

The following reading list is made to prepare the debate which will be held at Loyola Marymount University. The topics of the debate will be the following:

What are the most significant threats of emerging forms of warfare to the militaries of Western liberal democracies?

In the light of these threats, how, if at all, would Western liberal democracies benefit from changing their approaches and/or policies toward recruitment and training?

How prepared are Western liberal democracies to deal with emerging forms of warfare?

Reading 1:

1. What is DEI? Historical construction, what have been the long-standing problems / controversies concerning DEI? (2-4 articles)

[History of DEI: The Evolution of Diversity Training Programs](#)

Hellen Golden, Notre Dame de Namur University – 1 JAN 2024

Keywords: Origins, DEI, Training, Initiatives

Reading Time: 9-11 min

This article reviews the origins of DEI and the history of the programs. DEI influenced corporate culture over the years and grew significantly, especially during the past few years. DEI has had profound impact on shaping inclusive and equitable workplaces and educational environments.

[The Pursuit of Fairness: A History of Affirmative Action](#)

Terry H. Anderson, Oxford University Press – 2004

Keywords: Civil Rights, Draft, Segregation, Segregated Armies, Jim Crow, Employment Discrimination

Reading Time: 30-35 min

A historical perspective on the origins of DEI in the United States. The introduction recounts the progress in the field of equal opportunity during times of crisis, especially during times of war and the Great Depression. The first 23 pages are available online, of which the following extract are particularly relevant to the topic of DEI in the armed forces:

Page 1-2: “September 1940, with war clouds on the horizon [...] but this is asking too much.”

Page 8: “The federal government did not [...] some of them still wearing military uniforms.”

Page 16-23: “The same summer Congress [...] offices across the nation.

The above reading is especially meant to give a historical perspective to why DEI is so important in the American armed forces.

[Russia opens criminal probe after gunmen 'shot dead at least 11 troops and wounded 15 others at military training ground near the Ukrainian border in row over Putin's war'](#)

David Averre and Will Stewart, Mail Online – 17 OCT 2022

Keywords: Russia, Ukraine war, Intolerance, Tajik, Conscripts

Reading time: 3-4min

The following article is an illustration of the worst possible outcome of the absence of DEI in the armed forces. The article reports on a shooting which took place in a military barrack in Russia when of Russian conscript of Tajik-Muslim origin shot and killed his commander and several of his comrades following frustration about continued disrespect to his religion and insults to his beliefs.

2. What are the current controversies? Is DEI truly at fault or are other factors at play in the ongoing DEI controversies? (2-4 articles)

[Claudine Gay's Resignation Will Fuel Critics Of ESG And DEI](#)

Jon McGowan, Forbes – 4 JAN 2024

Keywords: Claudine Gay, Harvard, Controversy, DEI, College

Reading Time: 4-5 min

Although Claudine Gay's appointment as first Black president of Harvard was highlighted, most of her reputation was damaged after the controversy that broke last December. She was then accused of being illegitimate to the job of Harvard President and the debate around the good use of DEI resumed with greater intensity.

[Bill Ackman sur X : "In light of today's news..."](#)

Bill Ackman, X – 3 JAN 2024

Keywords: Resentment, DEI, Harvard, Leadership, Minorities, Claudine Gay

Reading time: 20-22 min

Bill Ackman is the CEO of Pershing Square Capital Management and a Harvard Alumni. In this tweet, he resents the current uses of DEI and criticizes its application. His viewpoint on American education is linked to businesses and he states his disappointment in Harvard. According to him, DEI should be banned.

[How Utah's proposed DEI restrictions could affect universities](#)

Brigham Tomco, Deseret News – 18 JAN 2024

Keywords: DEI, Bill, Utah, Ban, University, Anti-DEI

Reading time: 6 – 7 min

This article relates the very recent news of the passing of HB261, a bill anti-DEI that aims at banning DEI trainings within public universities, schools and institutions of the state. The bill was supported by the House Education Standing Committee and the people advocating for the bill advance DEI are in opposition to equal rights.

[Congress considers 'very severe rollback' of military's DEI programs](#)

Nikki Wentling, Military Times – 7 OCT 2023

Keywords: 'Wokeism,' Congress, Defunding

Reading time: 5 min

DEI is coming under strong scrutiny in Congress as it is increasingly perceived as a partisan and left wing phenomenon of 'wokeism' by certain parts of American society, including in the army.

3. How is DEI applied to the US armed forces, in terms of legislation, implementation, etc... (2-4 articles)

[Diversity, Inclusion, and Equal Opportunity in the Armed Services: Background and Issues for Congress](#)

Congressional Research Service – 5 JUN 2019

Keywords: Congress, DEI, US Military, Leadership, Report, Data, DoD

Reading time: 1h+

The report of the Congress contains all information needed on DEI within the US military. The efforts by Congress to assess equal opportunities are mentioned in the different chapters. The report also contains data to support its information and examples. All chapters are important and focus on either policies, history, events, figures or offices in charge of DEI.

Page 6 to 11: How Does DOD Define Diversity, Inclusion, and Equal Opportunity?

Reading time: 12 – 14 min

This extract mentions how DEI is considered and viewed within the US military. It also gives the detail of different policies implemented and exemplifies them with figures, tables and data, as well as a strategic plan from the Department of Defense. The following chapter is about the evolution and history of DEI in the armed forces.

Page 47 to 60: Military Diversity and Equal Opportunity Issues for Congress; Are Diversity and Equal Opportunity Initiatives Needed in the Military?

Reading time: 21 – 23min

This extract mentions diversity in Leadership and presents the impact it has had on organizational strategic and performance outcomes. Additionally, it explores the question of the need for DEI in the military and explains the viewpoints for and against the use of diversity. Is there more to promote DEI in the military?

[RAND Research Report DEI](#)

Maria C. Lytell, Elicia M. John, Melissa Shostak, Miriam Matthews, RAND Project Air Force – 2023

Keywords: DEI, DAF, Recruiting, Minorities, Research

Reading Time: 30-35 min

One of the goals of the Department of Air Force is to achieve greater demographic diversity among recruits and applicants. This report aims at defining the main gaps, issues and challenges regarding DEI in DAF in order to increase their efforts.

[Department of Defense Diversity, Equity, Inclusion, and Accessibility Strategic Plans: Fiscal Years 2022-2023](#)

Office for Diversity, Equity, and Inclusion, DoD – 2020

Keywords: DEI, DoD, Recommendations, Efforts, Goals, Policies

Reading Time: 40 - 45min

The Office for Diversity, Equity and Inclusion of the DoD created a strategic plan which summarizes their different goals and their supporting objectives. To demonstrate their commitment, they present an overview of their efforts and programs as well as key policies, procedures and practices. The ODEI also provides a roadmap for each goal with priority objectives and initiatives.

Reading list 2:

- 1. What are the most significant threats in emerging warfare affecting western militaries today? (for the US, the UK, France, Germany) (4-5 articles)**

General threats

[Countering Hybrid Warfare: So What for the Future Joint Force?](#)

Sean Monaghan, PRISM – 2019.

Keywords: Hybrid threats, Hybrid warfare, Defense policy, Coordination, Resilience

Reading Time: 17-19 min

This article discusses the challenges of hybrid threats and warfare. The article underscores the dilemma of responding to nonviolent actions and outlines implications for defense policy, including improved coordination and potential organizational revisions, including the need to deeper cooperation between allies and across different cultures. (One angle of debate would be to see how incorporating DEI as an organizational norm could help communication between allies)

[How Demography Destroys \(or Builds\) Armies - Recruitment, Retention and Manpower](#)

Perun, YouTube – 14 JAN 2024

Keywords: Retention, Recruitment Funnel, Recruitment, Training, Private sector poaching.

Recommended listening: [6:10 – 37:35](#)

An in-depth look into the multiple factors at play in the ongoing recruitment crises. Aging demographics are the biggest factor, and the one that countries are the most hard pressed to solve. However other factors are easier to tackle such as retention rates, eligibility criteria, recruitment tactics and private-public competition for manpower.

USA specific

[The Ghost of GWOT Haunting the Military Recruiting Crisis](#)

Ethan Brown, Modern War Institute, West Point – 28 DEC 2023

Keywords: Global War on Terror, Recruitment issues, Societal Fatigue, Confidence

Reading time: 4-5 minutes

The following article goes over how the end of the Global War on Terror (GWOT) has sapped a lot of enthusiasm out of the military in the US. In 2023, all service branches of the US armed forces failed to meet their recruiting goals. This is due to a number of factors, one of which seems more structural than all others, the inevitable and structural decline in enthusiasm in the army following every military defeat and demobilization, including for the GWOT.

France specific

[Can France's Big Bucks Fill the Defense Gaps](#)

Michele Barbero, Foreign Policy – 8 JUN 2023

Keywords: Military Spending, Underfunding, Strategic Depth

Reading time: 3 minutes

Following Russia's full scale war in Ukraine, France considerably increased its funding for the military. However it is unclear whether the extra will be enough to bridge the gaps in France's army, which remains technologically advanced yet devoid of much needed depth in equipment number. (Can DEI even play a role when the problem is in economics and industry?)

UK specific

['Defence in a Competitive Age' and threats facing the UK](#)

House of Lords Library, UK Parliament – 2021

Keywords: Threats, MoD, Defense, Issues, Measures

Reading time: 10-12min

This article reviews UK's defense capabilities. The paper contains a range of measures, including how the UK will respond to current and future threats, notably by rebalancing UK armed forces. It also summarizes the debate that took place in the House of Commons on the command paper.

Germany specific

[Germany Calling: The Bundeswehr and Acquisition and a Broken Narrative](#)

John Louth, RUSI – 13 FEB 2019

Keywords: Bundeswehr, Procurement, Bureaucracy, Recruit shortage

Reading time: 6 min

Germany's acquisition arm is severely broken and is affecting readiness of the armed forces. Broken procurement has meant low readiness, unmaintained vehicles and demoralized personnel with insufficient equipment.

[Germany, rearmament, and Ukraine - "Why 100 billion Euro may not fix the German military"](#)

Perun, Youtube – 3 JUL 2022

Keywords: Rearmament, Procurement Disasters, Scope Creep, Bundeswehr

Listening time: 1:17:54

The following video paints a particularly bleak outlook of the German military rearmament efforts. Although on paper Germany has a massive armaments industrial base and the economy to back up any rearmament efforts, it severely under performs, especially when compared to France. The main reason is bureaucracy and procurement disasters. Issues in procurement can be a detrimental threat to any army.

[12:13 – 19:16](#) : The Broken Bundeswehr – The German Bundeswehr isn't necessarily underfunded, rather it is incredibly inefficient.

2. What role can DEI play to help counter these threats? / What advantages in terms of access to talent are enabled by DEI? (3-4 articles)

[Ethnic, Cultural and Gender Diversity in the Bulgarian Armed Forces: a Vision for a Multicultural Force](#)

Yantsislav Yanakiev, in *Military Diversity in Multinational Defense Environments: From Ethnic Intolerance to Inclusion*, NATO Science and Technology Organization – 2023, pages 57-70.

Keywords: Ethnic minorities, Roma, Bulgaria, Integration, Women in the army.

Reading Time: 10-15 min

The following article is a case study of Bulgaria's efforts to better integrate its Roma and Turkish minorities into its armed forces. The article also looks at the Bulgarian Armed Forces' (BAF) efforts to increase the proportion of female personnel.

[Leveraging diversity for military effectiveness](#)

Linda Slapakova, Ben Caves, Marek Posard, Julia Muravska, Diana Dascalu, Diana Myers, Raymond Kuo, Kristin Thu, RAND corporation – 2022, pages 28-37

Keywords: Cyber skills, Recruitment,

Reading Time: 22-24 min

Chapter 3 of this RAND corporate paper on the real world applications of DEI in the military tackles the topics of relaxing recruitment standards to attract personnel specialized in cyberwarfare. It also discusses the usefulness of DEI in recruiting policies to attract a wider demographic to the military.

[Soldiers with autism give army rare view into intel, and disorder](#)

Mitch Ginsburg, The Times of Israel – 8 MAR 2015

Keywords: Autism, IDF, Satellite imagery, Neurodiversity

Reading Time: 15-17 min

The following article describes the integration of autistic individuals into the Israeli armed forces in roles catered to their needs but also skills. By accommodating special training and offering a more socially forgiving environment, the IDF has been able to recruit and capitalize on neuro-divergent individuals' ability to perceive and decrypt complex aerial imagery differently.

[Le rôle des Gurkhas au sein des forces armées britanniques](#)

Ana Pouvreau, Revue Défense Nationale – 2019

Keywords: Gurkhas, Foreign recruits, Cultural integration,

Reading time: 5-8 min

Article in French. The following article gives a succinct overview of the Gurkhas within the British army. The British army has increasingly been relying on foreign recruits for its manpower deficits. In this context, a good understanding of foreign cultures and the creation of a respectful environment in the army are key to meeting recruitment goals while maintaining cohesion.

[We're All Up Here Together](#)

U.S. Air Force Academy, YouTube – 31 MAR 2021

Keywords: Diversity, Air Force, Space Force,

Video duration: 3:41

A video produced by the US Air Force Academy talking about the struggles that women and minorities have faced at the academy and the progress they intend to make. This video seeks to promote the efforts made in the field of DEI at the academy.

[NASA aims to boost diversity at space agency with 2 high-ranking positions](#)

Samantha Mathewson, Space.com – 31 MAR 2023

Keywords: NASA, Diversity Ambassadors, Program

Reading time: 2-3min

Article that relates the information shared by NASA in their statement about diversity. They named a diversity ambassador to advance DEIA at the agency. Furthermore, NASA offers N3 internship programs for neurodivergent people in order to support autistic learners. (more information on: [N3: NASA's Neurodiversity Network](#))

[Admission of Deaf Soldiers to the Military: Rethinking the "Undifferentiated Soldier" Paradigm](#)

Michael Schwartz, Arkansas Law Review, JAN 2018

Keywords: Deaf, Hard of hearing, Eligibility requirements, 'Undifferentiated Soldier'

Reading time: 20 min

The following article advocates for the reconsidering of US military admission criteria, especially in regards to deaf people. The article argues that with technological advancements and the changing needs of modern warfare, deaf people could and should be allowed to serve. The article also questions the need for an 'undifferentiated soldier,' that is to say that all servicemen and servicewomen must be able to deploy in combat at all times.