in building 530 on Patrick Air Force Base, and names it after Maj. Gen. Lucius Theus. While he is unable to attend its rededication and grand opening due to health reasons, he is able to visit it several months later.

In 1995, DEOMI establishes its first homepage, www.pafb.af.mil/deomi/deomi.htm, which is hosted off the Patrick

Air Force Base's evolving internet system. The new website expands the communication and support conduit between DEOMI and the field, fleet, and wing. DEOMI also updates the MEOCS, consisting of 124 survey items, to assist commanders in assessing their command climate.

The racial killings at Fort Bragg, North Carolina in December 1995, by extremist connected Service members motivates the Services. It reminds them that these issues never fully subside and they must be continually vigilant to these issues. DEOMI responds by updating its extremism lessons and materials to ensure new practitioners have the information and skills

necessary to combat this internal threat.

The week of April 14-18, 1996, is an extremely busy week for DEOMI. First on the schedule for three days is the 2nd Worldwide EO Conference, themed "Promoting Infinite Dignity and Worth," and the DEOMI Biennial Research Symposium. Immediately following, on April 18, 1996, DEOMI celebrates its 25th Anniversary. Ceremonies include a dedication ceremony for the new Theus Auditorium complex. Mr. Rodney Coleman, the Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations, and Environment is the keynote speaker. A 25th Anniversary Banquet and Dance are held at the Melbourne Rialto Hilton Hotel. William E. Leftwich, III, the Deputy Assistant Secretary of Defense for Equal Opportunity is the keynote speaker. During the activities, the Shirley J. Bach Research Chair is dedicated. The position provides for civilian academic institute faculty member to conduct in-depth equal opportunity research at DEOMI.

A little more than a month after these key activities, on May 30, 1996, Colonel José Bolton, Sr., assumes command from Colonel Ronald M. Joe as the latter retires. During the change of command, Mr. Frederick Pang, Assistant Secretary of Defense (Force Management Policy) presents the Joint Meritorious Unit Award (JSUM) to DEOMI faculty and staff for meritorious achievement from June 14, 1991 to May 31, 1996.

Under new direction, the DEOMI staff continue to make improvements. DEOMI's EEO Directorate under Dr. Ronald

Shanks develops and initiates two new, non-resident courses, a Special Emphasis Program Manager course in June and an Alternate Dispute Resolution Course (Mediation Course) in December. The DEOMI Research Directorate releases the MEOCS-LITE, a less intensive truncated edition designed to lessen the time required to complete the survey and reduce negative reaction by respondents. Next, DEOMI develops and releases the Small Unit Equal Opportunity Climate Survey (SUEOCS), a version that uses a new measurement strategy that is appropriate for units that lack sufficient size and diversity to use the standard MEOCS. The Coast Guard is a major supporter of the SUEOCS. Another major accomplishment is the approval for adding the first Active Guard/Reserve instructor-trainer position to DEOMI's faculty.

To better articulate to its leaders and customers, in 1997, DEOMI develops and releases its first annual report for the year 1996. This document encompasses many of the achievements, programs, and challenges for the year. On April 25, 1997, a stalwart of DRRI and DEOMI, Mr. Eugene C. Johnson, CMSgt USAF (ret), an original DRRI Instructor, retires from DEOMI after 22 years with the Institute. A year later, on January 5, 1998, Ms. Yolanda Herrington, another original DRRI staff member and the Commandant Secretary, retires from DEOMI after serving over 26 years with the Institute.

Also in 1997, DEOMI expands the two-week Program Manager Orientation into a

six-week EO Program Managers Course. A team of three temporary government employees, two of which were previous military faculty members, conduct the course: Ms. Kelly Thayer, Mr. Howard Wiggins, and Ms. Dorothy Miles, as the program manager. The expanded course employs a new student-centered methodology focuses on organizing, managing, leading, and controlling program elements. It also requires the student to accept more responsibility for their training. Added course items include reaction papers, synergistic team projects, case studies, required/mandatory readings, decision making, strategic planning, and other management skillsets.

DEOMI also adopts its second seal that year and then later, it refines it even further.

On July 26-30, 1998, DEOMI hosts its last DoD Worldwide EO Conference at the Jefferson Civic Center in Birmingham, Alabama. Later in the year, and in response to the Secretary of the Army's initiative to increase the number of Army EOAs to 500 personnel, DEOMI expands its student output. In September 1998, DEOMI establishes a satellite campus at the National Guard Professional Education Center (PEC) at Camp Robinson, an Arkansas National Guard installation near Little Rock, Arkansas. Colonel Floyd Miller, the deputy commandant spearheads the effort. Designated DEOMI-West, temporary civilian DEOMI instructors led by previous DEOMI staff member, Ms. Pat Hall, conduct televised platform lesson modules from Patrick Air Force Base in Florida which are broadcast

live by satellite to student small groups in Arkansas. The lessons and activities are then facilitated by resident staff members in Arkansas. DEOMI runs this program at Little Rock until late 2003.

In spring 1999, DEOMI sees a share of visitors, some of whom come to see the site and get briefed on the proposals for a new facility. One of those is the acting Secretary of the Air Force Mr. Whit Peters who is funding the effort. The action officers, Lieutenant Colonel Thomas Blake, USA, and Mr. Jerry Scarpace are busy behind the scenes coordinating the many details for the new construction plan.

On July 19, 1999, the 45th Space Wing, in preparation for DEOMI's future campus, renames Range Road, the main street entering into the future facility, to Tuskegee Airmen Drive.



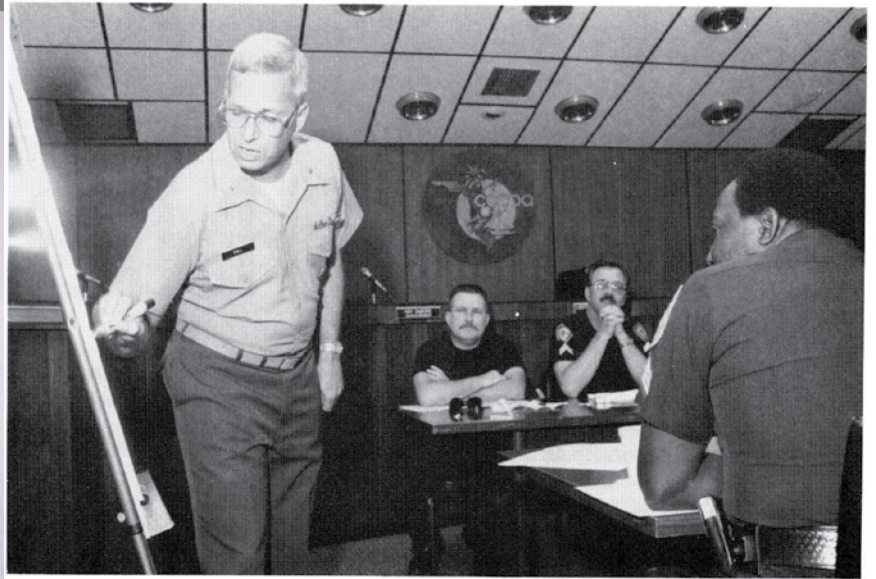
1991

August 16, 1991 – Colonel Ronald M. Joe, USA, assumes command of DEOMI.



1993

August 30, 1993 – DEOMI establishes the Directorate of Civilian EEO Training and initiates 3 pilot courses to provide Equal Employment Opportunity training to new EEO representatives.



DEOMI's Maj. Eugene Hall makes note of a participant's comment during a seminar for the Cocoa, Fla., Police Department's senior leadership. (photo by SFC Cecil Stack)



June 1990 – DEOMI releases the *Military Equal Opportunity Climate Survey (MEOCS)*, co-developed by Dr. Mickey Dansby, to the Services for general use.

1992 – DEOMI Staff and Faculty Photo.

1990

1992

1995

January 30, 1995 – DEOMI opens its new auditorium in building 530 on Patrick Air Force Base.

DEOMI establishes its first homepage, www.pafb.af.mil/deomi/deomi.htm, which is hosted off the Patrick Air Force Base's evolving internet system. The new website expands the communication and support conduit between DEOMI and the field, fleet, and wing.

DEOMI Excellence



Photo by Base Visual Information Service Center

The Defense Equal Opportunity Management Institute officially opened its new auditorium located in Bldg. 530, January 30, 1995. Cutting the ribbon are from left: Mr. Bill McAndrews, DEOMI Media Curriculum Division Chief; CMSgt. Jose Santiago, then 45th Space Wing Senior Enlisted Advisor; Brig. Gen. Donald G. Cook, 45th Space Wing Commander; Col. Ronald M. Joe, DEOMI Commandant; CMSgt. JoAnn Lee, DEOMI Senior Enlisted Advisor; Mr. Eugene Johnson, DEOMI Curriculum Management Directorate; Sgt. Rodney Brown, DEOMI Directorate of Support; SSgt. Joe Kowalski, Media Curriculum Division. Over 1,000 students will use the facility yearly.

Distinguished leaders visit the Institute



Chief Librarian, Dr. Leonard Missavage greets Marine Corps Commandant, Carl E. Mundy. The Corps Commandant and his high level staff members visited DEOMI this spring for Senior Leadership Training.

December 5-9, 1994 – DEOMI hosts the first DoD Worldwide Equal Opportunity Conference in conjunction with its Research Symposium at Cocoa Beach, Florida.



December 1994 - the Republic of South Africa National Defense Force (SANDEF) develops a partnership with DEOMI when the first six RSA students arrived to attend DEOMI's EOAP. This was the beginning of DEOMI's International Military Education and Training Program.

1994

1997

Former Navy captain says ending sexism in the Navy will take bold actions, much like those to eliminate racism by Admiral Zumwalt 25 years ago.

April 25, 1997 – Mr. Eugene C. Johnson, CMSgt USAF (ret), an original DRRI Instructor, retires from DEOMI after 22 years with the Institute.



1997 - The second DEOMI seal is adopted.



May 30, 1996 – Colonel Jose Bolton, USAF, assumes command of DEOMI.



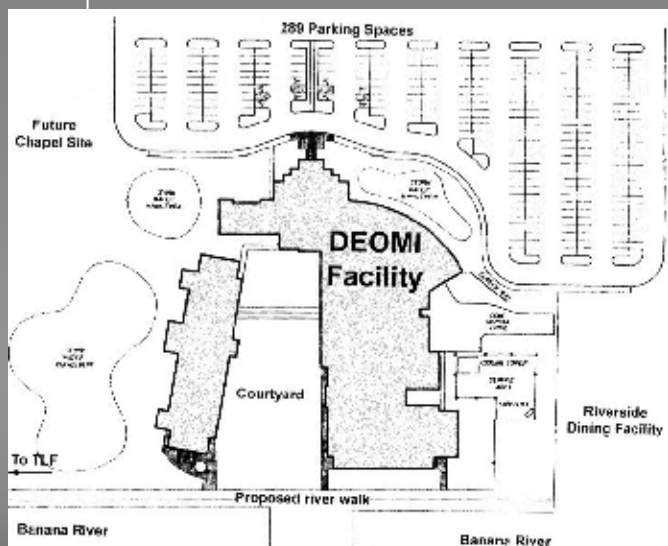
Defense Intelligence Agency employees practice their counselor skills. The one-week course teaches basic EEO counseling.

1996

1999

After nearly 30 years in the same buildings, DEOMI staff and students look forward to a new campus in the new millennium.

July 19, 1999 – in preparation for DEOMI's future campus, Range Road, the main street entering into the future facility, is renamed Tuskegee Airmen Drive.



Jerry Scarpate of DEOMI's Directorate of Research briefs acting Secretary of the Air Force Whit Peters on the site of the Institutes's new campus.



Base gives DEOMI a historic address

By Ron Warren
After nearly 30 years, the address of the new 100,000 campus seems far from the street address of 100000. The new address is the result of a long process. The new address is the result of a long process. The new address is the result of a long process.

Final original DEOMI staffer retires

By Ron Warren
The final original DEOMI staffer, Ms. Yolanda Herrington, has retired after 26 years of service. She was a member of the original staff and has been a part of the institute's growth and development.



July 26-30, 1998 – DEOMI hosts the DoD Worldwide EO Conference at the Jefferson Civic Center in Birmingham, Alabama.



September 1998 – DEOMI establishes a satellite campus at Camp Robinson, Arkansas named DEOMI-West and the first EOAP begins classes via satellite. The campus is established to meet the Army's intent of fielding 500 EOAs in the force.

January 5, 1998 – Ms. Yolanda Herrington, an original DRRI staff member retires from DEOMI after serving over 26 years with the Institute.

1998

The 2000's



Another decade of transitions and change occur in the 2000's. A new initiative begins in May 2000, a 4-year collaboration with the U.S. Military Academy at West Point. Led by the Chief of Corporate Initiatives and the Department of Academics, a three-person team goes to the Academy each May to provide small group facilitation and instruction to the cadet Respect Representatives. Respect Representatives are junior class cadets who are responsible for leading and facilitating training on equal opportunity and other human relations topics for the Corps of Cadets. This program begins in May 2000 and lasts

until May 2004.

Another four-year training initiative also begins with the U.S. Navy Senior Enlisted Academy. Each quarter a DEOMI Navy/Marine senior enlisted representative from the Directorate of External Training presents a module on extremism to the attending class members. This initiative also begins in 2000 and lasts until 2004.

Excitement is in the air when, on November 15, 2000, DEOMI holds a ground breaking ceremony for its new \$21 million dollar, 91,000+ square foot campus. Dr. Bernard Rostker, Under Secretary of Defense for Personnel and Readiness, Mr. Alfonso



Maldon, Assistant Secretary of Defense for Force Management Policy (ASD)(FMP), Ms. Ruby DeMesme, Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Mr. William Leftwich, Deputy Assistant Secretary of Defense for Equal Opportunity, Colonel Bolton, DEOMI Commandant, and Colonel Dick, 45th Space Wing Vice Commander, turned the shovels at this milestone event.

A month later, in December 2000, DEOMI sends a representative to demonstrate a training session to the cadre of the U.S. War College (USAWC). This session leads to a three-year collaborative initiative



with Colonel Cortez Dial, the diversity professor, and Major Jay Steinke the DEOMI Chief of Corporate Initiatives. Together, DEOMI and the USAWC develop a new 30-hour elective, Human Relations for Strategic Leadership. The elective brings a DEOMI team to the War College each May to conduct an 18-hour module. Priority attendance is given to those officers slated for brigade command. Soon, the elective is the most sought after option at the college and staff officers are raising red flags. Shortly thereafter, the number of attendees is increased to facilitate the higher demand. Starting May 16, 2001, a DEOMI team conducts this elective each

year until it ends in May 2003.

From March 22-23, 2001, the American Council of Education (ACE) reviews six DEOMI courses and recommends an increase of academic credits to graduating students. ACE now grants 29 academic credit hours.

From April 17-19, 2001, DEOMI celebrates its 30th Anniversary and events coincide with a 30th Anniversary Summit themed, "Making A Difference." The event is hosted at the Radisson Convention Center in Cape Canaveral. A graduation banquet culminates the activities and recognizes EOA Class 01-01, the first class in the 21st century. The Summit provides senior Service leaders and EO/EEO practitioner with opportunities to meet corporate and international leaders to discuss evolving challenges and issues. Members from Great Britain, Germany, South Africa, IBM, Hallmark, and other groups participate and collaborate. At the same time, strategic planning sessions are conducted with senior Service staff and DEOMI leadership on the DEOMI campus to plan the way ahead for the evolving challenges in the next decade. The DEOMI Protocol Officer, Ms. Barbara Springer and three other stalwarts, Ms. Deborah Eddy, Ms. Rita Crockett, and Ms. Shirley Brent are instrumental in the behind-the-scenes support to pull it all off. This untiring group is behind the scenes for many DEOMI events and they ensure the essential day-to-day tasks and coordination are always get accomplished.

A month later, on May 30, 2001, DEOMI gets new

leadership as Captain Robert Watts, USN, assumes command. Captain Watts is the first Navy officer in over two decades to have the helm. Soon, as the Navy says, it's full steam ahead and Navy language permeates the corridors and decks. September 11, 2001, changes America forever. That day DEOMI has mobile training teams conducting active missions around the nation, including at the U.S. Army's Forces Command headquarters. During the first morning's sessions, with many key FORSCOM staff members present, pagers and cell phone alarms beginning ringing. Soon the session is empty and the nation is at war. A key DEOMI supporter, Lieutenant General Timothy J. Maude, the Army Deputy Chief of Staff for Personnel, is killed later that morning in the Pentagon attack. As the nation's focus shifts, DEOMI continues to provide assistance to unit commanders and leaders by increasing and modifying its support options.

In September 2001, the correspondence phase of the Equal Opportunity Advisor Reserve Component Course goes online. The new web-based option no longer requires course materials and tests to be mailed to the students. Students can go online and review the lessons, videos and audio clips, and other materials right from their personal or home station computer.

From December 5-7, 2001, DEOMI hosts its 4th Biennial Research Symposium. Over 85 scientists, academics, researchers, and practitioners attend the session held at Cocoa Beach. The symposium

provides a valuable outlet for legitimate research in military EO/EEO topics and provides an opportunity to share these perspectives. Another important resource initiative occurs in February 2002. DEOMI centralizes and designs special observance posters and “pushes” them to the field, fleet, and wing. Evolving technology and new website options allow observance items to be posted in available formats on DEOMI’s website. This key initiative allows units, which previously had to purchase materials from commercial sources, to download uniform, high quality DoD-approved items and produce them at their local print office. This efforts saves field units thousands of dollars each year in commercial purchases.

On July 2, 2002, the Assistant Secretary of Defense (ASD) (FMP) delegates full responsibility for managing the planning and delivery of the SEEOS program to the Services. DEOMI continues to attend/validate each session and submits an assessment to the DASD (EO) on Service programs. DEOMI maintains an on-the-shelf SEEOS program for those Services/Agencies, which wish to contract with DEOMI in the same way as other organizations contract with DEOMI for use of its mobile training teams.

In late summer 2003, DEOMI closes its satellite campus, DEOMI-West, located at the National Guard Professional Education Center on Camp Robinson, Arkansas, as it prepares to move all training into the new DEOMI campus which is rapidly being completed.

In September, at the request

of the Acting U.S. Deputy Assistant Secretary of Defense (DASD) for Africa Policy, and at the request of the RSA Secretary of Defense, and the Bi-National U.S. and South African National Defense Committee Policy and Plans Working Group, DEOMI sends a team to the Republic of South Africa. The visit’s purpose is to review the status of the South African National Defence Force (SANDF) equal opportunity training programs. DEOMI members included Captain R. D. Watts, Commandant, USN; Major Steinke, USA, Director of Senior Leader Training; Captain Bryant Gilchrist, USMC, International Military Student Officer, and Master Sergeant Dennis Jones, USAF, International Military Student Noncommissioned Officer.

In November 2003, the Directorate of Senior Leader Training is the first element to move into the newly completed campus. Over the December holiday break, the remaining DEOMI staff move from the old campus. Between these two events, on December 3, 2003, DEOMI merges its highly popular Senior Enlisted EO Course (SEEOC) and its officer focused EO Orientation Course (EOOC) into a new Leadership Team Awareness Course (LTAC). The course is later renamed the Leadership Team Awareness Seminar (LTAS). The new course facilitates sharing concepts, challenges, lessons-learned strategies, and other information between senior noncommissioned officers and officers. On January 14, 2004, DEOMI holds a formal grand opening and dedicates key areas within the new



facility. The DEOMI auditorium is rededicated to Maj. Gen. Lucius Theus and the new library is dedicated to Mr. Claiborne D. Haughton, Jr., two key senior DoD members who have supported DEOMI through the years.

In March 2004, DEOMI converts its military deputy commander O-6 position, last held by Colonel Dennie Lewis, ANG, into the first civilian GS-15, Dean of Equal Opportunity Education. Dr. William T. Yates II, who had previous served 1987-1989 as the military DEOMI Director of Academics, is hired to fill the position.

DEOMI continues to look for ways to improve its field support. In October 2004, DEOMI’s

Director of Research, Dr. Daniel P. McDonald develops and releases the DEOMI Organizational Climate Survey (DEOCS) to replace the MEOCS. The new survey covers three primary areas, equal opportunity, equal employment opportunity, and organizational effectiveness. It also reduces the number of questions from 124 to 66 and increases the number of climate factors being studied from five to 13. This improvement allows unit commanders to view other areas within their commands to identify potential problem areas.

On March 18, 2005, DEOMI welcomes new leadership as Captain Robert Watts relinquishes command to Captain Kathlene Contres, USN. Captain Contres is the highest ranking female Hispanic line officer on active duty.

In 2005, DEOMI continues to improve its survey

products and introduces an on-line version of the DEOCS. Previously, organizations had to order a paper version of the survey and, then, have the survey and responses mailed back and forth before the results could be interpreted. Now, organizations can complete the survey online, saving thousands of dollars each year in mailing and processing. A paper version still remains as an option for those organizations that cannot sufficiently access the internet. The Navy becomes the biggest user of the DEOCS, possibly due to the development of the Naval Data Retrieval System which allows commanders to compare their respective DEOCS reports with like commands. In 2006, DEOMI develops the DEOCS Management Network to assist in tracking and managing the survey and its results.

Curriculum and other changes and improvements

continue to concur, and, on April 4, 2006, DEOMI implements a 10-week EOAP following a directive from the Undersecretary of Defense for Manpower and Personnel to reduce formal training program times. This transition also incorporates the mediation course into EOAP 06-01 for all military students. Later that year, DEOMI produces two televised broadcasts on the Government Education and Training Network (GETN) to take full advantage of the 2000+ sites in the continental United States which can download programming. One program highlights the benefits and use of the DEOCS. The second program discusses religious accommodation issues in the Armed Forces. DEOMI also establishes a new, independently hosted website named www.deomi.org. The new open website allows users worldwide to access DEOMI's expanded products and facilitates easier communication access to the field, fleet, and wing. The new website also replaces a manual distribution of 5,000 products a year and leads to a future download for over 200K products per year by 2020. All of this is fruitful for between October 2-5, 2006, the Council on Occupational Education visits and reaccredits DEOMI after assessing the Institute, curriculum faculty training, instruction, and support programs.

In December 2006, Dr. McDonald and his team write a proposal in response to a Secretary of Defense request to answer the need for increasing the cultural awareness of the force. The result is approval of Program Budget Decision 704C which allocates an additional 3M dollars





annually to DEOMI funding to develop culture-related materials, web-based resources, curriculum development, cultural awareness/sensitivity training, and research. This key decision allows DEOMI to expand its cultural development support and training footprint to meet the evolving OSD needs. The funding begins in 2008.

In January 2007, DEOMI realigns its staff and adopts the Joint Activity labels for all its departments to reflect compliance with the J-Code system used throughout the Department of Defense.

The DEOMI staff is busy in 2007. DEOMI continues to develop outreach efforts to support its customers and to improve its services. On January 18-19, 2007, DEOMI's Research Directorate hosts its 6th Biennial Research Symposium. Mr. Jerry Scarpate coordinates visiting academia, Service

representatives, previous summer faculty, and DEOMI staff and faculty who share new and evolving concepts and ideas. In April 2007, the DEOMI Library introduces the Web Online Public Access Catalog (WEBOPAC) which allows student and customers from almost any location to access key books, references, reports, lectures, and other resources.

In other efforts towards improvements and efficiencies, the six-week Equal Opportunity Program Manager Course (EO-PMC) designed for staff officers who are managing equal opportunity programs is merged into the fifteen-week Equal Opportunity Advisor Program. In August 2007, to support the USAF as it merges its civilian EEO and Military Equal Opportunity (MEO) programs into one, DEOMI modifies its training to ensure both components are familiar with the intricacies from



each other's different programs. In October, DEOMI's Clearinghouse under Ms. Rebecca (BJ) Marcum introduces the DEOMI Resource Network (DRN) which consolidates information, products, and tools on the DEOMI website into a one-stop shop for EOAs and leaders. This initiative automates the access the field has to DEOMI's resources and reduces the workload of providing that clearinghouse function. As a result, DEOMI's product usage increases twenty-fold in just one year, from 5000 products annually to over 100,000.

On December 3, 2007, DEOMI releases DEOCS 3.3. The updated survey includes enhancements that clarify respondents' personal experiences, makes the interpretation of results easier to understand, and allows requesting units to customize 15 locally developed questions to meet their areas of interest.

During the late 2000's, DEOMI researchers continue to improve the DEOCS and its support systems. DEOMI develops the DEOCS Data Retrieval System (DRS) to assist commanders in accessing their results and comparing them to similar Service units. As the DEOCS evolves, new and additional DEOCS climate factors are created. Some of these followed incidents involving military members that receive the attention of Congress, including sexual assault and suicide. In response, DEOMI researchers created DEOCS climate factors to help leaders gauge how members perceived the effectiveness of prevention and intervention programs. Moreover, additional climate factors were created

to provide leaders with a more complete picture of their units' climate, including group cohesion, organizational processes, and inclusion. These improvement efforts continue in 2008 when DEOMI develops the DEOCS in a "low bandwidth" version to support those units with limited IT connections in austere locations and onboard ship.

In March 2008, the Deputy Undersecretary of Defense (Plans) assigns DEOMI's Research Director, Dr. McDonald, to the Defense Regional and Cultural Capabilities Assessment Working Group (RACCA). DEOMI leads this inter-Service expert team in establishing and developing recommendations for cross-cultural competence for the total force.

After conducting the first major course analysis in 30 years to identify and refine the needs for curriculum improvements, on April 23, 2008, DEOMI's Research Directorate publishes a Front End Analysis Report. The report includes an occupational analysis by all Services and it launches a course redesign to include incorporating distance learning into future curriculum. These efforts lead to discussions with the Services and facilitates a major curriculum rewrite the following year.

Also in April 2008, DEOMI's Research Director, Dr. McDonald, co-authors a paper with Ms. Gail McGinn, Deputy Undersecretary of Defense (Plans), for the NATO Human Factors and Medicine (HFM-142) Research Symposium. The paper titled, Strategic Perspectives on Developing Language, Regional, and Cultural Capabilities, is

presented as a keynote item in Copenhagen, Denmark.

In October 2008, DEOMI establishes a new Research Directorate Simulation Laboratory.

The new simulation lab allows DEOMI to engage in modeling, simulation, and training research in collaboration with the Army Research Institute (ARI), Naval Air Warfare Center Training Systems Division (NAWCTSD), various universities, and NATO research organizations. DEOMI can now test new scenarios, strategies, training products, evaluation techniques, and other methodologies prior to implementing them into the curriculum.

From mid-winter to mid-summer 2009, DEOMI conducts its first major stand down and curriculum revision. For over 5 months staff and faculty focus on updating, revising, and revalidating course materials and training strategies.



Dr. William (Bill) McAndrew is directly involved in executing this task to ensure future students have the best possible options and instruction available to them. To facilitate these efforts an entire class is cancelled to free up time and space to complete this critical innovation. For the first time, resident taught lesson modules are converted to distance learning and implemented as online prerequisite course material conducted from students' home stations. DEOMI also transitions its lesson delivery methodology from primarily large group auditorium lectures to single instructor-led instruction on each lesson module in a small group context. This requires all assigned instructors to extensively retrain and recertify on all distance learning modules and resident training modules as well as learn new

instructional methods.

In the midst of these efforts, on May 19, 2009, DEOMI hosts the Navy EOA and CMEO Symposium. And on June 30 - 1 July 2009, DEOMI hosts the DoD Cross-Cultural Competence (3C) Symposium. The symposium theme is, The Role of Cross-Cultural Competence in Organizational and Mission Success. Over 100 leaders, practitioners, operators, and researchers discuss the 3C tools necessary for military and civilians to successfully complete their missions in a complex cultural environment. Dr. Gary McGuire and Mr. Scarpate from the Research Directorate are key members in these discussions. The 3C conference continues actions between DEOMI and the Defense Language Office to develop a cell at DEOMI in October 2010 to study and promote 3C.

Also in 2009, a DEOMI team led by Captain Contres, Dr. McDonald, Dr. McGuire, and others visits the United Kingdom's Joint Equity and Diversity Training Command (JEDTC). This visit is a follow up which allows DEOMI members to participate in and provide feedback to the UK training program. Information is exchanged on shared issues such as inclusion, bullying, and a senior leader training methodology. The team meets with the Second Sea Lord to discuss command climate issues as the UK is seeking to develop similar policies and a platform like the DEOCS.

On July 1, 2009, Dr. McDonald's Research team develops and releases the DoD's first diversity climate assessment instrument online called the DEOMI Diversity Management Climate Survey (DDMCS). The new tool allows leaders to proactively assess critical diversity climate dimensions



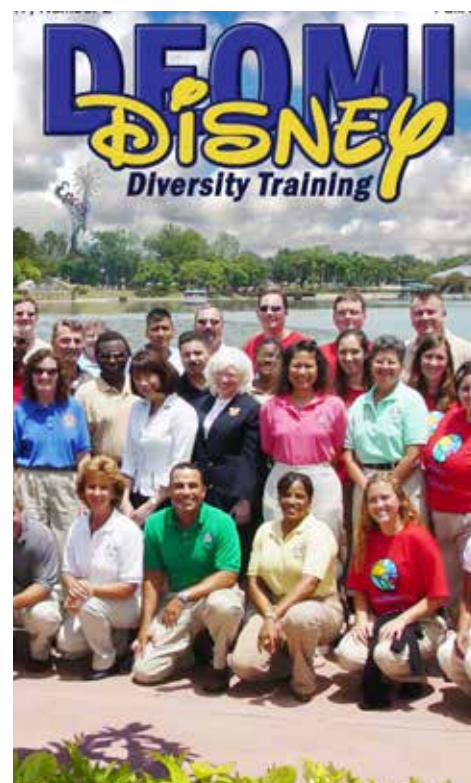


that may impact their organization. The survey consists of 30 core items and measures three factors, inclusion, benefits, and justice that focus on diversity and diversity management perceptions. The entire Air National Guard soon uses it in a force-wide assessment of their diversity and inclusion health.

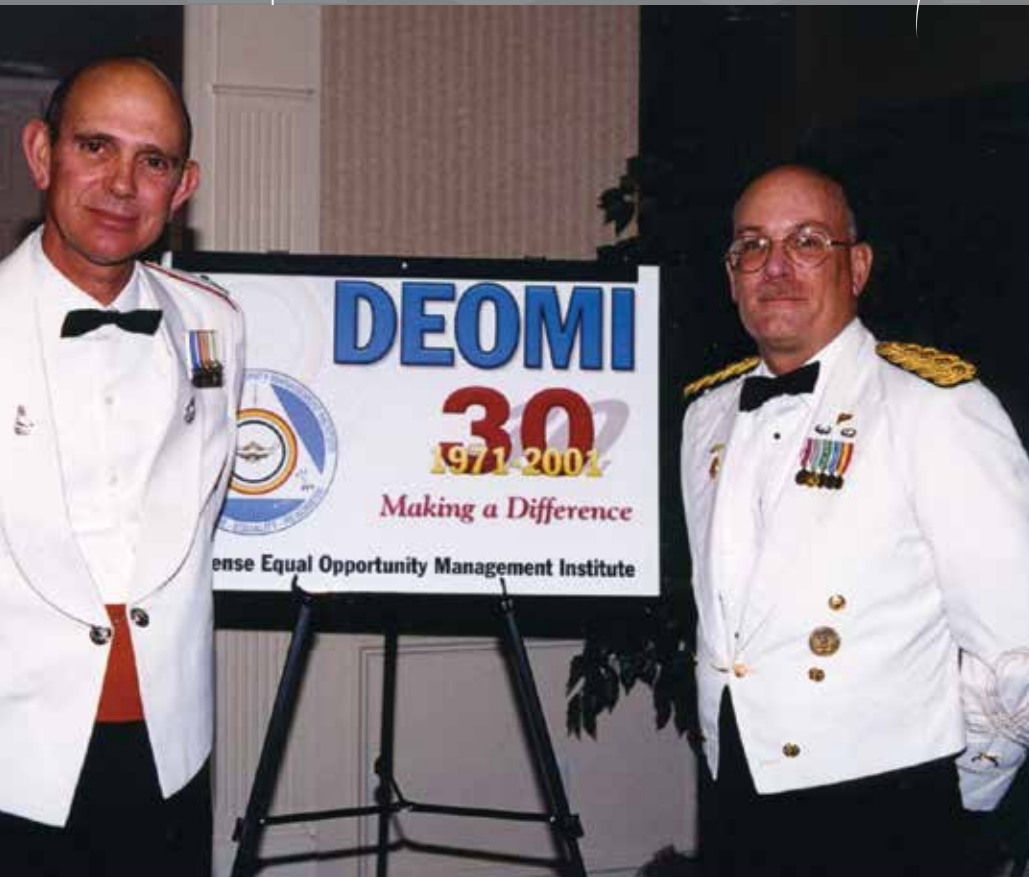
On July 13, 2009, DEOMI implements the results of its extensive curriculum rewrite. A new Equal Opportunity Advisor Program, its first blended EOAP, begins. It combines 2 weeks of seventeen advanced distance learning modules with 8 weeks of in-residence training. EOAP 09-02 is the pilot course for this program with EOAP 10-1 being

a beta test for the new curriculum. Mrs. Carrie Tillman is fully engaged in updating the evaluation, testing, and feedback systems to ensure all learning elements are fully implemented in the course.

On September 15, 2009, the DEOMI Research Directorate develops and releases the Federal Organizational Climate Survey (FEOCS), a modified version of the popular DEOCS. The FEOCS is tailored to meet the needs of federal departments and specifically designed to adhere to federal agency distinctions. The survey, with 61 items, addresses both equal employment opportunity and organizational effectiveness areas.



2001



April 17, 2001 – DEOMI celebrates its 30th Anniversary at Cape Canaveral, Florida to coincide with the graduation of its first EOAC in the new millennium. Simultaneously, the Institute hosts the DEOMI Summit – Making a Difference to share ideas and explore evolving concepts with leaders and equal opportunity and equal employment opportunity practitioners. Over 300 hundred participants attend from the DoD, Great Britain, Germany, the Republic of South Africa and from industry.

May 30, 2001 – Captain Robert Watts, USN, assumes command of DEOMI.



November 15, 2000 – Key DoD officials break ground for DEOMI's new \$21 million, 92,000 sq. ft. state-of-the-art campus at Patrick Air Force Base.

2000

Both the United Kingdom and the Republic of South Africa have established schoolhouses dedicated to equal opportunity/human relations training based on the DEOMI model.

2005

2003

December 3, 2003 - DEOMI merges its Senior Enlisted EO Course (SEEOC) and its officer focused EO Orientation Course (EOOC) into the new Leadership Team Awareness Course (LTAC). The course is later renamed the Leadership Team Awareness Seminar (LTAS).

2003 – DEOMI closes its satellite DEOMI-West campus at Camp Robinson, Arkansas as it prepares to move into its newly completed campus at Patrick Air Force Base, Florida.

March 18, 2005 – Captain Kathlene Contres, USN, assumes command of DEOMI.



January 23, 2002 – Mr. Charles S. Abell, Assistant Secretary of Defense for Force Management Policy, visits DEOMI



January 14, 2004 – DEOMI hosts a ribbon cutting ceremony to open the new campus.

2002

2004

DEOMI centralizes, designs, and places special observance poster files on its website. This key initiative allows field units to download and print high quality and uniform posters for their local programs and saves units thousands of dollars each year.

2007

DEOMI hosts its 6th Biennial Research Symposium.

January 2007 – DEOMI realigns its staff and adopts the Joint Activity labels for all its departments to reflect compliance with the J-Code system used throughout the Department of Defense.

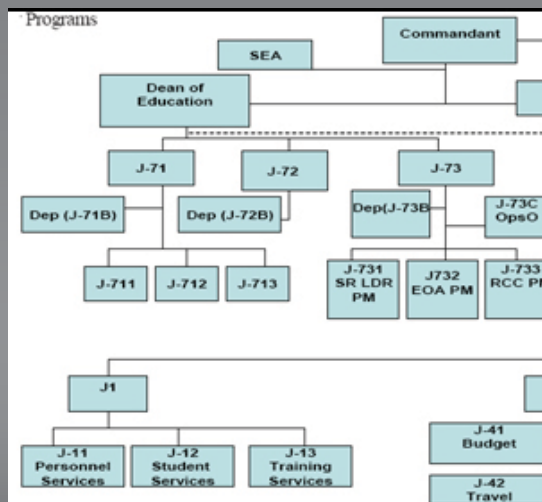


photo by Master Sgt. Carolanne Diggs

Capt. Brian Humphrey and Master Sgt. Richard Young participate in role playing with civilian Equal Employment Opportunity professionals as prepare add military equal opportunity to their duty title. They attended one of DEOMI's first classes in June to combine the duties of military equal opportunity and civilian equal employment opportunity professionals.



2006 – DEOMI establishes a new, independently hosted website named www.deomi.org. The new open website allows users worldwide to access DEOMI's expanded products and facilitates easier communication access to the field, fleet, and wing. The new website replaces a manual distribution of 5,000 products a year and leads to a future download of over 200K products per year by 2020.



April 23, 2008 – DEOMI publishes a Front End Analysis Report after conducting the first major course analysis in 30 years. The report included an occupational analysis by all Services and launched a course redesign to include distance learning.

2006

DEOMI implements a 10-week EOAP following a directive from the Undersecretary of Defense for Manpower and Personnel to reduce formal training program times.

2008

DEOMI implements a new Equal Opportunity Advisor Program, its first blended EOAP, combining 2 weeks of seventeen advanced distance learning modules with 8 weeks of in-residence training. EOAP 09-02 was the pilot course for this program with EOAP 10-1 being a beta test for the new curriculum.

2009

February 18-20, 2009 – DEOMI hosts its 7th Biennial Research Symposium.

May 19, 2009 – DEOMI hosts the Navy EOA and CMEO Symposium.



DEOMI welcomes new Chief Staff Officer

CDR Ann Burkhardt, DEOMI's new Chief Staff Officer, arrives here from U.S. Strategic Command, Offutt Air Force Base, Neb.

CDR Burkhardt's leadership philosophy is "you matter!"

"That's the bottom line at the end of the day. You are important and our mission cannot be

accomplished without you."

Another of her roles in the command is to maintain good order and discipline within the command.

"Good order and discipline is a cornerstone of successful military organizations and is critical to mission accomplishment. I also

believe that ongoing professional development is important and we should all strive to continue to grow personally and professionally.

"At the end of my tour, I hope we can reflect back and say both our lives are richer for having had the opportunity to work together and learn from one another," said CDR Burkhardt.



CDR Ann Burkhardt
Chief Staff Officer

After leaving DEOMI, Captain Burkhardt is promoted to Rear Admiral and goes on to lead key Navy Departments and the Department of Defense's Sexual Assault Prevention and Response Office.

2010 DEOMI transitions its lesson delivery from primarily large group auditorium lectures to fully instructor-led instruction on each lesson module in a small group context.

The 2010's



DEOMI begins the decade with new leadership. On June 4, 2010, Mr. Joe returns to the leadership seat and assumes directional control of DEOMI as the first civilian Principal Director. Initially a one-year tour, his tenure will expand to two years as he starts a variety of new programs and initiatives to enhance the institute as a DoD Center of Excellence. At this same time, DEOMI expands its communications efforts and adds Facebook to its strategic messaging channels. This platform allows the institute to reach a larger, technologically evolving customer base with the new networking capability.

In July 2010, DEOMI's Senior Leader Training Directorate (J-731) reinitiates its five-day Leadership Team Awareness Seminar. It also revitalizes its two-day mobile training teams using a condensed LTAS curriculum. Both training options had been paused for about eighteen months during the previous year's extensive curriculum overhaul and all available faculty had been detailed to that effort. The field demand for the previous seminar and the MTTs is apparent as four sessions are booked by the end of the fall and slots for the future classes fill quickly.

Another of Mr. Joe's first efforts is to bring back to the institute a group of former staff members and equity professionals. From August 4-6, 2010, DEOMI hosts the Task Force Phoenix Summit. About 100 individuals who had previously been faculty, staff, Service representatives, or students attend. Their task is review past efforts and identify best practices for use in developing a roadmap for future improvements. Over the next few days they provide input to three basic questions: 1) What are we doing well? 2) What can we do better? and, 3) What should the "way ahead" be for DEOMI? The answers to these questions are used to facilitate future decisions and actions.

Mr. Joe also establishes several brainstorming cells, "Think Tanks" with key leaders, practitioners, researchers, and subject matter experts from the institute. These cells examine key



issues, areas, and policy being formulated by OSD. The cells provide input to guide senior leadership as they consider future and evolving policy and initiatives. The Chief Staff Officer, Commander Scott Emison and Dr. McGuire from the Research Directorate lead the groups and consolidate the strategic information garnered from these discussions.

In 2010, DEOMI's Research

Director, Dr. McDonald, is named as the U.S. representative to NATO as a team member in NATO's Human Factors and Medicine (HFM-142) three-year international scientific study to improve the organizational effectiveness of coalition operations.

On October 12, 2010, a cross-cultural competence initiative begun years earlier comes to fruition. The Defense Language Office (DLO) (later renamed the Defense Language and National Security Education Office [DLNSEO]) and DEOMI initiate plans for a 15-person cell to develop Cross-Cultural Competence at DEOMI. The first three DLO employees, Dr. Patrice Reed, Mr. Steinke, and Dr. Michael Guest are hired to initiate the program. Also that month, on October 26, 2010, DEOMI and the Sexual Assault Prevention and Response Office (SAPRO) form a Working Integrated Product Team to address collaboration on SAPR issues, to include survey questions on the DEOCS and expansion of training within the EOAC.

The late spring and summer of 2011 brings other new initiatives. Building on its earlier success with the Phoenix Summit, on May 24-26, 2011, DEOMI hosts the Task Force Phoenix II Summit. This effort engages a group of EEO professionals to discuss DEOMI's training mission and to help define a continued path to EEO excellence. Mr. Sam Cruz, Ms. Georgia Bicknell, and Ms. Joanne Worm, all long-term institute members, and the entire EEO staff work tirelessly behind the scenes to ensure this event is executed flawlessly. Just a month later, in June 2011, DEOMI and DLO launch a new

website and 3C portal at Defenseculture.org. The website focuses on Cross-Cultural Competence (3C) efforts to develop, measure, and sustain 3C across the Total Force. The new website provides access to a variety of information, research, posters, videos, and other tools for a leader's use.

New courses are also being developed. On April 23, 2011, DEOMI introduces a new course, the Equal Opportunity Advisor Career Development Course (EOACDC). It is intended as a "refresher" for those who have previously completed the EOAC or Reserve Component Course. The first course is conducted May 17-19. The new course introduces military and civilian equal opportunity advisors to changing trends and contemporary issues affecting all of the Services. It allows them to discuss diversity regulatory guidance changes, procedures, and the impacts on larger organizations. In August 2011, DEOMI's EEO Directorate under Mr. Jim Lambright implements a new EEO course, the Disability Employment Managers Course (DPMC). This course specifically focuses on the information key EEO leaders need to know to manage their unit disability recruitment and employment program initiatives.

DEOMI's initiatives aren't only internally focused. On September 12, 2011, DEOMI signs a Memorandum of Understanding with the Florida Institute of Technology (FIT). The agreement expands collaboration opportunities between the two institutions. It also provides opportunities to engage FIT students in research at DEOMI and facilitates hiring of future contractor positions

at DEOMI as well as within the Department of Defense.

From December 6-8, 2011, DEOMI celebrates its 40th Anniversary in conjunction with the 8th Biennial Research Symposium. Over 150 visitors from around the world participate with DEOMI staff in recognizing this milestone event. Founding members and past supporters attend and conference rooms are dedicated to the Honorable Rodney Coleman, the Honorable Ruby Butler DeMesme, and Mr. Michael (Mickey) Collins. The Dr. Richard O. Hope Human Relations Research Center is also established. Finally, DEOMI dedicates its new Diversity Hallway, comprised of special observance artwork.

In 2011, DEOMI also expands its communication efforts to the field and adds the YouTube platform to its messaging capability.

DEOMI continues to improve its primary survey instrument, the DEOCS. On February 27, 2012, DEOMI collaborates with the Navy and incorporates Navy Stress Assessments questions into the survey. Navy Commanding Officers can now view real-time data about their command's reported levels of operational stress. It provides these commanders a unit baseline to plan their efforts to strengthen their sailor's resiliency. On March 27, 2012, DEOMI also updates the DEOCS to include Sexual Assault Prevention and Response (SAPR) questions and releases the updated survey as DEOCS version 3.3.5. The new questions assess individuals' perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting, and

the likelihood of bystander intervention. In 2013, the DEOCS is reengineered to meet the 2013 National Defense Authorization Act (NDAA) requirements.

DEOMI sees a new leadership change on June 8, 2012, when Captain Yolanda Y. Reagans, USN, the previous deputy commandant, assumes command.

DEOMI continues to improve its strategic messaging methods and branding. In August 2012, DEOMI marks a historical milestone. Under Chief Librarian Mr. Andrew Adaryukov's guidance, the institute creates its very own DEOMI Press, complete with a unique branding logo for all its professional productions, technical reports, and other published items. Stamped products bear an ISBN (International Standard Book Number), get deposited at the Library of Congress, and have a record in the premier professional database of the publishing world. The first item published is the Proceedings from the 40th Anniversary Ceremony and 8th Biennial Research Symposium.

In the summer of 2012, the Council on Occupational Education conducts its accreditation of DEOMI's facility, staff, faculty, and resources. On October 11, 2012, the COE issues formal action to continue the institute's accreditation for six years from September 17, 2012, based on an evaluation of DEOMI conducted that July. Mr. Gaylon Hall, the COE team leader, states, "We didn't find any recommendations for the 11 standards. This facility is probably one of the best educational facilities that I've had the experience of visiting."

From September 10-14, 2012, a joint DEOMI and DLNSEO team visits the NATO School at Oberammergau, Germany. The team led by DEOMI Research Directorate members Dr. McDonald and Ms. Marcum, and DLNSEO member Mr. Steinke, interview and film NATO Faculty and Students on their coalition experiences working in Afghanistan and Iraq with U.S. Service members and those from other NATO coalition or host nation members. The lessons learned developed from this initiative help articulate the components of cross-cultural competence to DEOMI students



and other U.S. Service members.

In October 2012, DEOMI welcomes its first Fulbright Scholar from Bulgaria. Captain (Dr.) Yantsislav Yanakiev, from the G.S. Rakovski National Defence Academy in Sofia, Bulgaria spends 6 months at DEOMI studying various aspects of diversity, inclusion, cultural competence, and equal opportunity. He publishes a report titled, *Challenges of Diversity in Defense Organizations: Lessons from the US Experiences and Implications to the Bulgarian Armed Forces*.

In January 2013, DEOMI continues to incorporate evolving technology when it implements the use of Android tablets for all students during EOAC

13-2. Massive printing of physical documents is no longer required as the tablets readily hold the student guide (over 600 pages), course schedules, training aides, and other references. Students are issued the tablets and changes to key documents can be forced to the tablet during regular updates.

On May 20, 2013, Dr. Yates, assumes temporary direction of DEOMI as Acting Director. He will remain in this position for over fourteen months.

DEOMI's relevance and impact on a larger scale are seen on November 20, 2013, when DEOMI participates in testimony to the Meeting of the Role of the Commander Subcommittee for the Response Systems to Adult Sexual Assault Crimes Panel. Dr. McDonald provides information on the potential role the DEOCS could be used to

identify sexual assault climate indicators at the Service Academies to augment information received from the Defense Data Manpower Center and the Sexual Assault Prevention Response Officer surveys.

In the winter and spring of 2014, DEOMI hosts two high-level visits to examine DEOMI's course content in response to media interest and confusion regarding the institute's training methods and some of the topics it teaches. In January, DEOMI entertains House Armed Services Committee staff members who review course curriculum and discuss training methodologies. In April, the Under Secretary of Defense for Personnel and Readiness and her military deputy visit DEOMI accompanied by Senate Armed Services Committee members. The visits from both groups are successful and participants leave the institute with a better understanding

of DEOMI's mission and renewed confidence that the institute is using appropriate materials in its instruction.

On May 13, 2014, DEOMI recognizes and says goodbye to long-term contributing member, Dr. Ted Paynther (John Gray), during his final visit. Dr. Paynther provided over 40 years of service in training students at DEOMI. The John Gray experience has been a stalwart portion of the EO and EEO training courses.

Summer is a busy time at DEOMI and 2014 is no different. On June 27th Colonel Morris "Reese" Turner, USA, assumes command of DEOMI. That same month, DEOMI initiates its first Science, Technology, Engineering, and Math (STEM) program for high school and college students. The DEOMI STEM program will continue to grow and several participating members will later, after they graduate, accept scientific research positions with other governmental agencies.

November 2014 sees additional DEOCS improvements as DEOMI launches DEOCS 4.0 with revised questions to better support commanders in identifying local organizational climate issues. The value of the DEOCS is growing and the DoD's upper echelons are taking notice as the DEOCS provides the opportunity for Service leaders to see real-time data on key issues affecting their organizations. This data is also used to influence Congressional conversations on evolving issues of high interest. DEOMI partners with the SAPRO and Defense Suicide Prevention Office to address a broader perspective of organizational climate and



force resilience. DEOMI begins to submit roll-up reports regularly to the Services and DoD agencies responsible for sexual assault prevention and suicide prevention.

In a quick year, DEOMI sees a rapid set of three leadership changes. On December 15, 2014, Commander Lee Levells, USN, assumes the role of Acting Commandant. Eight months later, on August 22, 2015, Commander Yolanda K. Mason, USN, assumes the role. Shortly thereafter, on October 1, 2015, Dr. José Bolton, Sr., the newly hired Dean of Education, takes the reins as Acting Director. Dr. Bolton returns with a wealth of experience as he has served in several Service-level equal opportunity positions as well as having been the DEOMI commandant for five years from 1996-2001.

In 2015, the Research

Directorate's Dr. McDonald and Dr. Loring Crepeau develop the first Military Service Academy Climate Assessment for Cadets and Midshipmen to get at issues unique to their experiences. The survey is institutionalized at all the Service Academies. DEOMI's previous efforts on improving the DEOMI Organizational Climate Survey also see results when on November 20, 2015, the DEOCS is formally recognized in the National Defense Authorization Act and the Department of Defense designates the survey as the primary climate assessment tool for the entire Armed forces.

Other improvements are also ongoing. In January 2016, the DEOMI Clearinghouse Directorate under Mr. Steinke initiates a new innovation and expands its special observance product line. Similar to commercially themed party packages,

DEOMI designs and releases observance support packages with downloadable posters, mini-fact posters, invitations and thank you cards, templates, activity books, bookmarks, placemats, and other items to better support commanders with their local programs. This expansion of the product line sees instantaneous results and positive feedback from field units.

In March 2016, the DEOMI Research and Development Directorate signs a Cooperative Research and Development Agreement (CRADA) with the University of Central Florida (UCF) in the establishment of the Government-Academia Collaboration for Research, Training and Education in Human Relations, and Interactions. This key agreement provides for expanding and nurturing future research and development opportunities between the parties and advances research between the Government and Academia.

Another leadership change occurs on June 17, 2016, when Colonel Mary L. Martin, USA, assumes command. Colonel Martin is the first permanent commandant since 2014, and she replaces a number of acting directors and commandants.

From 26-29 July 2016, DEOMI hosts the 21st Century Sailor Office EO Training Summit. Former DEOMI Chief Staff Officer, Commander Ann M. Burkhardt returns as Rear Admiral Ann M. Burkhardt, the Director for the Navy's Diversity and Inclusion Office. She talks to over 60 Command Climate Specialists and Command Managed EO on the important role they have in helping their commanders create a climate of inclusion.



From December 7-8, 2016, DEOMI hosts its 45th Anniversary in conjunction with its first DEOMI Collaborative Series.

In 2017, DEOMI's EEO Directorate under Ms. Mary Cooler designs and implements three new EEO courses focused on the Entry level, Intermediate level, and Advanced level to support the DoD's intent to more professionalize the EEO practitioner. The Entry Course begins April 17, 2017, the Intermediate Course begins May 22, 2017, and the Advanced Course begins July 17, 2017. The new modules align content to EEO practitioner role functions and proficiency levels based on practitioner input. They also use best practices to emphasize transformational learning intended to train EEO practitioners at initial stage of career plan using education and experience gained as a pathway to increased responsibilities. And finally, they adopt modular, asynchronous, and virtual approaches to address constituent budget and time constraints. Mr. Cruz and others on the EEO team diligently work to ensure the modules are relevant and practical to support future EEO tasks.

For the first time in over ten years, DEOMI's International Military Education and Training Program graduates another foreign student. On April 17, 2017, Lieutenant Colonel Sheikh Massaquoi from Sierra Leone completes Class 17-1 and becomes the 73rd foreign student to graduate the institute. He is the first foreign student since 2008, when Major Zdravko Strnisa from the Slovenian Army graduated with Class 08-03 on September 19, 2008.

On August 1, 2017, Dr. McDonald and his research team



develop and launch DEOCS 4.1. Simultaneously, they activate their new Assessment to Solutions (A2S) website. The A2S institutionalizes a continuous improvement model by integrating Command Climate Assessment support with recommended diagnosis-specific materials, training, and resources for immediate action by Commanders DoD-wide. Furthermore, DEOMI reduces the number of survey items and increases the report's usability to address the DoD-wide push to reduce survey burden on the force. The result is an estimated \$12M dollar per year reduction in time spent taking the DEOCS annually, force-wide.

After an extensive organizational relook of its processes, in

May 2018, DEOMI reorganizes and discards the J-Code naming system used for its directorates since 2007, and reverts to a department naming convention. One major change is the Curriculum Development and Design Department which transitions from the Education & Training Directorate to the Research Directorate. Some staff also transition to a role working with the DHRA staff while simultaneously supporting DEOMI. That same month, DEOMI hosts its second Collaborative Series and 46th Anniversary.

On October 1, 2018 DEOMI reorganizes under the Defense Human Resources Agency (DHRA) as the new Executive Agency for control and support

as a result of the Realignment of Force Resiliency Elements. A secondary effect of this action is that all U.S. Air Force civilian employee positions at DEOMI transition to Department of Defense civilian employees.

In the reorganization Action Memo, the then-Undersecretary of Defense (Personnel and Readiness), Mr. Robert Wilkie, elaborates, “it is my intent to reestablish DEOMI as a Center of Excellence for training, education, research, and consultation in matters related to diversity and inclusion; military equal opportunity; civilian equal employment opportunity; the prevention and response to sexual harassment, harassment, and hazing and bullying across the total force.” That same day, the DEOCS formally transitions from DEOMI purview to the Office of People Analytics (OPA) within DHRA. The DEOMI

Organizational Climate Survey is also retitled the Defense Organizational Climate Survey.

From April to October 2019, DEOMI conducts its second major course stand down titled, Training Transformation (T2), a six-month plan to update and revitalize its curriculum, testing methodology, and evaluation processes. Again, DEOMI staff exhaustively reviews, rewrites, revises, revalidates, and implements strategies to ensure class materials remained relevant to the changing times. That June, Dr. José Bolton, Sr., retires, again.

On August 5, 2019, Mr. Christopher G. Brown, the Deputy Director for the Diversity Management Operations Center, assumes the role of Acting Director pending the arrival of new leadership. On October 7, 2019, Mr. Brown is relieved by Colonel Aimee L. Storm, ANG.

Colonel Storm is the first National Guard member to serve as commandant. Colonel Storm brings a wealth of new perspectives with the eyes of a National Guard Officer attuned to the issues facing the force.

Since 2019, DEOMI’s Research Director, Dr. McDonald, has worked as a team member and U.S. representative to NATO’s Human Factors and Medicine (HFM-142) technical group examining issues of ethnic tolerance in NATO countries.

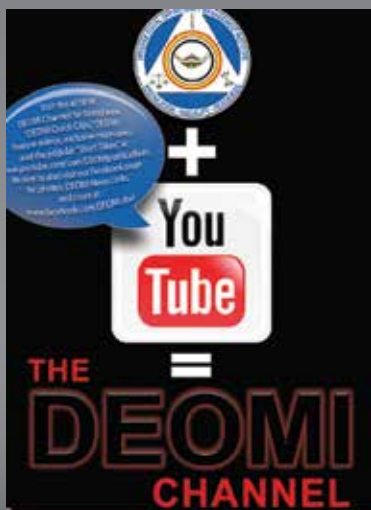




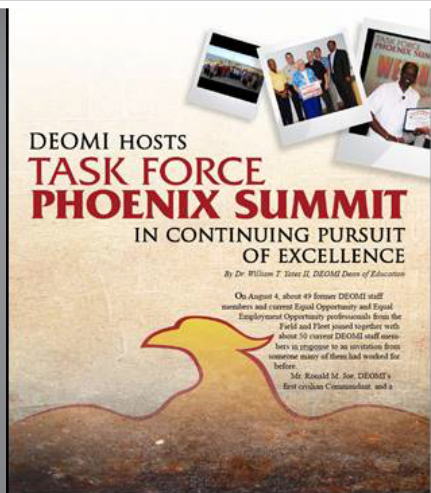
2011

DEOMI hosts *Task Force Phoenix II Summit*, a group of EEO professionals to discuss DEOMI's training mission and to help define a continued path to excellence.

2011 – DEOMI joins YouTube and adds this platform to its messaging capability.



December 6-8, 2011 - DEOMI celebrates its 40th Anniversary in conjunction with the 8th Biennial Research Symposium. Over 150 visitors from around the world participate. Founding members and key supporters are present and key facility areas are dedicated to them. DEOMI dedicates it's diversity hallway.



August 4-6, 2010 - DEOMI hosts Task Force Phoenix Summit, a group of former staff members and equity professionals to review and explore past best practices and to develop a road-map for future improvements.



June 2010 – DEOMI adds Facebook to its strategic messaging channels.

Mr. Ronald M. Joe assumes directional control of DEOMI as the first civilian Principal Director.

2010

2015

2013

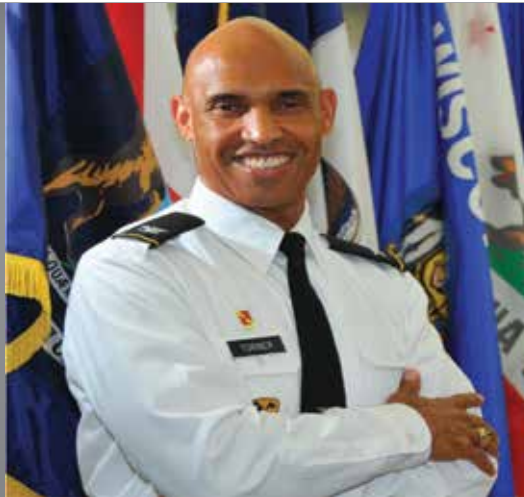
DEOMI implements the use of Android tablets for all students during EOAC 13-2. Massive printing of physical documents is no longer required as the tablets readily hold the student guide (over 600 pages), course schedules, training aides, and other references. Students are issued the tablets and changes to key documents can be forced to the tablet during regular updates.

The DEOMI Organizational Climate Survey (DEOCS) is formally recognized in the National Defense Authorization Act and the Department of Defense designates the survey as the primary climate assessment tool for the entire Armed forces. Enhancements are made to the data retrieval system.

DEOMI expands its Organizational Assessment modules in the EOAC to support the new DEOCS 4.0 analysis.



June 8, 2012 – Captain Yolanda Y. Reagans, USN, assumes command of DEOMI.



June 27, 2014 – Colonel Morris "Reese" Turner, USA, assumes command of DEOMI.



April 15, 2014 - the Under Secretary of Defense for Personnel and Readiness and military deputy visit DEOMI accompanied by Senate Armed Services Committee members to discuss training methodologies and course content.

2014

2012

2017

2017 – DEOMI designs and implements three new EEO courses focused on the Entry level, Intermediate level, and Advanced level. The Entry Course begins April 17, 2017, the Intermediate Course begins May 22, 2017, and the Advanced Course begins July 17, 2017.

August 1, 2017 - DEOMI launches DEOCS 4.1 and simultaneously activates its Assessment to Solutions (A2S) website with tools, information, and products to better support change commanders on the climate assessment process and their implementation of the new DEOCS.



June 17, 2016 – Colonel Mary L. Martin, USA, assumes command of DEOMI.



December 2016 – DEOMI hosts its 45th Anniversary in conjunction with its first DEOMI Collaborative Series.



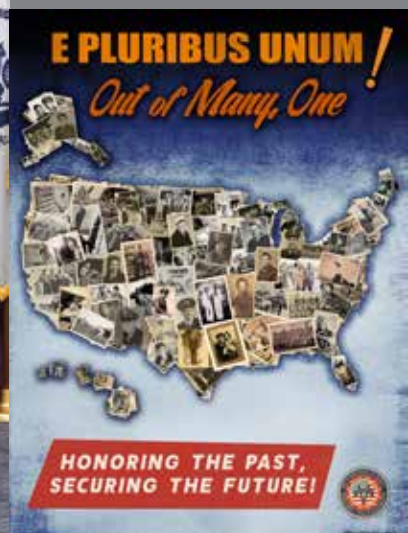
DEOMI expands its special observance product line with themed observance support packages with posters, mini-fact posters, invitations, templates, activity books, bookmarks, and other items to better support commanders with their local programs.

2016

2019

October 7, 2019 – Colonel Aimee L. Storm, ANG, assumes command of DEOMI. Colonel Storm is the first National Guard member to serve as commandant.

August 5, 2019 – Mr. Christopher G. Brown assumes the role of Acting Director.



October 1, 2018 - DEOMI reorganizes under the Defense Human Resources Agency (DHRA) as the Executive Agency for control and support. That same day, the DEOCS is formally transitioned from DEOMI purview to the Office of People Analytics (OPA) within DHRA.



2018

The 2020's



The year 2020 starts off as a normal enough year. DEOMI is deeply engaged in preparing for its Council of Education (COE) Reaccreditation scheduled for that May. Little do members realize, that in just a few short months, the implications of the evolving Covid-19 Pandemic will become clear. On the ominous Friday, March 13th, as the pandemic progresses and the nation begins to shutdown, DEOMI returns all its resident students to their duty stations. Five days later, on Tuesday, March 17th, DEOMI sends all its resident staff into a home-based, telework environment. Most believe this would be a short term

affair lasting just a few weeks. No one foresaw that over a year later the majority of the resident staff would still be in a predominately teleworking status.

Even though the institute operates in a totally new environment, institute members continue to perform. The team develops new techniques and strategies to meet the DoD's quickly changing challenges. The onsite COE visit set for May is now rescheduled and redesigned as a virtual inspection instead of a face-to-face event. The DEOMI staff continues to prepare and it executes its reaccreditation in July. Success



is achieved when on September 17, 2020, DEOMI is notified by the COE that its accreditation is reaffirmed. And, the site visit team awards DEOMI two rare commendations. The first commendation is for website products shared publicly at <https://www.defenseculture.mil>, which contain a variety of tools designed for instructors and course graduates in the application of knowledge, skills, and abilities learned at DEOMI. The second commendation is for the instructor Evaluation and Certification Program including the documentation and recurring annual evaluation requirements. The highlighted program



ensures competent lesson plan content and execution to effectively engage students in the learning process.

Simultaneously to the preparations for the COE visit, the Institute revamps its instructional style from resident instruction to a virtual platform. The halting of in person instruction at all schools demands innovation. Experimenting with various virtual platforms, curriculum is revised, instructors are retrained, and lessons are rehearsed. This task also requires the rapid revamping of quizzes, testing and evaluation methods, and other materials. The team has much to do in a very short time, but they execute the task flawlessly. In August 2020, DEOMI executes its first ever, fully virtually instructed Equal Opportunity Advisor Virtual Course in a totally new style and environment.

That summer, on July 27,

2020, DEOMI also transitions its website address from www.deomi.org to www.defenseculture.mil. This move also shifts its website hosting platform from a private contractor to the Defense Media Agency. The new website brings a new style, colors, options, and a revitalized look. The government managed site is also less expensive than the previous host. This frees up much needed developmental dollars for other projects and initiatives.

DEOMI also modifies its organizational structure. It adds a new GS-15 civilian Academic Director position and transitions the previous Dean position into a new GS-15 Director position for its Education and Training (E&T) Directorate. In August, Dr. Michael J. Faughnan is hired as the new chief academic officer and a few months later, Mr. Brian P. Kelly is hired as the new E&T Director. The two new



positions enable the institute to more effectively manage its many processes and initiatives as DEOMI evolves.

In late 2020, the then-acting Secretary of Defense, Mr. Christopher Miller, issues a directive to implement 15 recommended initiatives provided by the DoD Board on Diversity and Inclusion. These initiatives are envisioned, using the Secretary's words, as "Essential to achieving a mission-ready fighting force in the 21st Century." Among those initiatives, DEOMI will be directly involved with recommendation number four, the establishment of a Diversity and Inclusion Center of Excellence at DEOMI.

In the 2020's, the mission continues to expand. Once focused on race, and then climate, DEOMI's newest focus for research, assessment, and training now includes culture. Climate can be described as the collective

perceptions of the organization's individuals, based on the current policies, practices and procedures. Climate is susceptible to relatively rapid shifts, like when a new leader arrives, or an existing policy is revised or canceled. Culture runs far deeper and more permanently than climate. Culture represents the collective perceptions about the organization that is influenced by its history, and can best be described as the members' shared sense of the organization's meaning and values. The basic assumptions underlying those values are the core of culture; therefore, they are not challenged often, and they are extremely resistant to change. The institute's members are excited to begin leveraging organizational culture as a way to help leaders identify effective prevention strategies in the future.

On December 9, 2020,

Patrick Air Force Base, DEOMI's home for the past 49 years, renames to Patrick Space Force Base as it evolves with its higher headquarters, the U.S. Space Force. In 2021, DEOMI celebrates its 50th Anniversary. The institute looks forward to a bright future as it remains current and relevant to the Department of Defense's changing needs. In reality, it too, continues to shoot for the stars.





2021

2021

June 24, 2021 - DEOMI celebrates its 50th Anniversary in a primarily 'virtual' environment.



March 13, 2020 – due to the COVID-19 Pandemic, DEOMI sends all students home early on Friday, March 13th. On March 17th, DEOMI implements 100% telework for all faculty and staff.



Summer 2020 – DEOMI modifies its structure and adds a new GS-15 civilian Academic Director position and transitions the previous Dean position to a GS-15 Director position for its Education and Training Directorate.

2020



MESSAGES FOR THE FUTURE



Kathlene Contres

Captain, USN Retired

It was an honor and a privilege to serve as DEOMI's Commandant 2005-2010. I arrived with a slight notion of DEOMI's importance to the Department of Defense, but I left with a huge understanding and respect for the tremendous impact that our trainers had on equality, equity, and morale in the DoD. In my role as Commandant, I was thanked by many Flag/General Officers and Unit Commanders citing our message and outstanding training. To this day, when I mention DEOMI to veterans that I meet, it is so heartwarming to hear that many of them know who we are and express praise for the methods the trainers utilized to guide students in understanding their thoughts and actions towards others who did not look like them. I can't thank the DEOMI team enough for the countless hours they sacrificed with family to ensure our message was received throughout the world. Your training support and actual training were absolutely worth it!

I am ecstatic to say congratulations to DEOMI for 50 years of outstanding service to the DoD, but I am sad to say that it's a shame there is still a need for DEOMI.... As recent events demonstrate, we have our work cut out for us. Fortunately, most leaders in the Pentagon have a true appreciation for our crucial role and will continue to support it. As DEOMI's mission evolves, it is my sincere hope that diversity, equity, and equal opportunity management remain at the forefront.

Again, my heartiest congratulations to everyone on past and current DEOMI teams for your contributions to unit cohesiveness throughout the Department of Defense and mission accomplishment!

KATHLENE CONTRES
Captain, USN Retired



Robert D. Watts

Captain, USN Retired

I had the opportunity to serve as DEOMI's Commandant from 2001 to 2005. During my tenure, we had the fortune to secure full funding for construction of a new, state-of-the-art campus. Campus construction was completed on time and under budget. This new campus combined the capabilities of three outmoded buildings in one location. In addition to training U.S. Military and government civilians, DEOMI partnered with the International community to conduct equal opportunity and diversity training for the South African Department of Defense and the Solomon Islands Police Force. DEOMI also initiated dialogue with England, Australia, Canada, and Bulgaria on equal opportunity and diversity issues. DEOMI developed the Command climate assessments as tools for the Commanders with which to identify discriminatory attitudes and conduct that affect readiness and take appropriate corrective actions.

During my tenure, the Department of Defense (DoD) experienced significant budget cuts which directly impacted DEOMI. The Air Force was DEOMI's Executive Agent (Funding Authority), and as they experienced budget cuts they subsequently made cuts to all training, including DEOMI. As all Services were impacted by these budget cuts, there was a demand to reduce the time to train for the Equal Opportunity Advisor (EOA) course. Responding to this demand, the EOA course time to train was reduced from 16 weeks to 14 weeks and, finally, to 12 weeks. However, cuts in the EOA course resulted in DEOMI implementing the first phase of online training, which complimented the onsite training and resulted in significant annual savings for the DoD.

DEOMI was established in 1971 to address inequalities in the DoD that were impacting mission readiness. The need for the institute was thought to be temporary; however, DEOMI's 50 years of existence has taught us that an organization which includes people from a range of different social and ethnic backgrounds and different genders and sexual orientations requires continuous awareness training to be successful. Ensuring that all people are treated fairly and are afforded the opportunity to succeed are paramount to unit cohesion and mission success. DEOMI has proven itself to be the agent to provide our Service members, especially those in leadership positions, the diversity and awareness training and education that is critical for maintaining unit cohesion and mission readiness.

ROBERT D. WATTS
Captain, USN Retired





Ronald M. Joe

Colonel, USA Retired

I am honored to share the celebration of The Defense Equal Opportunity Management Institute's (DEOMI) 50th Anniversary with you. Thanks to all DEOMI leaders, staff, and graduates, past and present, for your great work. I am immensely proud to be one of you and humbled by the unique opportunity provided me to lead DEOMI both as a Military Commandant (1991-1996) and as Principal Director, Senior Executive Service (2010-2012). My tenure was highlighted by the opportunity to lead a "Dream Team" of dedicated equity professionals, leading the DEOMI team through the approval by OSD (P&R) and USAF of DEOMI's present PAFB campus, the Claiborne D. Haughton, Jr. Research Library, planning and execution of DEOMI's 25th and 40th Anniversary Celebrations.

Since its founding, our nation has committed itself to the ideal of equality, the belief and hope that we could achieve a state where people would be judged by the "content of their character" instead of by any other measure. We have not arrived at that America. Military leaders recognized that "a house divided against itself cannot stand." This occasion marks the celebration of the 50th Anniversary of the decision by the DoD to establish the Defense Race Relations Institute (DRRI) and the acknowledgment that racism, discrimination, and prejudice in its ranks was adversely affecting the readiness of our Armed Forces. In 1971, in part because of the civil rights movement, but more importantly to address the readiness issues faced by the DoD, the Defense Race Relations Institute (DRRI), now DEOMI, was formed. It was formed as a place to conduct the uncomfortable education, uncomfortable training, uncomfortable research, and uncomfortable

conversations necessary to make progress in race relations. There is only one organization in all the world that has DEOMI's mission. Our DoD and our nation need it even more now and DEOMI is the only organization that can provide it. DEOMI is hallowed ground because of the discrimination and ridicule its staff, students, and their families suffered while making this fantastic, one-of-a-kind organization a reality, and it has made an incredibly positive difference.

In the future, I see a Defense Equal Opportunity Institute which has enhanced capabilities and operates as a multifaceted Center of Excellence (CoE) that serves as a beacon of light to our DoD, nation, and the world. I see a highly trained DEOMI staff with an expanded mission equal to the task of educating, training, researching, discussing, and advising DoD, our nation and the world on the racial, diversity, cultural, extremist, inclusion, sexism, LGBTQ, gender in organizations, and others we are facing in our time. The mission statement depicts a well-staffed, highly effective, multi-faceted Center of Excellence (CoE), under the leadership of a DoD SES Civilian, Flag Officer, or General Officer prepared to move our Armed Forces, Civilian Departments of DoD, and our nation toward a greater realization of fairness, equality, and enhanced readiness. The DoD and our nation has fully funded and staffed DEOMI (CoE) as a national asset capable of accomplishing its mission. The military is but a microcosm of our society, the rise of white supremacy and hate crimes directed at Asians, Blacks, LGBTQ, and others tells us that, even in our military, there is much work to do. Education, training, and groundbreaking research are the hallmarks of DEOMI (CoE). Research is

proactive and predictive. DEOMI has returned, safely, to its historic laboratory methods of equity, diversity, and inclusion training. The primary responsibility for the DEOCS has been returned to DEOMI. DoD has established “career fields” across and in each of the Services for military and civilian men and women and requires them to be educated and trained by DEOMI (CoE) to serve as equity, diversity, and inclusion advisors due to the requirement to advise commanders at designated levels of command, but especially at Brigade through 4-star levels. The need for DEOMI beyond the military has increased. DEOMI has been established as a center of excellence equipped with a myriad of capabilities to step into a larger role and address a greater need. DEOMI provides education and training (Laboratory Method) to our country, “writ large,” especially to our military and civilian law enforcement organizations in the cities and states of the United States and, then, the world. What DEOMI (CoE) teaches, trains, and researches matters and it is being injected into the fabric and consciousness of our nation. Uncomfortable conversations about social injustice, police brutality, and systemic racism are occurring at DEOMI (CoE), not to cause guilt, but to ensure that history is not repeated. DEOMI (CoE) is a safe place to have them, and this role is not new for DEOMI. For example, when the Republic of South Africa moved away from apartheid, it came to DEOMI for advice.

When facing the current Covid-19 pandemic, America relied on the National Institutes of Health and the Centers for Disease Control and Prevention for the development of policy and guidance to direct its recovery. The DEOMI of today and the DEOMI (CoE) envisioned for the future can serve in this capacity. Our nation should use the experience, expertise, and leadership of DEOMI (CoE) to create an institute to guide the development of policy, training, and research to address our “social pandemic.” The challenge now presented to our nation is one of, “can we provide equity and justice for all?” Abraham Lincoln said, “The best way to predict the future is to create it.” DEOMI (CoE)—as a center of excellence—can and should be relied upon to lead the way.

RONALD M. JOE
Colonel, USA Retired
Former Member, Senior Executive Service

From the Commandant

Greetings once again from the pages of *Reflections* magazine. It's been a great two years. We have several initiatives here that are “coming on line,” if you will. We believe they will enhance our mission as a force multiplier, while also lending more credibility and muscle to equal opportunity/fairness issues.

In Fiscal Year 1994, DEOMI will begin training the Services' equal opportunity employment specialists. It will be a three-week course taught four times a year. Possible course subject matter will include prejudice, racism, sexism and cultural awareness; Equal Opportunity Employment law; the complainant process; and communication skills development. We will develop the course in close consultation with the Services. The new course will provide the Services' EEO specialists and managers uniform training, and a costs savings to the Department of Defense.

Soon the Institute will have the services of an inspector general and hopefully a chaplain. These persons will serve on staff as course trainers and subject matter experts for curricu-



lum development. The positions will rotate between the Services. Initially, the Navy was asked to fill the chaplain's position. The Army will provide an officer trained as an inspector general. Also on “my dream sheet” is a position for a staff judge advocate officer. The duties would be the same as those for the IG's and chaplain's positions.

We also recently signed a memorandum of agreement with the U.S. Justice Department's Community Relations Service to share information and research equal opportunity issues as a team. I believe the agreement allows our organizations to maximize federal resources while finding ways to increase cultural awareness.

It is this kind of diversity that will ensure equal opportunity/fairness remains at the forefront of issues and has a home to conduct research and training as we continue to move into the 21st Century.

A handwritten signature in black ink, appearing to read “Ronald M. Joe”.

Ronald M. Joe
Colonel, USA
Commandant



José Bolton Sr.,

Colonel, USAF Retired

DRRI/DEOMI experiences served me well in and out of the military as a facilitator, social scientist, Air Force/DoD program manager, and civilian executive. Among the lessons I learned was one remarkable fact: “everyone carries their socialization with them in a nice, neat bag.” I have worked with DRRI/DEOMI on five times over forty-eight years: as a DRRI student, as an Air Force Program Manager, as an Air Force Commander, as Commandant, and as Dean. My journey began in 1973 after I volunteered to be a Race Relations Instructor in 1972.

I have since practiced human relations in fourteen states and five countries. In many ways, I am a human relations dinosaur. My experiences during the Travis AFB riots drove me to participation. The highpoint was the unforgettable “Miami Experience.” Taking our socialization bags to Miami was a once-in-a-lifetime experience. The Miami Experience was/is the one coalescing factor from early DRRI training days.

My Air Force duties, as the Director of the Air Force Social Actions Field Activities, in 1987, took me back to hip with DEOMI for frequent discussions. I envied those assigned to DEOMI.

In 1996 I became DEOMI’s eleventh Commandant. DEOMI was using multiple condemned buildings, but the mission was robust and focused. DEOMI expanded the education orientated institute I experienced 23 years earlier. It had a monumental survey and research department, monthly observance offerings, it was providing human relations education to the South Africa National Defense Force, and oh, by the way, they offered mobile training teams across the world. The personnel and programs lead by my predecessor, COL (RET) Ron Joe, were strategic,

aggressive, committed, and intensive. I was fortunate to walk into an excellent assignment, and before I departed, we broke ground for a new DEOMI facility. Fifteen years later, in 2016, I joined DEOMI again. This time as Dean of EO/EEO Education. It was all outstanding and in no small measure due to Secretaries Coleman, DeMesme, and Collins.

DEOMI lives in a VUCA world --- volatile, uncertain, complex, and ambiguous. President Truman integrated the military, but today, the world is crying for social justice. We can create team players by what I call SHH-savvy individuals. Be SMART because our interpersonal skills are all we humans have to keep the beast away. Be HUNGRY for more knowledge. Be HUMBLE and revel in recognizing the accomplishments of your teammates. DEOMI must validate the qualities of inclusion. We can’t just talk and hope. We must walk the talk. Remember, you are the change you want to see.

JOSÉ BOLTON SR., Ph.D., BCC, CDE
Colonel, USAF Retired





Sixteen years ago I was fortunate to begin my journey with DEOMI. At the time, I knew very little of the historical, societal, or military significance of this great institute. Since then, I continue to be amazed by the distance of our reach, depths of our impact, and the significance of our presence during pivotal moments in the rich history of our organization and country. Since 2005 we have seen the repeal of Don't Ask Don't Tell; the integration of women into key combat roles, where once excluded; DEOMI's institutionalization of the DEOCS; a continuous improvement of philosophy across the Department; and the establishment of key policies on Harassment, Diversity & Inclusion, and Equity. DEOMI, as a Center of Excellence, will continue to be a beacon of light for all to follow. In the future I see that DEOMI will continue to promote the ideals of fairness, dignity, inclusion, and belongingness for every individual in the total force. DEOMI will continue to provide advice to policy and decision-makers; provide expert analysis and consultation to our leaders; and develop and deliver the highest quality and most innovative human relations training and education. It will lead in the fields of human sciences to ensure readiness and add to the body of knowledge. DEOMI will actively support a philosophy of continuous learning and excellence through innovative learning management, methods, and distributed technologies. DEOMI will always nurture a place of academic freedom where the world's scholars, practitioners, and students may collaborate to form new ideas and visions for the future of human dignity and worth. I look forward to seeing what the next sixteen years will bring!

Dr. Daniel P. McDonald
Director of Development and Research





Mr. Claiborne Douglass Haughton Jr.

Former Acting Deputy Assistant Secretary of Defense for Equal Opportunity, Retired

Greetings Commandant Colonel Aimee Storm and the Defense Equal Opportunity Management Institute Family,

Congratulations on DEOMI's 50th Anniversary. At the outset, I would like to thank Mr. CJ Johnson, the Director of the Diversity Management Operations Center, for the life-changing work that he and his team does and, specifically, for leadership at DEOMI. To DEOMI staff and students, past and present, you should be very proud to be a part of this magnificent institute. DEOMI has been admired around the nation as a remarkable force of excellence and progress as our nation's largest and most respected EO/EEO training program. And friends, it has been a high honor to have spoken at DEOMI on many occasions, including as a principal speaker to celebrate DEOMI's 10th 25th 30th and 40th Anniversaries. My last visit was in June 2019 at the retirement of former Dean José Bolton, Sr. Oh, it's awesome to be alive to celebrate this historic DEOMI 50th Anniversary!

I served as the ranking career SES EO/EEO official in the Office of the Under Secretary of Defense for Personnel and Readiness at the Pentagon for 23 years, including serving three separate terms as Acting Deputy Assistant Secretary of Defense for Equal Opportunity (DASD (EO)), between political Administrations, with direct supervision and policy oversight of DEOMI. I retired in June 2002 as Acting DASD (EO) after a rewarding 35-year DoD career.

To be recognized in 2004 by Under Secretary of Defense (P&R) Dr. David Chu, along with my hero, the "Father of DEOMI," Maj. Gen. Lucius Theus, at the dedication of the new DEOMI Campus, the "Maj. Gen. Lucius Theus Auditorium,"

and the "Claiborne D. Haughton, Jr. Library" was the crowning jewel and most awesome honor of my career. I live my life in deep humility and appreciation. I was, indeed, fortunate that DoD recognized my vision and leadership in helping DEOMI with six notable accomplishments: First, co-hosting on June 21, 1981 as Acting DASD (EO) with Colonel Shirley Bach, USAF, DEOMI's first woman Director, DEOMI's 10th Anniversary Program; Second, construction of the beautiful new DEOMI Campus and justifying the first GS-15 civilian Principal Director position; Third, consolidating into DEOMI all DoD-wide civilian EEO training programs and creating the first Disability Employment Program Managers Course; Fourth, developing a DoD Policy Statement which called for five concrete actions for EO progress, including a DEOMI two-day Training Course for newly promoted General/Flag Officers and new members of the SES; Fifth, assisting Deputy Assistant Secretary of Air Force for EO, Ms. Shirley Martinez, to reverse a unilateral Air Force Budget Office decision which would have decimated DEOMI's civilian staffing; and Sixth, recommending Colonel Ron Joe as Commandant.

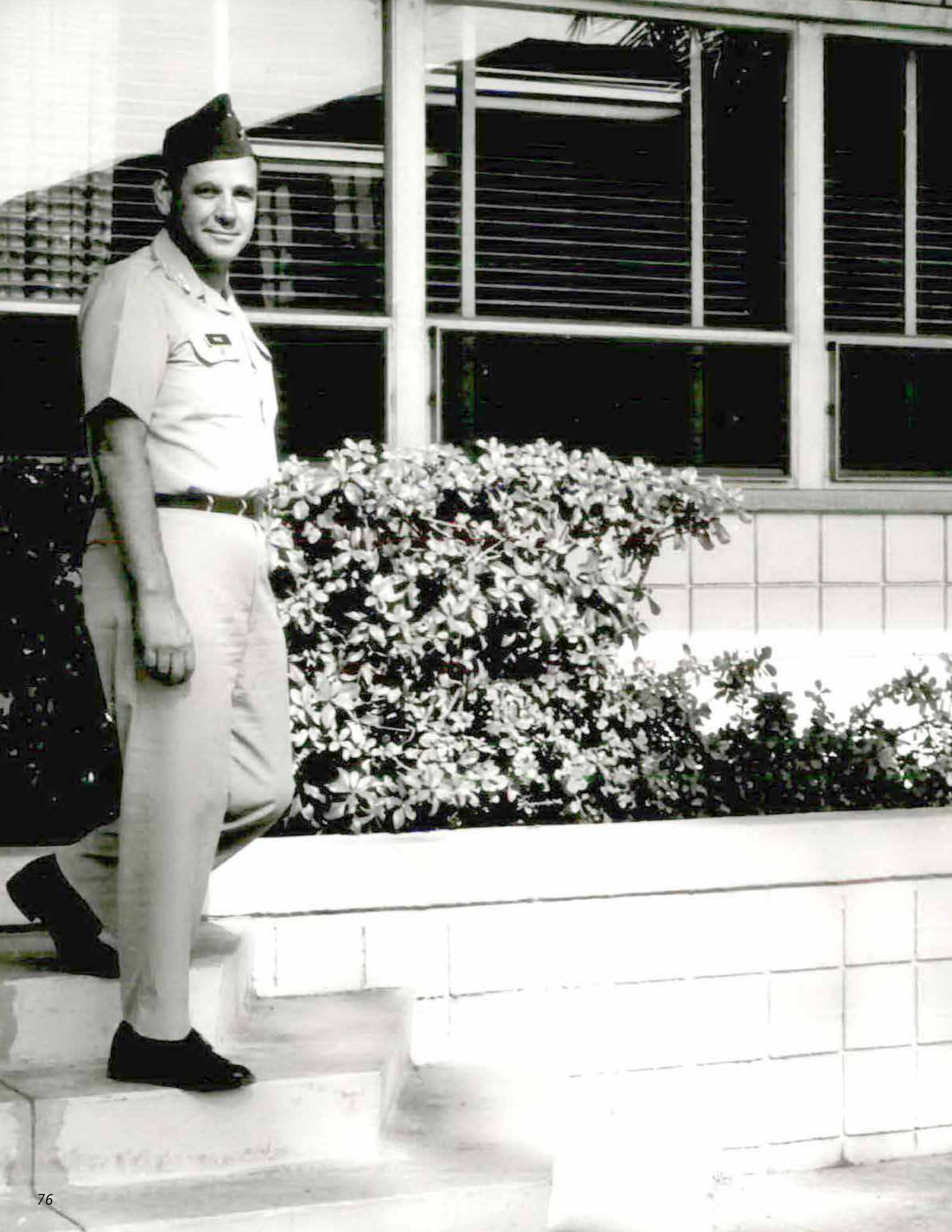


Ladies and gentlemen, despite all of its imperfections, DoD is a leadership icon in EO/EEO and diversity, thanks to DEOMI and countless dedicated men and women from all races and backgrounds who have made it possible. Yet, DoD still has work as the eye of the hurricane has not passed out to sea. For example, discrimination, sexual assault and harassment, white supremacy-extremism, racism, sexism, antisemitism, and too many other “-isms” are still raising their ugly heads in our nation and in our military. DoD cannot rest on its laurels because its progress can be fragile and reversible by not remaining vigilate and proactive. And I’m happy to read that DoD is committed to getting this work done.

In closing, I salute Maj. Gen. Theus and his Committee, all past Commandants and all the other great Americans, military and civilians, upon whose shoulders DEOMI stands. DEOMI, I hope that you will expand your training programs to include leaders and, thereby, enhance DoD-wide progress as a critical step to ensure that our Armed Forces and civilian workforce are representative of the nation they serve and protect. And where is hope? It’s where it has always been, between faith and love. DEOMI, you are the university of equality and diversity, the school of friendship and unity, and the college for the better making of EO/EEO and human resource professionals. Go forth and continue to do great things!

With deep DEOMI love,
Claiborne Douglass Haughton Jr.









Over the decades hundreds of military and civilian staff members have dedicated themselves to making our Service members better and stronger through a wide-variety of training programs. The following long-term staff and faculty members have dedicated a large portion of their working life to DEOMI either as a government civilian, military Service member, contractor, or a combination of service.

Over 40 Years

Connie Morrison (40 Years)

Over 30 Years

Joanne Worm, Retired (32 Years)

Over 20 Years

Georgia Bicknell (27 Years)

Rita Crockett, Retired (20 Years)

Samuel Cruz (21 Years)

Mark Dallaire, Contractor (20 years)

Yolanda Herrington, Retired, DRRI/DEOMI (26 Years)

Eugene C. Johnson, Retired, DRRI/DEOMI (22 Years)

Beverly Lewis, Retired (24 Years)

Dorothy J. Maney-Kellum, Retired, DRRI/DEOMI (20 Years)

Rebecca (BJ) Marcum, Retired (20 Years)

William (Bill) McAndrew, Retired (23 Years)

Gary McGuire, Retired (24 Years)

Jerry Scarpate, Retired (25 Years)

Cy Snyder, Contractor (20 Years)

Barbara Springer Retired (24 Years)

Jay C. Steinke (20 Years)

Carrie Tillman, Retired (22 Years)



2021

