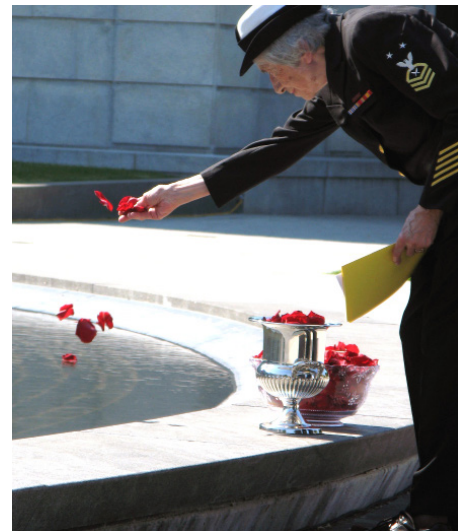


# A Historical Review of the Influence of the Defense Advisory Committee on Women in the Services (DACOWITS)

1951 to present: A 70 year review



Secretary of Defense  
Federal Advisory Committee

## Cover photos

### Top right

*Retired Navy Master Chief Petty Officer Anna Der-Vartanian places rose petals into the reflecting pool at the Women in Military Service for America Memorial's annual Memorial Day observance at Arlington National Cemetery in Arlington, Virginia, May 26, 2008. In 1959, Der-Vartanian became the Navy's first female master chief petty officer, the Navy's highest enlisted grade, and the first woman in the Armed Forces to be promoted to the rank of E-9, the highest enlisted rank in the Military Services.*

### Middle right

*General Janet Wolfenbarger, the Air Force's first female four-star general, is the highest ranking military woman ever to serve on DACOWITS and the longest serving consecutive DACOWITS Chair.*

### Bottom right

Dr. Mary Edwards Walker was a prisoner of war and surgeon during the Civil War. She is the only woman ever to be awarded the Congressional Medal of Honor.

### Top left

*President Truman signing the 1948 Women's Armed Services Integration Act, which authorized women to serve as permanent, regular members of the U.S. military.*

### Bottom left

*This photo was used to create the 1997 Women in Military Service stamps in response to DACOWITS' 1974 recommendation.*

### Center

*Private Cathay Williams, a former slave, was the only woman to serve in the U.S. Army as a Buffalo Soldier during the Civil War, posing as a man under the pseudonym William Cathay.*

# A Historical Review of the Influence of the Defense Advisory Committee on Women in the Services (DACOWITS) From 1951 to Present: A 70-Year Review



December 2020

## Authors

Rachel Gaddes  
Sidra Montgomery  
Zoe Jacobson  
Shannon Griffin  
Jordan Stangle  
Ayanna Williams  
Jessica Myers  
Rob Bowling II

## Submitted to

Defense Advisory Committee on Women  
in the Services (DACOWITS)  
4800 Mark Center Drive, Suite 04J25-01  
Alexandria, VA 22350-9000

## Project Officer

COL Elaine Freeman

## Submitted by

Insight Policy Research, Inc.  
1901 North Moore Street  
Suite 1100  
Arlington, VA 22209

## Project Director

Rachel Gaddes

# Contents

Chapter 1. Introduction.....	1
Chapter 2. History of Women in the U.S. Military .....	2
Women’s Devotion to Military Service Began Before They Were Granted Official Permission to Serve .....	2
Expansion of Women’s Service in Nursing and Administrative Roles .....	3
World War II and Increased Opportunities for Women in the U.S. Military .....	4
The All-Volunteer Force and Women’s Admittance to Military Service Academies.....	5
Expansion of Combat Roles for Women.....	6
Women in the Military Today.....	7
Chapter 3. History of DACOWITS, 1951 to Present .....	8
Committee Size and Membership.....	9
Committee Organizational Structure .....	10
Areas of Focus Over the Years.....	11
Installation Visits.....	12
Guidance for Committee Members .....	14
DACOWITS Support of Other DoD Activities.....	15
Looking Ahead: The Future of DACOWITS .....	16
Chapter 4. Analysis of DACOWITS Recommendations, 1951 to Present .....	17
Trends in DACOWITS Recommendations .....	17
Recommendation Analysis Methods .....	17
Common Themes Addressed in Recommendations.....	18
Common Types of Recommendations .....	20
Common Purposes of Recommendations .....	20
Common Target Entities for Recommendations .....	21
DACOWITS Recommendations Across the Decades.....	22
History of DACOWITS Areas of Concern as Reflected in Its Recommendations.....	22
Career Progression .....	29
Family Support.....	34
Education and/or Training .....	36
Women’s Health and Well-Being.....	39
Pregnancy .....	39
Marketing and Recruitment .....	40
Additional Recommendations .....	42
Chapter 5. Conclusion.....	46
References.....	48





As the Defense Advisory Committee on Women in the Services (DACOWITS) prepares to celebrate seven decades of service to the Department of Defense (DoD) next year, we are proud to present this retrospective on the influence of this important Committee during the past 70 years. As the 50th and longest tenured Chair of DACOWITS, it is my honor to introduce this study. I served in the U.S. Air Force for 35 years, culminating my career in 2015 as the first female four-star general in my branch of Service. I was the beneficiary throughout my career of the changes driven by DACOWITS, starting with my appointment into the first class of women to attend the U.S. Air Force Academy in 1976, a change advocated by DACOWITS.

The work of this Committee has proven to be of utmost value to DoD. As one of the few Federal Advisory Committees that conducts annual installation visits to meet with Service members across all branches, we serve as the eyes and ears of the Department to ferret out issues and propose recommendations to address them. The Committee has proffered more than 1,000 recommendations during the past 70 years, 98 percent of which have been either fully or partially implemented by DoD.

Ms. Helen Hayes, the famous actress, and—more pertinent to this retrospective—a member of the inaugural Committee, said in 1951: “All of us must work at patriotism, not just believe in it. For only by our young women offering their service to our country as working patriots in the Armed Forces ... can our defense be adequate.” This quote is on the DACOWITS coin that is presented to individuals during our installation visits as a token of appreciation for outstanding support. Ms. Hayes’ sentiment from 1951 remains apropos today, almost seven decades later.

After serving in uniform for more than three decades, followed shortly thereafter by chairing DACOWITS for the past 4 years, my sincerest hope is that there will be a time when DACOWITS is no longer needed. As heartfelt as that hope is, I am absolutely convinced the need for DACOWITS remains as valid today as when this Committee was first formed. I am extraordinarily proud to be a part of the important work of DACOWITS. We conduct one of our public quarterly business meetings every March during Women’s History Month. Annually at that meeting we pause to reflect on the substantial progress made since DACOWITS was established in 1951. Then we turn to the Committee’s current study topics with the profound realization our work is not yet done.

Janet C. Wolfenbarger  
General (Retired), U.S. Air Force  
DACOWITS Chair

# Chapter 1. Introduction

In preparation for the DACOWITS' upcoming 70th anniversary in 2021, the Committee conducted an analysis of its efforts and impact during its history. As an anniversary synopsis, this chapter does not reflect every issue DACOWITS has studied during its tenure. DACOWITS' recent work in 2019 and 2020 is reflected here on important topics such as domestic abuse, conscious and unconscious gender bias, and marketing strategies, but implementation of recommendations by the Department of Defense and Military Services remains ongoing. The purpose of this chapter is to present an overview of DACOWITS' impact through a detailed review of the more than 1,000 recommendations made by the Committee. These recommendations have addressed dozens of issues and challenges facing women in the U.S. military, some of which have been resolved over time and others that persist today. To provide context for this analysis, the chapter also includes a brief overview of women's service and a review of the history of the Committee.



Women in the U.S Navy. Photo from the DACOWITS archives

Chapter 2 presents a history of women's service in the U.S. military. Chapter 3 provides an overview of the history of DACOWITS from 1951 to present day. Chapter 4 describes the research team's methodology for analysis, and presents the results of the analysis of DACOWITS' recommendations over time. Chapter 5 presents the conclusion.

# Chapter 2. History of Women in the U.S. Military

Women’s service has been integral to the success of the Military Services of the United States. Hundreds of years before women were allowed to serve, they aided the fight by ensuring troops were fed and clothed, and some joined the ranks disguised as men. The U.S. military’s reliance on women as nurses and the wartime need for additional support opened the door for women’s permanent place in the Military Services. Despite restrictions on their service and occupational roles over the years, women have continued to succeed and break barriers in the U.S. military. Table 2.1 presents a summary of the number of women who have served and died in service from the Civil War through the conflicts in Iraq and Afghanistan.

**Table 2.1. Number of Women Who Served and Died in Service by Conflict**

War/Conflict Period	Dates	Number of Women Who Served	Female Casualties
Revolutionary War	1775–1783	Unknown <sup>a</sup>	Unknown <sup>a</sup>
Civil War	1861–1865	6,000 <sup>b,c</sup>	Unknown <sup>c</sup>
Spanish-American War	1898–1902	1,500 <sup>a</sup>	22 <sup>a</sup>
World War I	April 1917–November 1918	35,000 <sup>c</sup>	400 <sup>c</sup>
World War II	September 1940–July 1947	400,000 <sup>a</sup>	400 <sup>a</sup>
Korean War	June 1950–January 1955	50,000 <sup>a</sup>	2 <sup>a</sup>
Vietnam War	August 1964–May 1975	265,000 <sup>d</sup>	8 <sup>a</sup>
Persian Gulf War	1990–1991	41,000 <sup>e</sup>	15 <sup>a</sup>
Operation Enduring Freedom and Operation Iraqi Freedom	2001–2014	700,000 <sup>a</sup>	161 <sup>a</sup>

**Notes:**

The number of women who served in each conflict and the casualty count were difficult to determine, especially prior to World War I. The number of women who served consists of those who served at home and abroad during the conflict time period. The information presented here reflects conflicts with different lengths, scopes, and personnel levels.

<sup>a</sup> U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics, 2017<sup>1</sup>

<sup>b</sup> This is an estimation of the number of nurses who served in the Civil War. Historians have also estimated approximately 400 women served in disguise as men.

<sup>c</sup> U.S. Army, n.d.<sup>2</sup>

<sup>d</sup> Of this number, 7,500 women were deployed abroad.

<sup>e</sup> Bellafaire, 2019<sup>3</sup>

## Women’s Devotion to Military Service Began Before They Were Granted Official Permission to Serve

During the American Revolution (1775 to 1783), women provided support to the battlefield by serving as nurses, cooks, laundresses, seamstresses, and water bearers. These women, known as “camp followers,” took care of essential domestic responsibilities for American troops who were at war. Some women served as saboteurs and spies who



Photo from the DACOWITS archives

aided American troops by garnering important information, relaying messages, or carrying contraband.<sup>4,5,6</sup> Although women had no official role in the U.S. military, their service was vital to the sustainment and success of American troops. Decades later in the 1830s, the Lighthouse Service, which would later become the Coast Guard, assigned women as lighthouse keepers for the first time.<sup>7</sup>

During the Civil War (1861 to 1865), most women who served were nurses who provided medical care to both Union and Confederate troops; it is estimated 6,000 women provided nursing support.<sup>8</sup> In 1862, women served on *Red Rover*, the Navy's first hospital ship, providing medical care to Union soldiers.<sup>9</sup> Women also served as cooks, laundresses, and clerks. Several hundred women disguised themselves as men to serve on the battlefield. These women went to great lengths to join the fight and conceal their identity by cutting their hair; adopting new, masculine names; binding their breasts; and padding their trouser waists.<sup>10</sup> The Civil War produced the first and only woman to receive the Medal of Honor. Dr. Mary Walker served as a surgeon, providing life-saving medical care to troops. Her Medal of Honor, first awarded in 1865<sup>i</sup>, described how she "devoted herself with much patriotic zeal to the sick and wounded soldiers, both in the field and hospitals, to the detriment of her own health."<sup>ii</sup> Near the end of the 19th century, approximately 1,500 civilian women were contracted as nurses to serve in domestic Army hospitals during the Spanish-American War.<sup>12</sup>

## Expansion of Women's Service in Nursing and Administrative Roles

Women's continued success serving as nurses, in particular during the Spanish-American War, led to the establishment of the Army Nurse Corps in 1901 and the Navy Nurse Corps in 1908. The first 20 nurses in the Navy, known as the "Sacred Twenty," were credited with breaking barriers for women in that Military Service.<sup>13,14</sup> The scope and size of women's roles in the U.S. military greatly expanded during World War I. More than 35,000 women served during this time, and nearly 400 women were killed in action. While most female Service members served as nurses, they also worked as administrators, secretaries, telephone operators, and architects.<sup>15</sup> In 1917, the Navy opened enlistment for women as yeomen to provide clerical support and fill other shore-



The "Sacred Twenty": The Navy's first nurses, October 1908

<sup>i</sup> Dr. Walker was awarded the Medal of Honor by President Andrew Johnson in November 1865. However, her medal was rescinded in 1917, along with several hundred others, because she was a civilian who did not have commissioned service. In 1977, President Jimmy Carter restored her medal posthumously.



related shortages. The first enlisted woman was 21-year-old Loretta Perfectus Walsh, who was sworn in March 21, 1917. She worked as a Navy recruiter, sold bonds, and helped nurse sick influenza patients during the 1918 Spanish Flu pandemic.<sup>16</sup> Female yeomen worked in Washington, D.C., primarily performing clerical and other office work but sometimes serving as mechanics, truck drivers, camouflage designers, cryptographers, telephone operators, and translators.<sup>17</sup> In 1918, the then-Secretary of the Navy allowed women to enlist in the Marine Corps for the first time. Opha May Johnson, the first woman to join the Marine Corps, enlisted August 13, 1918.<sup>18</sup>

## **World War II and Increased Opportunities for Women in the U.S. Military**

World War II saw yet another expansion of women's roles, both in the Military Services and industrial workplaces on the home front. The need for women's service was reflected in the broadening of official military roles for women beyond nursing and clerical work, which included the establishment of the Women's Army Auxiliary Corps (later the Women's Army Corps), the Women Airforce Service Pilots, the Navy's Women Accepted for Volunteer Emergency Service, the Marine Corps Women's Reserve, and the Coast Guard Women's Reserve during the early 1940s.<sup>19</sup> Women were serving in the U.S. military as pilots, mechanics, and drivers, and also worked in communications, intelligence, and supply. Civilian American women also supported the war effort through their roles in industrial factories, captured by the quintessential image of "Rosie the Riveter."<sup>20,21</sup> At the end of World War II, without the need for wartime levels of staffing, the size of the military contracted along with the number and scope of women's roles; at the end of World War II, only women with critical skills were being recruited for military service.<sup>22</sup> Throughout the conflict, more than 400,000 women supported the war effort at home and abroad.<sup>23</sup>

Three years later in 1948, President Harry Truman drastically changed the U.S. military by signing the Women's Armed Services Integration Act, granting women permanent status in both the regular and Reserve forces.<sup>24,25</sup> Under this Act, women could compose no more than 2 percent of the total force, and female officers were not to exceed 10 percent of women serving. Service secretaries could discharge female Service members without cause, and women's service was restricted; women were not allowed on aircraft or ships engaged in combat.<sup>26</sup> Less than 1 month later, President Truman signed Executive Order 9981, which ended racial segregation in the U.S. military, allowing women of color equal access to serve.<sup>27,28</sup>

By the start of the Korean War, approximately 22,000 women were serving in the U.S. military, 30 percent of whom were in the medical or healthcare field.<sup>29</sup> While few women deployed outside of the continental United States during the conflict, a total of 120,000 women served during the Korean War.<sup>30</sup> In 1951, during the Korean War, DACOWITS was established to advise on the recruitment of women into the U.S. military.<sup>31</sup> A notable first at the end of the 1950s was the promotion of Anna Der-Vartanian to master chief petty officer; she became the first woman in the Military Services promoted to the rank of E-9.<sup>32</sup> Despite these progressive steps toward opening military service for women after World War

II, President Truman signed Executive Order 10240 in 1951, which allowed DoD to discharge women who were pregnant, gave birth during service, or who already had children. This policy requiring the involuntary separation of women who were pregnant or had children persisted until 1975.<sup>33</sup>

## The All-Volunteer Force and Women's Admittance to Military Service Academies



Photo from the DACOWITS archives

During the course of the Vietnam War, approximately 7,000 servicewomen served in Southeast Asia; 8 died in the line of duty, including 1 woman who was killed by enemy fire.<sup>34</sup> Modifications to the Women's Armed Services Integration Act in 1967 lifted the restriction on women composing more than 2 percent of military personnel, which allowed women to reach more senior officer ranks for the first time.<sup>35</sup> Brigadier General Anna Mae Hays, who began her service in 1942 as an Army nurse, became the first woman general officer in the Military Services in 1970.<sup>36</sup> In 1973, the U.S. military ended conscription, becoming an All-Volunteer Force. This significant change to the structure of military staffing necessitated a greater need for the recruitment of and reliance on women because there were not enough

qualified male volunteers to meet the demand for military service.<sup>37</sup> The 1970s also opened the door for women to access additional training and professional development opportunities, the Reserve Officers' Training Corps (ROTC), and the Military Service Academies (MSAs). In 1976, President Gerald Ford signed a law allowing women to enter the MSAs,<sup>38</sup> the first classes to include women graduated in 1980. Shortly thereafter women gained recognition as top graduates at each MSA. These women included the first female top graduate at the Naval Academy in 1984,<sup>39</sup> at the Coast Guard Academy in 1985,<sup>40</sup> and at the Air Force Academy in 1986,<sup>41</sup> and the first female brigade commander and first female captain at the U.S. Military Academy at West Point in 1989.<sup>42</sup>

Throughout the late 1970s and 1980s, women began promoting to leadership positions, and for the first time held command-level roles in noncombat fields that included medical professionals, chaplains, pilots, boom operators, air crew members, embassy guards, and officers in charge of a vessel. During the 1980s and 1990s, women continued to gain access to new career fields involved with combat to some degree, which included positions surrounding combat missions and serving on combat ships. The Persian Gulf War (1990–1991) had the largest wartime deployment of women in the history of the U.S. military up until that point, with more than 41,000 women serving in Kuwait.<sup>43</sup>



This 1997 stamp was issued at the dedication of the Women in Military Service for America Memorial at Arlington National Cemetery in Arlington, Virginia.

## Expansion of Combat Roles for Women



Photo from the DACOWITS archives

In 1993, then-Secretary of Defense Les Aspen lifted restrictions to allow women to fly combat aircraft for the first time.<sup>44</sup> The following year, women were permitted to serve on most Navy combatant ships, providing greater opportunities for women's leadership and promotion.<sup>45</sup> Despite these legal changes bringing greater combat opportunities for women, in 1994, DoD restricted women's engagement with ground combat service below the brigade level.<sup>46</sup> Throughout the 1990s, women continued to fill mission-critical roles in military

engagements that included Operation Desert Storm, during which female fighter pilots flew combat aircraft on combat missions for the first time.<sup>47</sup>

U.S. involvement in Operation Enduring Freedom (OEF), which began in 2001, and Operation Iraqi Freedom (OIF), which began in 2003, changed the way women interacted with direct combat because of the erasure of the traditional battlefield and the wide range of roles women served. Women accounted for greater than 10 percent of the more than 2.7 million Service members who deployed to Iraq and Afghanistan from 2001 to 2014.<sup>48, 49</sup> Women were not allowed to serve in direct action combat units but did serve in supporting units.<sup>50</sup>

Because of the nontraditional battlefields of Iraq and Afghanistan, support units were often in close proximity to active engagements, which resulted in higher than expected fatalities among female Service members. During these operations a greater relative percentage of women than men were wounded and later died: 35.9 percent of women (19) versus 17.0 percent of men (793) in OIF, and 14.5 percent of women (103) versus 12.0 percent of men (4,226) in OEF.<sup>51</sup> Because of the nature of the fighting in Iraq and Afghanistan and women's contributions during this time, DoD reassessed the definition of direct ground combat.<sup>55</sup> In 2010, the Navy announced it would begin allowing women to serve on nuclear submarines. Female officers were assigned to submarines starting in 2011, and enlisted women began serving on submarines in 2015.<sup>56</sup>

The 2010s saw historic expansions in women's opportunities to formally serve in combat. In 2013,

### Women Were Prisoners of War (POWs) Before Being Authorized to Serve in Combat

- **World War II:** Sixty-seven Army nurses were held as POWs for 2½ years after being captured by the Japanese in the Philippines. A second group of 11 Navy nurses were captured in the Philippines and held for 3 years. Five Navy nurses were captured by the Japanese in Guam and held for 5 months.
- **Gulf War:** Two female Service members were taken prisoner during Operation Desert Shield and Desert Storm.
- **Iraq War:** Three female Service members became POWs during the first days of the War in Iraq supporting Operation Iraqi Freedom.

Sources: Women in Military Service for American Memorial Foundation, n.d.<sup>52</sup> Naval History and Heritage Command, 2017<sup>53</sup> Army.mil Features, n.d.<sup>54</sup>

following a unanimous recommendation by the Joint Chiefs of Staff, then-Secretary of Defense Leon Panetta lifted the ban on women participating in the ground Services.<sup>57</sup> As a result of this policy change, military occupations could remain closed to women only by exception and only if approved by the Secretary of Defense.<sup>58</sup> That same year, the first Marine Lioness team (the precursor to female engagement teams) formed and deployed to Iraq. These female teams were focused on developing “trust-based and enduring relationships” with the Iraqi women they encountered on their patrols.<sup>59,60</sup> These teams later deployed to Afghanistan and allowed servicewomen to work with Afghan women and gather critical information in support of the mission. In 2015, then-Secretary of Defense Ashton Carter announced women would be permitted to apply for all combat units and positions without exception starting January 1, 2016.<sup>61</sup> This decision mandated each Military Service develop a plan to ensure women were fully integrated into combat roles deliberately and methodically.<sup>62</sup>

## Women in the Military Today

As of 2020, women have served in some of the most senior roles in the Military Services—as four-star generals, Vice Chief of Naval Operations, Chief Master Sergeant of the Air Force, Chief of the Naval Reserve, Commander of a Combatant Command, Acting Commanding General of the United States Army Forces Command, among others. As of 2019, women represented 17 percent of the U.S. military,<sup>63</sup> and as of 2015, approximately 9 percent of the U.S. veteran population.<sup>64</sup> While substantial progress has been made toward gender integration, there is still more to be done. Congress and DoD continue to make headway to promote and realize full gender integration within the Military Services, which now include the newly created U.S. Space Force. With the introduction of this new branch, the U.S. military has a rare opportunity to create a gender-inclusive and integrated Service at its inception.



U.S. Air Force Gen. Jacqueline D. Van Ovost, Air Mobility Command commander, speaks with Col. Lee Merkle, 349th Air Mobility Wing commander, during a mission briefing at 349th Air Mobility Wing Headquarters, Travis Air Force Base, California, Sept. 1, 2020. Van Ovost took time to visit Air Force Reserve Command's largest wing during her first visit to Travis as AMC commander.



# Chapter 3. History of DACOWITS, 1951 to Present

*“American women can well be the margin between victory and defeat if only their utilization is planned intelligently in connection with manpower.”*

—Statement from Col Mary A. Hallaren at the first DACOWITS convening. Col Hallaren was the former director of the Women’s Army Corps and the first woman to officially join the Army.

Source: New York Times, 1951<sup>65</sup>

DACOWITS was established in 1951 by then-Secretary of Defense George C. Marshall. The Committee is authorized under the provisions of Public Law 92–463, the Federal Advisory Committee Act,<sup>66</sup> which requires all Federal Advisory Committees to maintain and renew charters on a biannual basis, to include information such as the committee’s objectives, supporting agency, estimated operating costs,

and more.<sup>67</sup> Throughout its history, the Committee has been composed of appointed civilians who are tasked with providing advice and recommendations about women’s service to the Secretary of Defense.<sup>68, ii</sup>

The Committee’s original purpose was to increase the recruitment of women in the wake of the 1948 Women’s Armed Services Integration Act, which allowed women’s service in the regular active peacetime forces. At the Committee’s first meeting in September 1951, rapid recruitment of women was the main focus. The Committee identified a lofty goal—recruiting 80,000 women into the Military Services within 10 months—a greater number than was achieved in World War II. A need for additional nurses was also discussed.<sup>69</sup>



Photo from the DACOWITS archives

During its nearly 70-year history, DACOWITS’ mission has evolved. Today, the Committee provides advice and recommendations to the SecDef through the Under Secretary of Defense for Personnel and USD(P&R) on matters associated with the recruitment, retention, employment, integration, well-being, and treatment of women in the Military Services. Many other aspects of DACOWITS, such as its objectives and membership requirements, have also evolved since its inception in 1951. These changes are discussed in the sections that follow, including Committee size and membership, organizational structure, Committee guidance, areas of focus, installation visits, and support of other DoD activities. One aspect that has remained consistent throughout DACOWITS’ 70-year history is the need

<sup>ii</sup> The information in this chapter is drawn from the internal DACOWITS document “DACOWITS History and Accomplishments, 1951–2011” unless otherwise specified.

recognized by DoD for a Federal Advisory Committee dedicated to providing robust recommendations on pertinent issues involving servicewomen.

## Committee Size and Membership

The composition of DACOWITS—the number of members and their term limits—has fluctuated over time. The size of the Committee is dictated by its charter. In its first year, DACOWITS was composed of 50 civilian members. Over the years, the maximum permitted number of members has ranged from 40 (2000–2002) to 15 (2008–2010). Throughout the Committee’s history, members have been permitted to serve 1- to 4-year terms. In 1978, the Committee welcomed its first male members.



DACOWITS’ 2019 installation visit to Davis-Monthan Air Base. Photo from the DACOWITS archives

Currently, the Committee may consist of no more than 20 members, who are drawn from a range of professional backgrounds and are selected for their experience with military service or women’s workforce issues. The Committee includes male and female members with and without military experience. For those with prior military service experience, the members represent both officers and enlisted personnel and all Military Service branches.

The current members include prominent civilian women and men from academic, industry, public service, and other professions.

The Committee has also been led by an esteemed list of chairs (see Table 3.1).

**Table 3.1. DACOWITS Chairs, 1951 to Present**

Term	Chair
1951	Mrs. Mary Pillsbury Lord
1952–1953	Ms. Lena Ebeling
1954	Mrs. Eve Rawlinson Lee
1955	Mrs. Evelyn Crowther
1956–1957	Ms. Margaret Divver
1958	Mrs. Murray Pearce Hurley
1959	Ms. Janet P. Tourtellotte
1960	Mrs. Margaret Drexel Biddle
1961	Mrs. Lucia Myers
1962	Mrs. Nona Quarles
1963	Ms. Margaret J. Gilkey
1964	Mrs. Betty M. Hayenga
1965	Mrs. Elinor Guggenheimer
1966	Mrs. Agnes O’Brien Smith
1967	Dr. Minnie C. Miles

Term	Chair
1968	Dr. Geraldine P. Woods
1969	Dr. Hester Turner
1970	Dr. Majorie S. Dunlap
1971	Mrs. Helen K. Leslie
1972	Mrs. Estelle M. Stacy
1973	Mrs. Fran A. Harris
1974	Mrs. Wilma C. Rogalin
1975	Mrs. Nita D. Veneman
1976	Mrs. Judith Nixon Turnbull
1977–1978	Mrs. Piilani C. Desha
1979–1980	Mrs. Sally K. Richardson
1981	Dr. Gloria D. Scott
1982	Mrs. Maria Elena Torralva
1983	Dr. Mary Evelyn Blagg Huey
1984	Mrs. Anne L. Schulze
1985	Ms. Constance B. Newman
1986–1988	Dr. Jacquelyn K. Davis
1989	Dr. Connie S. Lee
1990	Ms. Meredith A. Neizer
1991	Ms. Becky Costantino
1992	Mrs. Jean Appleby Jackson
1993	Ms. Ellen P. Murdoch
1994	Mrs. Wilma Powell
1995	Ms. Sue Ann Tempero
1996	Mrs. Holly K. Hemphill
1997	Dr. Judith Youngman
1998	Ms. Elizabeth T. Bilby
1999	Ms. Mary Wamsley
2000–2001	Ms. Vickie L. McCall
2002–2005	LtGen (Retired) Carol A. Mutter, U.S. Marine Corps
2006–2009	Mrs. Mary Nelson
2010–2011	LtGen (Retired) Claudia J. Kennedy, U.S. Army
2012–2014	Mrs. Holly K. Hemphill
2014–2016	LtGen (Retired) Frances Wilson, U.S. Marine Corps
2016–2021	Gen (Retired) Janet C. Wolfenbarger, U.S. Air Force

## Committee Organizational Structure

Historically, DACOWITS has been organized into subgroups (sometimes referred to as task forces, working groups, or subcommittees) to divide responsibilities among members and ensure adequate attention is paid to the Committee’s various topics of interest. While subgroups focus on particular topics or areas, the entire Committee votes on all recommendations delivered to the Secretary of Defense. At its establishment in 1951,

DACOWITS was composed of five working groups: training and education, housing and welfare, utilization and career planning, health and nutrition, and recruiting and public information. In the late 1970s and early 1980s, the Committee formed unique task forces to address emerging issues, such as a legal and legislative task force in 1979 to focus on issues pending before Congress (e.g., whether to require women to register for the Selective Service).<sup>70</sup> In 1982, the Committee formed one task force to focus on the MSAs and another to focus on ROTC. The Committee also created task forces centered around internal issues such as public relations (in 1980) and new member orientation (in 1982). From 2010 to 2015, the Committee was organized into two subcommittees: wellness and assignments. Since 2016, the Committee has been structured into three subcommittees: recruitment and retention, employment and integration, and well-being and treatment. Under the current structure, each subcommittee has a lead and a subset of members who concentrate their efforts on topics assigned to the subcommittee.



Photo from the DACOWITS archives

## Areas of Focus Over the Years

Upon its establishment in 1951, DACOWITS' primary goal was to advise the Secretary of Defense on strategies to improve the recruitment of women in the U.S. military during the Korean War. However, the Committee's mission changed just 2 years after establishment to focus on promoting military service as an acceptable career path for women. DACOWITS has consistently adapted over time to ensure the Committee is aligned to address relevant and timely topic areas. Since 2002, DoD's Office of the Secretary of Defense has provided annual guidance to the Committee on topic areas to investigate during a given year.



Photo from the DACOWITS archives

The number of topics DACOWITS has been directed to review on an annual basis has varied over time as well. For example, in 2003, DoD directed the Committee to investigate a variety of topics, which included retention of female officers, support during deployment, and healthcare—particularly obstetrics and gynecology (OB/GYN) care.<sup>71</sup> However, in 2006, DoD directed DACOWITS to focus

its efforts on one topic, the "representation and advancement of female officers among lawyers, clergy and doctors in all branches of the Services."<sup>72</sup> In 2020, the Committee studied a variety of issues, which include: dual-military co-location policies, marketing



strategies, retention and exit surveys, women in aviation, women in space, gender implementation plans, the Army Combat Fitness Test, the effect of grooming standards on women's health, primary caregiver leave, and caregiver sabbaticals. In addition to annual topic areas of focus, DACOWITS has also established themes in certain years to guide its efforts, such as "Recall to Duty-1971" and "Salute to Women in the Services" in 1971—the Committee's 20th anniversary year—and "Changing Roles of Women in the Armed Forces" in 1977. The recommendations DACOWITS makes each year are directly related to the topics it has studied. Finally, some topics that originally fell under DACOWITS' purview have been taken over by new Federal Advisory Committees—for example, the DoD Military Family Readiness Council, which was established in 2008, and the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces, which was established in 2016.<sup>73</sup> An overview of the breadth of topics DACOWITS recommendations have addressed are presented in Chapter 4.



DACOWITS' 2019 Installation visit to Naval Submarine Base Kitsap. Photo from the DACOWITS archives

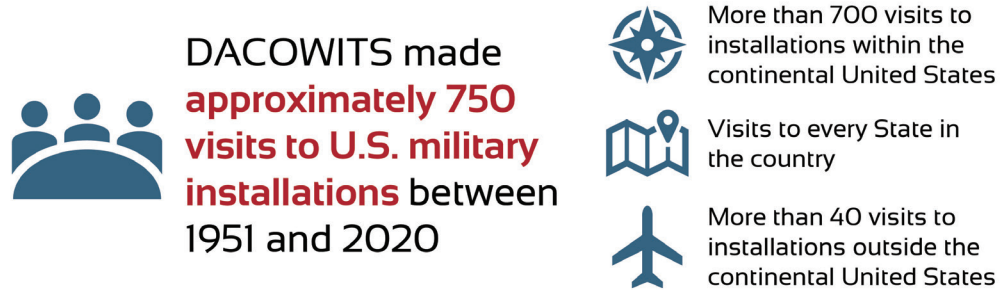
## Installation Visits

A major tenet of DACOWITS' work throughout its history has been directly engaging Service members during in-person visits to U.S. military installations. From 1951 to 2020, DACOWITS made approximately 750 installation visits to obtain firsthand information from both male and female Service members on topics of interest to the Committee (see Figures 3.1, 3.2, and 3.3). During these visits, the Committee interacted with hundreds of Service members each year. The type of information gathered during these visits has evolved over time. Over the years, DACOWITS has moved from informal reporting of member observations to formal data collection through structured focus groups and rigorous qualitative data analysis. Some notable installation visit milestones follow:

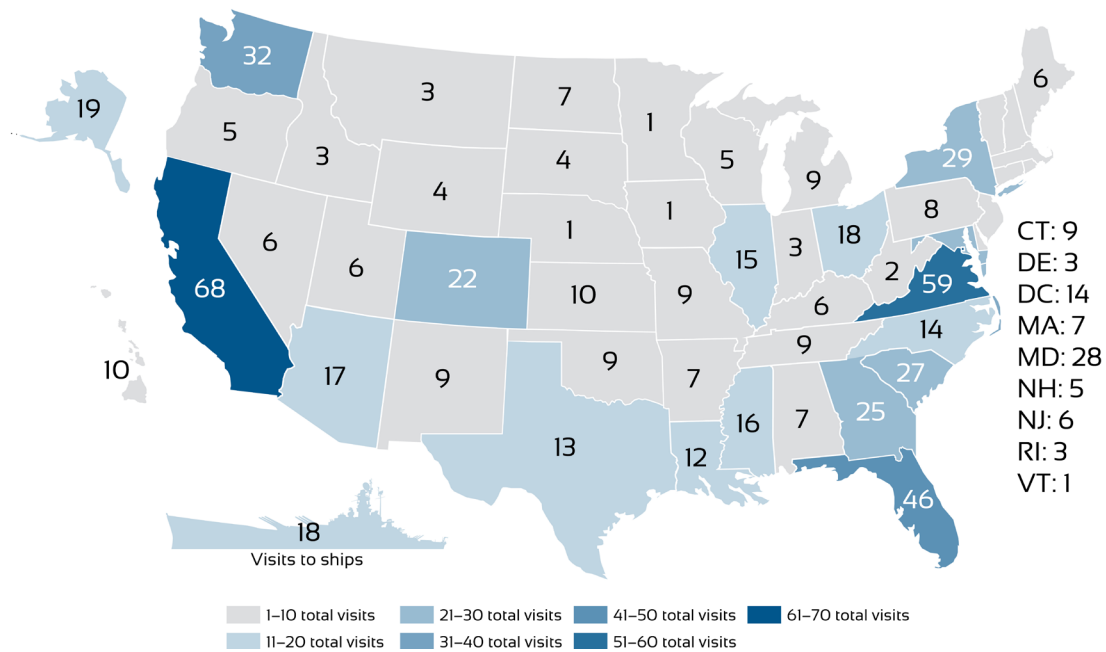
- **1978:** DACOWITS made its first formal Coast Guard visits.
- **1986:** DACOWITS made its first visits overseas to Germany and the United Kingdom to engage with deployed Service members.
- **1996 and 2000:** The DACOWITS Executive Committee and staff made visits to Jordan to fulfill an invitation from Lieutenant Colonel (then Major) Her Royal Highness Princess Aisha Bint Al Hussein to meet with personnel of the Directorate of Women's Affairs, Jordan Armed Forces.
- **2005, 2007, 2008, and 2009:** DACOWITS completed virtual site visits to Iraq and Afghanistan via video teleconferences.

Currently, DACOWITS conducts approximately 10 installation visits per year, which include rigorous data collection through focus groups and mini-surveys, meetings with senior leaders and commanders, informal gatherings with Service members, and installation tours that allow members to observe the spaces where servicewomen work and live.

**Figure 3.1 Summary of DACOWITS Installation Visits, 1951 to 2020**



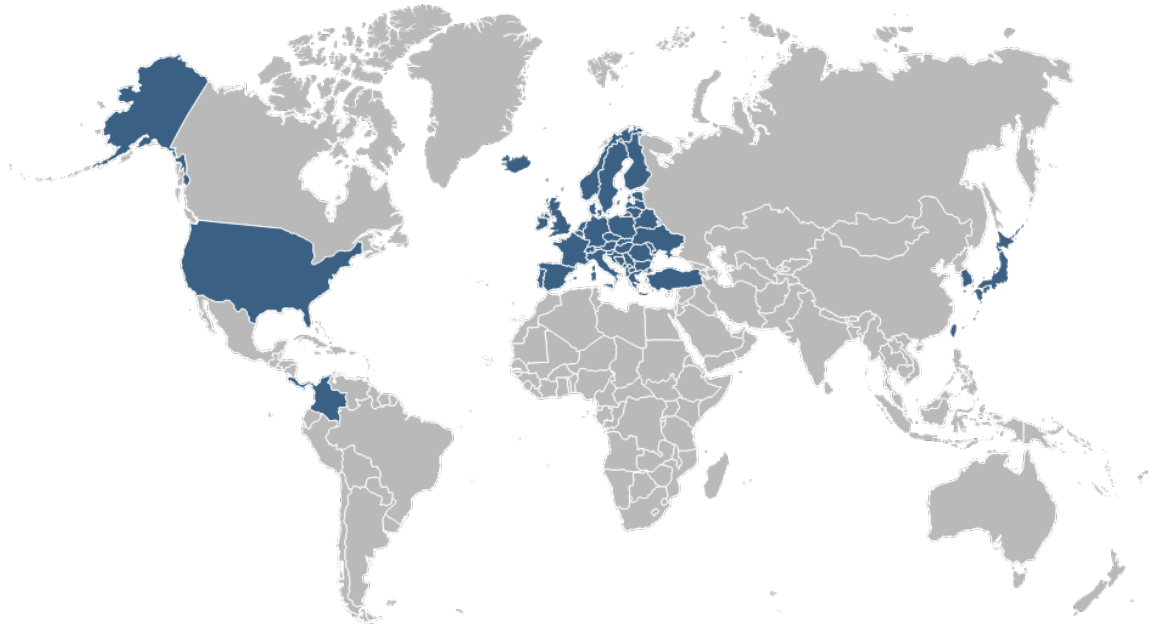
**Figure 3.2. Number of DACOWITS Installation Visits by State, 1951 to 2020**



Notes:

CT = Connecticut; DE = Delaware; DC = District of Columbia; MA = Massachusetts; MD = Maryland; NH = New Hampshire; NJ = New Jersey; RI = Rhode Island; VT = Vermont

**Figure 3.3. Countries Visited by DACOWITS, 1951 to 2020**



## Guidance for Committee Members

DACOWITS has regularly prioritized the development of internal resources and guidelines to support its members and promote consistency among their efforts. In 1979, DACOWITS approved revised operating guidelines that resulted in the implementation of a new member orientation program and increased information-gathering responsibilities for Committee members, which included a minimum of two self-coordinated military installation visits per year and expanded expectations around Committee member engagement with information sources. In 1985, DACOWITS developed a handbook and installation visit guide to clarify the Committee's operating guidelines and assist members with planning and conducting their visits to military installations. The current chair has prioritized the member handbook by ensuring it is current and comprehensive and able to serve as a reference document for all Committee activities and business.



Photo from the DACOWITS archives

DACOWITS has also recognized the importance of consistently reviewing its structure, mission, and guiding principles to ensure they maintain their relevance over time. For its 50th anniversary in 2001, the Committee established a subcommittee to examine DACOWITS' mission, goals and objectives, technical and structural systems, decision-making processes, and personnel systems.

## DACOWITS Support of Other DoD Activities

Historically, DACOWITS members have engaged in various DoD activities outside the scope of the Committee's efforts to advise the Secretary of Defense. Members of the Committee have participated in a variety of DoD celebrations and ceremonies to help increase public awareness of DACOWITS. These events have included the 1952 White House ceremony to commemorate the first issue of a postage stamp honoring women in the U.S. military; the 1995 ceremony to break ground for the Women in Military Service for America Memorial (also known as the Women's Memorial); and the 2001 ceremony at the Army Women's Museum in Fort Lee, Virginia, to commemorate DACOWITS' first installation visit to the Women's Army Corps Training Center in 1951. More recently, the Committee has continued to publicly celebrate and support women in the Military Services by cohosting a 2017 event with the U.S. Department of Veterans Affairs' Center for Women Veterans to celebrate Loretta P. Walsh, the first woman to enlist into U.S. military service, who joined March 21, 1917.<sup>74</sup>



Photo from the DACOWITS archives

DACOWITS' efforts have also resulted in the development of other DoD task forces. These have included the DoD Task Force on Women in the Military, established in 1987 in response to DACOWITS recommendations, and the DoD Quality of Life Task Force, established in 1994. As evidenced by the activities described earlier in this section, Committee members have prioritized participating in supplemental activities focused on women's experiences in the Military Services to build awareness and celebrate the accomplishments of such women, and they continue to do so.

### Celebrating the 40th Anniversary of the First Female Graduates of Military Service Academies



*In 2020, DACOWITS commemorated the 40th anniversary of the first female graduates of the U.S. Air Force Academy, the U.S. Naval Academy, and the U.S. Military Academy at West Point. Three members of those graduating classes have served on DACOWITS-- MAJ (Ret) Priscilla Locke, Ms. Janie Mines, and current DACOWITS Chair Gen (Ret.) Janet Wolfenbarger.*

DACOWITS members who were in the first class of female graduates of the Military Service Academies pictured with the former DACOWITS Military Director and Designated Federal Officer, Colonel Toya Davis (second from right). Source: Cronk, 2020.



## Looking Ahead: The Future of DACOWITS

Building on its legacy and dedicated history, DACOWITS continues to serve by providing independent advice and recommendations to the Secretary of Defense on matters and policies relating to the recruitment, retention, employment, integration, well-being, and treatment of women in the Military Services. The Committee will continue its work toward making recommendations to improve the lives of servicewomen that will have lasting impacts beyond the current decade. Although DACOWITS focuses its efforts on servicewomen, all Service members benefit when the Committee's recommendations are implemented. The Committee's rich history and sustained effort live on as its members rigorously study relevant topics of concern to DoD, conduct installation visits, and determine recommendations that will help guide the future of the U.S. military for years to come.



DACOWITS' 2019 installation visit to Joint Base Elmendorf-Richardson. Photo from the DACOWITS archives

# Chapter 4. Analysis of DACOWITS Recommendations, 1951 to Present

Since its inception in 1951, DACOWITS has made more than 1,000 recommendations on dozens of topics and themes. As of 2019, 97 percent of the recommendations<sup>iii</sup> made have been fully or partially adopted by DoD.<sup>75</sup> The following chapter provides an analysis of the Committee’s recommendations over time, including the research team’s methodology and brief discussions of the most prevalent themes.

## Trends in DACOWITS Recommendations

Based on a review of DACOWITS meeting minutes, reports, and internal documents the Committee made a total of 1,062 recommendations between 1967 and 2020.<sup>iv</sup> In addition to standard recommendations, continuing concerns and commendations were also included in the analysis; these three types of actions are referred to collectively as recommendations in this report.



Photo from the DACOWITS archives

## Recommendation Analysis Methods

The research team used qualitative methods to analyze the more than 1,000 recommendations DACOWITS made from 1967 to 2020. As outlined in this section, the research team coded each recommendation by theme (e.g., benefits and entitlements, career progression, family support); type (standard recommendations, commendations, or continuing concerns); purpose (e.g., program resources and/or support, policy change); and the target population or audience (e.g., all the Military Services, one specific Service) for the recommendation.

## Coding Recommendations by Theme

The research team first chronologically organized the recommendations and coded each observation by general themes and subthemes. General themes were initially derived from topics highlighted in past DACOWITS annual reports available on the DACOWITS website.<sup>76</sup> Throughout the coding process, the themes were refined and subthemes introduced to allow for greater specificity in coding and later analysis. Each recommendation was coded with at least one theme. In cases when a recommendation explicitly pertained to more than one theme, the two most prevalent themes were coded. Out of a total of 1,062 recommendations, 763 were coded with 1 theme, and 299 were coded with 2 themes.

<sup>iii</sup> Recommendations made prior to 2018

<sup>iv</sup> Recommendations made prior to 1967 are accessible only by manually retrieving them from the National Archives. Because recommendations made prior to 1967 were not readily accessible, they were not included in the analysis.

## Coding Recommendations by Type

In addition to themes, the research team designated each observation as a standard recommendation (observation in which DACOWITS recommended DoD or the Military Services make changes); continuing concern (matter that came to the attention of DACOWITS but about which the Committee was not prepared to make a recommendation), or commendation (praise by DACOWITS for a policy, program, Military Service, or individual). Some commendations also included a recommendation.

## Coding Recommendations by Purpose

The research team identified the purpose of each recommendation. Common purposes were whether the recommendation pertained to program resources and/or support, research, symbolic recognition, internal DACOWITS activity, a policy change, or a legal change. Any recommendations that did not appropriately fit into these categories were coded as “other.”

## Coding Recommendations by Target Entity

The research team identified the target entities or audience toward which each recommendation was directed—classifying whether the recommendation was intended for all Military Services, Service specific,<sup>v</sup> DACOWITS itself, or some other population.

Descriptions of the common themes, types, purposes, and target populations of the recommendations follow.

## Common Themes Addressed in Recommendations

Throughout the years, DACOWITS’ recommendations have addressed a variety of topics and subtopics. Table 4.1 presents the most common topics of concern for the Committee, organized alphabetically. The findings outlining the number of recommendations the Committee made regarding each topic area are described later in this chapter.

**Table 4.1. Common Themes and Subthemes Addressed in DACOWITS Recommendations, 1967 to 2020**

Themes and Subthemes	Description
Benefits and entitlements	Benefits, salary, or entitlements received by current or former Service members
Base allowance for quarters	Housing allowances
Housing	Housing on or off base for Service members
TRICARE	Healthcare for Service members
Career progression	Career progression of a Service member, including career planning and trajectories, transitions and/or assistance related to assignments and placements, and leadership development
Deployment	Transitions related to deployments

<sup>v</sup> Recommendations that were directed to two or three Services are included in the Service-specific category.

Themes and Subthemes	Description
Reintegration	Transitions related to reintegration after returning from deployments
Pregnancy status	Transitions related to pregnancy status
Transition between Active and Reserve Components	Transitions related to members of the Reserve or Guard moving to active duty status or active duty Service members moving to the Reserve or Guard
Veterans	Transitions related to separating from the U.S. military and moving to veteran status; also includes general recommendations related to veterans
Promotion and/or career advancement	Career advancement, promotion criteria, and performance evaluations
Enlistment	Standards or practices used around enlistment
Leadership development and representation	Initiatives for leadership or mentoring development, including both individual members of the U.S. military (developing their personal leadership skills) and the Military Services' leadership as a whole (e.g., strengthening officer training); also includes diversity (e.g., race, gender, ethnicity) initiatives for underrepresented leaders, including at the executive/advisory board level
<b>Communication and/or dissemination</b>	<b>Communication or dissemination of information from the branches or DoD to Service members and/or civilians; for example, "increase effective communication"</b>
<b>Education and/or training</b>	<b>Education or training</b>
Basic training	Basic or recruit training
MSAs	Education and trainings conducted at MSAs
Youth programming	Education and trainings for children younger than 18
ROTC	ROTC or Junior ROTC programs
New training or conferences	Creation and/or implementation of new trainings or organization of conferences
Modifications to existing training or conferences	Expanding or modifying existing trainings or conferences
<b>Family support</b>	<b>Policies aimed at supporting families and their dependents</b>
Child care	Child care
Domestic abuse	Domestic abuse
Dual-military couples	Spouses who both are current Service members; includes co-location policies for such couples
Family leave policies	Parental or family leave policies that allow Service members to take leave when having/adopting a child
Sabbaticals	Sabbatical programs that allow Service members to take leave to pursue other areas of life
<b>Gender equality and integration</b>	<b>Equalizing standards or guidelines for genders, including integrating women into previously closed positions or units, and barriers preventing full integration; also includes utilization OR increasing the number/percentage of women in underrepresented fields</b>
Women in combat	Integrating women into previously closed combat positions
Gender bias	Gender bias or sexism involving any prejudice or stereotyping based on gender or sex
Physical fitness standards	Completion, implementation, and components of physical fitness tests or the discussion of physical fitness test requirements; body specifications, measurements and scales, and physical ability requirements deemed necessary for adequate job performance
Uniforms and equipment	Uniforms and equipment used by female Service members
<b>Reserve and Guard components</b>	<b>Reserve or Guard, specifically</b>



Themes and Subthemes	Description
Internal to DACOWITS	DACOWITS processes or the dissemination of information pertaining to DACOWITS
Marketing and recruitment	Media or programs specifically designed to promote a given entity (e.g., the Military Services) or related to the recruitment of female Service members
Portrayal of female Service members in media	Depiction and representation of female Service members in the media; e.g., print, video, television, stamps, radio
Retention	Female attrition and retention
Sexual harassment and sexual assault	Both sexual harassment and sexual assault
Sexual harassment	Related to sexual harassment, but not sexual assault
Sexual assault	Related to sexual assault, but not sexual harassment
Unit culture and morale	Unit culture or morale
Women's health and well-being	Women's health, including reproductive health
Breastfeeding and lactation	Breastfeeding and lactation policies, programs, or support
Mental health	Mental health, including drug or alcohol abuse and posttraumatic stress
Pregnancy	Pregnancy, including postpartum

Notes:

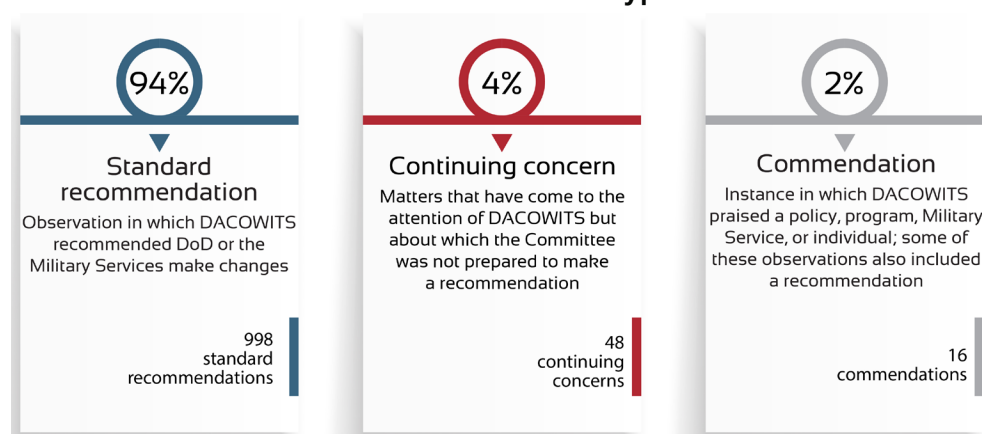
MSA = Military Service Academies

Sources: DoD, DACOWITS, 1967–2020<sup>77,78</sup>

## Common Types of Recommendations

Each recommendation has been designated as a standard recommendation, continuing concern, or commendation. The definition and prevalence for each recommendation type is shown in Figure 4.1.

**Figure 4.1. Definition for Each Type of DACOWITS Recommendation, and Distribution of Types**



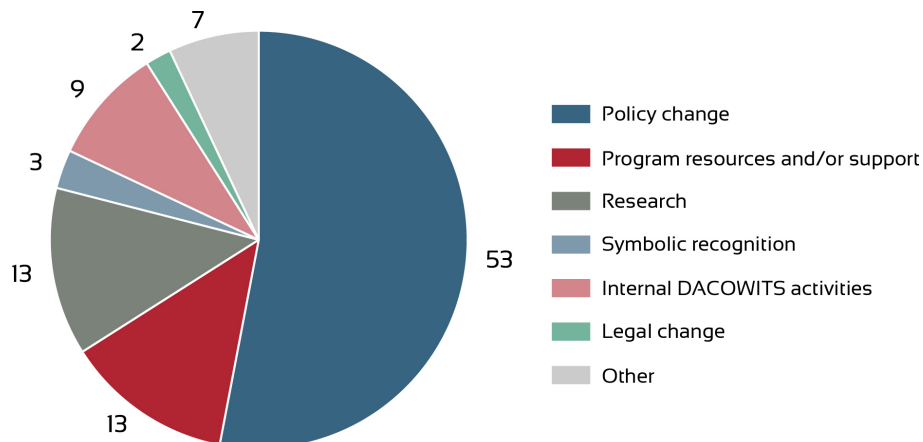
Sources: DoD, DACOWITS, 1967–2020<sup>79,80</sup>

## Common Purposes of Recommendations

DACOWITS recommendations served a variety of purposes. The largest category, representing 53 percent of all recommendations, aimed to enact a policy change. Of

the remainder, 13 percent (136 recommendations) pertained to program resources and/or support; 13 percent (140) pertained to research; 9 percent (99) applied to internal DACOWITS activities; 3 percent (35) focused on symbolic recognition; 2 percent (16) pertained to a legal change; and 7 percent (78) were classified as other (see Figure 4.2).

**Figure 4.2. Percentage of DACOWITS Recommendations by Purpose**

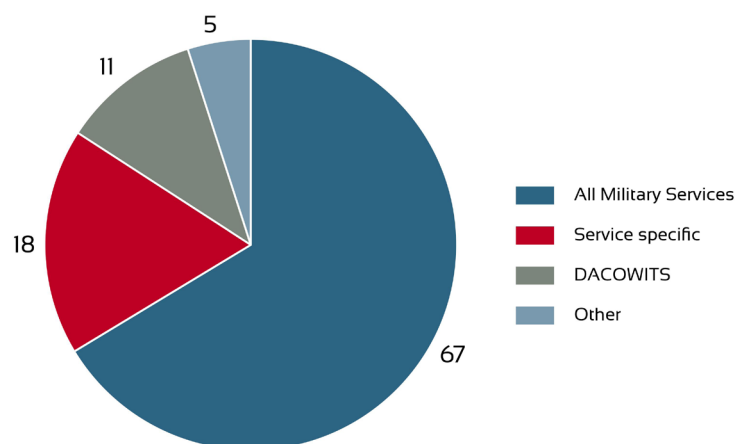


Sources: DoD, DACOWITS, 1967–2020<sup>81,82</sup>

## Common Target Entities for Recommendations

Each DACOWITS recommendation is directed toward a specific entity tasked with considering the change proposed by the Committee. Recommendations are directed toward all the Military Services, a specific Service,<sup>vi</sup> DACOWITS itself, or some other entity. Of the 1,062 recommendations analyzed, two-thirds (707, or 67 percent) were directed to all Military Services; 186 (18 percent) were Service specific; 116 (11 percent) pertained to DACOWITS; and 53 (5 percent) pertained to another population (see Figure 4.3).

**Figure 4.3. Percentage of DACOWITS Recommendations by Target Entity**



Note: Percentages do not sum to 100 because of rounding.

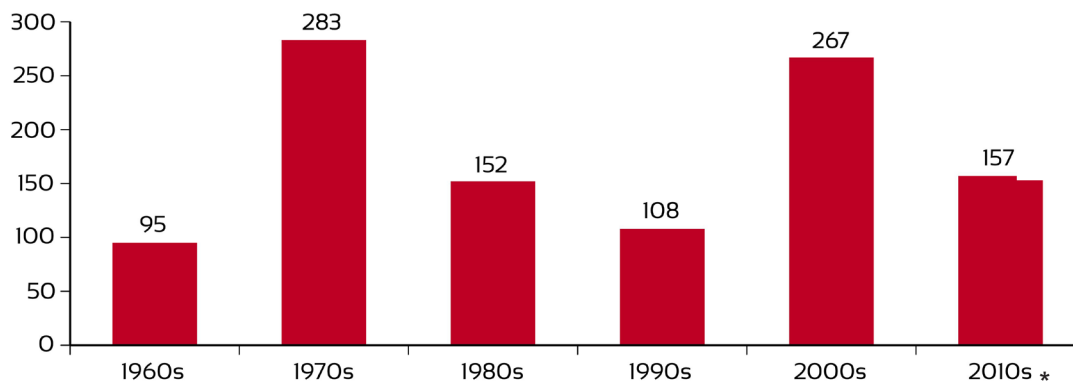
Sources: DoD, DACOWITS, 1967–2020<sup>83,84</sup>

<sup>vi</sup> Recommendations that were directed to two or three Services are included in the Service specific category.

## DACOWITS Recommendations Across the Decades

A broad examination of DACOWITS' work during the past seven decades shows how a range of factors have influenced the production of the Committee's recommendations. The Committee made the majority of its recommendations during the 1970s and 2000s, coinciding with the Vietnam War and the transition to an All-Volunteer Force in 1973, and the 9/11 terrorist attacks in 2001 and subsequent wars in Afghanistan and Iraq (see Figure 4.4).

**Figure 4.4. Number of DACOWITS Recommendations by Decade**



Note:

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020 <sup>85,86</sup>

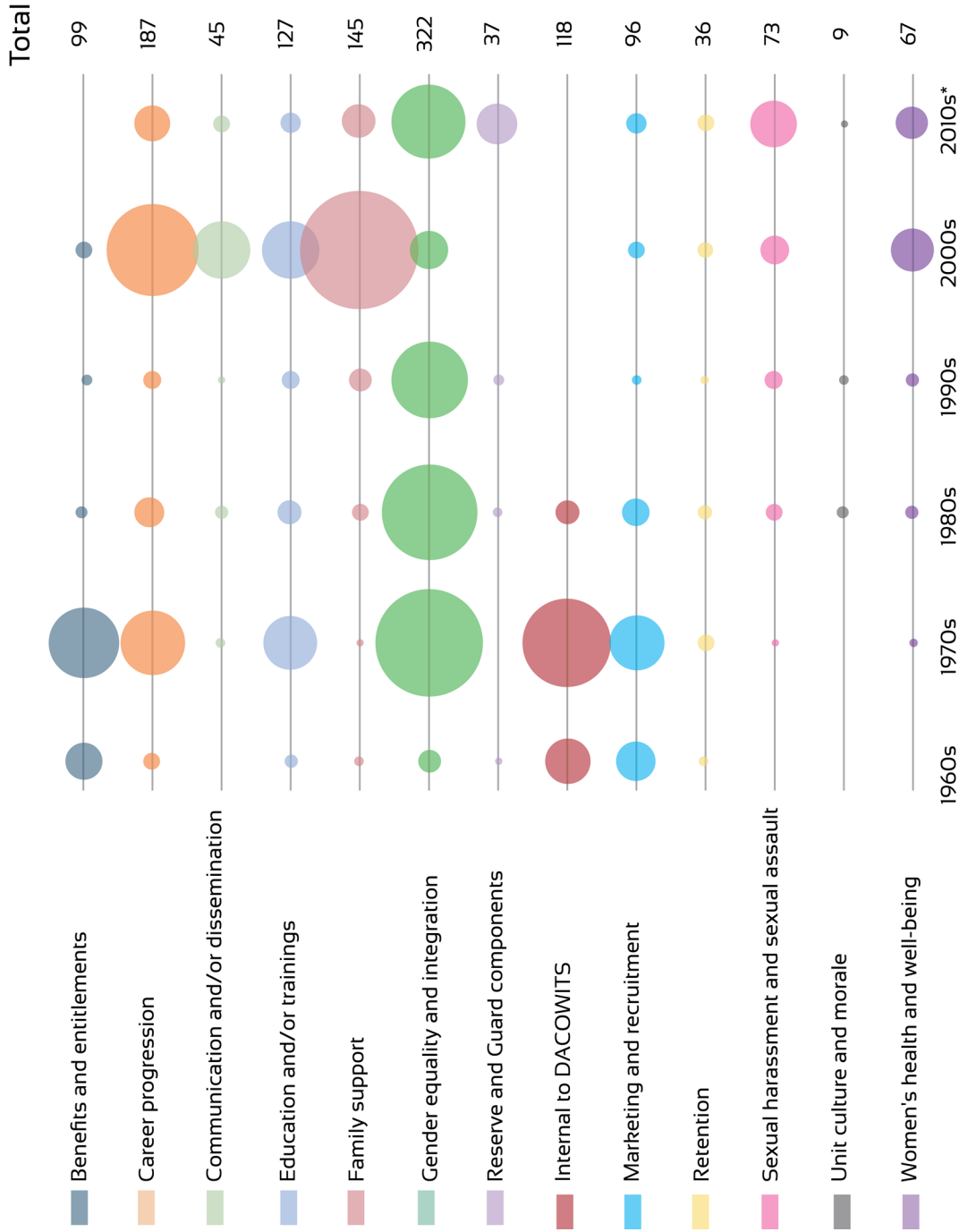
In the 1970s, the Committee focused on recommendations related to gender equality and integration, followed by recommendations pertaining to benefits and entitlements for current and former Service members, and career progression of Service members. Despite a consistent decrease in the number of gender equality and integration recommendations throughout the 1980s and 1990s, the topic remained the Committee's top priority in the 30 years following the U.S. military's transition to an All-Volunteer Force. In the 2000s, the Committee focused its recommendations on family support and career progression, and in the 2010s, the focus shifted to gender integration and sexual harassment and sexual assault.

## History of DACOWITS Areas of Concern as Reflected in Its Recommendations

This section presents the common themes and topics addressed by DACOWITS recommendations from 1951 to the present.<sup>vii</sup> DACOWITS recommendations fell into 13 broad topics (see Figure 4.5, which is ordered alphabetically). Each subsection addresses one topic. The results, which are presented in order of frequency, also include a discussion of subtopics relevant to each overarching theme and illustrative examples of DACOWITS recommendations related to that topic over time.

<sup>vii</sup> The recommendations are presented exactly as originally written (except where redacted for clarity/brevity); as a result, there are some inconsistencies in capitalization and other aspects of the recommendation text across different years and iterations of the Committee.

Figure 4.5. DACOWITS Recommendations by Topic and Decade



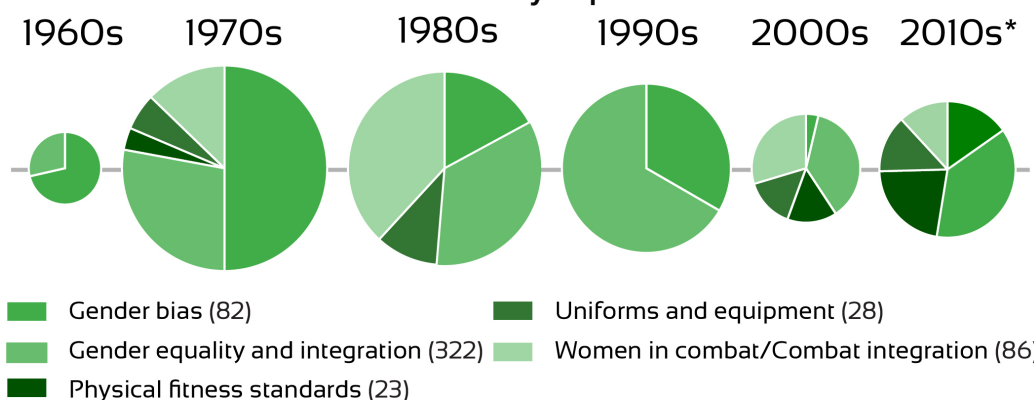
Note:  
 Recommendations that addressed two themes were double-counted in totals.  
 Size of circles in this figure represents the number of associated recommendations for each decade.  
 \*The year 2020 is included in 2010s  
 Sources: DoD, DACOWITS, 1967–2020<sup>87, 88</sup>



## Gender Equality and Integration

Throughout its history a core focus of the Committee has been improving the gender equality and integration of women into the U.S. military. As a result, the greatest percentage (24 percent) of all the recommendations made by DACOWITS have focused on gender equality and integration. Most recently, the Committee recommended in 2020 that “the Secretary of Defense should designate a single office of primary responsibility to provide active attention and oversight to the implementation of the Military Services’ gender integration plans in order to restore momentum and measure progress.” Within the broader category of gender equality and integration, DACOWITS has made recommendations specifically related to women in combat, gender bias, uniforms and equipment, and physical fitness standards (see Figure 4.6).

**Figure 4.6. Proportion of DACOWITS Gender Equality and Integration Recommendations by Topic and Decade**



Note:

Recommendations that addressed two themes were double-counted in totals.

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020<sup>89,90</sup>

## Women in combat

DACOWITS has been advocating for women’s equal opportunity in combat since 1975 and has made 86 recommendations on this topic. Over the years, the focus of these recommendations has varied. Between the mid-1970s and early 1990s, DACOWITS focused on the repeal of or revision to portions of Title 10 of the U.S. Code, which included combat exclusion statutes that restricted women’s service. Recommendations related to Title 10 of the U.S. Code, sections 8549 and 6015, represented nearly a quarter (23 percent) of the 86 recommendations DACOWITS made pertaining to women in combat, including the assignment of women to combat aircraft and on combatant ships. As those recommendations were implemented and portions of the existing policies were repealed in 1991 and 1993, respectively, DACOWITS turned its attention to the assignment of women to Multiple Launch Rocket Systems (MLRS) positions in the Army. DACOWITS made 12 recommendations related to opening MLRS positions for women. Recently, DACOWITS recommended female Service members receive combat training, and DoD remove gender-based restrictions on military assignments to include career fields, specialties, schooling

and training opportunities that were historically closed to women. In December 2015, former Secretary of Defense Ashton Carter announced all combat jobs would be open to women, marking a new historic turning point for the U.S. military.<sup>91</sup> DACOWITS has also made many recommendations related to combat equipment and gear and modifications to height and weight standards to allow women to better serve in these combat roles.

Examples of recommendations related to women in combat included the following:

- **Allowing women to serve in combat roles. (1967)** "DACOWITS recommends that laws now preventing women from serving their country in combat and combat related or support positions be repealed."
- **Repealing of portions of Title 10 of the U.S. Code. (1976)** "DACOWITS recommends that the Office of the Secretary of Defense (OSD) direct the Department of the Navy to initiate legislation to revise or repeal 10 U. S. C. 6015, so as to provide women of the Navy and Marine Corps access and assignment to vessels and aircraft under the jurisdiction of the Department of the Navy, and that OSD direct the Department of the Air Force to initiate amendment or repeal of 10 U. S. C. 8549, so as to permit assignment of women to aircraft."
- **Repealing of portions of Title 10 of the U.S. Code. (1982)** "DACOWITS wishes to reiterate its position urging the Department of Defense and Transportation to seek repeal of 10 U. S. C. 6015 and 8549. Repeal to these statutes is all the more urgent now in light of the passage of the Department Officer Personnel Management Act (DOPMA), which provides for integrated selection boards for men and women; however, full equality for women continues to be significantly inhibited by this legislation."
- **Allowing women to serve in combat roles. (1992)** "As the Department of Defense defines exception to the general policy of opening assignments to women (e.g., direct combat on the ground, physical requirements, privacy arrangements), DACOWITS recommends that great care be taken to ensure no positions or skills previously or currently open to women be closed."
- **Repealing of portions of Title 10 of the U.S. Code. (1992)** "DACOWITS recommends the Secretary of Defense Support the repeal of Title 10, U. S. C. 6015 (U. S. Navy) and 8549 (U. S. Air Force), the Combat Exclusion Statutes."



Photo from the DACOWITS archives

- **Opening combat aircraft assignments to women. (1994)** “DACOWITS reaffirms and further emphasizes its recommendations that the Army, Navy, Marine Corps and Air Force open all combat aircraft assignments to women, including Army Air Cavalry Regiments and Special Operations.”
- **Allowing women to serve in combat roles. (2000)** “DACOWITS recommends in the strongest possible terms that the Army open Multiple Launch Rocket Systems (MLRS) to the assignment of women...”
- **Permitting women to receive combat training. (2009)** “Considering the fluidity of today’s battlefield, DACOWITS recommends that the Services ensure that all personnel not possessing a combat arms MOS [military operational specialty] (i.e., currently all female Service members and many males) receive, at a minimum, a baseline of combat related training prior to deployment to a combat theatre of operations. This should include “hands-on” weapons qualification and familiarization up to and including crew served weapons (e.g., mounted light, medium, and heavy machine guns), defensive and offensive convoy measures, perimeter defensive tactics, etc.”
- **Removing gender-based restrictions on military assignments. (2012)** “DoD should eliminate the 1994 ground combat exclusion policy and direct the Services to eliminate their respective assignment rules, thereby ending the gender based restrictions on military assignments. Concurrently, DoD and the Services should open all related career fields, specialties, schooling and training opportunities that have been closed to women as a result of the DoD ground combat exclusion policy and Service assignment policies.”
- **Opening closed positions to women. (2015)** “The Secretary of Defense should open all closed units, occupational specialties, positions, and training to Service members who meet the requisite qualifications, regardless of gender. No exceptions should be granted that would continue any restrictions on the service of women.”<sup>viii</sup>
- **Maximizing opportunities for women to serve on ships. (2019)** “The Secretary of Defense should establish strategic-level oversight within the Navy and Marine Corps to maximize opportunities for women to serve on ships while meeting strategic Service needs.”

## Gender bias

DACOWITS has a long history of making recommendations aimed at mitigating gender bias and has made at least 82 recommendations on this topic. In the 1960s and early 1970s, DACOWITS focused on garnering support for the Griffiths-Tower Bill, which addressed unconstitutional inequities in benefits for the dependents of military women. In the 1980s, DACOWITS turned its attention to disparities in Junior Reserve Officers’ Training Corps

---

<sup>viii</sup> Note this recommendation was sent to the Secretary of Defense early to ensure he considered it before making his final decision about opening all units and positions to women.

(JROTC), Reserve Officers' Training Corps (ROTC), and MSA admission standards for men and women. While DACOWITS made only one recommendation related to gender bias between 2000 and 2010, this topic has been of greater focus more recently because of recommendations made in 2018 and 2019. Since 2012, DACOWITS has made nine recommendations encouraging the Department and the Military Services to establish, update, and/or standardize policies that address gender bias or discrimination.

Examples of recommendations related to gender bias included the following:

- **Supporting the Griffiths-Tower Bill. (1969)** "DACOWITS reaffirms its stand on H. R. 466, the Griffiths - Tower bill which provides equal treatment for married women members of the Armed Services. We welcome with appreciation the affirmative support of DoD. DACOWITS stands ready in any and every way to assist in expediting passage of this bill."
- **Removing sex as a determining factor in assignments. (1970)** "DACOWITS notes with concern that the DoD and its civilianization program in support of the all-volunteer force concept has considered that military positions filled by Servicewomen are possibly more vulnerable to civilization. The Committee strongly believes that the sex of the occupant of the position should not be the determining factor. Should the sex of the occupant be the determining factor, such practice would be incompatible with the goal of moving toward the zero draft since women of the Armed Forces represent a source of true volunteers."
- **Removing degrading on-base entertainment. (1988)** "DACOWITS recommends that regulations and policies on clubs and on-base entertainment require that such entertainment not be degrading to members of either sex."
- **Introducing a policy on gender discrimination. (1998)** "DACOWITS recommends that the Secretary of Defense publish a written policy statement on sexual harassment, equal opportunity and gender discrimination and emphasize publicly his commitment to that policy."
- **Reviewing policies aimed at eliminating gender discrimination. (2018)** "The Secretary of Defense should conduct a comprehensive assessment of the effectiveness of the Military Services' policies, standards, training, and enforcement to eliminate gender discrimination and sexual harassment."
- **Introducing a policy on gender bias. (2019)** "The Secretary of Defense should establish a DoD policy that defines and provides guidance to eliminate conscious and unconscious gender bias."



Photo from the DACOWITS archives



## Uniforms

DACOWITS has made 28 recommendations related to uniforms and equipment; the first time this recommendation theme appeared in the analysis sample was in 1972. Between 1979 and 1987, the Committee made six recommendations advocating for footwear or boots designed for the female foot. More recently, DACOWITS has focused its recommendations on ensuring access to uniforms that are appropriately sized—for example, ensuring combat uniforms and equipment are designed with female Service members in mind.

Examples of recommendations related to uniforms included the following:

- **Evaluating adequacy of uniforms and equipment. (1978)** “DACOWITS recommends that the Department of Defense and the Department of Transportation establish a special inter service committee to evaluate adequacy and make Recommendations to correct the identified deficiencies in the following areas:
  - a. Field/Organizational Clothing
  - b. Maintenance allowance for Clothing
  - c. Special equipment which is indigenous to the unit mission.”
- **Addressing problems with uniforms. (1982)** “DACOWITS considers that the problems with uniforms, including footwear, for women military members have continued and been studied long enough. We recommend that the problems of design, size, quality, distribution, and availability now be appropriately addressed and promptly resolved. A simpler and better publicized system to register complaints should be incorporated into the distribution system. DACOWITS requests a progress report on the resolution of these problems in a briefing at the FALL 1982 Meeting.”
- **Designing boots for servicewomen. (1984)** “DACOWITS recommends that the officers of the Services responsible for uniform initiatives make every effort to incorporate state of the art computer technology in the design of uniforms and equipment for women, for instance, a boot designed to fit the female foot.”
- **Researching equipment designed for servicewomen. (2009)** “DACOWITS recommends that DoD and the Services invest in research and development of equipment designed specifically for use by women. DACOWITS notes that improved equipment for women can facilitate the success of women in combat, mission readiness and mission accomplishment. For example, due to the difficult logistics of urinating while wearing their normally issued clothing and equipment, particularly in austere environments, women often minimize fluid intake, placing them at risk for dehydration and urinary tract infections.”
- **Providing gender-appropriate equipment. (2018)** “The Secretary of Defense should require all Military Services, including the Reserve/Guard, to provide servicewomen with gender appropriate and properly fitting personal protective equipment and gear for both training and operational use.”

## Physical fitness standards

While DACOWITS made one of its first recommendations concerning physical fitness standards in 1975, most (55 percent) were made between 2010 and 2019. Initially, these recommendations focused on developing nondiscriminatory occupational physical standards and applying the standards equally across Service members and positions. Since the late 1990s, DACOWITS has focused its recommendations around height, weight, and body fat measurements, scientifically supported and validated standards, and pregnancy and postpartum standards.

Examples of recommendations related to physical fitness standards included the following:

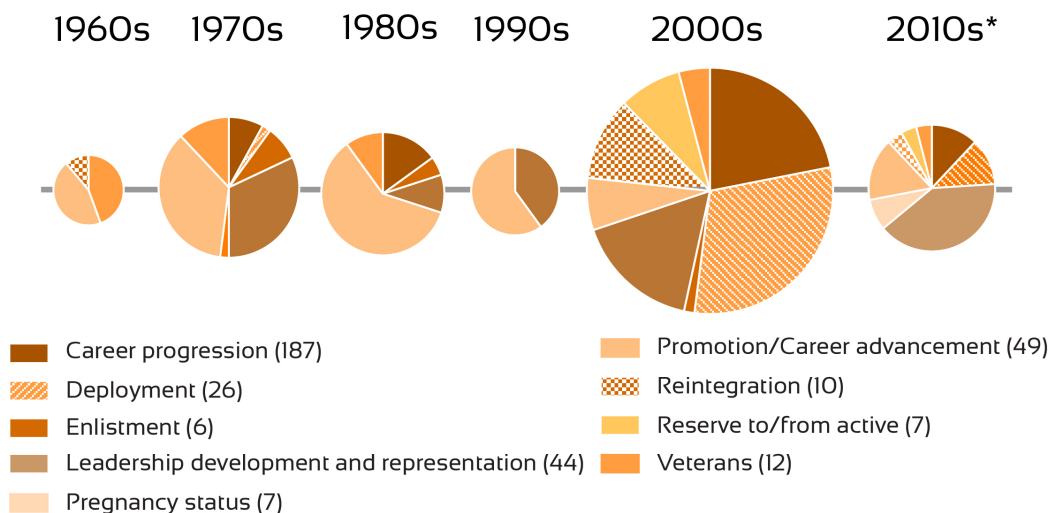
- **Developing nondiscriminatory occupational physical standards. (1975)** “DACOWITS recommends that the Military Departments develop non-discriminatory physical standards for the assignment of military personnel to select military specialties. Matching an individual’s physical capabilities to the specific job requirement seems appropriate.”
- **Validating physical standards. (2012)** “Any Physical Standards should be validated to accurately predict performance of actual regular and recurring duties of a military job and applied equitably to measure individual capabilities. Women as a class should not be restricted from military assignments because to do so would exclude available, capable personnel based on gender and not on the requirements of the job, at a sacrifice to military readiness.”
- **Reviewing physical fitness standards and body fat programs. (2016)** “The Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3) with the recent opening of more than 200,000 positions to servicewomen.”
- **Adding holistic and preventative health screenings. (2019)** “The Secretary of Defense should direct the Military Services to implement a holistic, preventative health screening, conducted by medical professionals, as part of the overall physical fitness assessment and provide access to uniform and consistent health and nutritional counseling as part of their physical fitness programs.”

## Career Progression

DACOWITS has consistently prioritized supporting professional development policies and programs for women in the U.S. military throughout the past several decades. One of the Committee’s earliest recommendations regarding women’s career progression was issued in both 1967 and 1968, when DACOWITS made recommendations surrounding involuntary separation because of pregnancy. The Committee has also made recommendations related to reintegration, deployment, leadership development and representation, Reserve duty transitions, transition assistance support, promotions and career advancement, enlistment, and veterans (see Figure 4.7). DACOWITS has made 187 career progression recommendations, mostly during the 1970s and 2000s. Promotion and career

advancement has been the only recommendation topic relevant to career progression to be addressed every decade from the 1960s to the present.

**Figure 4.7. Proportion of DACOWITS Career Progression Recommendations by Topic and Decade**



**Notes:**

Recommendations that addressed two themes were double-counted in totals.

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020 <sup>92,93</sup>

## Promotion and career advancement

DACOWITS has continued to prioritize promotion and career advancement for women. The Committee has made at least 49 recommendations pertaining to promotion and career advancement, 60 percent of which were made in the 1970s (37 percent), and 1980s (24 percent).

Many of the recommendations made in the first half of the 1970s focused on opportunities for members serving in medical roles, including support for an amendment to Title 10 of the U.S. Code to improve promotion and appointment opportunities for medical specialists and nurses. Between 1970 and 1975, DACOWITS made 16 recommendations related to increasing medical corps opportunities. The Committee’s focus during the middle and later parts of the decade was on the support of the Defense Officer Personnel Management Act (DOPMA) and the equalization of opportunities for women to hold flag officer ranks.

Recommendations in the 1980s shifted to general promotion opportunities for women across the Military Services before shifting back to opportunities for nurses and Army Medical Department officers between 1989 and throughout the early 1990s. Overall, the number of promotion and career advancement recommendations has declined since the



Army Master Sgt. Matthew Proctor and Sgt. 1st Class Tory Clayborne participate in a ceremony promoting Erin Hensley from specialist to sergeant at Camp Taji, Iraq, June 24, 2019.

1990s. More recent recommendations have focused on the career progression of enlisted women, promotion and career advancement via academic education and mentorship programs, increasing racial and ethnic diversity, and reviewing policies that promote career retention, especially for married officers with children.

Examples of recommendations related to promotion and career advancement included the following:


- **Promoting and appointing medical specialists and nurses. (1968)** “DACOWITS recommends where legislation provides for appointment of commissioned officers in the Regular Service and restricts appointment with regard to certain components that all such exceptions be repealed; for example, (Section 8288 (a) and (b) of Title 10 U. S. C. which relates to Air Force Nurses and Medical Specialists).”
- **Encouraging equal opportunities for women earning flag officer rank. (1975)** “DACOWITS recommends that the Department of Defense vigorously pursue passage of DOPMA by Congress during the calendar year 1975; if DOPMA is not enacted by Congress, that provision be made for separate legislation to be introduced in 1975 to equalize opportunities for women in the armed services to be promoted to flag/general officer rank, to provide an opportunity for members of the Army Nurse Corps to exercise command within the Army medical Department, and to improve the opportunity of nurses and medical specialists for appointment and promotion...”  


Photo from the DACOWITS archives
- **Appointing, retaining, and compensating nurses. (1989)** “DACOWITS recommends that the Secretary of Defense take timely and positive action to resolve nurse accession, retention, compensation, promotion, and motivation issues through appropriate measures to include legislation.”
- **Promoting career retention. (2004)** “The Services should review existing programs and policies designed to promote career retention, identifying and reporting on opportunities to apply them more broadly, especially to married officers with children.”
- **Appointing enlisted women. (2014)** “All Services should systematically increase the accessions of women into the enlisted ranks.”
- **Increasing women’s retention at senior levels, with emphasis on racial and ethnic diversity. (2019)** “The Secretary of Defense should direct the Military Services to develop and implement initiatives to increase senior female representation as a part of the Total Force, at the E-9 and O-7 and above grade levels, to include emphasis on increasing racial and ethnic diversity at these levels.”



## Leadership development and representation

Beginning in the 1970s, DACOWITS began prioritizing the leadership development and representation of women in the Military Services. Over the years, DACOWITS has made 44 related recommendations, half of which were made after 2000. The first recommendation within the analysis period, made in 1970, pertained to the inclusion of servicewomen in DoD studies, committees, commissions, and task forces. Most of the recommendations made throughout the 1970s and 1980s focused on the utilization of women in leadership positions and ensuring their representation on advisory committees and boards.

Beginning in the 1990s and extending through the 2010s, the Committee's recommendations focused heavily on education, training programs, and mentorship programs. While the number of recommendations related to leadership development and representation declined in the 1980s and 1990s, DACOWITS increased its focus in the 2000s, making 12 such recommendations. This topic was an outstanding theme in 2008 in particular; in addition to recommending the expansion of mentorship programs, DACOWITS recommended research to identify best practices for character development programs, the provision of programs on personal behavior and decisionmaking, and work-life balance for junior Service members. During the past decade, DACOWITS shifted its focus primarily toward the recruitment and accession of women into the enlisted and officer ranks while also continuing its promotion of mentorship.

Examples of recommendations related to leadership development and representation included the following:

- **Increasing female representation. (1970)** "That any DoD 'in house' studies, Committees, commissions, task forces, present or in the future, include an appropriate representative of Women in the Service...."
- **Maximizing leadership potential. (1994)** "DACOWITS recommends that military education and training programs address maximizing the full leadership potential of Service women. To this end, the Services should initiate periodic reviews and evaluation of the leadership development process in entry level career development, senior leadership programs, and general/flag officer training to ensure the complete employment of all Service members."
- **Evaluating effectiveness of mentorship programs. (2005)** "Each Service collect data and evaluate the effectiveness of the mentoring program."
- **Increasing accessions of women into officer and enlisted ranks. (2015)** "All Services should systematically increase the accessions of women into the officer and enlisted ranks."
- **Requiring mentorship as part of leadership training. (2016)** "The Secretary of Defense should require the Military Services to include training on mentorship as an essential part of leadership training, including discussion of the role and the meaning of mentorship, and of the mentoring of women by both women and men. The Committee does not recommend formal, mandatory mentorship programs."

- **Mandating diverse gender slates. (2017)** “The Secretary of Defense should direct the Military Services to create policies similar to the Air Force best practice of mandating diverse gender slates for key developmental/nominative positions such as those for aides and military assistants, which are routinely considered springboards to higher ranks.”



Photo from the DACOWITS archives

## Deployment

The issue of deployment was raised by the Committee as early as 1978 and pertained to extending entitlements to dependents of junior, forward-deployed men and women. DACOWITS has made an additional 25 recommendations focused on deployments, all of which have occurred since 2003. Many of these recommendations focused on benefits for and consideration of the families and children of deployed Service members.

Examples of recommendations related to deployment included the following:

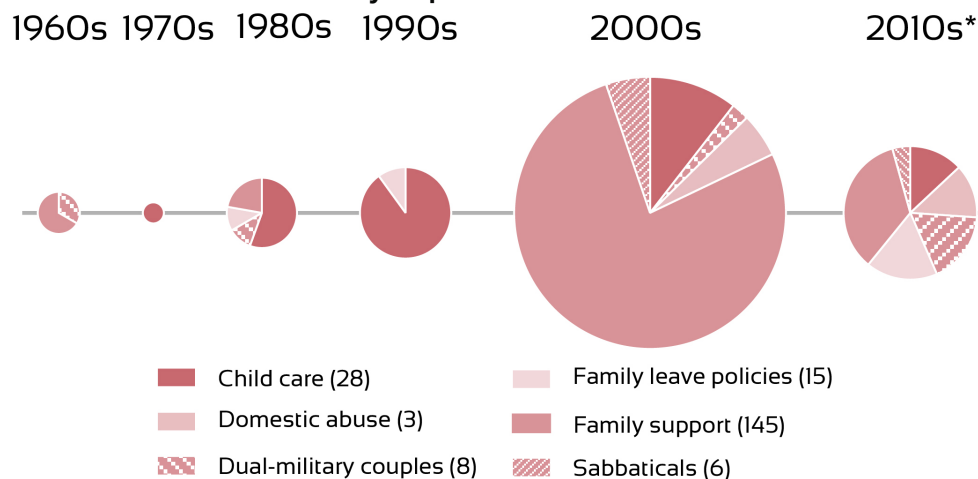
- **Extending dependent entitlements for deployed Service members. (1978)** “DACOWITS recommends that OSD and the Services continue to pursue extension of dependency entitlements to junior service women and men assigned overseas.”
- **Supporting families during deployments. (2004)** “Leadership should strongly support programs that promote family readiness. Letters should be mailed home to the families of all deploying Service members with information about anticipated deployment schedules, support programs, points of contact for legal affairs, financial issues, childcare options, psychological counseling and other available resources.”
- **Promoting female health and hygiene while deployed. (2007)** “Recommend briefing female Service members in-theatre on female-specific health and hygiene issues, using the CHPPM [U.S. Army Center for Health Promotion and Preventative Medicine] Soldier’s Guide to Female Soldier Readiness or comparable document as a guide. This will ensure that all female Service members have the health and hygiene information they need while deployed.”
- **Providing predeployment health assessment and health education while deployed. (2012)** “The pre-deployment health assessment for women should provide information on effective urogenital hygiene practices, use of female urinary diversion devices, symptoms and treatment of vaginitis and urinary tract infections, options for birth control and menstrual cycle control, and ways to manage stress. This information should also be part of continuing health education for deployed women.”

- **Researching impacts of reintegration on military mothers. (2019)** “The Secretary of Defense should commission a research project to identify and assess the potentially unique impacts on military mothers who are reintegrating into the family after deployments.”

## Family Support

Support for the families and the work-life balance of Service members was prioritized by DACOWITS as early as 1968, when the Committee recommended DoD study its definitions of spouse and dependents of women Service members to ensure equal benefits were offered to spouses and dependents of both male and female Service members. Specific recommendations within this topic also pertained to dual-military couples, family leave policies, family support, sabbaticals, child care, and domestic abuse (see Figure 4.8). DACOWITS made 10 recommendations related to family support throughout the 1970s and 1980s, then increased the priority of this topic in the 1990s and again in the 2000s. Throughout the past seven decades, DACOWITS made a total of 145 family support recommendations; two-thirds were issued between 2000 and 2009 in response to the elevated pressures of war and high operational tempo on military spouses and families.

**Figure 4.8. Proportion of DACOWITS Family Support Recommendations by Topic and Decade**



Notes:

Recommendations that addressed two themes were double-counted in totals.

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020<sup>94,95</sup>

## Child care

Based on available data, DACOWITS first highlighted child care policies in its 1979 recommendations. Since then, the Committee has made recommendations pertaining to child care every decade, resulting in 28 recommendations to date. DACOWITS’ focus on this topic consistently increased over time through the 2000s.

Many of the earliest child care recommendations focused on establishing child care programs and facilities and accommodating Service members with children. In 1988, the focus of recommendations shifted to increasing the funding for child care services and facilities. Since 2000, most of the recommendations have focused on child care availability and capacity, which continues to be an ongoing issue.

Examples of recommendations related to child care included the following:

- **Accommodating Service members who have child care responsibilities. (1983)** “DACOWITS recommends all Military Services continue to expand their efforts to accommodate military members with child care responsibilities.”
- **Increasing funding for child care facilities and services. (1988)** “DACOWITS recommends that the Secretary of Defense support legislation which increases the authorization and appropriation of funds for child care facilities and services.”
- **Ensuring child care availability. (2001)** “DACOWITS was briefed by the Office of Assistant Secretary of Defense (Military Community and Family Policy) on efforts to increase child care availability for military personnel. DACOWITS fully supports the Services’ efforts and recommends continuation of strategies and plans being implemented...”
- **Increasing child care capacity and resources. (2019)** “The Secretary of Defense should allocate increased funding to address the lack of adequate child care capacity and on- and off-installation child care resources, to include construction/ expansion of child care facilities and initiatives to ensure sufficient child development center staffing and family child care home providers.”

## Family leave policies

The Committee first officially focused on family leave in 1988, recommending all Services provide servicewomen with 6 weeks of postpartum nonchargeable leave. Its next family leave policy recommendation was made in 1998, identical to the recommendation made in 1988, reiterating the persistence of DACOWITS’ sustained attention to these issues. Throughout the last two decades, DACOWITS has made an additional 13 related recommendations, most of which focused on family leave for newborn care. However, a 2006 recommendation specifically identified family leave for other purposes, which included taking care of “aging parents and critically ill family members.” More recently, DACOWITS focused on flexible leave for primary and secondary caregivers in similar 2017, 2018, and 2020 recommendations, as well as a 2020 recommendation that supported removing barriers for designating primary and secondary caregiver status.

Examples of recommendations related to family leave policies included the following:

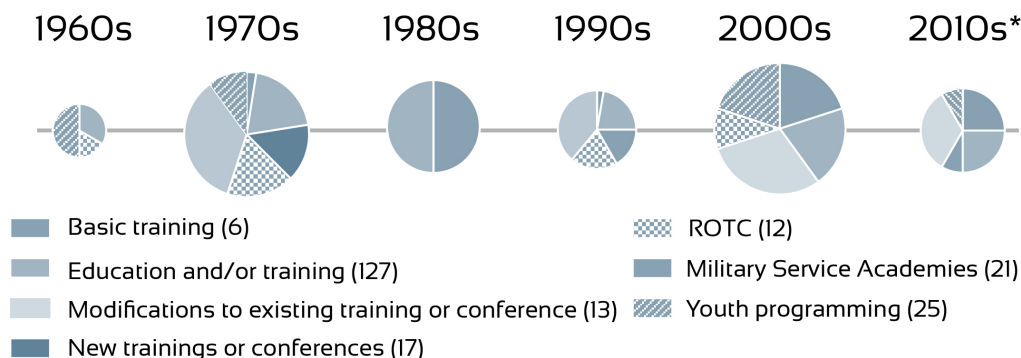
- **Ensuring access to postpartum leave. (1988 and 1998)** “DACOWITS recommends that all Services grant 6 weeks post-partum non-chargeable leave. The DACOWITS commends the Navy for its recent actions designed to extend post-partum non-chargeable leaves.”

- **Implementing family-related leave pilot programs. (2006)** “Recommend that pilot programs of on-off ramps be implemented in all of the Services to provide flexibility for work-life balance concerns, such as care for newborns, aging parents, and critically ill family members.”
- **Equalizing benefits for married/nonmarried Service members. (2017)** “The Secretary of Defense should consider removing the marriage stipulation from parental leave in order to be consistent with policies that recognize non-married parental benefits.”
- **Permitting flexible use of primary and secondary caregiver leave. (2018)** “The Secretary of Defense should consider proposing legislation to allow the Military Services to permit flexible (noncontinuous) use of primary and secondary caregiver leave, if requested by the caregiver.”
- **Removing barriers for determining caregiver status. (2020)** “The Secretary of Defense should direct the Military Services to remove all barriers that prohibit Service members from determining as a family which of the parents shall be designated the primary and secondary caregivers.”

## Education and/or Training

Education and/or training for Service members has been a consistent focus for DACOWITS throughout the past seven decades. In 1967, the Committee made initial education and/or training recommendations. Out of the 127 total related recommendations, 40 were made during the 1970s and 44 during the 2000s. In addition to general education and/or training, DACOWITS made related recommendations on youth programming, new trainings or conferences, modifications to existing training or conference, JROTC or ROTC, basic training, and the MSAs (see Figure 4.9).

**Figure 4.9. DACOWITS Education and/or Training Recommendations Over Time**



Note: Recommendations that addressed two themes were double-counted in totals.

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020 <sup>96, 97</sup>



## Youth programming

Since 1967, DACOWITS has highlighted the importance and need for the Military Services to support programs for our Nation's youth, especially Service members' children. DACOWITS has made a total of 25 youth programming recommendations, more than half of which were made in the 2000s. The Committee's earliest recommendations pertained to providing support for high school guidance counselors in an effort to inform students about careers in the U.S. military. In the early 1970s, the focus shifted to JROTC, which included the possibility of allowing girls to join the program. DACOWITS made the majority of its youth programming-related recommendations in the mid- to late 2000s, primarily focusing on supporting the children of Service members.

Examples of recommendations related to youth programming included the following:

- **Promoting military service through guidance counselors. (1967)** "Women of DACOWITS have found a lack of information among guidance counselors at the junior high and high school level about women in the Armed Forces, and on obligations of and opportunities for men in the Armed Forces.... In view of changes in draft law, the dissemination of information to counselors is especially timely."
- **Integrating JROTC. (1971)** "In view of the stated mission of the Junior ROTC program, it is requested that the Department of Defense provide a briefing during the Fall 1971 meeting on the Junior ROTC law (PL [Public Law] 88-647) and discuss its feasibility and advantage for inclusion of girls in the program. This briefing should include the views and position of the Military Departments."
- **Utilizing school-based youth support programs. (2008)** "DACOWITS recommends the Services more effectively inform military families about school-based deployment support programs and highlight available online resources...."
- **Harnessing resources to bolster adolescent outreach programs. (2020)** "The Secretary of Defense should increase oversight and assess the effectiveness and scale of outreach programs with the objective of directing new programs and/or adjusting the purpose of existing programs to positively impact adolescent women's propensity for military service."

## MSAs

During the analysis period, DACOWITS first issued recommendations related to the MSAs in the mid-1970s, when the Committee advocated for the MSAs to admit women. Out of its 21 recommendations pertaining to the MSAs, all but 1 was issued in the 1970s or 1980s. Following the first admission of women to the MSAs in 1976, DACOWITS shifted its focus to admission standards, promoting the MSAs to women, and gender disparities in Academy aptitude tests.

Examples of recommendations related to the MSAs included the following:

- **Allowing admission of women to the MSAs. (1974)** “DACOWITS recommends and affirms its belief in the eventuality of the admission of women to the service academies when the question has been resolved in the Congress and/or the court. Therefore, DACOWITS recommends that, in anticipation of this eventuality, the armed services develop plans and be prepared to admit a minimum of one hundred (100) women to each of their respective academies.”
- **Allowing admission of women to the MSAs. (1975)** “DACOWITS recommends that DACOWITS be on record as strongly approving the Act of Congress admitting women to the service academies, and stands ready to assist the several branches of the Services and the Department of Defense in the formulation of policy implementing the admission of women to the academies.”
- **Studying the attitudes of male/female cadets and midshipmen. (1980)** “DACOWITS recommends that the Service Academies continue to conduct attitudinal studies of male/female cadets/midshipmen.”
- **Endorsing gender-integrated boxing programs. (2017)** “The Secretary of Defense should endorse the U.S. Military Service Academies’ gender integrated boxing programs as part of the broader curriculum and direct the Academies to standardize concussion event protocol, share lessons learned to promote safety and strengthen the learning objectives, and adapt their programs as needed based on emerging concussion protocol research.”

## New trainings or conferences

DACOWITS has made 17 recommendations supporting the creation and implementation of new trainings and conferences pertaining to women in the U.S. military. The Committee made its earliest recommendations on this topic in 1974 and 1975, when it supported the creation of a conference of “key women in the military services from NATO [North Atlantic Treaty Organization] countries.” In the late 1970s, DACOWITS focused specifically on trainings, particularly self-defense training for all Service members. In more recent years, DACOWITS has shifted its focus to trainings on sexual harassment and sexual assault.

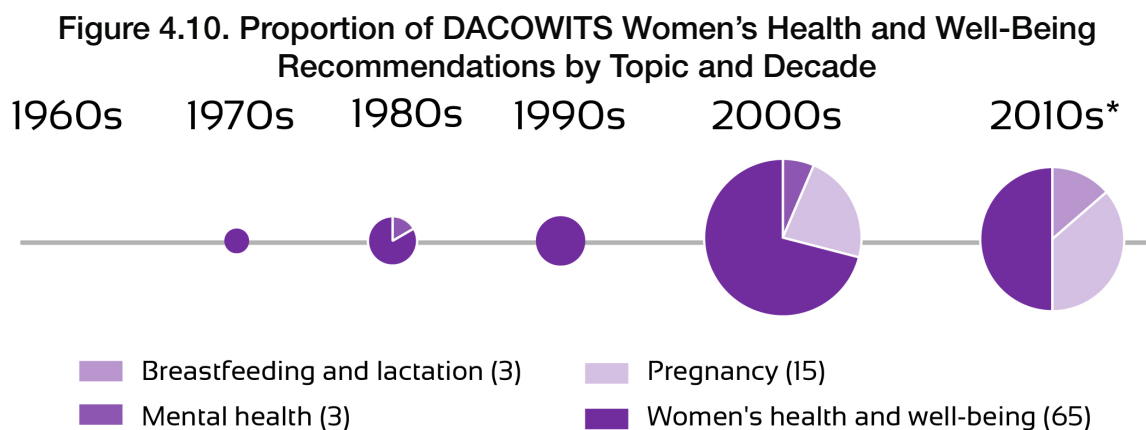
Examples of recommendations related to new trainings and conferences included the following:

- **Convening a NATO conference of key women in the Services. (1975)** “DACOWITS recommends that the Department of Defense inform NATO that a conference of the key women in the military services from the NATO countries is desired and that the Department of Defense initiate the opportunity for comment on the same from the command of NATO.”

- **Supporting self-defense training. (1976)** “DACOWITS recommends that the Military Departments encourage individual self-defense training for all members of the Services and a copy of DoD’s instruction to the Military Departments be furnished to DACOWITS for their information and file prior to the 1977 meeting.”
- **Delivering sexual assault training and resources. (2004)** “Training should emphasize that sexual assault is a crime that will be prosecuted to the fullest extent of the law, and should be delivered in the context of the core values of military Service and the mission requirements of unit cohesion and readiness.”
- **Assessing effectiveness of policies, standards, training, and enforcement. (2018)** “The Secretary of Defense should conduct a comprehensive assessment of the effectiveness of the Military Services’ policies, standards, training, and enforcement to eliminate gender discrimination and sexual harassment.”

## Women’s Health and Well-Being

Women’s health and well-being has been a consistent focus of DACOWITS throughout its history. DACOWITS has made 67 recommendations on this topic, including one of its first recommendations in 1975 regarding the development and implementation of a sex education program for all Service members. The Committee’s emphasis on women’s health and well-being has increased over time; 53 of DACOWITS’ 67 recommendations on the topic were made within the past two decades. Recommendation themes within this topic have also included pregnancy, breastfeeding and lactation, and mental health (see Figure 4.10).



Note: Recommendations that addressed two themes were double-counted in totals.

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020<sup>98,99</sup>

## Pregnancy

DACOWITS made 15 recommendations related to pregnancy during the last two decades. The Committee made its first health and well-being recommendations related to pregnancy in 2003, which pertained primarily to care during the first trimester of pregnancy, and the

duties and responsibilities of pregnant servicewomen. In more recent years, DACOWITS has shifted its focus to postpartum policies, including leave and deferment, and the privacy protection of pregnant and postpartum women's health information.

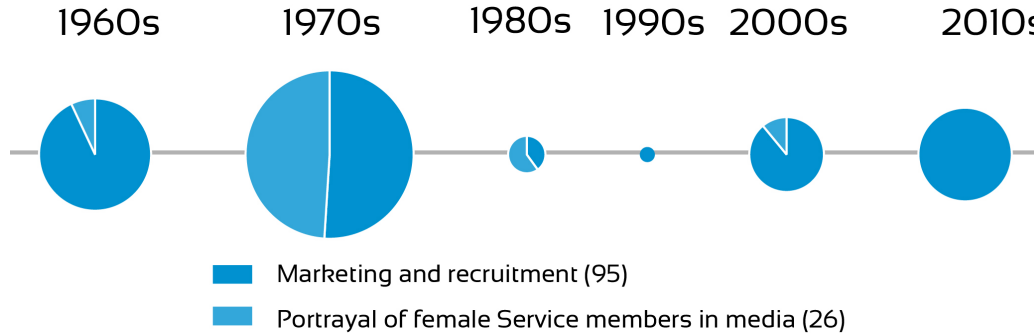
Examples of recommendations related to pregnancy included the following:

- **Implementing pregnancy antidiscrimination policies. (2003)** "DACOWITS recommends that information on ... the benefits of early access to OB/GYN care, be given to all military personnel, especially those in leadership positions, through regular mandatory briefings on family planning, pregnancy, physiological changes, advisable health care regimens, and job performance expectations of pregnant personnel."
- **Reevaluating operational deferment policies. (2015)** "The Secretary of Defense should require that the Services evaluate, at least every two years, their policies regarding operational deferment in the case of pregnancy."
- **Eliminating pregnancy references for female Marines. (2018)** "The Secretary of Defense should direct the Marine Corps to eliminate the pregnancy references found in the Marine Corps' Performance Evaluation System, which currently identifies a female Marine's health status by using the code "PREG" in the weight section."
- **Implementing pregnancy reassignment policies. (2019)** "The Secretary of Defense should direct the Military Services to develop and implement policies that ensure a servicewoman's career is not negatively affected as a result of pregnancy."

## Marketing and Recruitment

DACOWITS has advocated for greater representation of women in military marketing and recruiting materials and increased efforts to recruit women for several decades; it has made at least 96 recommendations on this topic. Both the number and intended audience of these recommendations varied each decade between the 1960s and 2010s (see Figure 4.11). For example, during the 1970s, DACOWITS issued the greatest number of recommendations related to marketing and recruitment. This was also the decade in which DACOWITS made its greatest number of recommendations related to the depiction, representation, and portrayal of female Service members in media, which included print, video, television, stamps, and radio. Some of these recommendations included references to television or film production that would support efforts to recruit servicewomen. DACOWITS made fewer recommendations related to marketing and recruitment in the 1980s and 1990s; however, since then, the number of recommendations has increased. In the 2000s, DACOWITS focused its recommendations on recruitment for particular occupations such as clergy and medical or healthcare workers. More recently, the Committee has made broader recommendations, urging the Military Services to devote more resources to increasing the recruitment of women into enlisted and officer ranks.

**Figure 4.11. Proportion of DACOWITS Marketing and Recruitment Recommendations by Topic and Decade**



Note:

Recommendations that addressed two themes were double-counted in totals.

\*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020<sup>100,101</sup>

Examples of recommendations related to marketing and recruitment included the following:

- **Including women in public demonstrations. (1967)** “That in all exhibits at fairs or any such public demonstration We’re Men of the Armed Forces are included, that women in the various branches of the Service also be included.”
- **Marketing via television. (1968)** “DACOWITS recommends that the Department of Defense continue to investigate the preparation of materials for ETV (Educational Television) for the purpose of disseminating information regarding opportunities for Women in the Services.”
- **Honoring servicewomen on stamps. (1974)** “DACOWITS recommends that the Defense Bicentennial Planning Committee consider a series of commemorative stamps honoring women in the military.”
- **Maximizing Women’s History Month. (2008)** “DACOWITS recommends the Services continue to maximize installation-sponsored women’s discussions and presentations, such as those that occur during Women’s History Month.”
- **Recruiting servicewomen. (2014)** “All Services should have targets to increase the representation of enlisted servicewomen; these targets should be benchmarked against the pool of eligible female recruits. Furthermore, these targets should not be constrained by past or current representation of women in the Armed Services, or estimates of the propensity of women to enlist.”
- **Tailoring marketing materials. (2018)** “The Secretary of Defense should require all Military Services to tailor their marketing to inspire more women to serve by addressing misconceptions, highlighting motivating opportunities, and providing more emphasis on realistic portrayals of women who serve.”



## Additional Recommendations

In addition to the themes outlined earlier in this chapter, DACOWITS published several recommendations on the following seven priorities: internal to DACOWITS, benefits and entitlements, sexual harassment and sexual assault, communication and/or dissemination, Reserve and Guard Components, retention, and unit culture and morale. Although these themes did not appear as often in recommendations as the themes previously described, they were discussed and prioritized multiple times during the analysis period.

### Internal to DACOWITS

When the Committee was first created, it was common practice to submit recommendations related to Committee business. However, the Committee stopped making internal recommendations in the 1980s. Between 1967 and 1985, DACOWITS made 118 recommendations related to internal Committee procedures, requests for briefings, or the marketing of DACOWITS materials. For example, in 1984, the Committee recommended “Services publicize the existence and purpose of the DACOWITS.” In other recommendations, DACOWITS made requests for reports or briefings, which are now obtained through formal requests for information.

### Benefits and entitlements

DACOWITS has made recommendations focused on benefits and entitlements received by current or former Service members since at least 1967, when the Committee recommended an increase in base pay for junior officers. Between 1967 and 2007, DACOWITS made at least 99 benefits or entitlements recommendations, including 47 recommendations pertaining to housing, 18 pertaining to Basic Allowance for Quarters, and 5 pertaining to TRICARE benefits. More than 80 percent of these recommendations occurred in the 1960s or 1970s. The earliest recommendations focused mainly on salary issues, especially readjustment pay for pregnant Service members, and housing standards. For example, in 1968, DACOWITS recommended “action be initiated to authorize a regular officer separated involuntarily for pregnancy be entitled to readjustment pay, just as a reserve officer is entitled to severance pay.” That same year, the Committee recommended “the Department of Defense re-define the standards of adequacy for occupancy by married women personnel.” Over time, recommendations pertaining to benefits and entitlements shifted to focus more on improved benefits for Reserve and Guard members and healthcare benefits. TRICARE was first included in a DACOWITS recommendation in 1999, when the Committee recommended “the DoD vigorously pursue its plan to improve TRICARE [including with regard to] benefits, access, enrollment, quality.” The Committee’s most recent benefits-related recommendations were made in 2007—one regarding housing, and one regarding TRICARE—suggesting that the most essential improvements in these areas have been achieved.

## **Sexual harassment and sexual assault**

During the analysis period, DACOWITS first issued recommendations related to sexual harassment and sexual assault in the mid-1970s, when the Committee advocated for the Office of the Secretary of Defense to review the Services' rape prevention program. Out of its 73 recommendations pertaining to sexual harassment and sexual assault, all but 2 were issued after 2003. Notably, DACOWITS made at least one recommendation concerning sexual harassment and sexual assault every year between 2011 and 2018. Overall, the majority of the recommendations (52 percent) related specifically to sexual assault; 30 percent related specifically to sexual harassment, and roughly 18 percent related to both sexual harassment and sexual assault. In the late 1990s and early 2000s, DACOWITS made recommendations pertaining to the establishment of new policies, enforcement of existing policies, or modification of existing policies to align with the changing definitions of sexual harassment and sexual assault. For example, in 2004, DACOWITS recommended "Articles 120, 128 and 134, UCMJ, should be revised to clarify and more closely align with the official definition of sexual assault, ensuring that sexual assault has a clear and consistent legal standard, distinct from sexual harassment and other sex-related offenses. DoD should include these revisions in the 2006 legislative proposals." More recently, DACOWITS has shifted its focus to educational trainings, informational campaigns, or communication and/or dissemination of policies and resources, accounting for more than a quarter of the 73 recommendations DACOWITS has made surrounding sexual harassment and sexual assault. For example, DACOWITS recommended "the Services should revise and implement sexual harassment training that addresses online harassment, anonymity, and the consequences of online behavior both on- and off-duty" (2015) and that "the Secretary of Defense should conduct a comprehensive assessment of the effectiveness of the Military Services' policies, standards, training, and enforcement to eliminate gender discrimination and sexual harassment" (2018).

## **Communication and/or dissemination**

DACOWITS made 45 recommendations throughout the study period focused on the communication or dissemination of information from the branches or DoD to Service members and/or civilians. The first related recommendation was made in 1971, when the Committee recommended DoD write a policy outlining how DACOWITS activities should be communicated to the media. DACOWITS made more than half of the communication and dissemination recommendations between 2003 and 2009. In the earlier part of the decade, recommendations focused more on dissemination of education and career planning information and the communication of resources and policies for Service members. Beginning in 2005, recommendations focused more on communicating with families of Service members (e.g., information for families of deployed personnel) and dissemination of information of the Services (e.g., publicizing positive "contributions and accomplishments of individual Service members"). Twenty percent were made during the last decade, with

the most recent recommendation published in 2018 advising DoD to endorse the “2017 DACOWITS recommendation on gender integration directing the Military Services to communicate that progress more effectively with Service members as well as the general public.”

## **Reserve and Guard Components**

During the analysis period, DACOWITS made 37 recommendations focused on Reserve and Guard members. In its first recommendation, published in 1969, DACOWITS asked to be briefed by DoD at the 1970 spring meeting on the current Reserve programs. The Committee made no recommendations in the 1970s, and seven recommendations in the 1980s and 1990s combined. DACOWITS prioritized Reserve and Guard recommendations during its 2005 meetings; more than half of the related recommendations were made in that year alone. The recommendations made during the 2000s focused on a wide range of topics that included increasing retention, improving career development opportunities for Reserve members, developing resources for family members, and improving mobilization predictability. Over the years, DACOWITS has made many recommendations that relate to other topics also addressed to the Reserve and National Guard Components. For example, in 2018, DACOWITS recommended that “the Secretary of Defense should require all Military Services, including the Reserve/Guard, to provide servicewomen with gender appropriate and properly fitting personal protective equipment and gear for both training and operational use.” Recently, DACOWITS has focused Reserve and Guard Component recommendations on increasing Reserve members’ awareness of available healthcare programs. For example, in 2007, DACOWITS recommended both the Reserve Component and TRICARE work to increase awareness of the “continuum of health care programs available to” Reserve members and their families.

## **Retention**

Between 1969 and 2019, DACOWITS made 36 recommendations concerning the retention of female Service members. The first eight recommendations related to removing the “restrictions to prohibit the appointment of Regular Air Force and Army Nurses and Medical Specialists who have over 14 years of Service or who are over 39 years of age” (1970). Still others recommended studying issues related to retention. For example, in 2004, DACOWITS recommended the Services “should examine in greater detail the reasons for the discrepancy between the reported intentions and actual retention of married officers with children” (2004). The Committee has also made recommendations related to retention at various career points, recommending “the development and adoption of an exit survey or surveys to assess why the attrition level for women is higher than for men at various career points” in 2017. More recently, DACOWITS has focused its recommendations on increasing senior female representation and improving female retention: “the Secretary of Defense should direct the Military Services to develop and implement initiatives to increase senior female representation as a part of the Total Force, at the E-9 and O-7 and above grade levels, to include emphasis on increasing racial and ethnic diversity at these levels” (2019);

“the Secretary of Defense should direct the Military Services to review the U.S. Department of Homeland Security’s Improving Gender Diversity in the U.S. Coast Guard: Identifying Barriers to Female Retention study and implement the relevant findings for improving female retention in their respective Services” (2019).

## **Unit culture and morale**

DACOWITS made nine recommendations on unit culture and morale between 1980 and 2012. Initially, these recommendations focused on urging the Services to reemphasize its Human Goals principles for all Service members and the morale of women in the military. In 1982, DACOWITS recommended “each Military Service communicate to all commanders and commanding officers the need to create an open and positive climate wherein women who choose to may establish informal networks and sponsor women’s seminars, to permit them associations historically enjoyed by their male counterparts.” More recently, DACOWITS has focused its recommendations on taking “appropriate actions to promote command climates which ensure human dignity on overseas installations” (1997) and disseminating the results of the command climate assessments to relevant commanders and their superiors (2012).

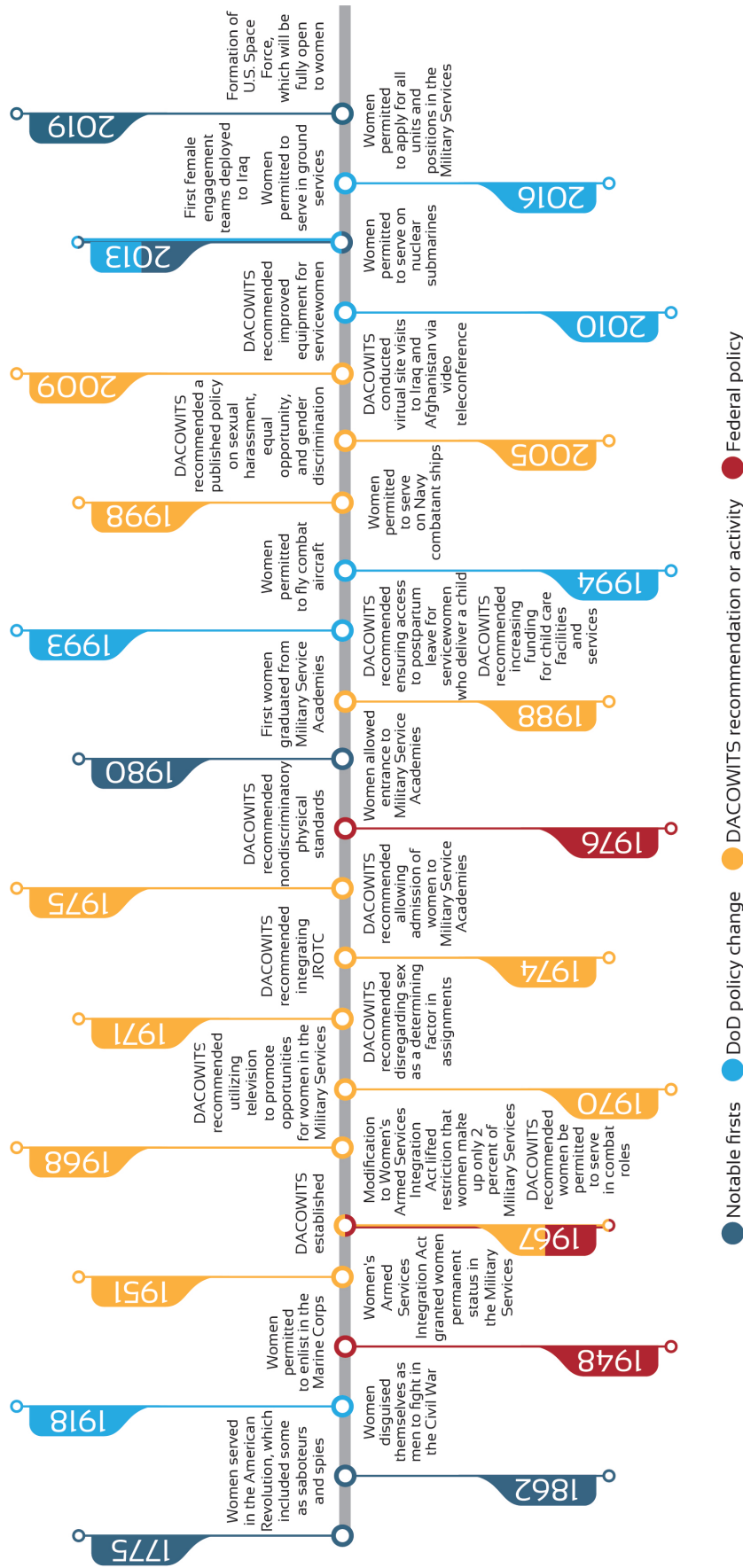
## Chapter 5. Conclusion

The variety of issues pertaining to the support of women in the U.S. military is reflected in the extent of topics covered by DACOWITS recommendations throughout the past seven decades. DACOWITS continues this work with recommendations in 2019 and 2020 on domestic abuse, conscious and unconscious gender bias, breastfeeding and lactation support, marketing strategies, and the effect of grooming standards on women's health. While this anniversary synopsis does not cover every issue the Committee has studied during its tenure, it does present an overview of DACOWITS' impact through a detailed review of the more than 1,000 recommendations the Committee has made. At the time of DACOWITS' inception in 1951, a woman had not yet been promoted to a general or flag officer rank; women had yet to be integrated into the MSAs; and female Service members faced significant inequalities in their access to combat roles and benefits and experienced gender bias because of the male-dominated military culture of the time. Figure 5.15 shows a selection of milestones, including the implementation of DoD policy, passage of Federal laws, notable firsts, and key DACOWITS recommendations and activities that were associated with these critical advancements. Although this figure represents a small sample of selected events, it demonstrates DACOWITS' impact on a range of topics over the years.

As evidenced in this chapter, DACOWITS has been influential in ensuring the advancement of women in the military. It has been at the forefront of many emerging issues, notifying DoD and the public about issues and challenges facing servicewomen and making recommendations early to ensure issues are addressed as soon as possible. Despite the vast and critical work accomplished by the Committee to date, DACOWITS' work is not finished. Women play an essential role in an evolving military with constantly changing mission sets. DACOWITS continues to fulfill its mission by ensuring women are provided opportunities to thrive and serve as leaders in all Military Services. DACOWITS' work carries on into the next decade as it continues to gather information from DoD, the Military Services, and Service members to inform its evidence-based recommendations.



Figure 5.1. Timeline of Selected Milestones, DoD Policies, Passage of Federal Laws, Notable Firsts, and Associated DACOWITS Recommendations



Note: Specific references related to these events are cited in earlier chapters of the report.

# References

1. U.S. Army. (n.d.). *Women in the Army: History*. <https://www.army.mil/women/history/>
2. Bellafaire, J. (2019). *America's military women: The journey continues*. <https://www.womensmemorial.org/americas-military-women>
3. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
4. Mellaci, T. (n.d.). *Camp followers*. In J. Ambuske and J. Patrick (Eds.), *The digital encyclopedia of George Washington*. <https://www.mountvernon.org/library/digitalhistory/digital-encyclopedia/article/camp-followers/>
5. U.S. Army. (n.d.). *Women in the Army: History*. <https://www.army.mil/women/history/>
6. U.S. Coast Guard, U.S. Coast Guard Historian's Office. (n.d.). *Women in the U.S. Coast Guard: Moments in history*. <https://www.history.uscg.mil/Browse-by-Topic/Notable-People/Women/Women-in-Coast-Guard-Historical-Chronology/>
7. U.S. Army. (n.d.). *Women in the Army: History*. <https://www.army.mil/women/history/>
8. U.S. Navy, Naval History and Heritage Command. (2020, April 1). *Women in the U.S. Navy*. <https://www.history.navy.mil/browse-by-topic/diversity/women-in-the-navy.html>
9. U.S. Army. (n.d.). *Women in the Army: History*. <https://www.army.mil/women/history/>
10. Congressional Medal of Honor Society. (n.d.). *Walker, Dr. Mary E. [Profile of Dr. Mary E. Walker]*. <https://www.cmohs.org/recipient-detail/1428/walker-dr-mary-e.php>
11. U.S. Army. (n.d.). *Women in the Army: History*. <https://www.army.mil/women/history/>
12. Ibid.
13. U.S. Navy, Naval History and Heritage Command. (2020, April 1). *Women in the U.S. Navy*. <https://www.history.navy.mil/browse-by-topic/diversity/women-in-the-navy.html>
14. U.S. Army. (n.d.). *Women in the Army: History*. <https://www.army.mil/women/history/>
15. DoD. (2017, March 21). *Celebrating the first enlisted woman: Centennial anniversary (1917–2017) program*. [Ceremony program].
16. U.S. Navy, Naval History and Heritage Command. (2020, April 1). *Women in the U.S. Navy*. <https://www.history.navy.mil/browse-by-topic/diversity/women-in-the-navy.html>
17. Women Marines Association. (2020). *Women Marines history*. <https://www.womenmarines.org/wm-history>
18. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
19. Ibid.
20. Churchill, M. (2018, March 29). *Beyond Rosie the riveter: A history of women in the Navy*. Naval History and Heritage Command. <https://usnhistory.navylive.dodlive.mil/2018/03/29/beyond-rosie-the-riveter-a-history-of-women-in-the-navy/>

21. Holm, J. M., & Bellafaire, J. (Eds.). (1998). *In defense of a Nation: Servicewomen in World War II*. Military Women's Press.
22. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
23. Ibid.
24. Women's Armed Services Integration Act, 62 Stat. 356 (1948).
25. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
26. Ibid.
27. Ibid.
28. Leipold, J. D. (2013, April 2). *Women veterans mark 60th anniversary of Korean War*. U.S. Army. [https://www.army.mil/article/75736/women\\_veterans\\_mark\\_60th\\_anniversary\\_of\\_korean\\_war](https://www.army.mil/article/75736/women_veterans_mark_60th_anniversary_of_korean_war)
29. U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics. (2011). *America's women veterans: Military service history and VA benefit utilization statistics*. [https://www.va.gov/vetdata/docs/specialreports/final\\_womens\\_report\\_3\\_2\\_12\\_v\\_7.pdf](https://www.va.gov/vetdata/docs/specialreports/final_womens_report_3_2_12_v_7.pdf)
30. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
31. Daniel, A. L. (2011, November 30). *Navy's first female master chief petty officer laid to rest at Arlington*. Chief of Naval Personnel, U.S. Navy. [https://www.navy.mil/submit/display.asp?story\\_id=64075](https://www.navy.mil/submit/display.asp?story_id=64075)
32. Fitzgerald, A. S., Duboyce, R. L., Ritter, J. B., Omori, D. J., Cooper, B. A., & O'Malley, P. G. (2013). *A primer on the unique challenges of female soldiers' reproductive issues in a war-ready culture*. *Military Medicine*, 178(5), 511–516.
33. Ibid.
34. U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics. (2011). *America's women veterans: Military service history and VA benefit utilization statistics*. [https://www.va.gov/vetdata/docs/specialreports/final\\_womens\\_report\\_3\\_2\\_12\\_v\\_7.pdf](https://www.va.gov/vetdata/docs/specialreports/final_womens_report_3_2_12_v_7.pdf)
35. Army Women's Foundation. (2018). *Brigadier General Anna May Hays, USA: Hall of Fame inductee 2018*. <https://www.awfdn.org/trailblazers/brigadier-general-anne-mae-hays-usa/>
36. Segal, D. R., & Segal, M. W. (2004). *America's military population*. *Population Bulletin*, 59(4).
37. U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics. (2011). *America's women veterans: Military service history and VA benefit utilization statistics*. [https://www.va.gov/vetdata/docs/specialreports/final\\_womens\\_report\\_3\\_2\\_12\\_v\\_7.pdf](https://www.va.gov/vetdata/docs/specialreports/final_womens_report_3_2_12_v_7.pdf)
38. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
39. Ibid.
40. Ibid.
41. Ibid.
42. Bellafaire, J. (2019). *America's military women: The journey continues*. <https://www.womensmemorial.org/americas-military-women>

43. Ibid.
44. U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics. (2011). *America's women veterans: Military service history and VA benefit utilization statistics*. [https://www.va.gov/vetdata/docs/specialreports/final\\_womens\\_report\\_3\\_2\\_12\\_v\\_7.pdf](https://www.va.gov/vetdata/docs/specialreports/final_womens_report_3_2_12_v_7.pdf)
45. Aspin, L. (1994). *Assessing the assignment policy for Army women* (p. 72). [https://www.jstor.org/stable/10.7249/mg590osd.l3?refreqid=excelsior%3A058239f20f905283a5ff88a1f66b1a35&seq=2#metadata\\_info\\_tab\\_contents](https://www.jstor.org/stable/10.7249/mg590osd.l3?refreqid=excelsior%3A058239f20f905283a5ff88a1f66b1a35&seq=2#metadata_info_tab_contents)
46. Ibid.
47. Wenger, J. W., O'Connell, C., & Cottrell, L. (2018). *Examination of recent deployment experience across the Services and Components*. [https://www.rand.org/pubs/research\\_reports/RR1928.html](https://www.rand.org/pubs/research_reports/RR1928.html)
48. U.S. Department of Veterans Affairs, Veterans Health Administration, Women's Health Services. (n.d.). *A profile of women veterans today*. [https://www.womenshealth.va.gov/WOMENSHEALTH/docs/ProfileSheet\\_073113\\_508c.pdf](https://www.womenshealth.va.gov/WOMENSHEALTH/docs/ProfileSheet_073113_508c.pdf)
49. Kamarck, K. (2016, December 13). *Women in combat: Issues for Congress*. Congressional Research Service. <https://fas.org/sgp/crs/natsec/R42075.pdf>
50. Cross, J. D., Johnson, A. E., Wenke, J. C., Bosse, M. J., & Ficke, J. R. (2011). *Mortality in female war veterans of operations enduring freedom and Iraqi freedom*. *Clinical Orthopaedics and Related Research*, 469(7), 1956–1961.
51. Women in Military Service for America Memorial Foundation. (n.d.). *Highlights in the history of military women*. <https://www.womensmemorial.org/timeline>
52. Naval History and Heritage Command. (2017, November 30). *Women in the U.S. Navy: Historic documents, women in the U.S. military during Desert Shield/Desert Storm*. <https://www.history.navy.mil/browse-by-topic/diversity/women-in-the-navy/during-desert-shield-desert-storm.html>
53. Army.mil Features. (n.d.). *American Indians in the U.S. Army: Lori Piestewa*. <https://www.army.mil/americanindians/piestewa.html>
54. Kamarck, K. (2016, December 13). *Women in combat: Issues for Congress*. Congressional Research Service. <https://fas.org/sgp/crs/natsec/R42075.pdf>
55. Ibid.
56. Roulo, C. (2013, January 24). *Defense department expands women's combat role*. DoD. <https://archive.defense.gov/news/newsarticle.aspx?id=119098>
57. Ibid.
58. Tzemach Lemmon, G. (2015, May 19). *The Army's all-women special ops teams show us how we'll win tomorrow's wars*. *The Washington Post*. <https://www.washingtonpost.com/posteverything/wp/2015/05/19/the-armys-all-women-special-ops-teams-show-us-how-well-win-tomorrows-wars/>
59. McCullough, C. (2013, February 22). *Female engagement teams: Who they are and why they do it*. U.S. Army. [https://www.army.mil/article/88366/female\\_engagement\\_teams\\_who\\_they\\_are\\_and\\_why\\_they\\_do\\_it](https://www.army.mil/article/88366/female_engagement_teams_who_they_are_and_why_they_do_it)
60. Pellerin, C. (2015, December 3). *Carter opens all military occupations, positions to women*. DoD. <https://www.defense.gov/Explore/News/Article/Article/632536/carter-opens-all-military-occupations-positions-to-women/>
61. Ibid.

62. Gaddes, R., Jacobson, Z., Montgomery, S., Stangle, J., & Williams, A. (2019). *Defense Advisory Committee on Women in the Services (DACOWITS) 2019 annual report (p. viii)*. <https://dacowits.defense.gov/>
63. U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics. (2017). *Women veterans report: The past, present, and future of women veterans*. [https://www.va.gov/vetdata/docs/SpecialReports/Women\\_Veterans\\_2015\\_Final.pdf](https://www.va.gov/vetdata/docs/SpecialReports/Women_Veterans_2015_Final.pdf)
64. The New York Times. (1951, September 18). *80,000 women set as need in Services*. <https://timesmachine.nytimes.com/timesmachine/1951/09/19/84870305.pdf>
65. DoD, DACOWITS. (n.d.). *Membership*. <https://dacowits.defense.gov/About.aspx>
66. Federal Advisory Committee Act, Pub. L. No. 92-463, 86 Stat. 770 (1972).
67. DACOWITS executive staff. (2011). *DACOWITS history and accomplishments, 1951-2011* [Internal document].
68. The New York Times. (1951, September 18). *80,000 women set as need in Services*. <https://timesmachine.nytimes.com/timesmachine/1951/09/19/84870305.pdf>
69. Kamarck, K. N. (2016, December 13). *Women in combat: Issues for Congress*. *Congressional Research Service*. <https://fas.org/sgp/crs/natsec/R42075.pdf>
70. DoD, DACOWITS. (2003). *DACOWITS 2003 report*. <https://dacowits.defense.gov/Portals/48/Documents/Reports/2003/Annual%20Report/dacowits2003report.pdf>
71. DoD, DACOWITS. (2006). *DACOWITS 2006 report (p. i)*. <https://dacowits.defense.gov/Portals/48/Documents/Reports/2006/Annual%20Report/dacowits2006report.pdf>
72. U.S. General Services Administration. (n.d.). *Federal Advisory Committee database*. <https://www.facadatabase.gov/FACA/FACAPublicAgencyNavigation>
73. Myers, J. (2017, March 22). *Celebrating the first enlisted women*. *U.S. Department of Defense News*. <https://www.defense.gov/Explore/News/Article/Article/1127379/celebrating-the-first-enlisted-women/>
74. Cronk, T. M. (2020, October 2). *Women in the military academies: 40 years later*. *Department of Defense News*. <https://www.defense.gov/Explore/Features/Story/Article/2369469/women-in-the-military-academies-40-years-later/?source=GovDelivery%20%3C%20Caution-https://www.defense.gov/Explore/Features/Story/Article/2369469/women-in-the-military-academies-40-years-later/?source=GovDelivery>
75. DoD, DACOWITS. (1967-2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
76. DoD, DACOWITS. (1967-2019). *Annual reports*. <https://dacowits.defense.gov/>
77. Ibid.
78. DoD, DACOWITS. (1967-2020). *Internal documents*.
79. DoD, DACOWITS. (1967-2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
80. DoD, DACOWITS. (1967-2020). *Internal documents*.
81. DoD, DACOWITS. (1967-2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
82. DoD, DACOWITS. (1967-2020). *Internal documents*.
83. DoD, DACOWITS. (1967-2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
84. DoD, DACOWITS. (1967-2020). *Internal documents*.



85. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
86. DoD, DACOWITS. (1967–2020). *Internal documents*.
87. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
88. DoD, DACOWITS. (1967–2020). *Internal documents*.
89. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
90. DoD, DACOWITS. (1967–2020). *Internal documents*.
91. Rosenberg, M., & Philipps, D. (2015, December 3). *All combat roles now open to women, Defense Secretary says*. *The New York Times*. <https://www.nytimes.com/2015/12/04/us/politics/combat-military-women-ash-carter.html>
92. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
93. DoD, DACOWITS. (1967–2020). *Internal documents*.
94. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
95. DoD, DACOWITS. (1967–2020). *Internal documents*.
96. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
97. DoD, DACOWITS. (1967–2020). *Internal documents*.
98. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov> gov
99. DoD, DACOWITS. (1967–2020). *Internal documents*.
100. DoD, DACOWITS. (1967–2020). *Meeting minutes and annual reports*. <https://dacowits.defense.gov>
101. DoD, DACOWITS. (1967–2020). *Internal documents*.



Defense Advisory Committee on Women in the Services