

Team USAFA,

As we come through our first days of operating with the full Cadet Wing in place, I wanted to take an opportunity to keep us focused and perhaps use a different format. Below is a list of 10 things I want us to all keep in mind as we continue our essential mission as an Academy. **This is for all of us – from contractors to cadets, and from general officers to newly arrived civilians.**

#### 10. IN THE MIDST OF A PANDEMIC

There is a pandemic in this country and around the globe. **USAFA will have cases.** Positive cases in a pandemic should not surprise us.

#### 9. RESIST COMPLACENCY

Wearing masks, keeping our distance, washing hands, using barriers, cleaning surfaces, teaming in cohorts, zoning in areas such as classrooms, reducing numbers all works—**we must not become complacent. Relaxing your personal accountability puts not only you at risk but endangers others as well.**

#### 8. MISSION ESSENTIAL

**We have an essential mission.** We must use all of our capabilities, determination, discipline, and resolve to accomplish the mission. **“We will not falter and we will not fail.”**

#### 7. SHOWING GRACE

This is difficult on all of us, every day. **Supporting each other with care, grace, love, and patience defeats more than a virus.** This applies to me as much as it does to the newest Airmen in the 10th ABW and the Fourth-class Cadets.

#### 6. DECISIONS ROOTED IN SCIENCE

We will use data and reliable sources for information and solutions. We look to our public health experts for guidance. We look to our biologists, virologists, and mathematicians for analyses. We cannot use or spread half-truths. The science matters. **Use scientific sources for your information.**

#### 5. CHANGING POSTURE

The situation will remain uncertain. We must all recognize that policies will change depending on how well we are doing against the virus. **More cases means we reduce activities for all of us, fewer cases means more activities—it is that simple. Be prepared for our posture to change multiple times.** We will range through our phases as we adjust our actions against the virus.

#### 4. PRIORITIES

We will keep our priorities as an institution at the forefront.

1. **Ensuring the health and safety of all of USAFA**
2. **Graduating the class of ‘21**

### 3. Refining how we execute our mission and finding ways to excel in a pandemic and finding ways to excel

#### 3. PREPARATION

We have plans in place for the Cadet Wing. We have quarantine and isolation space, we have back up plans for more space, and we have additional back up plans for even more space. Using these plans does not mean something has gone wrong – it means **we are prepared**. From #10 above: **USAFA will have cases, and we will implement the plans we have developed.**

#### 2. SEIZE THE OPPORTUNITY

The COVID-19 situation is not unique to us, and it will be with us for a long time. Our resolve and our determination lifts others. So often there are great opportunities cloaked under a tough challenge. In this situation, our opportunity is to be leaders. **Embrace this opportunity to lead.** Lead yourself and lead each other. This includes having the courage to **hold each other accountable for maintaining our collective health and safety.**

#### 1. COMMIT TO SERVICE

We have to think about others and we must take the long view. This is not about our immediate conveniences or what we want. Committing to service means concern for the good of others. **We can do this as an institution if we choose to commit as individuals.**

Stay healthy, stay connected, JS