



**Memorandum of Understanding  
Between  
The Department of the Air Force (DAF)  
and  
The Air Force Cadet Officer Mentor  
Association, Inc. (AFCOMA)**

May 6, 2023

**Memorandum of Understanding**  
Between  
The Department of the Air Force (DAF)  
and  
The Air Force Cadet Officer Mentor Association, Inc. (AFCOMA)  
to  
Recognize The Relationship and Cooperative Efforts Between the Parties with Regards to Mentoring  
Opportunities for Officers, Civilian Employees and Cadets  
**MOU-DAF-AFCOMA-0523-0429-001**

This memorandum of understanding (MOU) is to assign roles and responsibilities in the cooperative effort between the Air Force Cadet Officer Mentor Association, Inc. (AFCOMA). and the Department of the Air Force (DAF). In this MOU, the term DAF shall consist of the Headquarters, Department of the Air Force (HAF), the United States Air Force (USAF), and the United States Space Force (USSF). When referred to collectively, AFCOMA and DAF are referred to as the "Parties." This is a new MOU. There are no prior agreements between the parties.

**1. BACKGROUND:**

- 1.1. AFCOMA, Inc. is a tax exempt non-profit charitable organization, recognized by the Internal Revenue Code (IRC in accordance with Section 501(c)(3) of Title 26, United States Code, and registered in the State of Virginia. AFCOMA's mission is to provide mentorship, scholarship, and fellowship to Reserve Officer Training Corps (ROTC) and Military Service Academy Cadets, officers (Regular AF, AF Reserves, and ANG), warrant officers, and civilians grades GS-12 and above. The organization is also dedicated to assisting retired or former active duty commissioned or warrant officers and retired or former reserve component commissioned and warrant officers.
- 1.2. AFCOMA was founded at the Pentagon on June 30, 1989. Its vision is "Strengthening Future Air Force and Space Force Leaders Through Mentorship." To this end, AFCOMA is committed to promoting professional and leadership development, recruitment, and retention of USAF and USSF officers and civilians. It is also committed to assisting cadets and new officers with their transition into the USAF or USSF.
- 1.3. The DAF seeks highly qualified individuals and encourages them to make the USAF/USSF a career; AFCOMA seeks to support those careers by providing trained and vetted mentors for cadets, officers, and civilians. AFCOMA's mission promotes mentorship and career development opportunities to all officers and civilian employees.
- 1.4. Furthermore, AFCOMA is committed to supporting DAF initiatives related to diversity, equity, and inclusion, resulting in improvements to recruitment, professional and leadership development, and retention of officers and civilian employees from underrepresented groups.
- 1.5. AFCOMA is a non-Federal entity. It is not a part of the Department of Defense or any of its components, and it has no Governmental status. Nothing in this MOU should be construed to imply that AFCOMA has any form of special relationship with the DAF or is entitled to preferential treatment different than that afforded other non-Federal entities.

## 2. AUTHORITIES:

- 2.1. 5 U.S.C. § 7201 (B). Antidiscrimination Policy; Minority Recruitment Program.
- 2.2. 5 U.S.C. § 3101. General Authority to Employ.
- 2.3. 10 U.S.C. § 503. Enlistments: Recruiting Campaigns; Compilation of Directory Information.
- 2.4. 5 C.F.R. § 720. Affirmative Employment Programs. Amended June 1, 2022.
- 2.5. 29 C.F.R. § 1614. Federal Sector Equal Opportunity. Amended August 26, 2022.
- 2.6. Executive Order 14035. Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. June 25, 2021.
- 2.7. AETC Mission Directive 103 (Air University), November 17, 2021.

## 3. PURPOSE:

3.1. This MOU establishes a relationship for the cooperative efforts between AFCOMA and the DAF to support the achievement of the following mutual goals:

3.1.1. Developing, implementing, and improving strategies for the recruitment and retention of a diverse and inclusive workforce of officers and civilian employees.

3.1.2. Fostering a positive image of the DAF in local communities, highlighting the military services as an employer of choice.

3.1.3. Providing professional and leadership development, mentorship, training opportunities, and career-enhancing education programs.

## 4. UNDERSTANDING OF THE PARTIES:

4.1. AFCOMA. AFCOMA may, to the extent resources are available and consistent with all applicable laws, regulations, rules, policies, and guidelines (including, but not limited to, the *Joint Ethics Regulation* (DoD 5500.07-R) and the *Standards of Ethical Conduct for Executive Branch Employees* (5 CFR Part 2635) provisions regarding non-Federal entities), do the following:

4.1.1. Support the recruiting efforts of the DAF by:

4.1.1.1. Identifying and referring prospects for officer accession programs to DAF recruiters.

4.1.1.2. Incorporating USAF/USSF messaging into the AFCOMA community outreach programs which promote positive images of the USAF/USSF.

4.1.1.3. Sharing best practices with the DAF of strategies and programs to recruit underrepresented groups into the USAF/USSF.

4.1.2. Support the retention efforts of the DAF by:

4.1.2.1. Providing opportunities for professional development and networking for cadets, officers, and GS-12 civilians and above.

4.1.2.2. Providing mentoring opportunities and promoting programs focused on science, technology, engineering, and mathematics (STEM) fields and increasing diversity in the rated career fields.

4.1.2.3 Informing the DAF of opportunities for USAF/USSF personnel to attend AFCOMA community outreach programs to promote positive images of the USAF/USSF, particularly for prospective service members from underrepresented groups and communities. The DAF may, as appropriate, determine these opportunities represent official DAF mission sets such that the use of appropriated funds and official duty time (i.e., temporary duty), or personal funds and permissive temporary duty (PTDY), is justified.

4.1.3. Incorporate and present, through an appointed Liaison Officer (LNO), DAF issues and concerns identified in its national and local career development, leadership, and training programs.

4.1.4. Share AFCOMA information with Secretary of the Air Force Diversity and Inclusion Office (SAF/DI) on an annual basis that:

4.1.4.1. Documents AFCOMA's accomplishments of goals and initiatives which demonstrate tangible return on investment to DAF.

4.1.4.2. Shares best practices to address issues of attracting, recruiting, developing, and retaining underrepresented groups in the DAF.

4.1.5. Maintain periodic communication with the DAF, relaying developmental, diversity, equity, and inclusion, and/or other concerns of its members.

4.2. Department of the Air Force (DAF). DAF shall, as legally permissible and to the extent resources are available, and consistent with all applicable laws, regulations, rules, policies, and guidelines do the following:

4.2.1. Collaborate with AFCOMA in their various programs focused on the recruitment of underrepresented groups and community outreach by:

4.2.1.1. If DAF finds that it has a significant and continuing interest in the activities of AFCOMA, appoint SAF/DI (or designee) as a Joint Ethics Regulation section 3-201 LNO to AFCOMA.

4.2.1.2. Designate SAF/DI or designee (as LNO) to represent the DAF in official communications with AFCOMA; publicize AFCOMA events of possible interest to Airmen and Guardians (pursuant to Joint Ethics Regulation section 3-208); coordinate participation for appropriate AFCOMA messaging opportunities.

4.2.1.3. SAF/DI will meet with the AFCOMA Chairman, AFCOMA Board members or both to periodically discuss issues of mutual interest to both Parties.

4.2.1.4. Identifying appropriate units for AFCOMA to contact to request and conduct recruiting activities in local communities and to request military static displays.

4.2.1.5. Holm Center (in coordination with SAF/DI as the LNO to AFCOMA and pursuant to AETC Mission Directive 103, *Air University*, paragraph 3.3) will collaborate with the AFCOMA Chairman and/or Board members to identify appropriate recipients of supplemental AFROTC cadet scholarships.

4.2.2. Upon ethical review and determination of the mission essential nature of the activities, the DAF may authorize official travel to support programs involving the recruitment and retention of underrepresented groups and community outreach by:

4.2.2.1. Participating in AFCOMA-sponsored professional development and training conferences and meetings with appropriate speakers and attendees, as resources are available.

4.2.2.2. Conducting an applicable ethics and fiscal law review, and once completed, consider AFCOMA members as appropriate presenters in DAF sponsored training and career development programs (e.g., Career Service Officer Courses for educators and influencers), when and where appropriate as determined by the DAF. NOTE: AFCOMA members on Active Duty cannot present back to a DAF audience in their capacity as an AFCOMA member.

4.2.3 Permitting (via installation commanders) the establishment of AFCOMA chapters at USAF/USSF/Joint Bases in the United States and overseas according to DAFI 34-223, *Private Organizations Program* or corresponding Lead Service regulation.

4.2.4 When permissible, share (via the appointed SAF/DI official LNO) to AFCOMA Board members directly on a periodic basis, diversity, equity, and inclusion trend data related to DAF initiatives.

4.2.5 Taking under consideration, as appropriate, specific issues raised by AFCOMA.

## 5. PERSONNEL:

5.1. Each Party is responsible for all costs of its personnel, including pay and benefits, support, and travel. Each Party is responsible for supervision and management of its personnel.

## 6. GENERAL PROVISIONS:

6.1. POINTS OF CONTACT AND CORRESPONDENCE ADDRESS. The following POCs will be used by the Parties to communicate matters concerning this MOU. Each Party may change its POC upon reasonable notice to the other Party.

### 6.1.1. DAF:

6.1.1.1. Primary. Secretary of the Air Force, Director, Diversity and Inclusion, 1040 Air Force Pentagon, Washington, DC 20330-1040. Email: SAF.ODI@Workflow@us.af.mil, Phone: (703) 571-3276.

6.1.1.2. Alternate. Secretary of the Air Force, Office of Diversity and Inclusion, Strategic Outreach and Engagement Division, 1040 Air Force Pentagon, Washington, DC 20330-1040. Email: SAF.DIO Outreach.Engagement@us.af.mil, Phone: (703) 693-2013.

### 6.1.2. AFCOMA:

6.1.2.1. Air Force Cadet Officer Mentor Association, Inc., P.O. Box 47435, Forestville, MD, 20753-7435, afcomainc@gmail.com, 301-423-5500, [www.AFCOMA.org](http://www.AFCOMA.org).

6.2. FUNDS AND MANPOWER. This MOU neither documents nor provides for the exchange of funds or manpower between the Parties, nor does it make any commitment of funds or resources. No provision in this MOU will be interpreted to require obligation or payment of funds.

6.3. MODIFICATION OF MOU. This MOU may only be modified by the written agreement of the Parties, duly signed by their authorized representatives.

6.4. DISPUTES. Any disputes relating to this MOU will, subject to any applicable law, Executive Order, or DoD issuances, be resolved by consultation between the Parties.

6.5. TERMINATION OF UNDERSTANDING. This MOU may be terminated in writing at will by either Party with at least 90 days' notice to the Other Party.

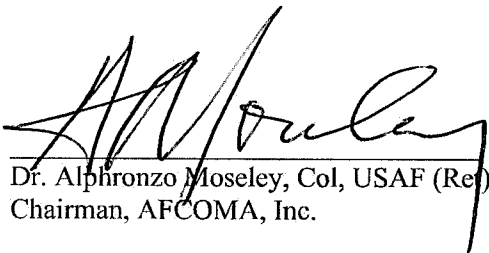
6.6. TRANSFERABILITY. This MOU is not transferable except with the written consent of the Parties.

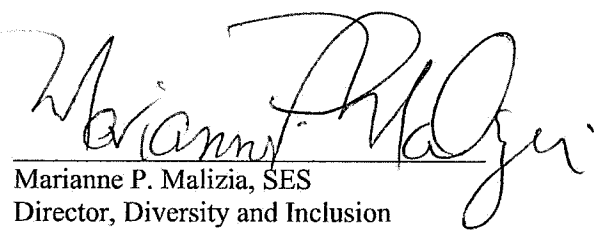
6.7. ENTIRE UNDERSTANDING. It is expressly understood and agreed that this MOU embodies the entire understanding between the Parties regarding the MOU's subject matter, thereby superseding all prior understandings of the Parties with respect to such subject matter.

6.8. EFFECTIVE DATE. This MOU takes effect beginning on the day after the last Party signs.

6.9. REVIEW, EXPIRATION, AND RENEWAL. This MOU will remain in effect until such time as it is terminated, but no longer than six years from its effective date. This MOU will be reviewed no less often than at the mid-point of its term. Upon expiration, this MOU may be renewed in its entirety with the consent and approval of all Parties.

6.10. NO THIRD-PARTY BENEFICIARIES. Nothing in this MOU, expressed or implied, is intended to give to, or will be constructed to confer upon, any person not a party any remedy or claim under or by reason of this MOU and this MOU will be for the sole exclusive benefit of the Parties.

  
Dr. Alphonzo Moseley, Col, USAF (Ret)  
Chairman, AFCOMA, Inc.  
6 May 2023  
DATE

  
Marianne P. Malizia, SES  
Director, Diversity and Inclusion  
Office of the Secretary of the Air Force  
6 May 2023  
DATE