

DEOMI News Highlights

DEOMI News Highlights is a weekly compilation of published items and commentary with focus on equal opportunity, equal employment opportunity, diversity, culture, and human relations issues. The DEOMI News Highlights is a management tool intended to serve the informational needs of equity professionals and senior DoD officials in the continuing assessment of defense policies, programs, and actions. Further reproduction or redistribution for private use or gain is subject to original copyright restrictions.

Memorandum from the Under Secretary of Defense, Subject: DoD Worldwide Diversity Conference and Defense Equal Opportunity Management Institute 40th Anniversary Observance [December 30, 2010]

- A Department of Defense Worldwide Diversity Conference, hosted by the Defense Equal Opportunity Management Institute, is scheduled for December 5-9, 2011
 - “Honoring 40 years of Mission Readiness” is the conference theme
 - Conference activities will include a review of policy, training, education, and research in the areas of diversity, equal opportunity, equal employment opportunity, and cross-cultural competence
 - Dr. Clifford L. Stanley, Undersecretary of Defense, (Personnel & Readiness) strongly encourages Service participation in the preparation and operation of the conference
- [DoD Worldwide Diversity Conference and Defense Equal Opportunity Management Institute \(DEOMI\) 40th Anniversary Observance](#)

Why Our Best Officers Are Leaving [Tim Kane, *The Atlantic*, January, 2011]

- Why does the American military produce the most innovative and entrepreneurial leaders then waste the talent in a risk-averse bureaucracy?
- The author surveyed 250 West Point graduates from classes 1989, 1991, 1995, 2000, 2001, and 2004
- 93% believed that half or more of “the best officers leave the military early rather than serving a full career”
- Veterans and active-duty officers overwhelmingly cite the military personnel system as the reason—every aspect of it

[Why Our Best Officers Are Leaving](#)

Slavery murals ordered out of Georgia state office – The new agriculture commissions says the idealistic paintings misrepresent reality. Others want them to stay. [*The Associated Press, Los Angeles Times*, December 31, 2010]

- Murals of slaves harvesting sugar cane and picking and ginning cotton on a Georgia plantation are coming off the walls of a state building by order of Gary Black, Georgia’s new agriculture commissioner
- Black said less controversial murals – a scene at a state farmers market, for example – may find a new home in a conference room or elsewhere in the building
- A full century after the Civil War, Southerners still argue about how to handle potent symbols of slavery and segregation

[Slavery murals ordered out of Georgia state office](#)

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Culture

Inuit lives and diets change as ice shifts

By **Catriona Davies for CNN**

CNN/Earth's Frontiers, December 30, 2010

(CNN) -- Climate change is altering diets and lifestyles among Inuit people, according to a scientist who has studied the human face of global warming in the Arctic.

Barry Smit, a professor at the University of Guelph, Canada, has spent five years leading research projects into how melting ice and changes in wildlife habits are impacting the lives and livelihoods of far northern communities.

Among his most striking findings was that increasing difficulty in hunting for traditional food was leading to much more junk food in the Inuit diet.

"People looking at the health of the Inuit have demonstrated that the traditional diet, which is almost exclusively raw meat, is in fact very healthy for them," Smit said. "But because of the new difficulties hunting, people are adapting their diets to what's available in the stores.

The stores only have food that's easy to transport and doesn't perish, so there are no vegetables. The young people are increasingly eating highly processed junk food, so we are seeing more teeth problems and obesity."

The difficulties in hunting are caused by shifting ice and changing migratory patterns among animals such as seals, walrus, types of whales and polar bears, which form a large part of the traditional diet, Smit said.

He also noted that the shifting ice made hunting and traveling more dangerous.

Smit said: "Ice is fundamental to their livelihoods and culture. Most of their activities involve traveling on the ice.

"Over the past decade or so, they have noticed that the behavior of the ice is changing, so their traditional roads are not as safe as they used to be."

[Scientist lives with endangered tribe to save disappearing language](#)

He added: "They could be hunting on the edge of the ice and whole blocks of ice break off and drift out to sea, so they have immediate safety concerns."

This unpredictability undermines traditional knowledge of safe routes across the ice.

"There are social implications because the respect for elders has been maintained by their wisdom about when and where to travel on the ice," said Smit.

"But now elders will say it's safe to travel to a particular place at a certain time, and people have problems there. That undermines the traditional knowledge of the elders."

He added that houses built on permafrost were tipping as the ice shifted.

Tristan Pearce, one of Smit's researchers, also from the University of Guelph, who spent time with communities in Northwest Territories, Canada, said: "Due to thin, unstable, temporary sea ice cover that is vulnerable to winds and currents, aolagots (open boats) are becoming more common in winter months presenting new hunting opportunities and dangers to hunters."

He added: "Several studies project that the Arctic Ocean may become seasonally ice-free by the year 2040 or even earlier."

<http://edition.cnn.com/2010/WORLD/americas/12/30/inuit.impact.climate.change/index.html?hpt=Sbin>

Smit studied Inuit as part of a Canadian project called [ArcticNet](#), and collaborated with scientists from other Arctic regions as part of the [International Polar Year](#).

He led a team of researchers who built up-close relationships with communities in the Arctic, and invited people from those communities to join the project as co-researchers.

Smit said: "We have been to document from the perspective of people who live in the Arctic how conditions are changing and how they are dealing with it to get a sense of how they might adapt in the future."

Four million people are estimated to live in the world's Arctic regions, across Canada, Alaska, Greenland, Norway and Russia, Smit said. In the far northern Arctic regions of Canada, the population is 85% Inuit, he added.

Smit said the average temperature rise since pre-industrial times was conventionally estimated at 1.2 degrees Celsius globally, and 2-3 degrees Celsius in the Arctic.

The United States' National Snow and Ice Data Center reported that the extent of Arctic sea ice cover at the end of November this year was the second lowest on record, and 12% below the 1979-2000 average for November.

"You can look at a big map of the world and see the changes from climate change, but we are trying to put a local human face on this and find how people are affected and how they deal with it," said Smit.

A team of scientists, lead by Professor James J. Corbett of the University of Delaware published a paper in October warning that increased shipping as new ice-free sea routes opened up would further add to climate change in the Arctic.

Smit said opinions among the communities were divided on the implications of the opening up of shipping routes through the Arctic Ocean, speeding up oil, gas and mineral exploration and tourism

"If you look over the next couple of decades, the transformation will be huge. It won't be an Arctic environment at all and people will have to modify their way of life completely," he said.

Diversity

Affirmative Action vs. Diversity

The Quest for Opportunity in a 21st Century World

By Shirley J. Wilcher
Insight Into Diversity, Winter 2011

There has been much debate about affirmative action and diversity since President John F. Kennedy signed Executive Order 10925 in 1961.² As we approach the 50th Anniversary of the Order it is timely to reflect upon affirmative action and the difference between this concept and the more recent theory and practice of “diversity.” While the terms are often used interchangeably, there are fundamental differences between the two, but they are inextricably linked.

In its Final Report to President Eisenhower, the President's Committee on Government Contracts, headed by vice president Richard Nixon, concluded:

*Overt discrimination, in the sense that an employer actually refuses to hire solely because of race, religion, color, or national origin is not as prevalent as is generally believed. To a greater degree, the indifference of employers to establishing a positive policy of nondiscrimination hinders qualified applicants and employees from being hired and promoted on the basis of equality.*³

President Kennedy incorporated the concept of “affirmative action” into Executive Order 10925, which he issued in 1961. Executive Order 10925 imposed on all covered contractors a general obligation requiring positive steps designed to overcome obstacles to equal employment opportunity.

In 1965, President Lyndon Baines Johnson signed Executive Order 11246, which gave the Secretary of Labor responsibility for administration and enforcement of the Order mandating that contractors not discriminate against any employees or qualified applicants because of race, color, religion, sex or national origin. Contractors were to take affirmative action to ensure nondiscrimination in employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

Before signing the order in September 1965, President Johnson uttered the words that continue to resonate today:

*Freedom is not enough. ... You do not take a person who, for years, has been hobbled by chains and liberate him, bring him up to the starting line of a race and then say, “You are free to compete with all the others,” and still justly believe that you have been completely fair.*⁴

The quest for equality as a right and as a result has taken more than 40 years. It has faced much success, as evidenced in the marked increases of women and persons of color in private industry, in government, and in the Academy. It has also faced considerable challenges, rhetorical and legal, waxing in certain presidential administrations, waning in others.

WHAT IS AFFIRMATIVE ACTION?

Affirmative action has varying definitions depending upon the sector in which it is found, e.g.,

http://www.insightintodiversity.com/index.php?option=com_content&view=article&id=703:affirmative-action-vs-diversity-by-shirley-j-wilcher1-&catid=60:magazine-articles

education, government contracting and employment. Executive Order 11246 and its regulations⁵ refer to a process that requires a government contractor to examine and evaluate the total scope of its personnel practices for the purpose of identifying and correcting any barriers to equal employment opportunity. Where problems are identified, the contractor is required to develop a program that is precisely tailored to correct the deficiencies. Where appropriate, the contractor is required to establish reasonable goals to measure success toward achieving that result. The affirmative action program incorporated in the regulations has its origins in the private sector, where contractor “Plans for Progress” were reportedly designed to take positive action and prevent discrimination lawsuits.

Affirmative action programs encompass more than outreach and recruitment, however, and include efforts to prevent discrimination by eliminating barriers to equal employment opportunity. The inverse relationship between affirmative action and discrimination is reflected in the Executive Order itself, which begins with a prohibition against discrimination.⁶ In essence, affirmative action creates an environment where equal employment opportunity can prevail.⁷ Affirmative action, especially as it is mandated in employment discrimination litigation, is also compensatory and serves to remedy the effects of discrimination.

Affirmative action has been criticized by conservatives as constituting reverse discrimination, preferential treatment, stigmatizing to beneficiaries and contravening principles of merit.⁸ Spearheaded by these organizations voters in the states of California, Washington, Michigan, Nebraska and Arizona have passed initiatives to prohibit affirmative action.

THE EMERGENCE OF “DIVERSITY”

“Diversity” as a term of art used in the context of affirmative action law and policy gained prominence in the Supreme Court decision of *Regents of the University of California v. Bakke*.⁹ In *Bakke*, the Court ruled that the attainment of diversity in university admissions was a constitutionally permissible goal.¹⁰ Diversity as one factor among many in higher education admissions was later upheld in the Supreme Court’s 2003 decision of *Grutter v. Bollinger*.¹¹

In employment, “diversity management” gained prominence in the 1990s as a voluntary effort by corporate America, unrelated to the mandatory compliance embodied in the law. Unlike the Executive Order regulations, there is no standardized method for attaining diversity. Diversity programs have different definitions and appear to vary from organization to organization.

Dr. Roosevelt Thomas, founder of the American Institute for Managing Diversity and author of *Beyond Race and Gender: Unleashing the Power of your Total Workforce by Managing Diversity*, argues that diversity is “any collective mixture characterized by similarities (ties that bind) and differences (differences that distinguish).”¹² Thomas views diversity management as an evolution beyond affirmative action and its focus on race and gender. He sees affirmative action as a “band-aid” approach that focuses on the symptom, not the problem. According to Dr. Thomas, affirmative action has not enabled the nation to move toward an appreciation for diversity in its many forms.¹³

Dr. Thomas does not call for the end of affirmative action, however, despite the increasingly vocal criticisms that have been raised by opponents. He argues that until communities are modified around the reality of diversity, affirmative action will serve as a “band-aid” approach that allows

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the accommodation of diversity to a limited extent. “The solution is to move forward with remodeling organizations and society around assumptions of all kinds of diversity.”¹⁴ Thomas seeks a more inclusive and empowering style that creates an environment for performance.

A United Nations study on Best Practices in Diversity Management defines affirmative action as the “framework for a diversity management program.”

Diversity Management means looking at: “1) the mindset of an organization; 2) the climate of an organization; and 3) the different perspectives people bring to an organization due to race, workplace styles, disabilities, and other differences.”¹⁵

In evaluating state diversity management programs, the study suggested that best practice organizations “value people and cultivate an environment where cultural awareness, sensitivity, fairness and integrity prosper.” All employees believe they can prosper if they are qualified, motivated and work hard. Specifically, best practice organizations maintain a formal diversity management program, have decentralized efforts that promote a sense of ownership, provide diversity training to the entire workforce and incorporate diversity management in leadership training and mentoring efforts. Successful programs use workforce data and demographics and identify occupations with “underutilization.” This organization encouraged the presence of government-mandated affirmative action programs, endorsed review committees to establish policies and monitor progress, and supported accountability structures through the use of such tools as metrics, surveys, focus groups and evaluations.¹⁶

There are many similarities between methods used for affirmative action programs and diversity management programs. Affirmative action programs require policy statements from senior management, workforce analyses, measures of underutilization of protected groups, placement goals where necessary and action oriented programs. The Department of Labor’s Office of Federal Contract Compliance Programs, which enforces Executive Order 11246 and other laws, also investigates access to senior executive levels (“the glass ceiling”) and focuses on recruitment and retention. CEO commitment is essential to a successful affirmative action program and senior management is required to sign the affirmative action plan for the contractor. In the 2000 amendments to the Executive Order 11246 regulations, the Department of Labor emphasized that the affirmative action program is a management tool, a diagnostic process used to promote equal opportunity, not simply a paper exercise.¹⁷

The diversity management profession has grown in recent years. The position of Chief Diversity Officer (CDO) has emerged and many CDOs report to the CEOs of their corporations. Diversity managers have attained a status that most often exceeds that of the affirmative action officer. In many cases, the affirmative action officer now reports to the diversity manager.

Stony Brook University’s discussion of the relationship between affirmative action and diversity addresses the results sought by both approaches:

Affirmative action is numbers oriented, aimed at changing the demographics within the organization. Managing diversity is behavioral, aimed at changing the organizational culture, and developing skills and policies that get the best from everyone. Affirmative action opens doors in the organization while managing diversity opens the culture and the system. Managing diversity does not replace affirmative action; rather, it builds on the critical foundation laid by workplace

http://www.insightintodiversity.com/index.php?option=com_content&view=article&id=703:affirmative-action-vs-diversity-by-shirley-j-wilcher1-&catid=60:magazine-articles

equity programs.

Affirmative action and managing diversity go hand-in-hand, each reinforcing the gains of the other. Without affirmative action's commitment to hiring and promoting diverse employees, organizations would rarely have the diversity of staff to reach a stage where differences are valued and diversity is effectively managed.¹⁸

With diversity management programs, we have come full circle, where both affirmative action and diversity programs are creatures of the private sector. Both were initially designed to promote inclusion and to minimize the costs of exclusion, including litigation and reduced market share. While they share the same origins they are very different in concept and approach, however. Affirmative action programs promote access, equity and opportunity. They enable historically excluded groups including women, minorities, individuals with disabilities and disabled veterans to gain entry into and within the labor market. Diversity programs have a broader mandate, fusing the concepts of inclusion with corporate profitability and aiming to change the culture of the organization.

QUESTIONS

While diversity management may temper the arguments against its more controversial predecessor and appear more palatable, one must question whether the shift in emphasis from the morality of equal opportunity to the "bottom line" will evade the "hard choices about equality and justice at work."¹⁹ Employment discrimination continues to exist, as the number of charges filed with the Equal Employment Opportunity Commission (EEOC) attest.²⁰ Removing the "D" word ("discrimination") from the conversation will not solve the problem.

As important, how can we persuasively measure the success of diversity management programs? How will we know when the culture of the corporation has changed and the diversity of talents, abilities as well as ethnicities, genders and orientations is truly welcome and contributes to the bottom line? When will government mandates, including affirmative action, be obsolete and we are truly beyond race and gender? Is diversity management the answer for the workforce of the 21st century?

Shirley J. Wilcher is Executive Director of the American Association for Affirmative Action, and a member of the INSIGHT Into Diversity editorial board.

Footnotes can be found at: <http://bit.ly/cdBJZb>

<http://content.usatoday.net/dist/custom/gci/InsidePage.aspx?cId=floridatoday&sParam=42111450>.
story

Brazil swears in first female president

Associated Press, 1 January 2011

BRASILIA, Brazil (AP) — Dilma Rousseff was sworn in as Brazil's first female president Saturday, capping a rapid political trajectory for the career technocrat and former Marxist rebel who was imprisoned and tortured during the nation's long military dictatorship.

Rousseff, 63, takes the helm of Latin America's largest nation, which has risen both financially and politically on the world stage under outgoing leader Luiz Inacio Lula da Silva.

Silva leaves office as the nation's most popular president with an approval rating that hit 87% in his last week in office. Rousseff was his hand-chosen successor.

Rousseff, wearing a white skirt and matching jacket, took the oath of office alongside Vice President Michel Temer in the national Congress. A heavy rain swept over Brazil's capital, Brasilia, as Rousseff arrived at the Congress in a 1953 Rolls Royce, her hand waving out the window to the thousands of cheering onlookers. Her security detail comprised six young women, clad in black and running alongside the car through the downpour.

Rousseff takes on the formidable task of maintaining Brazil's momentum.

In the eight years under Silva, Brazil sharply cut poverty while its economy boomed, and it has increased its political clout on the global stage. Brazil will host the 2014 World Cup and is expected to be the world's fifth-largest economy by the time the 2016 Olympics come to the nation.

Huge challenges also await Rousseff, who served as Silva's energy minister before becoming his chief of staff, where her tough managerial manner earned her the moniker "Iron Lady."

In addition to sweeping improvements Brazil needs in its infrastructure, security and education, she confronts the danger of following the charismatic Silva, who leaves office with an 87% approval rating.

"Dilma will have to meet high expectations that the country is on an upward trajectory and life will continue to get better for the average Brazilian," said Michael Shifter, president of the Inter-American Dialogue. "That will not be an easy challenge."

Shifter said it could prove difficult for Brazil to maintain the pace of success it saw under Silva.

The external economic scenario could worsen, cutting into strong demand for Brazil's agricultural and industrial exports, particularly if anything should dampen China's growing appetite for Brazil's goods. The Asian nation this year passed the U.S. as Brazil's biggest trading partner.

And Rousseff will need a strong economy to improve the nation's woeful airports, ports, and roads — all vital in transporting Brazil's raw goods to market and in hosting the World Cup and the Olympics — events Brazilians hope will bolster their newfound image as a nation that gets things done.

Rousseff also will have to handle the unwieldy political coalitions required to govern Brazil. Silva, with his vast experience, his unique popularity and by sheer force of will was able to satisfy the leftist elements in his Workers Party, while at the same time employing orthodox economic policies to calm the business community that fretted early on about his socialist roots.

<http://content.usatoday.net/dist/custom/gci/InsidePage.aspx?cId=floridatoday&sParam=42111450>.
story

Rousseff lacks Silva's political acumen and charisma and it is not yet known if she will be able to command the far-flung components of the Workers Party while also keeping other factions happy in a coalition government.

But as Silva's hand-chosen successor, and a Cabinet member of his government from its start in 2003, Rousseff has the power of continuity going for her.

"Dilma represents a great novelty in Brazil," said Alexandre Barros, a political analyst with the Early Warning political risk group in Brasilia. "Before, every new government brought with it huge uncertainty. Everybody would shout about how Brazil was going to ruins. But now, with Rousseff, no. She represents what we've already seen."

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Can women lead? Ma'am, yes MA'AM!

VWIL proves its value in building leaders

By Megan Williams

News Leader, January 2, 2011

STAUNTON VA — When Brig. Gen. Michael Bissell left the Virginia Military Institute for Mary Baldwin College's brand-new all-female cadet corps in 1995 as the commandant, he was often asked: "Can women lead?"

It's a question he still gets asked. His answer: "Yes. And they lead damn well."

With an average of almost 50 percent of students taking commissions — a consistently higher rate than VMI or the Virginia Tech Corp of Cadets — about 150 graduates have gone into the military through the years. Currently nine graduates are serving in Afghanistan, about five in Iraq.

What makes learning to lead at the Virginia Women's Institute for Leadership unique, however, is how the world's only all-female cadet corps encompasses both military leadership and leadership in the civilian sector.

It was the civilian side of leadership that sparked senior Ana Espinoza's interest.

"I actually told myself I won't let them make me commission," she said.

But she found she likes having a schedule and a place to be at a certain time. She's found she's pretty focused, too.

"Sometimes I forget 'oh yeah, I'm a student,'" Espinoza said. "It's just an extra-curricular and not a job."

Turns out, it will be. Espinoza is headed for the U.S. Air Force.

The liberal arts college experience in addition to the leadership and military regime of VWIL sets it apart from other military schools.

"VMI is 24-7 — rigid, rigid, rigid — we don't think women need this kind of atmosphere to become good leaders," Bissell said. He often hears from female cadets at VMI that they wished they had known about VWIL when deciding on college. Over the years, a handful of students have transferred from VMI to Mary Baldwin.

In uniform five days a week, VWIL students minor in leadership, participate in VMI's Reserve Officers Training Corps, report for formation at 7 a.m. and have physical training three days a week.

But they still find time to be college students. Many participate in sports and student government; their majors range from art to pre-medicine.

VWIL is structured to reflect both interests of its cadets: the military leadership side, and the day-to-day leadership.

<http://www.newsleader.com/article/20110102/NEWS01/101020342>

Completely student-run, VWIL's cadet-officers are in charge of providing military discipline and managing drill and ceremony. The student-picked leaders of the class system are in charge when the cadets are not in ranks or military formations.

Although the first captain of the regimental system is usually a student planning to accept a commission in the military, and the class system is run by someone entering the civilian sector, 2010 has proved unique with a flip-flop of roles.

Senior Jael Cooper , heads the cadets on the military side, but wants to do something with art or writing. LaRae Johnson, a senior who is going into the Air Force, is the leader of the class system.

"I like that you can experience both sides, the regimental and the class system and that both are have equal power," Cooper said.

Coming up together as "nULLs," the name that VWIL students give to freshman, the students become very close over the past three years. They take classes together, live together, march in parades, participate in ceremonies, eat together and do physical training together.

Each year around the holidays the seniors gather at Bissell's Lexington home to eat, drink, play games and commiserate about the cold weather and parade season. They also reflect on the role models they get to meet.

One was astronaut Nancy Currie .

Bissell remembers the day that Currie came to tell him she wanted to be an astronaut, in 1983 at Fort Rucker, Ala. He wrote her a letter of recommendation but told her not to get her hopes up.

She proved him wrong and went in to space four times. Bissell brought cadets to three of the four launches, to meet Currie, who is now head of robotics for NASA.

In 1995 when VMI was facing a lawsuit over admitting women — which ultimately led to the creation of VWIL — Currie testified that women need to possess the same leadership skills as men.

Currie told the VWIL students the same thing she said in court, "I need to be adept. I need to be able to do anything a man can do. If something happens in that capsule I don't want to be the one being pulled out of the door, I want to be the one in the door pulling my buddies out."

After spending 15 years teaching women how to lead, Bissell said he's learned that leading comes just as naturally to women as men.



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

DEC 30 2010

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY
(MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER AND RESERVE AFFAIRS)

SUBJECT: DoD Worldwide Diversity Conference and Defense Equal Opportunity
Management Institute (DEOMI) 40th Anniversary Observance

A Department of Defense Worldwide Diversity Conference sponsored by the Defense Equal Opportunity Management Institute (DEOMI) is scheduled to be held December 5-9, 2011 in honor of DEOMI's 40 years of excellence in training, education, research and consultation services regarding equal opportunity, equal employment opportunity, diversity, and cross-cultural competence. Mr. Ronald M. Joe, Principal Director of DEOMI, and acting Director of the Office of Diversity Management and Equal Opportunity and his staff are coordinating details for the event which will be held in either Orlando or in the Cocoa Beach, FL area.

The conference theme, "Honoring 40 years of Mission Readiness," marks this as an historic event and will provide an opportunity to enhance readiness and build upon individual professional skills. Conference activities will include a review of policy, training, education, and research in the areas of diversity, equal opportunity, equal employment opportunity, and cross-cultural competence; and discussions led by high profile military and civilian keynote speakers; and participation in interactive multi-media displays relevant to a broad range of human relations topics.

I encourage your Service participation in the preparation and operation of this conference and ask you to promote the event amongst your senior leaders, equity professionals and researchers. You may immediately assist in this effort by blocking these dates on your December 2011 planning calendars and identifying a central point of contact to assist DEOMI's preparation for this important event. The POC is Mr. Bryan Ripple, DEOMI Public Affairs officer, at bryan.ripple@patrick.af.mil, (321) 494-6208, or DSN: 854-6208.

More information concerning the event will be made available to you directly from DEOMI in the near future.

Clifford L. Stanley

Cc: Comptroller and Director, Administration and Management,
National Guard Bureau
Director, Office of Civil Rights, United States Coast Guard

Ethnic studies classes illegal in Arizona public schools as of Jan. 1

Much of the controversial Arizona immigration law remains tied up in court, but a law banning ethnic studies in Arizona is set to take effect Saturday. A Tucson school district vows to fight it.

By Lourdes Medrano, Christian Science Monitor
December 31, 2010

Tucson, Ariz. —

A controversial Arizona law targeting ethnic studies in public schools will take effect come midnight.

Like the state's tough immigration law – which a federal judge put mostly on hold last summer – the new measure that Gov. Jan Brewer signed in May has sparked protests and legal action, as well as concerns about the future of education.

The law bans classes that promote the overthrow of the United States government and resentment toward a race or class of people. Also outlawed are courses designed primarily for students of a particular ethnic group and those that advocate ethnic solidarity rather than treat students as individuals.

From marijuana to 'sexting': new laws set to take effect Jan. 1

In Arizona, critics claim that the law – along with the partially suspended immigration law – threatens to make the state a "new South" of discrimination against minorities. Meanwhile, educators in states such as California worry that the law could become a model for other states to follow.

For his part, Tom Horne, the force behind the Arizona law, says ethnic studies serve to divide rather than unite. “Fundamentally, I think it’s wrong to divide students by race,” says Mr. Horne, the outgoing Arizona schools superintendent, who was elected state attorney general in November.

The program teaches “one-sided propaganda” and is inconsistent with American values, he adds

Horne helped draft the law in response to complaints about a program that teaches Mexican-American history and culture in the Tucson Unified School District, the city's largest with more than 50,000 students. He plans to announce Monday the district is in violation of the law. It will be his last day in that office.

District defends program

Opponents of the law say Horne's actions are politically motivated, and they point out he has never attended a class to learn first-hand about a program that is offered to all students, not just those of Mexican heritage.

<http://www.csmonitor.com/USA/Education/2010/1231/Ethnic-studies-classes-illegal-in-Arizona-public-schools-as-of-Jan.-1>

“The state has no business telling the local school board what to teach,” says Roberto Rodriguez, a professor at the University of Arizona and member of the district’s Mexican-American studies advisory board. “The state superintendent is overreaching – meddling, literally.”

Mexican-American studies has evolved over several years and has had “some pretty significant achievement results,” says John Pedicone, the district’s newly-hired superintendent. “It’s done some very important things, we believe, for an underserved population. The students that go through the program seem to do very well.”

Mr. Pedicone says district data shows that about 70 to 75 percent of the students that go through the program go on to college, compared with 20 to 25 percent of a similar demographic group.

Despite the risk of losing state funds, the district plans to keep its program. Officials believe it is in compliance with the law. “The law was created listing the things that a course of studies cannot do, and the district’s position all along has been that this course of studies does not do that,” says Pedicone.

Once Horne declares the district is breaking the new law, school officials have 60 days to present evidence of compliance at a hearing, Pedicone says. The ultimate decision rests with Horne’s successor, John Huppenthal, a Republican senator from the Phoenix area who also has been critical of ethnic studies both at the Tucson district and at the University of Arizona.

Impact beyond Arizona

The impact of the law is worrisome to educators and students around the state. Teacher representatives at the University of Arizona recently formally stated their opposition to a law they say sends the wrong message to Arizona students.

Concerns over the law also reach beyond the state. In early December, teachers and students attended a discussion and presentation about the Arizona ethnic studies law on the University of California, Los Angeles campus.

“They thought it could have implications in California,” says Shaena Engle, a spokeswoman with UCLA’s Graduate School of Education and Information Studies.

Professor Rodriguez says it’s not the first time such programs have been singled out, but now “it’s being acted upon.” He views the state’s ethnic studies and immigration laws as attacks on all Hispanics and as reasons why some people might refer to Arizona as “the new south.”

From marijuana to 'sexting': new laws set to take effect Jan. 1

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Miscellaneous

<http://ebird.osd.mil/ebfiles/e20110106798423.html> or
http://www.usatoday.com/printedition/news/20110106/suicides06_st.art.htm

Army Efforts Don't Stem Suicides At Fort Hood Large post has 'psychologically fragile folks'

By Gregg Zoroya

USA Today, January 6, 2011

The Army's largest post saw a record-high number of soldiers kill themselves in 2010 despite a mental health effort aimed at reversing the trend.

The Army says 22 soldiers have either killed themselves or are suspected of doing so last year at its post at Fort Hood in Texas, twice the number from 2009.

That is a rate of 47 deaths per 100,000, compared with a 20-per-100,000 rate among civilians in the same age group and a 22-per-100,000 rate Army-wide.

"We are at a loss to explain the high numbers," says Maj. Gen. William Grimsley, acting commander. "It's personally frustrating."

The Army had boosted staffing and psychiatric services to address the problem, particularly after the fatal shootings of 13 people on the post in November 2009. The Army alleges that Maj. Nidal Hasan, a psychiatrist, fired his pistol indiscriminately at soldiers waiting for routine medical care.

Fort Hood now has one of the largest counseling staffs in the Army with more than 170 behavioral health workers.

"Anytime they've asked for it, the Army has done everything it can to provide assistance," says Army Col. Christopher Philbrick, deputy commander of an Army task force on reducing suicides.

Many of the 46,500 soldiers at Fort Hood have returned from war zones or are on their way to them.

"It's like a chain reaction," says Maxine Trent, director of a free mental health clinic for soldiers near Fort Hood. "Being the front and back door to (Iraq and Afghanistan), on top of having had a massacre on post, we've got some pretty psychologically fragile folks."

The number of suicides at Fort Hood is far greater than at other large Army posts. Fort Bragg, N.C., reported the second highest with 12 cases. The previous high in recent history was 21 suicides in 2009 at Fort Campbell in Kentucky.

All the suicide victims at Fort Hood were men; three killed themselves after serving in combat zones.

One was Army Sgt. Douglas Hale Jr., who had been diagnosed with post-traumatic stress disorder after completing his second tour in 2007. He texted his mother, Glenda Moss, on July 6 asking forgiveness before shooting himself to death in a restaurant bathroom near Fort Hood. During the last week of September, four soldiers committed suicide.

"It's just devastating really because they're all so young, with their lives ahead of them," says Linda Chupik, a marriage family therapist who contracts with TRICARE, the Pentagon health care system, to treat soldiers at Fort Hood.

For the first time since 2003, most soldiers assigned to Fort Hood were home from deployment in 2010. The Army believes that problems relating to combat strains and family separation often surface during the months immediately after a soldier comes home.

<http://ebird.osd.mil/ebfiles/e20110106798423.html> or
http://www.usatoday.com/printedition/news/20110106/suicides06_st.art.htm

Although final numbers have not been released, the Army expressed hope that suicides among active-duty soldiers might be tracking lower than 2009. However, overall numbers — when suicides among non-active members of the National Guard and Reserve are included — will make 2010 a record year for Army suicides, it says.

"I think the military is busting their butts trying to get some answers on what the best practices will be for this population," Trent says. "It's a bloody learning curve."

http://www.dispatchpolitics.com/live/content/national_world/stories/2011/01/06/copy/citizenship-rights-at-issue.html?adsec=politics&sid=101

Citizenship rights at issue

State politicians plan fight over children of illegals

By Shankar Vedantam

THE WASHINGTON POST, 6 January 2011

WASHINGTON - In a move certain to escalate the legal tug of war over illegal immigration, state lawmakers across the country announced yesterday that they're launching an effort to deny citizenship to children born to undocumented immigrants.

State lawmakers in Arizona, Pennsylvania, Oklahoma, South Carolina, Georgia and other states said they are seeking to return the interpretation of the 14th Amendment, which grants citizenship to all children born in the United States, to what they described as the original intent of its creators.

Several legislatures are expected to introduce bills within weeks that would set the groundwork for such a reinterpretation. Proponents, almost all Republican, said their strategy is designed to draw legal challenges so the Supreme Court can decide whether the 14th Amendment should apply only to children with at least one parent who is a permanent resident or a citizen.

Civil-rights groups denounced the move and said it was motivated by thinly disguised racism against Latino immigrants. They also said that Supreme Court precedents already make clear that the 14th Amendment applies to all children born in the United States, regardless of who their parents are.

About 340,000 children were born in the United States to undocumented immigrants in 2008, according to a study released in August by the Pew Hispanic Center.

Proponents said they are acting in self-defense against what one called an "illegal alien invasion."

"The federal government's inability to protect our borders has turned every state into a border state," said Randy Terrill, a Republican state representative in Oklahoma.

"This country has a malady, and it is costing her citizens dearly," added state Sen. Danny Verdin, a Republican in South Carolina. He said the rise in the number of children born to illegal immigrants has created a problem of epic proportion.

State Rep. Daryl Metcalfe, a Pennsylvania Republican, said he planned to introduce a bill within weeks that has the support of legislators in about 40 states.

Walter Dellinger, assistant attorney general and acting solicitor general in the administration of President Bill Clinton, predicted that the Supreme Court will dismiss the challenge to the 14th Amendment because its own century-old rulings have established that children born in the United States are citizens.

The clause in the 14th Amendment restricting birthright citizenship to children of those "under the jurisdiction of the United States," he added, merely applied to foreign diplomats.

Trial begins for white supremacist accused of soliciting attack on Web post

Prosecutors say William White threatened juror in Matthew Hale case by posting personal information on online site

By Annie Sweeney

Chicago Tribune, January 3, 2011

The juror remembered to the minute when the call came in — at 9:34 a.m.

The voice on the other end of the phone had peppered him with questions, asking him to confirm his name, date of birth and other details. And then this: Were you on the jury that convicted Matthew Hale?

Within 20 minutes, the juror, Mark Hoffman, 46, was getting hateful texts, one after the other — although none specifically threatening him. By the end of the day, he learned that his personal information — address, phone numbers and even a photo — as well as references to his longtime partner had been posted on a Web site that identified him as a juror in the Hale case.

William White, a white supremacist from Roanoke, Va., went on trial Monday in federal court in Chicago on criminal charges that he had solicited an attack on Hoffman in a post on his Web site, overthrow.com. Prosecutors charge that White targeted Hoffman because he was the foreman on a federal jury in 2004 that had convicted Hale, a white supremacist from downstate Illinois, of plotting to kill a federal judge in Chicago.

"They wouldn't stop," Hoffman said of the texts he got on Sept 11, 2008. "I just kept breaking down in tears because they wouldn't stop."

Attorneys for White, though, told the jury that White at no point in the Web post specifically called for harm to come to Hoffman. While you might not like what he says, he has a constitutional right to say it, they contended during the first day of the trial.

"This is a man who believes in the supremacy of the white race," said one of White's attorneys, Chris Shepherd. "There's no getting around a lot of what Bill White says is downright offensive. ... You don't confront bad ideas with more government censorship. You confront bad ideas with superior ideas."

Federal prosecutors, however, said White's post needs to be considered in light of other inflammatory language on his Web site, in which he called for violence against other people he considered enemies of the white race.

In his opening remarks, Assistant U.S. Attorney Michael Ferrara said that White knew the audience he was addressing on overthrow.com — those with similar beliefs — and that he wanted them to "pick up" on the details he posted.

"It was a call for others to act ... (to) find Mark Hoffman and physically and violently hurt him," Ferrara said.

<http://www.chicagotribune.com/news/local/ct-met-internet-threat-20110103,0,1502842.story>

The charges against White had been tossed by a judge, but an appellate court reversed that decision and ordered him tried.

U.S. District Judge Lynn Adelman, brought in from Milwaukee to preside over the trial, allowed jurors to be selected Monday without their names being publicly identified. The government had asked to protect their identities, saying jurors might fear for their own lives in light of the charges. The defense objected to the request.

Hale was convicted in 2004 of plotting the death of U.S. District Judge Joan Lefkowitz after she ruled against Hale in a trademark-infringement case. No attempt was made on Lefkowitz's life, but in an unrelated tragedy the following year, the judge's husband and mother were slain by a disgruntled litigant.

The post that White allegedly authored was titled "The Juror Who Convicted Matt Hale." It noted that Hoffman had "played a key role" in convicting Hale and referred to the juror as "gay and anti-racist."

In addition to the texts, Hoffman testified that he got a phone message that included racial and ethnic slurs.

Prosecutors pointed out to the jury Monday that White's Web site also contained a post in September 2008 that had a picture of President Barack Obama and the title: "Kill This (expletive)."

Nishay Sanan, another of White's attorneys, moved through the posts Monday with Hoffman, pointing out that much of the personal information was public at the time White posted it. Sanan also repeatedly asked him whether he ever saw a direct physical threat from White in the posts.

Hoffman responded no — although he immediately answered yes when prosecutors later asked him if he still felt threatened.

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Why Our Best Officers Are Leaving

Why are so many of the most talented officers now abandoning military life for the private sector? An exclusive survey of West Point graduates shows that it's not just money. Increasingly, the military is creating a command structure that rewards conformism and ignores merit. As a result, it's losing its vaunted ability to cultivate entrepreneurs in uniform.

By Tim Kane

The Atlantic, January 2011

John Nagl still hesitates when he talks about his decision to leave the Army. A former Rhodes Scholar and tank-battalion operations officer in Iraq, Nagl helped General David Petraeus write the Army's new counterinsurgency field manual, which is credited with bringing Iraq's insurgency under control. But despite the considerable influence Nagl had in the Army, and despite his reputation as a skilled leader, he retired in 2008 having not yet reached the rank of full colonel. Today, Nagl still has the same short haircut he had 24 years ago when we met as cadets—me an Air Force Academy doolie (or freshman), him a visiting West Pointer—but now he presides over a Washington think tank. The funny thing is, even as a civilian, he can't stop talking about the Army—"our Army"—as if he never left. He won't say it outright, but it's clear to me, and to many of his former colleagues, that the Army fumbled badly in letting him go. His sudden resignation has been haunting me, and it punctuates an exodus that has been publicly ignored for too long.

Why does the American military produce the most innovative and entrepreneurial leaders in the country, then waste that talent in a risk-averse bureaucracy? Military leaders know they face a paradox. A widely circulated 2010 report from the Strategic Studies Institute of the Army War College said: "Since the late 1980s ... prospects for the Officer Corps' future have been darkened by ... plummeting company-grade officer retention rates. Significantly, this leakage includes a large share of high-performing officers." Similar alarms have been sounded for decades, starting long before the wars in Iraq and Afghanistan made the exit rate of good officers an acute crisis. When General Peter Schoomaker served as Army chief of staff from 2003 to 2007, he emphasized a "culture of innovation" up and down the ranks to shift the Army away from its Cold War focus on big, conventional battles and toward new threats. In many respects (weapons, tactics, logistics, training), the Army did transform. But the talent crisis persisted for a simple reason: the problem isn't cultural. The military's problem is a deeply anti-entrepreneurial personnel structure. From officer evaluations to promotions to job assignments, all branches of the military operate more like a government bureaucracy with a unionized workforce than like a cutting-edge meritocracy.

After interviewing veterans who work at some of the most dynamic and innovative companies in the country, I'm convinced that the military has failed to learn the most fundamental lessons of the knowledge economy. And that to hold on to its best officers, to retain future leaders like John Nagl, it will need to undergo some truly radical reforms—not just in its policies and culture, but in the way it thinks about its officers.

All They Can Be?

It would be easy to dismiss Nagl's story, except you hear it almost every time you talk to a vet. In a recent survey I conducted of 250 West Point graduates (sent to the classes of 1989, 1991, 1995, 2000, 2001, and 2004), an astonishing 93 percent believed that half or more of "the best officers

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leave the military early rather than serving a full career.” By design, I left the definitions of best and early up to the respondents. I conducted the survey from late August to mid-September, reaching graduates through their class scribes (who manage e-mail lists for periodic newsletters). This ensured that the sample included veterans as well as active-duty officers. Among active-duty respondents, 82 percent believed that half or more of the best are leaving. Only 30 percent of the full panel agreed that the military personnel system “does a good job promoting the right officers to General,” and a mere 7 percent agreed that it “does a good job retaining the best leaders.”

Is this so terrible? One can argue that every system has flaws and that the military should be judged on its ultimate mission: maintaining national security and winning wars. But that’s exactly the point: 65 percent of the graduates agreed that the exit rate of the best officers leads to a less competent general-officer corps. Seventy-eight percent agreed that it harms national security.

The shame of this loss of talent is that the U.S. military does such a good job attracting and training great leaders. The men and women who volunteer as military officers learn to remain calm and think quickly under intense pressure. They are comfortable making command decisions, working in teams, and motivating people. Such skills translate powerfully to the private sector, particularly business: male military officers are almost three times as likely as other American men to become CEOs, according to a 2006 Korn/Ferry International study. Examples abound of senior executives who attribute their leadership skills to their time in uniform: Ross Perot, Bill Coleman, Fred Smith, and Bob McDonald, the new CEO of Procter & Gamble, to name a few. The business guru Warren Bennis reflected in his recent memoirs, “I never heard anything at MIT or Harvard that topped the best lectures I heard at [Fort] Benning.”

Why is the military so bad at retaining these people? It’s convenient to believe that top officers simply have more-lucrative opportunities in the private sector, and that their departures are inevitable. But the reason overwhelmingly cited by veterans and active-duty officers alike is that the military personnel system—every aspect of it—is nearly blind to merit. Performance evaluations emphasize a zero-defect mentality, meaning that risk-avoidance trickles down the chain of command. Promotions can be anticipated almost to the day—regardless of an officer’s competence—so that there is essentially no difference in rank among officers the same age, even after 15 years of service. Job assignments are managed by a faceless, centralized bureaucracy that keeps everyone guessing where they might be shipped next.

The Pentagon’s response to such complaints has traditionally been to throw money at the problem, in the form of millions of dollars in talent-blind retention bonuses. More often than not, such bonuses go to any officer in the “critical” career fields of the moment, regardless of performance evaluations. This only ensures that the services retain the most risk-averse, and leads to long-term mediocrity.

When I asked veterans for the reasons they left the military, the top response was “frustration with military bureaucracy”—cited by 82 percent of respondents (with 50 percent agreeing strongly). In contrast, the conventional explanation for talent bleed—the high frequency of deployments—was cited by only 63 percent of respondents, and was the fifth-most-common reason. According to 9 out of 10 respondents, many of the best officers would stay if the military was more of a meritocracy.

Entrepreneurs in Uniform

During World War II, German generals often complained that U.S. forces were unpredictable: they didn’t follow their own doctrine. Colonel Jeff Peterson, a member of the faculty at West Point, likes to illustrate this point using a parable about hedgerows. After the Normandy invasion in 1944, American troops found that their movements were constrained by the thick hedgerows

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that lined the countryside of northern France. The hedges frequently channeled American units into German ambushes, and they were too thick to cut or drive through. In response, “Army soldiers invented a mechanism on the fly that they welded onto the front of a tank to cut through hedgerows,” Peterson told me.

American troops are famous for this kind of individual initiative. It’s a point of pride among officers that the American way of war emphasizes independent judgment in the fog and friction of battle, rather than obedience and rules. Lieutenants, even corporals and privates, are trained to be entrepreneurial in combat. This emphasis doesn’t just attract inspirational leaders and efficient managers—it produces revolutionary innovators. From the naval officer Alfred Thayer Mahan, whose insights on sea power transformed warfare at the beginning of the 20th century, to General Billy Mitchell, the godfather of the Air Force, to General Petraeus, who’s now implementing his counterinsurgency strategy in Afghanistan, the U.S. military has a long and proud tradition of innovative thought.

Creativity of this sort is increasingly celebrated by economists who study growth, many of whom now believe that innovation is essentially the only factor that drives long-term increases in per capita income. Since innovation relies entirely on people—what economists call human capital—academics are showing more appreciation than ever for Joseph Schumpeter and his pioneering focus on entrepreneurship. Entrepreneurs, Schumpeter noted, take risks, experiment with new technologies and ideas, and bring about the “creative destruction” that enables capitalism to flourish. Likewise, martial progress relies on innovative officers, especially those who question doctrine and strategy.

But the Pentagon doesn’t always reward its innovators. Usually, rebels in uniform suffer at the expense of their ideas. General Mitchell was court-martialed for insubordination in 1925; and who can forget the hostile treatment afforded General Eric Shinseki in 2003 after he testified that “something on the order of several hundred thousand soldiers” would probably be required to stabilize post-invasion Iraq?

In a 2007 essay in the *Armed Forces Journal*, Lieutenant Colonel Paul Yingling offered a compelling explanation for this risk-averse tendency. A veteran of three tours in Iraq, Yingling articulated a common frustration among the troops: that a failure of generalship was losing the war. His critique focused not on failures of strategy but on the failures of the general-officer corps making the strategy, and of the anti-entrepreneurial career ladder that produced them: “It is unreasonable to expect that an officer who spends 25 years conforming to institutional expectations will emerge as an innovator in his late forties.”

Despite the turnaround in Iraq since engineered by General Petraeus and his allies, it is hard to escape the impression that the military has indeed become less hospitable to entrepreneurs at the strategic level in the past few decades. Schumpeter predicted that as capitalist economies evolved, innovation would become routinized in large organizations, obviating the need for individual entrepreneurs. Until the 1980s, this idea was widely accepted in corporate America, and certainly in the defense industry. But Schumpeter’s prediction was upended definitively when the knowledge economy evolved out of the industrial economy, and symbolically when Steve Jobs and Steve Wozniak started Apple Computer in a California garage. In America today, capitalism is entrepreneurial: our economy is defined by individuals failing or succeeding on the strength of their ideas. Crucially, the military has not recognized this shift. And the Army, in particular, has not changed from its “inefficient industrial era practices,” as a report by the Strategic Studies Institute put it last year. It still treats each employee as an interchangeable commodity rather than as a unique individual with skills that can be optimized.

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It's Not Business, It's Personnel

The most blatantly anti-entrepreneurial aspect of the Army is the strict time-in-service requirement for various ranks. Consider the mandatory delay for becoming a general. Active-duty officers can retire after 20 years of service. But to be considered for promotion to general requires at least 22 years of service, and that applies to even the most talented and inspiring military officer in the nation.

John Nagl might have been that officer. His 2002 book, *Learning to Eat Soup With a Knife*, anticipated the kind of insurgency warfare America was likely to face in the new century, and it proved a prescient warning as the wars in Iraq and Afghanistan dragged on. After serving in Iraq, Nagl helped General Petraeus write the Army's counterinsurgency doctrine in 2005 and 2006. Conventional wisdom holds that the "surge" broke Iraq's insurgency the following year. But the surge was more than just the 30,000 or so additional soldiers and marines who were deployed. The key was instead a new emphasis on stability and development, inspired in large part by ideas laid out in Nagl's book.

In 2008, Nagl hit the 20-year mark, and what happened? He retired. Since he was not yet a full colonel, let alone a general, it was clear that he could be more influential as a civilian. He is now the head of the Center for a New American Security, known in Washington as President Obama's favorite think tank. Had he stayed in the Army, odds are he would have been a career colonel, or a professor at the Army War College. Now his work at CNAS regularly reaches the White House and the National Security Council. While I assumed the loss of Nagl would be seen as an outrage within the military, most officers I spoke to shrugged it off as typical.

The more experts I talked with, the more I realized that targeting one inefficient policy, like the time-in-service requirement, wasn't going to work. I asked the survey respondents to grade different aspects of the military in terms of fostering entrepreneurial leadership, using a standard A-through-F scale. The "recruitment of raw talent" received 12 percent A's and 43 percent B's. Formal training programs and military doctrine also got good marks. What emerged as the weakest area was personnel. The evaluation system received 51 percent D's and F's. Job assignments got 55 percent failing grades. The promotion system got 61 percent. And lastly, the compensation system received 79 percent D's and F's.

Simply put, if the Army hopes to stanch the talent bleed, it needs to embrace an entrepreneurial structure, not just culture. That doesn't mean more officers who invent new weapons, but rather a new web of incentives rewarding creative leadership. The military has reinvented itself in this manner before. West Point's Jeff Peterson recounted the standard story line of the Army's soul-searching after Vietnam. After eight years of committing hundreds of thousands of soldiers to a war that was lost on many levels, the Army returned to a strategic comfort zone, with its leadership thinking about conventional wars instead of the messy counterinsurgency it had just muddled through. While this story isn't wrong on the whole, Peterson argues that it ignores the radical transformations that took place in the 1970s. He pulled James Kitfield's book *Prodigal Soldiers* from his bookshelf and encouraged me to read it.

Kitfield chronicles a revolution in that era in how the Army treated, organized, and trained its soldiers. No change was bigger than the adoption of an all-volunteer force in 1973. It was a radical idea at the time, so controversial that many in the Army expected it to fail, or even to destroy the military. Instead, the all-volunteer force served as the beginning of a renaissance in the ranks, across all the services, and paved the way for a newly professional military. Instead of staying in for just two years, enlistees now commonly stayed for five years, or 10, or a career. The Army started paying better and, more important, making investments in its human capital. But make no

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mistake, moving to a volunteer force was not an incremental reform. It was radical. This connection may explain why almost 60 percent of the West Point respondents favored “radical reform” of the personnel system.

Radical reform may not sound like much of a blueprint, but the all-volunteer force must be understood in terms of a philosophical shift: the military rejected centrally planned accessions in exchange for a market mechanism. Faced with having to attract and retain volunteers, the military filled its requirements for labor with the right price: better pay, better housing, better treatment, and ultimately a better career opportunity than it had ever offered.

A Market Alternative

Today’s Army requires a similar philosophical shift if it is to generate more-entrepreneurial leadership and start retaining its most talented officers. When presented with 10 proposed policy changes, the panel of West Point grads was strongly in favor of five, marginally in favor of three, split on one, and strongly against the last. Dead last was reauthorizing the draft instead of the all-volunteer force, a proposal that drew support from only 14 percent of respondents. So what did they think would help?

The Army should start by breaking down its rigid promotion ladder. The most strongly recommended policy, which 90 percent agreed with, is to allow greater specialization. Under the current system, company and platoon commanders are often “promoted” to staff jobs—that is, transferred from commanding troops in battle to working behind a desk on a general’s staff—even if they’d prefer to specialize in a lower-ranking position they enjoy. Rather than take an advancement they don’t want, many quit the Army altogether. Expanding early-promotion opportunities for top performers and eliminating year-group promotions also have strong support (87 and 78 percent, respectively). All of this might be hard to do while maintaining centralized management of rank and job assignments, but three-quarters of the panel favored ditching that system entirely in favor of an internal job market.

Indeed, an internal job market might be the key to revolutionizing military personnel. In today’s military, individuals are given “orders” to report to a new assignment every two to four years. When an Army unit in Korea rotates out its executive officer, the commander of that unit is assigned a new executive officer. Even if the commander wants to hire Captain Smart, and Captain Smart wants to work in Korea, the decision is out of their hands—and another captain, who would have preferred a job in Europe, might be assigned there instead. The Air Force conducts three assignment episodes each year, coordinated entirely by the Air Force Personnel Center at Randolph Air Force Base, in Texas. Across the globe, officers send in their job requests. Units with open slots send their requirements for officers. The hundreds of officers assigned full-time to the personnel center strive to match open requirements with available officers (each within strictly defined career fields, like infantry, intelligence, or personnel itself), balancing individual requests with the needs of the service, while also trying to develop careers and project future trends, all with constantly changing technological tools. It’s an impossible job, but the alternative is chaos.

In fact, a better alternative is chaos. Chaos, to economists, is known as the free market, where the invisible hand matches supply with demand. The Strategic Studies Institute report makes this very point. “Giving officers greater voice in their assignments increases both employment longevity and productivity,” it concludes. “The Army’s failure to do so, however, in large part accounts for declining retention among officers commissioned since 1983.”

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Here is how a market alternative would work. Each commander would have sole hiring authority over the people in his unit. Officers would be free to apply for any job opening. If a major applied for an opening above his pay grade, the commander at that unit could hire him (and bear the consequences). Coordination could be done through existing online tools such as monster.com or careerbuilder.com (presumably those companies would be interested in offering rebranded versions for the military). If an officer chose to stay in a job longer than “normal” (“I just want to fly fighter jets, sir”), that would be solely between him and his commander.

Each of the four military branches is free to design its own personnel system, with minimal Pentagon interference. Yet each uses a similar centralized-planning department. It would take only one branch to lead the way by adopting the best practices of corporate America—where firms manage vast workforces by emphasizing flexibility, respect for individual talent, and executive responsibility. During my study, I surveyed ex-military officers at Citi, Dell, Amazon, Procter & Gamble, TMobile, Amgen, Intuit, and countless venture-capital firms. At every company, the veterans were shocked to look back at how “archaic and arbitrary” talent management was in the armed forces. Unlike industrial-era firms, and unlike the military, successful companies in the knowledge economy understand that nearly all value is embedded in their human capital.

I traveled to Silicon Valley to learn about the organizational design of firms there, and also to learn about the talent ecosystem. Nowhere is there a military-style 20-year retirement framework that distorts career decisions, and no one offers the security of lifetime employment. Instead, Silicon Valley attracts talent because it knows the importance of flexibility. Companies, unlike military units, are born and die out constantly, and the massive flow of labor across and within companies is highly turbulent. Not only can ambitious visionaries become top executives in half a decade, but employees can do the one thing they love for decades without worrying about getting “promoted” to management positions they don’t want. In the glassy buildings of Menlo Park, “being all you can be”—whether it’s coding C++, designing Web campaigns, or excelling in some other niche—isn’t just a slogan.

One Silicon Valley executive I spoke with, whom I’ll call Captain Smith, contrasted his time as a Marine company commander with his current job leading hundreds of employees, from software engineers to sales managers. Like other veterans in corporate America, he credits his military training with sharpening his leadership skills. But the analytical mind he uses to devise business models is just as sharp in assessing the military’s inept talent management. What’s the impact of merit on promotions in the Marines? “Virtually none,” says Smith. “On average, the best officers got out; the worst officers got out.” There are notable exceptions, he said. “But the larger trend I observed drives any organization toward mediocrity.”

When I asked him about Silicon Valley’s lessons for the military, he mentioned his firm’s internal market for matching engineers and projects, where the bottom line is that engineers rule. Team leaders have to advertise their projects and try to attract engineers, and it’s uncommon for an engineer to be told what he or she will do. Happier workers mean higher productivity. “I don’t want to oversimplify,” he says. “But this is about incentives and control.”

In contrast, only one in five of the West Point graduates thinks the Army today does a good job matching talents with jobs. And nearly two-thirds agree that using an evaluation system that singled out the best and worst members of a given unit—for advancement or release—would yield a more entrepreneurial leadership. Such a system, popularized by Jack Welch of General Electric, would give commanders better information, and also make personnel ratings a lot more useful than the politically correct write-ups in abundance now. It would also recast the personnel officers as headhunters, focused on giving advice, rather than orders, to job-seekers and to hiring commanders.

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I asked Smith—a supremely tech-savvy, gung-ho leader—whether he would consider rejoining if the Marines recruited him to serve as a general officer, perhaps to command their cyber-security efforts. I anticipated that his resolute willingness to serve would offer a vivid contrast to the military’s closed-mindedness. But he surprised me. He thought quietly for a minute. Then, shaking his head, he said something much more damning: “I can’t see it,” the Silicon Valley marine said. “Even if they made that offer ... I have no confidence that I could pierce the bureaucracy.”

Misconduct

Soldier charged with making terrorist threat

Wendy Victora

Daily News, January 04, 2011 5:20 PM

ENTERPRISE, Ala.— A soldier who graduated in November from the Naval Explosive Ordnance Disposal School at Eglin Air Force Base was arrested New Year's Eve after he told a friend's grandmother that he and two other men were making a bomb to put under her house, according to lawmen.

Jose Chavez, 28, was charged with making terrorist threats, according to Enterprise, Ala. police.

[Read the press release.](#) »

Chavez was visiting a friend's relative in Enterprise when the incident occurred.

He told the Enterprise Police Department that he recently graduated from EOD training and was waiting for orders from Fort Hood in Texas. Police Capt. Michael Lolley said Chavez listed two addresses, one in California and one at Eglin.

Police were called to the grandmother's house Friday morning after receiving two 911 calls about a possible bomb.

One of the calls was placed by the grandmother. She told police that her grandson and two of his friends were sitting outside her house when she asked what they were doing.

Chavez told her they were building a bomb and that he had planted one under her house and it was going to explode, according to a news release from Enterprise police.

She went inside and locked the door, but Chavez followed her and kicked it open. She then ran into her bedroom, but he kicked that door in as well, according to the report.

He told her again that her house was going to explode and then dragged her outside, police said. He then went across the street and warned two construction workers about the pending explosion.

When officers arrived, Chavez ran away and then fought with them before he was subdued.

All three of the men at the house were associated with the EOD school, the release said.

The other two men had no knowledge of Chavez making threats, nor did they claim to have made any bombs, according to the news release. They initially ran from the scene, but were not arrested.

Several bomb squads responded and searched the area, but found no bombs.

The grandmother did not want to press charges against the men.

In addition to the terrorist threats, Chavez was charged with first-degree burglary, criminal mischief and resisting arrest.

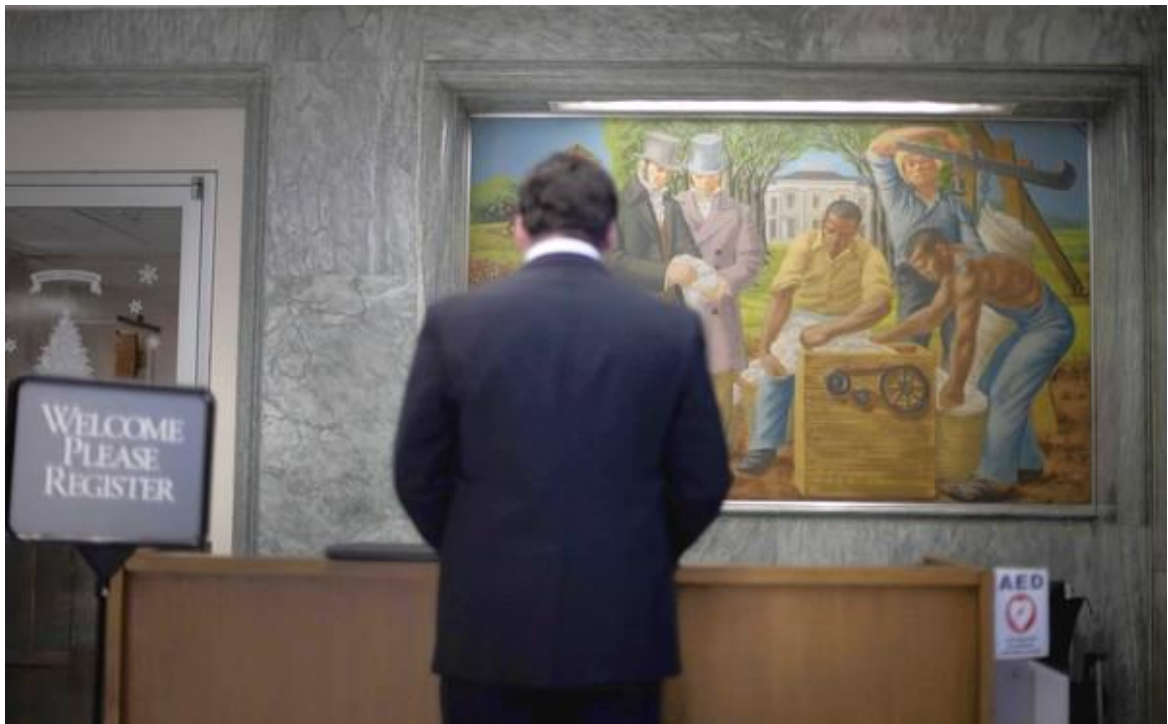
Racism

Slavery murals ordered out of Georgia state office

The new agriculture commissioner says the idealistic paintings misrepresent reality. Others want them to stay.

Associated Press

Los Angeles Times, December 31, 2010



A mural painted by George Beattie in 1956 shows slaves, looking healthy and robust, working a cotton gin on a Georgia plantation.

ATLANTA — Murals of slaves harvesting sugar cane on a Georgia plantation and picking and ginning cotton are coming off the walls of a state building on the order of a new agriculture commissioner.

The murals are part of a collection of eight works painted by George Beattie in 1956 depicting an idealized version of Georgia farming, from the corn grown by prehistoric American Indians to a 20th century veterinary lab. In the Deep South, the history in between includes the use of slave labor.

"I don't like those pictures," said Gary Black, the newly elected agriculture commissioner. "There are a lot of other people who don't like them."

Slavery was indisputably part of 19th century farming in Georgia. By 1840, more than 280,000 slaves were living in the state, many as field hands. Just before the Civil War, slaves made up about 40% of the state's population.

Beattie's murals tell part of the story. In one painting, two white gentlemen in top hats and dress coats leisurely inspect processed cotton. They're framed on either side by black slaves doing the backbreaking work of cotton farming.

On the left, a slave hunches over to pick cotton by hand. Two other slaves are using the Whitney gin — invented near Savannah — to separate cotton fiber from seeds as a white overseer weighs cotton bags behind them.

"I think we can depict a better picture of agriculture," Black said.

There are no signs of the whippings, beatings, shackles or the other brutality used to subjugate the slaves, who appear healthy, muscular, even robust.

Black said less controversial murals — a scene at a state farmers market, for example — may find a new home in a conference room or elsewhere in the building.

Few have openly protested the murals, maybe because the Agriculture Department is not heavily visited. The election of Black, a Republican, marks a generational shift. He will succeed Tommy Irvin, a Democrat who was appointed to the post by a segregationist governor in 1969 and had won reelection ever since.

Black's plans after the inauguration next month include painting rooms, cleaning offices, patching walls — and taking down those murals.

A full century after the Civil War, Southerners still argue about how to handle potent symbols of slavery and segregation. The same year Beattie finished the murals, state lawmakers put the Confederate battle flag back into Georgia's state flag to protest integration. Only in 2001 did Gov. Roy Barnes replace it, and some say it cost him the election the next year.

In 2007, a black lawmaker lashed out at white colleagues for refusing to support putting a portrait of Coretta Scott King in the Statehouse beside that of her husband, slain civil rights leader Martin Luther King Jr. The sponsor suggested her white colleagues were bigoted. The opposing lawmakers argued that portraits in the building should be reserved for Georgia legislators.

In 1995, two years before he died, Beattie defended his murals in a department-sponsored article that mentioned the art had spurred debate and concern among visitors and employees.

"As a human being, I am vehemently opposed to slavery, as anyone should be," Beattie said, "but it was a significant epoch in our history; it would have been inaccurate not to include this period."

His paintings showing slavery could be interpreted as an indictment. They hang in a lower lobby opposite a painting of Georgia colony founder James Oglethorpe, a utopian who dreamed of making Georgia a classless society free of slavery.

One of Beattie's friends, sculptor George Beasley, said Black should commission new artwork if he has a new vision, not remove the originals.

Beasley, a professor emeritus at Georgia State University, acknowledges that Beattie stretched reality to build his scenes. His friend was an optimist with an artistic tendency to gloss over life's roughness, he said.

"It kind of reflects George Beattie's personality," Beasley said. "He always looked on the bright side of life.... He liked to portray the history and the beauty of things. I would have rather had seen the scene maybe not so sunny, and muddy, and maybe the slaves under more duress, as they would have been."

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Religion

Army minister makes ultimate sacrifice for country

By David Zucchini

Washington Post, January 2, 2011

COLORADO SPRINGS - When Christy Goetz's husband, Dale, told her at the outset of the war in Iraq that he wanted to join the Army to become a chaplain, she rebelled.

"I told him: 'You're not going over there and getting killed,' " Christy Goetz recalled. "I mean, he's my honey. I love him. I don't want anything to happen to him."

Dale Goetz, a Baptist minister, signed up anyway in January 2004. Before long he was Chaplain Goetz, ministering to troops in Iraq later that year and the next. He volunteered for a second combat tour last summer, in Afghanistan.

"I prayed on it and realized that this is what God wants him to do," Christy Goetz recalled. "Who am I to stand in God's way?"

She knew what every chaplain's wife knows: They may carry holy books instead of rifles, but they're still troops, and they still tread in harm's way.

On Aug. 30, a chaplain and another soldier knocked on the door of the tan split-level Dale and Christy bought here last year - the first house they had ever owned.

Capt. Dale Goetz was dead at 43, the first chaplain killed in combat since the Vietnam War.

He was on a trip that day to conduct services and counsel soldiers at several remote combat outposts in Kandahar province when a roadside bomb struck his vehicle. Goetz and four other soldiers were killed.

His soldiers say the chaplain died doing what he loved - talking to them, praying with them, helping counsel them through long days and nights of fear and dread. He had been carrying CDs for them to record messages to their families.

He was committed to his soldiers - that was his gift," said the Rev. Jason Parker of High Country Baptist Church in Colorado Springs, which Goetz and his family officially joined the day he left for Afghanistan.

Goetz had told his wife that the troops who needed him most were under fire at small, exposed outposts. He felt compelled to visit them, said his chaplain's assistant, Spec. Joshuwa Clare. "Circulating the battlefield," Clare called it.

"Chaplains don't sit around the big bases waiting for soldiers to come to them," said Chaplain Carleton Birch, a lieutenant colonel with the Office of the Chief of Chaplains. "They go out to where the soldiers are."

'He wasn't coming back'

It is an article of faith among the small community of military chaplains that the job provides great rewards and blessings - but also sorrow, sacrifice and loss.

Just a week earlier, Goetz had presided over the memorial service for a soldier killed in action, his wife said.

"He said, 'Honey, today was a hard day.' He kept praying that there would be no more loss of life," she said.

Goetz had been in Afghanistan just 2½ weeks. He died before he could receive a T-shirt his wife had mailed to him. It was printed with a photo of the two of them, arm in arm and smiling.

<http://www.washingtonpost.com/wp-dyn/content/article/2010/12/31/AR2010123103796.html>

There are just 280 chaplains to minister to nearly 100,000 U.S. troops spread across Afghanistan, and 200 in Iraq. Chaplains deploy, and their families - like those of all service members - dread the knock at the door.

"As a chaplain's wife, you have that fear of the unknown," said Christy Goetz, who met Dale at a Baptist Bible college and includes "thechaplainswife" in her e-mail address. "But I was giving my husband to God."

Shortly before he left to visit the outposts, Goetz called his wife and told her: "This place is dangerous."

"He never said things like that," she recalled. "I got down on my knees and prayed."

A fellow soldier later told Christy that on the night before departing, Goetz said he believed his family would be well taken care of if he did not return.

"It was like he knew he wasn't coming back," she said.

'Not just his job'

Goetz left behind soldiers with distinct memories of small kindnesses.

Staff Sgt. Randall Rowlands recalled asking the chaplain how soldiers could justify killing the enemy when the Bible says they should not kill. Goetz spent parts of the next two days discussing the issue. He believed in self-defense but also in praying for his enemies, his wife said.

Whatever their questions, "I don't think any of the soldiers ever went away without an answer, and almost always went away with a smile," Clare said.

The chaplain spent personal time after work counseling one soldier with marital problems. "My soldier says that it saved his marriage," Rowlands said.

Another soldier, Pfc. David W. Lawrence, 20, became so close to Goetz that he was traumatized by his death, according to the soldier's father. Lawrence was subsequently charged with killing a Taliban prisoner in Afghanistan. Lawrence's parents and lawyer say combat stress, including Goetz's violent death, brought on Lawrence's depression and mental instability.

Before his unit left for Afghanistan, Goetz ministered to troops during their training in the United States. In the days before deploying, Staff Sgt. Lizbeth Garcia said the chaplain insisted that any soldier who hadn't called his or her family use his personal cellphone to call home.

Goetz also admonished any soldier he thought was stepping out of line. "He was lovingly assertive," his wife said.

Parker said his friend and fellow minister embodied the chaplain's creed: Pro Deo et patria, for God and country.

"He asked us to pray for his enemies," Parker recalled. "That was the God part. But he was also serving his country. For Dale, this was his mission, not just his job."

'The Lord . . . takes away'

Goetz volunteered to go to Afghanistan because he knew troops who were on their third or fourth deployments, and he had deployed only once. He considered it his duty to go, his wife said.

The day he left, she said, the last hymn the family sang at church was "Take My Life and Let It Be." The last verse says, "Take myself and I will be ever, only, all for Thee."

In the weeks since her husband's death, Christy Goetz has struggled to cope as a single mother to their three boys, Landon, 10, Caleb, 8, and Joel, 1. But she said her faith has sustained her, along with support from her church and from other chaplains and their spouses.

Inside the family's home at the foot of Pike's Peak, the living room mantle is lined with five small American flags - for Dale and the four soldiers who died with him: Staff Sgt. Jesse Infante, 30; Staff Sgt. Kevin J. Kessler, 32; Staff Sgt. Matthew J. West, 36; and Pfc. Chad D. Clements, 26.

Even on the day the soldiers came with the news of her husband's death, Christy Goetz said she knew that somehow God's will was being done.

"The Lord gives and the Lord takes away," she told them.

Then she had to summon the strength to tell her sons. First she asked them to tell her the best possible place anyone could be.

"Home," they said. Asked where home was, they replied, "Heaven."

"That's where Daddy is," she told them.

For the first time since the Vietnam War, the military had to adjust its memorial service when it was time to pay last respects to Goetz. Troops killed in battle are honored by placing their helmets, dog tags and boots next to their rifles, but chaplains are unarmed.

For Chaplain Goetz, a wooden cross took the place of the weapon.

- *Los Angeles Times*

Sexism

Once again, out of bounds at ESPN

By Paul Farhi

Washington Post, January 4, 2011

ESPN, the sports network where male announcers have repeatedly faced disciplinary action in high-profile episodes of sexist behavior, has benched yet another host for his remarks to a female colleague.

The network acknowledged Monday that it yanked one of its announcers, Ron Franklin, from covering the Fiesta Bowl college football game Saturday, reportedly after Franklin made belittling comments to sideline reporter Jeannine Edwards.

Franklin, 68, allegedly called Edwards an insulting seven-letter word after she objected to being called "sweet baby" by Franklin during a conversation that took place at a pregame production meeting Friday, hours before the pair were to cover another football game for ESPN.

The incident is the latest in a long string of episodes in which ESPN hosts have demeaned or engaged in sexual-harassing behavior toward the Disney-owned network's female employees.

Baseball analyst Harold Reynolds was fired in 2006 after being accused of harassment by a female employee. Steve Phillips, another baseball analyst, lost his job in 2009 as a result of an affair with a much-younger production assistant who disclosed the relationship to Phillips's wife after he sought to break it off. In 2007, a makeup artist working on the since-canceled show "Cold Pizza" sued the program's co-hosts, alleging they groped and harassed her. (The suit was thrown out.)

Last year, former Washington Post sports columnist Tony Kornheiser, co-star of the popular ESPN show "Pardon the Interruption," was suspended for critical comments he made on his local radio program about "SportsCenter" host Hannah Storm's clothes.

Franklin, a veteran ESPN announcer, reportedly addressed another sideline reporter, Holly Rowe, as "sweetheart" during a 2005 broadcast. He later apologized to Rowe.

The run-in prompted ESPN ombudsman George Solomon to observe at the time: "Play-by-play commentators need to take sideline reporters - many of whom are women - more seriously. So does ESPN, which needs to give these reporters more airtime and more serious issues to address."

ESPN declined to comment in detail on the latest episode. It issued a statement saying, "We're not going to get into specifics other than to say adhering to our personal-conduct policies and showing respect for colleagues are of the utmost importance to our company and we take them extremely seriously."

The network also issued a statement from Franklin saying: "I said some things I shouldn't have and am sorry. I deserved to be taken off the Fiesta Bowl."

ESPN dealt with dozens of sexual harassment incidents in the two decades after its founding in 1979, according to "ESPN: The Uncensored History," a book by New York Times sportswriter Mike Freeman that was published in 2000. Among those disciplined, according to the book, was "Monday Night Football" announcer Mike Tirico, who in 1992 was suspended for unwelcome advances toward another employee.

Despite its track record, ESPN is no more hospitable to harassing behavior than other male-dominated workplaces, said Dan Lebowitz, executive director of the Sport in Society program at Northeastern University.

"I hate to single out ESPN for having a dysfunctional culture," Lebowitz said. "It just mimics an inherent ill in our society. It's more a reflection of overall societal behavior where women are mistreated in the workplace. Whether it's the investment industry or the entertainment industry or something else, it's across the board. It just seems more sensational at ESPN because they're a very public entity."

Added Lebowitz, "There's still an awful long way to go in terms of teachable moments for men to understand proper workplace conduct and to treat women as equals."

At the very least, he said, ESPN "has sent a message" that such conduct won't be tolerated by firing or suspending employees whose behavior crossed the line.

The Franklin-Edwards exchange came during a staff meeting Friday before the Florida State-South Carolina game. Franklin was talking with two fellow announcers, Rod Gilmore and Ed Cunningham, about Gilmore's wife, Marie, who was elected mayor of Alameda, Calif., in November.

When Edwards tried to join the conversation, Franklin allegedly responded, "Why don't you leave this to the boys, sweet cakes?," according to the Web site SportsbyBrooks, which first reported the incident. (Edwards later told USA Today that Franklin used the term "sweet baby.")

When Edwards objected to Franklin's comment, Franklin allegedly responded, "Okay then, [expletive]."

After Edwards reported the comments to senior executives, ESPN tried to pull Franklin off the game but couldn't find a replacement for him in time. He and Edwards worked together that night without apparent incident. He was replaced the next night on the radio broadcast of a second college game.