

**Selected Bibliography of the Defense Equal Opportunity Management Institute
Research Publications**

**Dr. Richard Oliver Hope Human Relations Research Center
Defense Equal Opportunity Management Institute**



**CAPT Delmy M. Robinson, U.S. Navy
Commandant**

**Dr. Daniel P. McDonald
Director**

**Foreword by Jessica Lowen
Senior Research Scientist**

**Defense Equal Opportunity Management Institute
366 Tuskegee Airmen Drive, Patrick Space Force Base, FL 32925
(321) 494-2747**

Updated: February 23, 2023

The opinions expressed in this report are those of the author and readers should not construe this report to represent the official position of the U.S. military services, the Department of Defense, or DEOMI. This product is in progress and unedited.



Abstract

This working document presents a selection of Diversity and Inclusion (D&I), Cross Cultural, and other human relations research produced at the Defense Equal Opportunity Management Institute (DEOMI) in bibliographic format. This list of references is neither exhaustive nor comprehensive and highlights more of DEOMI's recent research. It is intended to be developed iteratively. Unpublished documents are available upon request. The opinions expressed within these documents are those of the authors and not necessarily the opinions of DEOMI or the Department of Defense.

TABLE OF CONTENTS

SECTION 1: DEOMI	4
SECTION 2: PUBLICATIONS (SELECTED).....	5
2.1. Books and Chapters	5
2.2. Refereed Journal Articles.....	5
2.3. Conference Papers and Panels.....	7
2.5. Conference Posters	9
2.6. Technical Reports	14
GLOSSARY.....	19
G.1. Acronyms	19
ADDITIONAL REFERENCES.....	21

SECTION 1: DEOMI

Since 1971 the Defense Equal Opportunity Management Institute (DEOMI) has served the U.S. Armed Forces by promoting knowledge, skills, and behaviors to support military diversity and to reduce discrimination and harassment. In this way, DEOMI has served the DoD's nascent diversity and inclusion (D&I) and harm prevention goals since the institute's inception. While DEOMI's mission and vision has evolved alongside broader changes in the DoD, society, and the defense security landscape, DEOMI's primary mandate to drive positive culture change that increases Total Force readiness has not waived. DEOMI develops and delivers innovative education, training, research, and collaborative solutions to optimize total force readiness towards a vision of an inclusive force that values and develops all individuals and thrives on their contributions.

Fulfilling DEOMI's mission over the past fifty years has necessarily entailed developing comprehensive expertise in human relations science and military cultural studies. This work has involved establishing and fostering strategic research collaborations with partners from across DoD agencies, Service Branches, academia, and NATO partners. DEOMI researchers also engage in community-based collaboration. The thousands of military and civilian students and instructors that annually participate in DEOMI's equal opportunity and leadership courses provide occupational expertise and insights that inform and enrich DEOMI's scientific work.

DEOMI's strategic internal and external collaborations have resulted in a series of groundbreaking advancements for assessment, measurement, and training in the military environment. Highlights of DEOMI-driven work include the Defense Equal Opportunity Climate Survey (DEOCS) Assessment to Solution process, the Cross-Cultural Competency Model (3C), and the adaptation of the Principles of Prevention (PoP) for equal opportunity. The following bibliography provides a selection of recent products that highlight DEOMI's capacity for scientific collaboration.

SECTION 2: PUBLICATIONS (SELECTED)

2.1. BOOKS AND CHAPTERS

- Gabrenya, W. K., Griffith, R. L., Moukarzel, R. G., Pomerance, M. H., & Reid, P. (2012). Theoretical and practical advances in the assessment of cross-cultural competence. In D. D. Schmorrow & D. M. Nicholson (Eds.), *Advances in Design for Cross-Cultural Activities I, Part I* (pp. 317–331). CRC Press, Taylor & Francis Group, Routledge.
- Lowen, J., & McDonald, D. P. (2022). Race and Ethnic Diversity in the U.S. Armed Forces: A Continued Evolution Toward an Inclusive and Lethal Force. In *Military Diversity in Multinational Defence Environments: From Ethnic Intolerance to Inclusion*. North Atlantic Treaty Organization (NATO).
- McDonald, D. P., & Parks, K. M. (2012). *Managing diversity in the military*. Abingdon: Routledge.
- McGuire, W. G. (2017). *The Evolution of DEOMI*. DEOMI Press.
- Reid, P., Kaloydis, F. O., Sudduth, M. M., & Greene-Sands, A. (2013). A Developmental Model for Cross-cultural Competence. In R. G. Sands & A. Greene-Sands (Eds.), *Cross-cultural Competence for a Twenty-First-Century Military: Culture, the Flipside of COIN* (pp. 43–60). Lexington Books.
- Ross, K. G., Thornson, C. A., McDonald, D. P., Fritzsche, B. A., & Le, H. (2017). Development of the Cross-Cultural Competence Inventory (3CI). In D. Schmorrow & D. Nicholson (Eds.), *Advances in cross-cultural decision making* (1st ed., pp. 87–96). CRC Press, Taylor & Francis Group, Routledge. * Also published at: <https://apps.dtic.mil/sti/pdfs/AD1051865.pdf>.
- Scarpate, J., & McDonald, D. (2009). *The Defense Equal Opportunity Management Institute's Biennial Equal Opportunity (EO), Diversity, and Culture Research Symposium Patrick AFB, FL, 2008, Proceedings*. DEOMI Press.
- Scarpate, J., & McDonald, D. (2011). *Celebrating the History & Future of Human Relations Research: DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium Patrick AFB, FL, December 6–8, 2011, Proceedings*. DEOMI Press.
- Van Driel, M., & Gabrenya, W. K. (2013). Instrumentation challenges in developing cross-cultural competence models. In R. G. Sands & A. Greene-Sands (Eds.), *Cross-cultural Competence for a Twenty-First-Century Military: Culture, the Flipside of COIN* (pp. 147–174). Lexington Books.
- Waruszynski, B. T., Yanakiev, Y., & McDonald, D. (In press). *Team Diversity and Inclusion in Defence and Security: International Perspectives*. Springer.

2.2. REFEREED JOURNAL ARTICLES

- Boehm, S. A., Dwertmann, D. J. G., Kunze, F., Michaelis, B., Parks, K. M., & McDonald, D. P. (2014). Expanding Insights on the Diversity Climate–Performance Link: The Role of Workgroup Discrimination and Group Size. *Human Resource Management*, 53(3), 379–402. <https://doi.org/10.1002/hrm.21589>

- Bonvillain, D. G., & McGuire, W. G. (2010). Cultural DNA. *Military Intelligence Professional Bulletin*, 36(1), 81–90.
- Butts, C. C., Trejo, B., Parks, K. M., & McDonald, D. P. (2012). The Integration of Diversity and Cross-Cultural Work: Competencies and Commonalities. *Industrial and Organizational Psychology*, 5(3), 361–364. <https://doi.org/10.1111/j.1754-9434.2012.01461.x>
- Culhane, E., Reid, P., Crepeau, L. J., & McDonald, D. (2012). Beyond frontiers: The critical role of cross-cultural competence in the military. *The Industrial-Organizational Psychologist*, 50(2012), 30–37.
- Harris, R. J., McDonald, D. P., & Sparks, C. S. (2018). Sexual Harassment in the Military: Individual Experiences, Demographics, and Organizational Contexts. *Armed Forces & Society*, 44(1), 25–43. <https://doi.org/10.1177/0095327X16687069>
- Hauenstein, N. M. A., Findlay, R. A., & McDonald, D. P. (2010). Using Situational Judgment Tests to Assess Training Effectiveness: Lessons Learned Evaluating Military Equal Opportunity Advisor Trainees. *Military Psychology*, 22(3), 262–281. <https://doi.org/10.1080/08995605.2010.492679>
- Hurley, K., Sholar, B., & Rodeheffer, L. T. C. (2021). An examination of department of defense environmental factors that contribute to reporting sexual harassment. *Military Psychology*, 33(6), 417–425. <https://doi.org/10.1080/08995605.2021.1962190>
- Knouse, S. B., & Dansby, M. R. (2000). Recent diversity research at the Defense Equal Opportunity Management Institute (DEOMI): 1992–1996. *International Journal of Intercultural Relations*, 24(2), 203–225. [https://doi.org/10.1016/S0147-1767\(99\)00032-2](https://doi.org/10.1016/S0147-1767(99)00032-2)
- Perry, S. J., Johnson, L. U., Witt, L. A., & McDonald, D. P. (2021). Equipping soldiers to benefit from goal-focused leadership: The moderating effects of non-discriminatory leader behaviors and workgroup cohesion. *Military Psychology*, 33(5), 341–355. <https://doi.org/10.1080/08995605.2021.1962182>
- Rubino, C., Avery, D. R., McKay, P. F., Moore, B. L., Wilson, D. C., Van Driel, M. S., Witt, L. A., & McDonald, D. P. (2018). And justice for all: How organizational justice climate deters sexual harassment. *Personnel Psychology*, 71(4), 519–544.
- Trejo, B. C., Richard, E. M., van Driel, M., & McDonald, D. P. (2015). Cross-Cultural Competence: The Role of Emotion Regulation Ability and Optimism. *Military Psychology*, 27(5), 276–286. <https://doi.org/10.1037/mil0000081>
- Walsh, B. M., Matthews, R. A., Tuller, M. D., Parks, K. M., & McDonald, D. P. (2010). A multilevel model of the effects of equal opportunity climate on job satisfaction in the military. *Journal of Occupational Health Psychology*, 15, 191–207. <https://doi.org/10.1037/a0018756>
- Zheng, D., Witt, L. A., Waite, E., David, E. M., van Driel, M., McDonald, D. P., Callison, K. R., & Crepeau, L. J. (2015). Effects of ethical leadership on emotional exhaustion in high moral intensity situations. *The Leadership Quarterly*, 26(5), 732–748. <https://doi.org/10.1016/j.leaqua.2015.01.006>

2.3. CONFERENCE PAPERS AND PANELS

- Böhm, S., Parks, K. M., & McDonald, D. P. (2011). *Expanding Insights on the Diversity Climate-Performance link: The Role of Work Group Discrimination*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States. https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Crepeau, L. J., Witt, L. A., Van Driel, M., Skba, T. S., Romay, S., & McDonald, D. P. (2013). *Effects of Experienced Discrimination and Organizational Trust on Well-Being*. Society for Industrial and Organizational Psychology (SIOP), Houston, TX.
- David, E., Brown, L., Avery, D. R., McKay, P. F., Toridandel, S., Crepeau, L. J., Van Driel, M., McDonald, D. P., & Witt, L. A. (2013). *Deep-Level Dissimilarity and Emotional Exhaustion: Exploring Potential Moderator Variables*. Society for Industrial and Organizational Psychology (SIOP), Houston, TX.
- Firestone, J. M. (2009). Linking Cultural Competence, Discrimination and Sexual Harassment to Organizational Effectiveness: A Preliminary Examination. *7 Th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*, 44.
- Fosher, K., Chamberlin, R., Lise, D., Lowen, J., McCarthy, R., Penney, L., Rubinstein, R., & Tashima, N. (2022, November 12). *Ethical Issues in Practicing Anthropology: Drawing Cross-Sector Lessons Learned from Work with the Military*. American Anthropological Association, Seattle, WA.
- Gabrenya, Jr., W. K., Moukarzel, R. G., Pomerance, M., & Griffeth, R. (2011). *Assessing Cross-Cultural Competence: How Good are the Available Instruments?* DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Gallus, J. A., Walsh, B., Van Driel, M., & McDonald, D. P. (2013). Intolerable Cruelty: Understanding Toxic Leadership's Impact and Recommendations for Prevention. *Workplace Mistreatment Prevention and Intervention Strategies*. Society for Industrial and Organizational Psychology (SIOP), Houston, TX.
- George, K. E., Hoffman, B. J., Parks, K. M., & McDonald, D. (2011). *Transformational Leadership and Follower Attitudes: The Role of Diversity Climate*. Society for Industrial and Organizational Psychology (SIOP), Chicago, IL.
- Harris, R. (2009). A Preliminary Look at Using Evidence Based Practice to Teach about Cultural Competence. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Hauenstein, N. M. A., Van Driel, M. S., Arun, N., & McDonald, D. P. (2014). *Measuring Diversity Behavioral Intentions Using a Situational Judgment Test*. Society for Industrial and Organizational Psychology (SIOP), Honolulu, HI.
- Hughes, S., McCoy, C., & Johnston, J. H. (2009). Fostering Trust with Mixed Culture Teams. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.

- Hunter, C., & Smith, L. (2009). Religious Diversity in the U.S. Military. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Karns, K., Purl, J. D., Gould, M., Griffith, R. W., van Driel, M., & McDonald, D. P. (2013). *Stressful Climate: A Mediated Model of Health Perceptions*. Society for Industrial and Organizational Psychology (SIOP), Houston, TX.
- Knouse, S. (2009). The Business Case for Diversity: Is Diversity Cost Effective? *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Landis, D. (2009). Theories and Models of Ethnic Conflict: Why this Matters to the Military. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Matthews, R. A., Parks, K. M., Walsh, B. M., Tuller, M. D., & McDonald, D. P. (2009). Deployed Army personnel: The affect of equal opportunity climate perceptions on job satisfaction and organizational commitment. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*, 189.
- McGinn, G., McDonald, D. P., Van Driel, M., & Hancock, P. (2008). *Strategic Perspectives on Developing Language, Regional and Cultural Capabilities*. RTO-TR-HFM-13.
- Michaelis, B., Parks, K. M., Menges, J., Stegmaier, R., & McDonald, D. (2009). Leadership and Innovation: A Meta-Analysis. *Leadership and Innovation: What We Know and Need to Know*. Society for Industrial and Organizational Psychology (SIOP), New Orleans, LA.
- Moeser, E., Parks, K. M., McDonald, D. P., & Mokuolu, F. O. (2012). Evaluating Work–Life Balance in the Department of Defense. *Well-Being in High-Risk Occupations*. Society for Industrial and Organizational Psychology (SIOP), San Diego, CA.
- Moeser, E., Steelman, L. A., & McDonald, D. (2009). *Effects of Perceived Discrimination on Work–Family Conflict for Military Personnel*. Society for Industrial and Organizational Psychology (SIOP), New Orleans, LA.
- Paris, C. (2011). *Equal Opportunity Advisor (EOA) Effectiveness: Barriers and Enablers of Performance*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Parks, K. M., Knouse, S., Crepeau, L. J., McDonald, D., & Kupchick, Jr., T. D. (2009). *Latina Perceptions of Diversity Climate in the Military*. Society for Industrial and Organizational Psychology (SIOP), New Orleans, LA.
- Parks, K. M., Matos, K., Mattison, T., Mokuolu, F. O., & McDonald, D. (2010). *Mentoring and Underexamined Populations (The Military and Marginalized Workforce)*. Society for Industrial and Organizational Psychology (SIOP), Atlanta, GA.
- Perry, S., Witt, L. A., Crepeau, L., Van Driel, M., & McDonald, D. P. (2013). *The Effects of Leadership and Coworker Dynamics on Employee Exhaustion*. Society for Industrial and Organizational Psychology (SIOP), Houston, TX.
- Reid, P. (2014). *An overview of the development of a cross-cultural competence scenario based assessment*.
- Ross, K. G., Ross, W. A., & McDonald, D. P. (2009). *Cross-cultural competence in the US Air Force: Roles, challenges, and skills in the contemporary operating environment (Technical*

Report No. 9193). Interservice/Industry Training, Simulation, and Education Conference (IITSEC), Orlando, FL.

- Ross, K. G., Thornson, C. A., McDonald, D. P., & Arrastia, M. C. (2009). The Development of the CCCI: A Cross-Cultural Competence Inventory for the Military. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Stanard, T., Pliske, R. M., Armstrong, A. A., Green, S., Zsombok, C. E., McDonald, D. P., & Crandall, B. W. (2002). Collaborative Development of Expertise: Evaluation of an on-the-JOB (OJT) Training Program. *Proceedings of the Human Factors and Ergonomics Society Annual Meeting, 46*, 2007–2011. <https://doi.org/10.1177/154193120204602502>
- Steinhauser, E., Small, C., Trame, E., & McDonald, D. (2010). *Exploration of the Antecedents to Reporting Discrimination and Sexual Harassment*. Society for Industrial and Organizational Psychology (SIOP), Atlanta, GA.
- Steinhauser, E., Van Driel, M. S., Peterson, M. H., & McDonald, D. (2011). Relationship Among Branch Of Military Service, Equal Opportunity Climate. *Illusion of Inclusion And*. Society for Industrial and Organizational Psychology (SIOP), Chicago, IL.
- Szalma, J., Hancock, P., & McDonald, D. P. (2009). Attitude of Military Personnel to the Challenge of Culture: Initial Findings. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Thomson, C. A., Fritzsche, B. A., Le, H., Ross, K. G., & McDonald, D. (2010). *Development and Initial Validation of the Cross-Cultural Competence Inventory*. Society for Industrial and Organizational Psychology (SIOP), Atlanta, GA.
- Trejo, B. C., Butts, C., Parks, K. M., & McDonald, D. P. (2013). Applying the ISD Approach to Cross-Cultural Training. *The Cultural Conundrum: Training Cross-Cultural Competence*. Society for Industrial and Organizational Psychology (SIOP), Houston, TX.
- van Driel, M. (2009). Cross-level Measurement of Cross-cultural Competence. *7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.

2.5. CONFERENCE POSTERS

- Adaryukov, J. A., Rodeheffer, C. D., & Sholar, B. (2019). *Protective Factors Against Suicide Ideation: A Structural Equation Model*. DEOMI STEM Internship, Patrick AFB United States.
- Bacharz, K., & Law, C. (2016, December 7). *Social Exclusion and Post Traumatic Stress Disorder for Military Members*. DEOMI Collaborative Series, Patrick AFB United States.
- Crittendon, D. I. (2017). *DEOMI Organization Climate Survey: An Assessment of Locally Developed Questions*. DEOMI 2017 STEM Internship Poster Symposium, Patrick AFB United States.
- Culhane, E., Ellison, L., Pomerance, M., Merlini, P., & Walsh, A. (2017, August). *Connectedness: Developing a sub scale of the command climate survey to assess unit level suicide vulnerability*. DoD/VA Suicide Prevention Conference, Denver, CO.

- Culhane, E., & Gabrenya, W. (2011). *The Trainability of Cross-Cultural Competence and the Examination of the Affective Component*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Culhane, E., & Guest, M. (2011). *Technical Applications for Improved Training for EO & Diversity Professionals*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Culhane, E., Merlini, P., Pomerance, M., & Ellison, L. (2016, December 7). *Connectedness: Helping to ensure that our members perceive belongingness, well-being, and social support*. DEOMI Collaborative Series, Patrick AFB United States.
- Dandapani, A., Stiller, K., & Harris, E. (2016, December 7). *Hazing, bullying, and cyberbullying: Elucidating the differences*. DEOMI Collaborative Series, Patrick AFB United States.
- DeBickes, A., Stiller, K., & Harris, E. (2016, December 7). *100 challenges in the workplace: 5 are the generations*. DEOMI Collaborative Series, Patrick AFB United States.
- Ellison, L., Pomerance, M., Culhane, E., & Merlini, P. (2018). *Surviving Toxic Leaders: Leaders Impact Connectedness, a Precursor to Suicide*. Society for Industrial and Organizational Psychology (SIOP), Chicago, IL.
- Findlay, R. (2009). *Increasing the Utility of Scenario-Based Testing at DEOMI*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Gladfelter, J., Sholar, B., Garza, M. M., Pomerance, M. H., Steinhauser, E., & Rodeheffer, C. D. (2019). *Trust in leadership, Group Cohesion, Inclusion, and Sexual Harassment in the Military: A Multilevel SEM*. DEOMI STEM Internship, Patrick AFB United States.
- Hao, A., Witt, A., & Harris, E. (2017, July). *Perceptions of bullying among deployed military personnel and the impact on exhaustion/burnout and organizational commitment*. DEOMI 2017 STEM Internship Poster Symposium, Patrick AFB United States.
- Harris, R. J. (2017, November). *Sexual Harassment in the Military: Recent Findings, Historical Patterns, Unintended Measurement Issues*. 2017 Biennial International Conference, Inter-University Seminar on Armed Forces and Society, Reston, VA.
- Hernandez, S., Harris, E., Harris, R., & Farmer, B. (2016, December 7). *Sexist behaviors and sex discrimination as predictors of trust in leadership: The effect of gender*. DEOMI Collaborative Series, Patrick AFB United States.
- Hurley, K., Rodeheffer, C. D., & Sholar, B. (2019). *Inclusion's Impact on the Relationship Between Unwanted Workplace Experiences and Perceptions of the Sexual Assault Reporting Climate*. DEOMI STEM Internship, Patrick AFB United States.
- Law, C., Brown, K., & McCarthy, K. (2016, December 7). *Sexual Minorities in the U.S. Military: Current Research and Future Directions*. DEOMI Collaborative Series, Patrick AFB United States.
- Law, C., Harris, E., Brown, K., Goodmon, L., & Smith, P. (2017). *Religious accommodation in the U.S. military: The effects of religious discrimination on job satisfaction and*

- organizational commitment*. Society for Industrial and Organizational Psychologists, Orlando, FL.
- Law, C., Harris, E., McCarthy, K., Brown, K., Goodmon, L., & Smith, P. (2017, August 7). *Sexual orientation and harassment: The role of sexism in predicting reactions to harassment*. Annual Meeting of the Academy of Management, Atlanta, GA.
- Marcum, R. (2009). *Roles of the Equal Opportunity Advisor*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- McCarthy, K., Harris, E., & Farmer, B. (2017, July 25). *Sexual harassment training styles: Evaluating Tools with DoD personnel* [Technical Report]. DEOMI 2017 STEM Internship Poster Symposium, Patrick AFB United States.
- Miloslavic, S., Lockamy, C., Moukarzel, R. G., & Van Driel, M. (2011). *Fostering Organizational Effectiveness through Equal Opportunity and Perceived Organizational Justice: A Theoretical Approach*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Mobley, E., Merlini, P., & Culhane, E. (2017, July). *Examining sexual and racial discrimination, sexism and sexual harassment at the intersection of race and gender in the DoD population*. DEOMI 2017 STEM Internship Poster Symposium, Patrick AFB United States.
- Moeser, E. (2009). *Effects of Perceived Discrimination on the Work-Family Conflict for Military Personnel*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Mokuolu, F. O. (2011). *Exploring the Criticality of Cross-Cultural Competence in Moderating Relational Demography Effects on Workplace Microaggression*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Nordan, A. (2016, December 7). *Effects of unit cohesion and Soldier personality on mission readiness*. DEOMI Collaborative Series, Patrick AFB United States.
- Nordan, A., Tringale, A., & Fedorowicz, N. (2016, December 7). *Impact of leader cross-cultural competence on job satisfaction and commitment*. DEOMI Collaborative Series, Patrick AFB United States.
- Pagan, A. D., & Harris, E. (2016, December 7). *Leading your organization Better: The importance of recognizing toxic leadership and acting on it*. DEOMI Collaborative Series, Patrick AFB United States.
- Palmer, A. L., Witt, L. A., & McDonald, D. P. (2015). *Stepping Up or Stepping By: Bystander Intervention in Sexual Assault*. Society for Industrial and Organizational Psychology (SIOP), Philadelphia, PA.
- Peterson, M. (2009). *Equal Opportunity Climate Strength as a Moderator of Climate Outcome Relationships*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Polk, K., & Farmer, B. (2018). *Ignorance is bliss: The effect of situational awareness on emotional exhaustion*. Society for Industrial and Organizational Psychology (SIOP), Chicago, IL.

- Polk, K. M., Bupp, C., & Witt, L. A. (2017, July). *Ignorance is bliss: The negative effect of high situational awareness on emotional exhaustion*. DEOMI 2017 STEM Internship Poster Symposium, Patrick AFB United States.
- Pomerance, M., Bupp, C., Merlini, P., Culhane, E., & Steinhauser, E. (2016, December 7). *The Commander Situational Awareness Assessment*. DEOMI Collaborative Series, Patrick AFB United States.
- Powell, T., Law, C., & Goodmon, L. (2016, December 7). *College Rape Myth Acceptance: Does Sexual Assault Training Help?* DEOMI Collaborative Series, Patrick AFB United States.
- Powell, T., Smith, B., Goodmon, L. B., & Law, C. (2017). *Remediating Rape Myth Acceptance in a College Military Cohort*. Annual Meeting of the Southeastern Psychological Association, Atlanta, GA.
- Raju, N., Farmer, B., & Harris, E. (2017, July). *A measure of intended intervention likelihood for religious discrimination from unconscious bias using a bystander intervention metric: The effect of gender*. DEOMI 2017 STEM Internship Poster Symposium, Patrick AFB United States.
- Reid, P. (2009). *A Theoretical Perspective in the Role of Emotional Intelligence in the Development of Cultural Competency*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Scott, C. (2009). *The Current Status of Religious Diversity Education and Training Venues in the U.S. Military and their Compliance with Department of Defense Directive 1350.2*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Small, C. (2009). *Impact of Sexual Harassment Climate on Group Cohesion*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Small, C. (2011a). *Multimedia Assessment of Cross-Cultural Competence*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States. https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Small, C. (2011b). *Sexual Assault Climate Factors: A Commander's Perspective*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States. https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Steinhauser, E. (2009a). *Discrimination and Sexual Harassment in the U.S. Military: The Relationship between Reporting Style and Satisfaction with the Resolution*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Steinhauser, E. (2009b). *Generational Differences in the Labeling and Reporting of Sexual Harassment*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Steinhauser, E. (2011). *Psychological Bullying Climate: Measurement Development and Validation*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States. https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf

- Stiller, K., & Harris, E. (2016, December 7). *The Shift from Acceptance to Prevention: Hazing Behaviors in the U.S. Military*. DEOMI Collaborative Series, Patrick AFB United States.
- Sudduth, M. M. (2011). *Examining the Underlying Motivational Processes to Enhance Understanding of the 3C Competencies*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Trame, E. (2009). *Cross-Cultural Intelligence in Relationship to Adjustment and Leadership Style*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Trejo, B. (2011). *Examining the Construct Validity of Cross-Cultural Competence in the Military*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Truhon, S. (2009). *An Aggregate Analysis of the DEOCS*. DEOMI Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
- Truhon, S. A., & Casey, L. M. (2011). *An Application of Generalizability Theory to the DEOCS*. DEOMI 8th Biennial Equal Opportunity, Diversity, and Culture Research Symposium, Patrick AFB United States.
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/PRO-8th_Biennial_Symposium_Proceedings-20180619.pdf
- Virgetts, A. C., Farmer, B. A., Palmer, A. L., Bisbey, T. M., Boyes, A., Callison, K., McDonald, D. P., & Witt, L. A. (2015). *Effects of Leader Cross-Cultural Competence on Attitudes Among Military Personnel*. Society for Industrial and Organizational Psychology (SIOP), Philadelphia, PA.
- Walsh, T., Walsh, A., & Culhane, E. (2017, April). *The Development and Validation of Unit Connectedness Scale for the U.S. Military Organizational Climate Survey*. 50th Annual American Association of Suicidology.
- Witt, L. A. (2016a, July 18). *We are tired and want to GO home: The people make the place*. Summer Research Faculty Presentation to DEOMI Staff and Leadership, Patrick AFB United States.
- Witt, L. A. (2016b, December 7). *Effects of a hostile work environment on unit sexual harassment*. DEOMI Collaborative Series, Patrick AFB United States.
- Witt, L. A., Clark, L. E., Clark, L. E., Stokes, S. M., Roberts, Z., Childers, O., Palmer, A. L., Bisbey, T. M., Boyes, A., McDonald, D. P., Crepeau, L. J., Roth, L., & Callison, K. (2015). *Effects of Supervisory Inclusion Behavior on Subordinate Diversity Citizenship Behavior*. Society for Industrial and Organizational Psychology (SIOP), Philadelphia, PA.
- Witt, L. A., Johnson, L. U., Palmer, A. L., Childers, O., Roberts, Z., Boyes, A., Bisbey, T., McDonald, D. P., Crepeau, L. J., Callison, K., & Roth, L. (2015). *Effects of Unit Personality and Climate on Unit Turnover Intentions*. Society for Industrial and Organizational Psychology (SIOP), Philadelphia, PA.

- Young, H. R., Farmer, B., & Harris, E. (2016, December 7). *The impact of racial equity climate on burnout across majority and minority membership*. DEOMI Collaborative Series, Patrick AFB United States.
- Young, H. R., Shoss, M., Farmer, B., & Harris, E. (2017, February). *Formative and reflective conceptualizations of broad discrimination*. University of South Florida Health Research Day, Tampa, FL.
- Zaandam, A., Hernandez, S., Young, H., Farmer, B., & Harris, E. (2017). *The Effects of Bullying on Military Retention*. University of South Florida Health Research Day, Tampa, FL.

2.6. TECHNICAL REPORTS

- Albowicz, C. (2017a). *Engagement DEOCS 4.1 Construct Validity Summary* (Technical Report No. 13–18). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/citations/AD1053317>
- Albowicz, C. (2017b). *Job Satisfaction DEOCS 4.1 Construct Validity Summary* (Technical Report No. 09–18). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB.
- Bupp, C. (2017). *Inclusion at work DEOCS 4.1 construct validity summary* (Technical Report No. 10–18). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/citations/AD1053298>
- Castellon, R., & McDonald, D. P. (2010). *Sexual harassment prevention initiatives: Quantitative and qualitative approaches*. Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB.
- Choy, E., & Farmer, B. (n.d.). *Student Photo Study*. Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB.
- Crittendon, D. (2017a). *An Assessment of FY2016 Locally Developed Questions from the DEOMI Organizational Climate Survey: Recommendations and Potential Implications* (Technical Report No. 10–17). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/pdfs/AD1037064.pdf>
- Crittendon, D. (2017c). *An assessment of FY2016 locally developed questions from the DEOMI organizational climate survey: Recommendations and potential implications* (Technical Report No. 10–17). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/pdfs/AD1037064.pdf>
- Culhane, E. (2017). *Connectedness DEOCS 4.1 Construct Validity Summary* (Technical Report No. 14–18). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/citations/AD1053335>
- Culhane, E., Merlini, P., & Pomerance, M. (2017). *Sexual Harassment DEOCS 4.1 Construct Validity Summary* (Technical Report No. 06–18). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/citations/AD1053047>
- Dandapani, A., & Stiller, K. (2017). *Military Sexual Trauma* (Technical Report No. 30–17). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB.
- Daniel McDonald, Gary McGuire, Joan Johnston, Brian Selmeski, Allison Abbe, Gail McGinn, & Nancy Weaver. (2008). *Developing and Managing Cross-Cultural Competence within the*

- Department of Defense: Recommendation's for Learning and Assessment.* (Report). Defense Language Organization. *Also available as Technical Report No. 17–18. Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1053801.pdf>
https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/ANBIB-Generational_Differences-20191218.pdf
- DEOMI. (2017). *Quantitative and Qualitative Analyses of Military Service Academy DEOMI Organizational Climate Survey (MSA DEOCS) Results that Characterize the Sexual Assault Continuum of Harm* (Technical Report No. 37–17). Defense Equal Opportunity Management Institute (DEOMI).
- DEOMI. (2021). *Celebrating 50 Years: Past, Present, & Future. Defense Equal Opportunity Management Institute (DEOMI).* Defense Equal Opportunity Management Institute (DEOMI). <https://www.defenseculture.mil/>
- DEOMI (2017). *Quantitative and Qualitative Analyses of USAFA DEOMI Organizational Climate Survey Comments (MSA DEOCS) results that Characterize the Sexual Assault Continuum of Harm for the United States Air Force Academy.* Defense Equal Opportunity Management Institute (DEOMI).
- DEOMI (2017). *Quantitative and Qualitative Analyses of USNA DEOMI Organizational Climate Survey Comments (MSA DEOCS) results that Characterize the Sexual Assault Continuum of Harm for the United States Naval Academy.* Defense Equal Opportunity Management Institute (DEOMI).
- DEOMI (2017c). *Quantitative and Qualitative Analyses of West Point DEOMI Organizational Climate Survey Comments (MSA DEOCS) results that Characterize the Sexual Assault Continuum of Harm for the United States Military Academy.* Defense Equal Opportunity Management Institute (DEOMI).
- Ellison, L. (2017a). *Command Leadership DEOCS 4.1 Construct Validity Summary* (Technical Report No. 15–18). <https://apps.dtic.mil/sti/citations/AD1053353>
- Ellison, L. (2017b). *Trust in Leadership DEOCS 4.1 Construct Validity Summary* (Technical Report No. 04–18). <https://apps.dtic.mil/sti/citations/AD1053028>
- Farmer, B. (2016). *Perceptions of Hazing and Bullying Among U.S. Military Service Members* (Technical Report No. 18–16).
- Farmer, B., & Choy, E. (n.d.). *Sexism Continuum of Harm Identification Study.*
- Garza, M. M. (2017). *Organizational Commitment DEOCS 4.1 Construct Validity Summary* (Technical Report No. 08–18). <https://apps.dtic.mil/sti/citations/AD1053072>
- Harris, E., Farmer, B., & Seman, S. (2017). *After action report of Phase II, Phase III, and transition to the U.S. Navy of the U.S. Navy “Community of Practice” milBook beta-test page (06-17)* [Technical Report].
- Law, C. L., & McDonald, D. P. (2011). *Sexual Harassment and Organizational Outcomes* (No. 99-11). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB.
- Law, C., & McDonald, D. P. (2016). *When Diversity Training Isn't Enough: The Case for Inclusive Leadership* (Technical Report No. 16–12). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/AD1070232>
- McCarthy, K. (2017c). *Literature review for best practices in sexual harassment prevention training* (Technical Report No. 23–17).

- McCarthy, K. (2017e). *Sexual harassment focus group response frequency* (Technical Report No. 26–17).
- McCarthy, K. (2017g). *Sexual harassment training styles: Evaluating tools with DoD personnel*. (Technical Report No. 25–17).
- McCarthy, K., & Polk, K. (n.d.). *Literature review for antecedents of sexual harassment* (Technical Report No. 22–17).
- McDonald, D. P. (2008). *A Brief Note on the Multi-Layered Nature of Cross-Cultural Competence* (No. 22–08). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/ADA488615>
- McDonald, D. P. (2019). *Validation of DEOCS 4.1: A Confirmatory Factor Analysis* (Technical Report No. 19–06). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/AD1086050>
- McDonald, D. P., Farmer, B., & Choy, E. (2021). *Report of Racial Disparities in the Military Justice System*. (Technical Report No. 21-06). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1125711.pdf>
- McDonald, D. P., & Parks, K. M. (2009). *DEOMI Diversity Climate Scale (DDMCS): Final Deliverable* (Technical Report No. 53–09). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1056268.pdf>
- McDonald, Daniel P., Steinke, J. C., & Rodeheffer, C. D. (2019). *Department of Defense Harassment Prevention Strategy: Prevention of Retaliation, Harassment, Reprisal, Bullying, and Hazing to Form a More Professional and Lethal Force*. Defense Equal Opportunity Management Institute (DEOMI). Patrick SFB, United States.
- McIntyre, R. M. (2019a). *Formative Evaluation of Equal Opportunity Advisor Training at the Defense Equal Opportunity Management Institute* (Technical Report No. 19–07). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/citations/AD1086053>
- McIntyre, R. M. (2019b). *Formative Evaluation of Equal Opportunity Advisor Training at the Defense Equal Opportunity Management Institute*. Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/AD1086470>
- McIntyre, R. M. (1995). *Examination of the psychometric properties of the senior leader equal opportunity survey: Equal opportunity perceptions* (DEOMI Research Series Pamphlet No. 95–6). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1060167.pdf>
- NATO STO. (2008). *Adaptability in Coalition Teamwork* (Technical Report RTO-TR-HFM-13; Science and Technology Organization (STO)). North Atlantic Treaty Organization (NATO).
- NATO STO. (2012). *Improving the Organisational Effectiveness of Coalition Operations* (Technical Report RTO-TR-HFM-163; Science and Technology Organization (STO)). North Atlantic Treaty Organization (NATO). <https://apps.dtic.mil/sti/citations/ADA577718>
- Parks, K. M., & McDonald, D. P. (2009). *DEOMI Diversity Management Climate Survey (DDMCS): Version 1.0* (Technical Report No. 54–09). <https://apps.dtic.mil/sti/citations/AD1070245>

- Peterson, M. H., van Driel, M., Crepeau, L. J., & McDonald, D. P. (2008). *Equal Opportunity Climate Strength as a Moderator of Climate-Outcome Relationships*. DEFENSE EQUAL OPPORTUNITY MANAGEMENT INST PATRICK AFB FL.
- Pomerance, M. (2017a). *Bullying DEOCS 4.1 construct validity summary* (Technical Report No. 16–18). <https://apps.dtic.mil/sti/citations/AD1053355>
- Pomerance, M. (2017b). *Group Cohesion DEOCS 4.1 Construct Validity Summary*. (Technical Report No. 12–18).
- Pomerance, M. (2017c). *Hazing DEOCS 4.1 Construct Validity Summary*. (Technical Report No. 11–18).
- Pomerance, M. (2017d). *Unlawful Discrimination DEOCS 4.1 Construct Validity Summary* (Technical Report No. 03–18).
- Pomerance, M. (2017e). *Unwanted Workplace Experience DEOCS 4.1 Construct Validity Summary*. (Technical Report No. 02–18). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/AD1100844>
- Ross, K. G. (2008). *Toward an operational definition of cross-cultural competence from interview data* (Internal CCC-08–1). Defense Equal Opportunity Management Institute (DEOMI). (DTIC No. ADA 488616).
- Ross, K. G., & Thornson, C. A. (2008). *Identification of measures related to cross-cultural competence* (Internal CCC–082). Defense Equal Opportunity Management Institute (DEOMI). (DTIC No. ADA 488611).
- Smith, J. G., & McDonald, D. P. (2015). *No Laughing Matter: Interracial and Intra-ethnic Patterns in Off Color Jokes* (Technical Report No. 11–13). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/citations/AD1002270>
- Steinhauser, E. (2017b). *Sexual assault prevention and response climate DEOCS 4.1 construct validity summary* (Technical Report No. 05–18). <https://apps.dtic.mil/sti/citations/AD1053063>
- Stewart, J. (2000). *The Effects of Racial Incidents on Satisfaction with Military Life: Evidence from the Armed Forces Equal Opportunity Survey*. <https://apps.dtic.mil/sti/pdfs/AD1072703.pdf>
- Stewart, J., & McDonald, D. (2009). *Assessing Alternative Approaches to the Development of a DEOMI Cross-Cultural Competency Inventory* (Technical Report No. 07–09). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1044661.pdf>
- Svec, L., & McDonald, D. P. (2013). *Hazing in the military: A pilot study* (No. 07–13). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/AD1005485>
- Thornson, C. A., & Ross, K. G. (2010). *Interim construct validation report for the DLO research initiative*. Orlando, FL: Cognitive Performance Group.
- Truhon, S. A., McDonald, D. P., & Parks, K. M. (2010). *Psychometric Properties of the DEOMI Organizational Climate Survey*. Defense Equal Opportunity Management Institute (DEOMI).
- Truhon, S. A., & Parks, K. M. (2005). *Norming the DEOMI Organizational Climate Survey* [Technical Report]. <https://apps.dtic.mil/sti/citations/ADA496522>

- van Driel, M. (2009). *Assessing Organizational Cross-Cultural Competence in the Military: Developing a Measure (DEOMI Unit Level 3C Model)*. Defense Equal Opportunity Management Institute (DEOMI).
- Wan, W. (2017). *Re-Construction of Reference Population and Generating Weights by Decision Tree* (Technical Report No. 11–17). <https://apps.dtic.mil/sti/pdfs/AD1037197.pdf>
- Wan, W. (2018). *Validation of Non-respondents in Defense Equal Opportunity Climate Survey (DEOCS) weighting*.
- Wan, W., & McDonald, D. P. (2020). *Analysis of Data from DEOCS Survey: Weighting by Decision Trees, Evaluation of Weights, and Non-Response Bias Analysis* (Technical Report No. 20–02). Defense Equal Opportunity Management Inst Patrick AFB FL Patrick AFB. <https://apps.dtic.mil/sti/pdfs/AD1100775.pdf>
- Wildman, J. (2012). *Cross-Cultural Competence (3C) and Diversity Management Support Task 1.2.2.2. Technical Report The Impact of Cultural Values on Team Functioning: A Meta Analysis* (Technical Report No. 02–13). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1070235.pdf>
- Witt, L. A., King, W. R., Perry, S. J., Crepeau, L., van Driel, M., & McDonald, D. P. (2012). *A tale of two studies: Equal opportunity climate and mission readiness*. Defense Equal Opportunity Management Institute (DEOMI).
- Witt, L. A., Palmer, A., & McDonald, D. P. (2014). *The Effects of Personality Dissimilarity on Mission Readiness* (Technical Report No. 02–14). Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/pdfs/AD1044664.pdf>
- Yuengling, R., Parks, K. M., & McDonald, D. P. (2011). *Foundation for diversity training: Competency model and learning objectives*. (Technical Report No. 06–12). Defense Equal Opportunity Management Institute (DEOMI). https://www.defenseculture.mil/Portals/90/Documents/Research/Publications/TECR_06-12-Foundation_for_Div_Trng-20191106.pdf
- Zickar, M., Mcabee, S., & Farmer, B. (2018). *Study of Differential Item Functions of the Defense Equal Opportunity Climate Survey (DEOCS)*.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
3C	Cross Cultural Competency
A2S	Assessment to Solutions
CoE	Center of Excellence
D2T	
DACOWITS	Defense Advisory Committee on Women in the Services
DEOMI	Defense Equal Opportunity Management Institute
D&I	Diversity and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
DEOCS	Defense Equal Opportunity Climate Survey
DMOC	Diversity Management Operations Center
DRRI	Defense Race Relations Institute
EEO	Equal Employment Opportunity
HP	Harassment Prevention
MEO	Military Equal Opportunity
MEOCS	Military Equal Opportunity Climate Survey
MLDC	Military Leadership Diversity Commission
NATO	North Atlantic Treaty Organization
ODEI	Office for Diversity, Equity, and Inclusion
POP	Principles of Prevention
SAPRO	Sexual Assault Prevention and Response Office

ACRONYM**MEANING**

SOGI

Sexual Orientation and Gender Identity

STO

Science and Technology Organization

USMA

United States Military Academy

USMC

United States Marine Corps

ADDITIONAL REFERENCES

- Burgin, S. (2015). "The Most Progressive and Forward-Looking Race Relations Experiment in Existence": Race "Militancy", Whiteness, and DRRI in the Early 1970s. *Journal of American Studies*, 49(3), 557–574. <https://doi.org/10.1017/S0021875814001856>
- DEOMI. (2021). Celebrating 50 Years: Past, Present, & Future. Defense Equal Opportunity Management Institute (DEOMI). <https://www.defenseculture.mil/Portals/90/Documents/AboutDEOMI/Anniversary/50th%20Anniversary%20Booklet.pdf?ver=FxTokqwfk9PJGUPMXX3cGA%3d%3d>
- Fiman, B. G., & Nordlie, P. G. (1978). An Analysis of the Training of Army Personnel at the Defense Race Relations Institute. (TR-78-BI4; ARI Technical Report). U.S. Army Research Institute for the Behavioral and Social Sciences.
- Hope, R. O. (1973). Impact of DRRI Race Relations Instruction on the Armed Forces. Defense Race Relations Institute (DRRI).
- Hope, R. O. (1979). Racial Strife in the U.S. Military: Toward the Elimination of Discrimination. Praeger.
- Kamarck, K. N. (2019). Diversity, Inclusion, and Equal Opportunity in the Armed Services: Background and Issues for Congress (No. R44321). Congressional Research Service. <https://apps.dtic.mil/sti/pdfs/AD1169611.pdf>
- Lowen, J., & McDonald, D. P. (2022). Race and Ethnic Diversity in the U.S. Armed Forces: A Continued Evolution Toward an Inclusive and Lethal Force. In *Military Diversity in Multinational Defence Environments: From Ethnic Intolerance to Inclusion*. North Atlantic Treaty Organization (NATO).
- McIntyre, R. M. (2019). Formative Evaluation of Equal Opportunity Advisor Training at the Defense Equal Opportunity Management Institute. Defense Equal Opportunity Management Institute (DEOMI). <https://apps.dtic.mil/sti/citations/AD1086470>