



## DACOWITS: Articles of Interest 17 July 2015

### WELLNESS

#### [4-star: Army reviewing breastfeeding policy](#)

*(14 Jul) Army Times, By Michelle Tan*

The Army is reviewing its policy regarding nursing mothers after a lawmaker pushed legislation that would require the service to develop a comprehensive policy on breastfeeding.

#### [Study questions focus on serial offenders in preventing campus rape](#)

*(14 Jul) CNN, By Liza Lucas*

The study, published Monday in the journal JAMA Pediatrics, tested the "campus serial rapist assumption," an idea that campus perpetrators are often serial offenders, and one frequently cited by advocacy organizations as well as the White House Council on Women and Girls.

#### [Air Force extends PT exemptions after birth, miscarriage to a year](#)

*(15 Jul) Air Force Times, By Stephen Losey*

The Air Force on Tuesday announced more deferrals for new mothers, including extending exemptions for fitness assessments from six months to a full year.

#### [Congresswoman says Army to mull breast-feeding policy](#)

*(15 Jul) Stars & Stripes, By Nancy Montgomery*

The Army is reviewing how nursing mothers are treated and looking into best practices to devise a policy on breast-feeding, said Rep. Niki Tsongas, citing a letter from Army Chief of Staff Ray Odierno.

#### [Army Families File Complaints About Federal Day Care Program](#)

*(16 Jul) NBC Washington, By Scott MacFarlane*

More than 30 U.S. Army families have filed formal complaints about problems with a federal program that helps provide day care services for their children. Those complaints, obtained in a public records request by the News4 I-Team, detail frustration with delayed payments, lost paperwork and red tape in the "Army Fee Assistance Program," a program administered by the U.S. General Services Administration.

#### [List of MilitaryChildCare.com installations to date](#)

*(16 Jul) Military Times, By Karen Jowers*

Forty-six military installations are the first to use the new MilitaryChildCare.com central portal.

#### [Outage causes delays in implementing child care portal](#)

*(16 Jul) Military Times, By Karen Jowers*

A computer problem that recently sparked a three-week outage of a new military child care portal has delayed the official launch schedule for the program.

### ASSIGNMENTS

#### [Remaining women at Army Ranger School clear hurdle, make it to Mountain Phase](#)

*(10 Jul) Washington Post, By Dan Lamothe*

The three remaining women attending Army Ranger School as part of an assessment of how female soldiers should be more fully integrated into the service have passed a major hurdle, completing the first of three segments in the course and moving on to its Mountain Phase.

#### [Female Ranger students pass Darby Phase on 3rd try](#)

*(10 Jul) Army Times, By Michelle Tan*

After three tries, the three women remaining in the Army's gender-integrated assessment of Ranger School have successfully completed the Darby Phase, officials said.

### **Marine Commander's Firing Stirs Debate on Integration of Women in Corps**

*(12 Jul) The New York Times, By Dave Phillips*

When Lt. Col. Kate Germano took command of the Marine Corps' all-women boot camp, the failure rate of female recruits at the rifle range was about three times higher than that of their male counterparts, and she said there was no plan to try to improve it.

### **Transgender decision raises question of combat jobs**

*(14 Jul) Stars & Stripes, By Travis J. Tritten*

The Pentagon move toward open service for transgender troops raised new questions Tuesday about the last wall for gender equality in the military: combat jobs.

### **DoD's Personnel Overhaul And What It Means For The Navy**

*(14 Jul) Navy Live Blog, By Chief of Naval Personnel Public Affairs*

There is a growing consensus among the Navy and the other services that we need to rejuvenate some of these processes if we are going to meet the needs of the younger people who are coming in, to make sure that we keep women in and to make sure we have the adequate diversity across the force. This enables us to keep the best asset our military has, which is the people.

### **Report: Nearly 1 in 3 young adults too fat for military**

*(15 Jul) Military Times, By Roxana Hegeman (Associated Press)*

The nation's obesity epidemic is causing significant recruiting problems for the military, with one in three young adults nationwide too fat to enlist, according to report issued Wednesday by a group of retired military leaders.

## **EXTRA**

### **Longest-serving female warrant to retire after 43 years**

*(9 Jul) Army Times, Staff Report*

Chief Warrant Officer 5 Jeanne Pace joined the Women's Army Corps in 1972, playing in the 14th Army WAC Band based out of Fort McClellan, Alabama.

### **Survey highlights needs of state's female veterans**

*(12 Jul) Crain's Detroit Business, By Amy Lane*

Early results from a Michigan Women's Commission survey point to challenges including a high degree of sexual harassment in the military, significant post-military housing difficulties and homelessness, and unemployment that tops that of not only Michigan but also its veteran population as a whole.

### **Working Group to Study Implications of Transgender Service**

*(13 Jul) DoD News, Defense Media Activity*

A Defense Department working group will study the policy and readiness implications of welcoming transgender persons to serve openly in the military, and its work will presume they can do so unless objective and practical impediments are identified, Defense Secretary Ash Carter announced.

### **Marine officer competes on NBC's 'American Ninja Warrior'**

*(13 Jul) Marine Corps Times, By James K. Sanborn*

A Marine public affairs officer tested her grit in front of a national television audience on a recent episode of "American Ninja Warrior," making it to one of the show's toughest obstacles before ultimately taking a plunge.

### **When The Yellow Ribbons Fade: Reconnecting Our Soldiers And Citizens**

*(14 Jul) War on the Rocks, By David Barno and Nora Bensahel*

The Marine Corps is the most unrepresentative, at 94 percent male and 84 percent white – though Secretary of the Navy Ray Mabus recently announced a plan to increase the percentage of female Marines to 25 percent.

### **Don't Give Up When Climbing Ladder, Navy Admiral Urges**

*(15 Jul) Las Vegas Review-Journal, By Knowles Adkisson*

[Rear Adm. Margaret "Peg" Klein ] known as a pioneer, the first female commandant at the U.S. Naval Academy (its No. 2 spot), veteran commander of jet squadrons and most recently as the secretary of defense's senior adviser for military professionalism.

### **Woman deemed oldest U.S. veteran set for flight to meet Obama**

*(17 Jul) Savanna Now, By Jeff Karoub*

A 110-year-old woman believed to be the nation's oldest veteran is preparing to visit Washington on an honorary trip that includes meeting President Barack Obama.

## 4-star: Army reviewing breastfeeding policy

(14 Jul) *Army Times*, By Michelle Tan

The Army is reviewing its policy regarding nursing mothers after a lawmaker pushed legislation that would require the service to develop a comprehensive policy on breastfeeding.

"The Army recognizes breastfeeding is beneficial to mother and baby, as both experience positive health benefits," Army Chief of Staff Gen. Ray Odierno wrote in a letter to Rep. Niki Tsongas, D-Mass. "Army leaders are required to provide the necessary time and support to female soldiers who decide to breastfeed their babies or express breast milk following maternity leave, ensuring that they have a designated, clean space in the work place."

Tsongas recently wrote a [column in Army Times](#) advocating for action on behalf of numerous women who have come forward with concerns about the Army's lack of a standard breastfeeding policy.

She also pushed legislation that would require the Army, like the other services, to develop a comprehensive policy regarding breastfeeding.

The legislation, which was included in the National Defense Authorization Act, calls for the Army to create a policy that, at a minimum, designates a private, clean area with electrical outlets for expressing milk and an allowance for breaks, according to information from Tsongas' office.

Tsongas sent a letter June 2 to Odierno asking the service to adopt the measure.

## Study questions focus on serial offenders in preventing campus rape

(14 Jul) *CNN*, By Liza Lucas

(*CNN*) [A new study](#) questions a long-held assumption by many that serial rape offenders should be the primary focus of campus assault prevention.

The study, published Monday in the journal *JAMA Pediatrics*, tested the "campus serial rapist assumption," an idea that campus perpetrators are often serial offenders, and one frequently cited by advocacy organizations as well as the [White House Council on Women and Girls](#).

The popular focus on serial perpetrators is an incomplete understanding, said the study's lead author, Kevin Swartout, a professor at Georgia State University's department of psychology.

"Campus sexual assault is a multifaceted problem, and not one cohesive group of men is entirely responsible for the problem," he told CNN.

In the study, researchers charted the behavior paths of 1,646 participants during orientation and throughout college, including the analysis of responders' sexual violence from 14 years of age through college.

Odierno responded in a letter dated June 22.

"The Army is currently in the process of conducting a thorough review of this policy," Odierno wrote. "We will work with the other services to understand best practices. We will ensure this updated guidance is reflected in Army Regulation 600-20, Army Command Policy."

The Army also will continue to promote and encourage mothers to take advantage of several resources that support breastfeeding, including Lactation Support Rooms and Nursing Mothers' programs, said Paul Prince, an Army spokesman.

In a statement, Tsongas said she appreciated Odierno's "willingness to pursue a breastfeeding policy."

"On many issues involving the full integration of women in the military, the Army has been at the forefront," she said in her statement. "Gen. Odierno has supported the removal of the ban on women in combat and Special Forces, and many of the latest efforts to combat sexual assault. I have always appreciated his frank and open communication. ... Action on this front would bolster the needs of Army moms, and I look forward to working with Gen. Odierno and his team." <http://www.armytimes.com/story/military/careers/army/2015/07/14/army-reviews-breastfeeding-policy/30133361/>

Of the collegiate men surveyed, 10.8% (177) reported that they committed completed rape, either before or during college, according to responses to the Sexual Experiences Survey, which consists of face-to-face interview questions measuring a range of sexually aggressive acts.

As a baseline in analysis, however, only behaviors consistent with rape according to [FBI standards](#) were used, defined as "penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim."

The study found that men could be divided into three groups based on their low, decreasing or increasing likelihood to commit rape across the high school and college years.

Additionally, the study found that 7.7% of the total committed rape during college, while the majority of men (74.7%) who committed college rape did so during only one academic year.

The data was collected from two unidentified Southeastern universities from August 1990 through April 1995 and from March 2008 through May 2011. The first study period established the behavior paths for researchers, the three-group model that showed men's likelihood to commit rape over time.

Responses from the second time frame validated the findings of the initial period.

But coming into a college campus having already perpetrated rape did not indicate a prediction of future behavior. In fact, neither time period identified a group of men who consistently committed rape across their emerging adulthood, according to study findings.

"The guys who come to college at seemingly greatest risk for perpetrating rape are not the guys who are at greatest risk once they're in college," Swartout said, showing that men who perpetrate campus rape do not fit a mold. However, the study points out that more research is needed to identify risk factors that may influence increasing and decreasing likelihood to commit rape, including alcohol, peer networks, childhood experiences and hostility toward women.

[A recent survey of women conducted at one university found that 19% of female freshmen](#) -- nearly one in five -- have been a victim of attempted or completed rape. But more research on perpetrators' behavior needs to be conducted, said Jacquelyn Campbell, PhD and a registered nurse, who authored [the editorial of the study that was published Monday](#).

In particular, the new study consisted only of samples from two universities, both in the Southeast, which may bias results.

Diversity was also a limitation, said Campbell.

"If I said I didn't at least partially agree with those criticisms, I'd be lying," said Swartout, who told CNN he is collecting data across 30 campuses to address concerns that the data and conclusions are limited. He anticipates to release those findings in the spring of 2016.

Other experts point to the difficulty of reporting the perpetrators' perspective.

"I definitely think that this study helps contribute to our understanding of the consistency of rape behavior among men from one year to the next," said Christine Lindquist, a senior research sociologist at RTI International, a research institute.

## **Air Force extends PT exemptions after birth, miscarriage to a year**

*(15 Jul) Air Force Times, By Stephen Losey*

The Air Force on Tuesday announced more deferrals for new mothers, including extending exemptions for fitness assessments from six months to a full year.

In a news release, the Air Force said that female airmen who have had pregnancies lasting at least 20 weeks — including those who miscarry — will be exempted from physical training assessments for a year. The PT extension parallels the one-year Post-Pregnancy Deployment Deferment, which Air Force Secretary Deborah Lee James announced March 4.

The Air Force is also extending to one year post-pregnancy deferrals for short tours overseas, dependent-restricted assignments overseas and temporary duty assignments —

"But not necessarily whether a small number of men account for the vast majority of rapes on a given campus," she added, as the number of incidents committed or the number of victims would also need to be accounted for.

"Someone who only committed rape during his freshman year (but not any other years) could have raped 10 people (or one person 10 times) and still not be identified in the 'increasing' trajectory," explained Lindquist, who has done several studies on undergraduate sexual violence alongside RTI colleague Christopher Krebs.

The study does indicate that this is an initial foray into perpetrator behavior, and more research is needed regarding specifics of the assault, including victim characteristics.

Collecting data on perpetration is very challenging, according to Krebs, who is a senior research social scientist. Instead, much of the pair's research has focused on the experience of survivors and trying to describe the incidents and the victimization from their perspective.

"We feel like it's a little more straightforward to collect data from that population," Krebs told CNN. "When you're asking mostly young men about what are very sensitive behaviors, people are going to tell you what they think sounds right or sounds good. Many are not going to answer questions honestly," he added.

However, as national attention on the issue continues following cases at the [University of Montana](#) and [Columbia University](#), among others, the recent findings do offer a counter perspective for college administrators and lawmakers to consider.

"The results shed additional needed light on the nature of campus sexual assault," said Campbell of the study. But more needs to be done to inform current policy and programming.

<http://www.cnn.com/2015/07/14/health/campus-serial-rapist-assumption/>

anywhere a mother would not be allowed to bring a dependent.

James hopes the deferment changes will improve the retention of skilled female airmen who may otherwise separate after becoming mothers.

"The goal is to alleviate the strain on some of our talented airmen who choose to leave the Air Force as they struggle to balance deployments and family issues, and this is especially true soon after childbirth," James said in the Tuesday release. "Like many other programs announced earlier this year, such as the Career Intermission Program [which allows airmen to take a three-year sabbatical], we recognize the potential

retention benefits associated with providing our female airmen options that allow them to serve and support their family without having to choose one over the other."

Airmen can choose to waive the extended deferments if they choose.

## **Congresswoman says Army to mull breast-feeding policy**

*(15 Jul) Stars & Stripes, By Nancy Montgomery*

The Army is reviewing how nursing mothers are treated and looking into best practices to devise a policy on breast-feeding, said Rep. Niki Tsongas, citing a letter from Army Chief of Staff Ray Odierno.

Tsongas, D-Mass., asked Odierno in a letter last month to create a policy that at the least designates a private, clean space with electrical outlets for pumps for expressing milk and that allows lactating women to take breaks. That comports with legislation included in the national defense bill recently passed by the House.

A news release on her website Tuesday said Odierno had responded this month, saying the Army would review its current practices and see what other services do.

"The Army is currently in the process of conducting a thorough review of this policy. We will work with the other services to understand best practices," the release quoted Odierno's letter as saying.

## **Army Families File Complaints About Federal Day Care Program**

*(16 Jul) NBC Washington, By Scott MacFarlane*

More than 30 U.S. Army families have filed formal complaints about problems with a federal program that helps provide day care services for their children. Those complaints, obtained in a public records request by the News4 I-Team, detail frustration with delayed payments, lost paperwork and red tape in the "Army Fee Assistance Program," a program administered by the U.S. General Services Administration.

Internal audits show the Army Fee Assistance Program is suffering a backlog of more than 11,000 unreturned phone calls, emails and records requests. Some U.S. Army mothers, including two who spoke with the I-Team, said the program was months late in providing child care subsidies, causing deep financial problems for their families.

"They have failed our family, they've failed everybody that I've talked to," said Karmon Dyches, a U.S. Army captain in Montgomery County. Dyches said child care subsidies for her daughter from the Army Fee Assistance Program have been delayed up to three months. Dyches said she and her husband have been forced to spend thousands of dollars out of pocket while awaiting late payments from the federal government. "I'm pulling my hair out," Dyches said. "Everybody is really, really frustrated."

The Air Force said further guidance on the changes is expected to come in the next few weeks. It is also continuing to research whether it will extend its current six-week maternity leave program, as the Navy recently did.

<http://www.airforcetimes.com/story/military/careers/air-force/2015/07/14/pt-exemptions-after-birth-miscarriage-extend-to-year/30150079/>

The Army, unlike the other services, does not have a standard policy to which breast-feeding mothers can refer.

The Air Force, Navy and Marines have policies protecting servicemembers' right to breast-feed, either mandating or strongly encouraging commands to provide clean spaces — not restrooms — for pumping, and delaying deployments in the months after childbirth. The Army does not, though it does defer deployments postpartum.

According to Tsongas, the breast-feeding issue is part and parcel of the struggles of military women to gain equality. The congresswoman has also worked to get equipment like body armor sized for women, who make up 14 percent of Army soldiers.

<http://www.stripes.com/news/congresswoman-says-army-to-mull-breast-feeding-policy-1.358037>

The Army Fee Assistance Program serves Army families who cannot find day care available on Army posts. The program allows those families to use private day care services in nearby communities, then issues subsidies to those families to offset the cost of the private day care providers. Waiting lists are long and day care slots are unavailable at some U.S. Army posts, families told the I-Team, requiring families to utilize the Army Fee Assistance Program to find child care services.

Kaela Hensley, whose husband is a U.S. Army employee in Maryland, said her child care subsidies were delayed five months.

"We were pinching penny to penny every single month," she said.

Hensley and Dyches said they made daily phone calls and emails to federal program administrators trying to correct or complete applications. Their concerns are similar to those of other U.S. Army families, who filed formal complaints with internal auditors for the General Services Administration. Those complaints, obtained by the I-Team, detailed long waits and payments problems in the program. One family member wrote: "I've sent many emails and made many phone calls and there have been no solutions." Another program participant

wrote, "It seems the GSA is way over its head trying to manage this program."

In a report filed by the General Services Administration Inspector General in April, investigators reported a growing backlog of unreturned phone calls and emails to families who participate in the Army Fee Assistance program. "We're very concerned about the backlog for families," Inspector General investigator Patricia Sheehan said. "We're very concerned about the impact to families."

A spokeswoman for the General Services Administration, in a statement to the I-Team, said the child care program is facing challenges. The U.S. Army recently asked the agency to expand the program, which the GSA has operated since 2003. "The agency's role in administering the program has expanded significantly within the past few months — from processing applications for a few hundred families to almost 10,000 and

from working with a few hundred child care providers to more than 6,000."

The agency has hired additional contractors to help reduce the backlog.

The General Services Administration, its internal auditors and families said the program is complex. In many cases, investigators said paperwork errors or omissions by Army families are contributing to backlogs and payment delays.

The General Services Administration spokeswoman told the I-Team, "The application process is complex as families are required to submit detailed eligibility and financial information." She said, "Some families experience certain issues that can complicate this process, issues such as changes in assignment, mission, income, and school enrollment." <http://www.nbcwashington.com/investigations/Army-Families-File-Complaints-About-Day-Care-316042371.html>

## List of MilitaryChildCare.com installations to date

(16 Jul) *Military Times*, By Karen Jowers

Forty-six military installations are the first to use the new MilitaryChildCare.com central portal:

### Air Force

Nellis Air Force Base, Nevada

### Army

Alimanu Military Reservation, Hawaii

Fort Shafter, Hawaii

Helemano Military Reservation, Hawaii

Schofield Barracks, Hawaii

Tripler Army Medical Center, Hawaii

Wheeler Air Field, Hawaii

### Marine Corps

Marine Corps Air Station Miramar, California

Marine Corps Recruit Depot San Diego

Marine Corps Base Hawaii

Marine Corps Air Ground Combat Center Twentynine Palms, California

Marine Corps Air Station Yuma, Arizona

Marine Corps Logistics Base Barstow, California

Marine Corps Mountain Warfare Training Center Bridgeport, California

Marine Corps Base Camp Pendleton, California

### Navy

Joint Base Pearl Harbor-Hickam, Hawaii

Naval Air Station, Meridian, Mississippi

Naval Air Station Key West, Florida

Naval Base Coronado, California

Naval Base Point Loma, California

Naval Base San Diego

Naval Support Activity Bahrain

Pacific Missile Range Facility Barking Sands, Hawaii

Singapore

Naval Air Weapons Station China Lake, California

Naval Air Station Corpus Christi, Texas

Naval Air Facility El Centro, California

Naval Station Everett, Washington

Naval Air Station Fallon, Nevada

Fort Worth Joint Reserve Base, Texas

Naval Air Station Kingsville, Texas

Naval Base Kitsap, Washington

Naval Air Station Lemoore, California

Presidio of Monterey, California

New Orleans NAS Joint Reserve Base

Naval Base Ventura County, California

Naval Air Station Whidbey Island, Washington

Naval Support Facility Dahlgren, Virginia

Guantanamo Bay, Cuba

Naval Submarine Base Kings Bay, Georgia

Naval Support Activity Mid-South, Tennessee

Naval Support Activity Panama City, Florida

Naval Air Station Whiting Field, Florida

Naval Air Station Jacksonville, Florida

Mayport Naval Station, Florida

Naval Air Station Pensacola, Florida

<http://www.militarytimes.com/story/military/benefits/2015/07/16/list--militarychildcarecom-installations--date/30237243/>

## **Outage causes delays in implementing child care portal**

*(16 Jul) Military Times, By Karen Jowers*

A computer problem that recently sparked a three-week outage of a new military child care portal has delayed the official launch schedule for the program.

The timeline for the rollout of the new MilitaryChildCare.com central portal, which initially includes 46 military installations, has shifted by three months. That means worldwide implementation of the remaining 185 sites will be completed by December 2016, rather than September of that year as previously planned, said Fred Henney, a spokesman for Navy Installations Command.

The Navy is the program's executive agency for all branches of service.

Installations are transitioning to the new program in a phased approach each quarter, so families are encouraged to check with MilitaryChildCare.com for when it goes live at their locations.

"As disappointing as it is to have a delay, it's better to slow it down and make sure it's working," said Eileen Huck, the National Military Family Association's deputy director for government relations. "If it works, it's a revolutionary way to connect families with child care."

The outage lasted June 2-19. When it hit, nine installations were in the midst of transitioning to MilitaryChildCare.com and could not complete the process. They also lost some data that had to be re-created, Henney said.

To date, 22,267 families eligible for military child care programs have set up accounts on MilitaryChildCare.com at the 46 initial participating installations. The latest installation to roll out the program was Camp Pendleton on July 14. By the end of 2015, 84 installations will have made the transition.

When the program went live in late January, it included 13 Navy installations in addition to five pilot sites. Now there are 31 Navy sites, six Army sites, eight Marine Corps sites and one Air Force site.

MilitaryChildCare.com is designed to streamline the process to get information about, and arrange for, military child care at a service member's current or next duty station, whether at child development centers or DoD-certified family child care homes. Parents also can get a better picture of the availability of child care at a potential future duty station.

Parents can monitor the status of their request while on the waiting lists for notification of an available space. It enables parents to visit one location for their child care needs, rather than contacting the child care program offices of each installation, and allows them to start the process before they move. Among other things, parents can view maps to see how far a child care provider is from their home or work.

Since the program began rolling out, officials said a number of changes have been made to help families, and to expedite placement of children in child care. They include system-generated notifications to families about programs that they didn't request, but which have a wait time of under 90 days; a process that requires the family to reconfirm interest in child care every 30 days to allow their request to remain on the wait list; a message center for checking new messages about requests and anticipated placement times; and a page to get information about the status of historical and current child care requests.

The June outage also resulted in the loss of accounts created by 377 families from May 20 to June 2, so those families had to re-create their accounts, along with about 2,000 related child care requests. Installations that were using MilitaryChildCare.com at the time were notified June 3; DoD officials were notified June 10.

The website had a notice during the outage directing families to contact the help desk for support. The help desk assisted them in re-creating their accounts, Henney said. Another 9,500 requests required updates. Henney said no families lost their place on a wait list, and their anticipated time of placement didn't change because of the website malfunction.

"The help desk reported that families were generally satisfied with the information and support provided related to the service interruption," he said.

The problem that caused the outage, which also affected other Navy websites, occurred during routine maintenance, and was not due to any cyber-security intrusion or hacking, Henney said.

## **Remaining women at Army Ranger School clear hurdle, make it to Mountain Phase**

*(10 Jul) Washington Post, By Dan Lamothe*

The three remaining women attending Army Ranger School as part of an assessment of how female soldiers should be more fully integrated into the service have passed a major hurdle, completing the first of three segments in the course and moving on to its Mountain Phase.

Army officials announced the result Friday, saying in a news release that 158 men and all three women will move on to tackle the next portion of Ranger School at Camp Merrill in Dahlonega, Ga., about 65 miles north of Atlanta, beginning Saturday. It was the third and final attempt for the remaining women, who had failed the initial Darby Phase at Fort Benning, Ga., twice before. A total of 362 men began the course with them June 21.

The female soldiers moving on raises the prospect that at least one of them may become the first female graduate of Ranger School. Typically, about 42 percent of service members who attempt the Ranger Course eventually pass, but the graduation percentage jumps to more than 75 percent for those who make it through the Darby Phase.

"I had the opportunity to observe this class during their training and was especially impressed by the professionalism and extreme competence of the Ranger instructors," said Maj. Gen. Scott Miller, commanding general of the Maneuver Center of Excellence at Fort Benning. "Without a doubt, Ranger School is the most physically and mentally demanding course in the U.S. Army. I have complete admiration for the soldiers, other services and partner nations who volunteer to attend and work to earn their Ranger Tab."

The Mountain Phase is 20 days long, and includes intensive training and operations in the Chattahoochee National Forest. There are four days of military mountaineering training, four days of technique training, 10 days of student-led patrols and one administrative day when students are counseled on their performance. Those who pass will move on to the third and final phase of Ranger School in the swamps of Florida beginning Aug. 1.

## **Female Ranger students pass Darby Phase on 3rd try**

*(10 Jul) Army Times, By Michelle Tan*

After three tries, the three women remaining in the Army's gender-integrated assessment of Ranger School have successfully completed the Darby Phase, officials said Friday.

MilitaryChildCare.com's backup tape drive system had a mechanical failure, and didn't restore the full information correctly. The backup tape was damaged, and information stored on it had to be manually loaded onto the system, Henney said.

Officials are reviewing the data center's backup procedures and protocols to figure out what changes or improvements are needed. Officials back up the data once a week, and retain it for 90 days.

<http://www.militarytimes.com/story/military/benefits/2015/07/16/outage-delays-implementation-child-care-portal/30235489/>

The effort at the legendary school was launched this year as the Army grapples with which combat jobs it should open to women in the future. The service included women in the school following a January 2013 directive by senior Defense Department officials to research the roles women could undertake and make recommendations later this year. Any woman who passes the course will make history and be allowed to wear the Army's prestigious Ranger Tab, a decoration that is admired across the military. However, they will not be allowed to join the elite 75th Ranger Regiment, which conducts Special Operations missions. The effort has been closely scrutinized inside and outside the Army. The remaining three women are the last of 19 who attempted the Ranger Course beginning April 20. Sixteen of them passed an initial physical fitness test and eight made it through the initial Ranger Assessment Phase, commonly known as "RAP Week." But all eight had fallen short twice, and only the three still in training now were allowed to attempt Ranger School a third time. Historically, about 75 percent of students who make it through RAP Week go on to graduate the course.

Sources familiar with the assessment told The Washington Post last month that some of the female students were shocked and frustrated when they learned they did not pass the Darby Phase. Most, if not all, of those women were dropped based on how they did while leading foot patrols through the wooded hills of Fort Benning. That raised questions with some critics about whether the women were being graded by the all-male cadre of Ranger instructors.

Army officials have defended the grading process, and attributed the previous failure of women to get through the Darby Phase to inexperience with patrolling.

<https://www.washingtonpost.com/news/checkpoint/wp/2015/07/10/remaining-women-at-army-ranger-school-clear-major-hurdle-make-it-to-mountain-phase/>

The women, along with 158 male classmates, will be moving on to the Mountain Phase Saturday in Dahlonega, Georgia.



A total of 362 men and three women started the two-month Ranger School June 21 at Fort Benning, Georgia. Fifteen of those students did not successfully complete the Darby Phase and will be dropped from the course, officials said.

The women had attempted the Darby Phase twice before. They were offered [Day One Recycles](#) after their second failed attempt.

On average, about 45 percent of Ranger School students will graduate from the grueling course.

"I had the opportunity to observe this class during their training and was especially impressed by the professionalism and extreme competence of the Ranger instructors," said Maj. Gen. Scott Miller, commanding general of the Maneuver Center of Excellence, in a statement. "Without a doubt, Ranger School is the most physically and mentally demanding course in the U.S. Army. I have complete admiration for the soldiers, other services and partner nations who volunteer to attend and work to earn their Ranger tab."

The women in the course are part of a one-time, integrated assessment of the storied school. The assessment is part of a wider effort to determine whether and how to open combat arms jobs to women, and it is a first for Ranger School, which until now has been open only to men.

Nineteen female and 381 male soldiers started [Ranger School](#) on April 20. Eight of the women made it through the first four days, also known as the Ranger Assessment Phase, or RAP week.

None of the eight women made it past the Darby Phase on the first try and were recycled, along with 101 of their male classmates, on May 8.

After the second attempt at the Darby Phase, three female and two male students on May 29 were given the option of a Day One Recycle, which is a normal course procedure that's used when students struggle with one aspect of the course and excel at others, said officials at Fort Benning.

The two male students declined to recycle, officials said.

## **Marine Commander's Firing Stirs Debate on Integration of Women in Corps**

*(12 Jul) The New York Times, By Dave Phillips*

When Lt. Col. Kate Germano took command of the Marine Corps' all-women boot camp, the failure rate of female recruits at the rifle range was about three times higher than that of their male counterparts, and she said there was no plan to try to improve it. "The thinking was girls can't shoot, so why bother," she said in an interview.

So she worked with trainers to give women better skills instruction, and soon passing rates soared, according to Marine Corps records. In June, 95 percent of women passed initial rifle qualification, equaling the rate for men. Colonel

The remaining five women returned to their units and were not recycled again. A total of 29 students were dropped from the course for failing to meet the standards of the Darby Phase.

These students did not meet the standard for a number of reasons, including leading patrols, poor peer evaluations, too many negative spot reports, or a combination of all three.

Ranger School students who make it through RAP week move on to the Darby Phase, which is 15 days of intensive squad training and operations in a field environment at Fort Benning.

The 20-day Mountain Phase, the second of Ranger School's three phases, takes place at Camp Frank D. Merrill near Dahlonga, according to the Airborne and Ranger Training Brigade website.

Students receive instruction on military mountaineering tasks, mobility training, as well as techniques for employing a platoon for continuous combat patrol operations in a mountainous environment, according to the website. This includes learning about knots, belays, anchor points, rope management and the basics of climbing and rappelling. The students also learn how to operate in the mountains, including how to move personnel, equipment and simulated casualties across mountainous and restrictive terrain.

"The students of this class, just as all other Ranger classes, have shown strength and determination to persevere and complete the first phase of this rigorous course in the heat of the Georgia summer," said Col. David Fivecoat, commander of the Airborne and Ranger Training Brigade, in a statement. "I'm confident that they are trained and ready to tackle the Mountain Phase of Ranger School."

Students who successfully complete the Mountain Phase move on to the Swamp Phase of the course at Camp Rudder, Florida.

On average, more than 37 percent of Ranger School graduates recycle at least one phase of the school. About two-thirds of those who complete RAP week will eventually pass the Darby Phase and move on to the Mountain Phase, according to data on the Airborne and Ranger Training Brigade website.

<http://www.armytimes.com/story/military/careers/army/2015/07/10/three-women-third-try-pass-darby-phase/29968107/>

Germano made similar gains in strength tests and retention — though scores on written tests went down — and began advocating better training and resources for female recruits.

"Once we showed the recruits and the coaches and drill instructors it was possible, it filled them with so much confidence," Colonel Germano said in the interview near her home last week. "They knew they were as good as every other recruit, and my hope was the [Marines](#) saw it, too."

But if they liked her results, her commanders apparently did not like Colonel Germano's style. By all accounts strong-willed and demanding, but also admired by many of the women she trained and led, Colonel Germano had an aggressive drive for parity that brought her into conflict with her male commander, as well as some of her subordinates. After two internal investigations, Brig. Gen. Terry Williams, the commander of Parris Island, the South Carolina home of the corps' East Coast training operation, removed her from command on June 30, saying he had lost "trust and confidence" in her ability to lead.

The corps said that Colonel Germano's removal had nothing to do with gender, and that an investigation had found that she disobeyed her chain of command and berated and embarrassed subordinates when they did not meet her standards.

"This whole thing started when her Marines — her female Marines — were telling us they were being mistreated," said Col. Jeffrey Fultz, the chief of staff for Parris Island. "She was telling them their male counterparts will never respect them if they don't get good physical scores. You just don't do that."

The episode comes at a critical moment for the Defense Department, which has mandated that the armed services integrate women into all combat roles by 2016, or provide clear evidence for why they cannot.

To many advocates of full gender integration, Colonel Germano's dismissal has raised questions about the willingness of the Marine Corps, [the most male-dominated of the services](#), to open the door to women in leadership roles. Why, those advocates ask, should a service that reveres its tradition of tough and demanding male commanders have problems with one who is a woman?

In the interview, Colonel Germano, who had already put in her retirement papers before she was relieved of duty, declined to discuss why she had been fired. But in a request for relief she filed with the corps in May, she said the commander of the training regiment, Col. Daniel Haas, had created a toxic work environment and "consistently undermined my ability to command."

A corps spokesman said Colonel Haas was not available for comment.

With its history and ethos built on the foundations of the male-only infantry, the Marine Corps is widely viewed as the most resistant of the services to full gender integration. It not only has the smallest proportion of women of all the services — 7 percent, compared with 14 percent in the Army and 15 percent in the Navy — but also has the highest rate of sexual assault, with 8 percent of female Marines reporting being sexually assaulted in 2014, according to the Defense Department.

While the other service branches have integrated basic training, the corps still segregates women during boot camp, giving them separate dining halls and post exchanges for shopping, and female drill instructors. Male recruits at Parris

Island still regularly turn their backs on female recruits, according to officers. And some male officers have resisted even small efforts to mix, such as integrated marches, they said.

"Out of all of the military, the Marines have struggled the most with integration issues," said Greg Jacob, a former Marine infantry officer who is now policy director with the Service Women's Action Network, a nonprofit group that advocates gender integration. "They have this archaic system that segregates women in boot camp, and the stigma that creates at the start of every Marine's career really carries over."

Colonel Germano said that creating a foundation of respect between male and female recruits should be a key part of training, and that she was stunned by the low expectations that undermined female recruits' credibility when she arrived at Parris Island in June 2014.

At her first ceremony as commander to mark the end of a training cycle, Colonel Germano noticed a row of chairs behind the women's formation and asked what they were for. She said she had been told that they were for women who were too tired or sore to stand for the ceremony — which came at the end of a nine-mile march. The men did not have a row of chairs.

She watched a handful of women break formation and sit down.

"After that I ordered that the chairs be taken away," she said. "That could be seen as me being mean, but the chairs sent a message to everyone that less was expected of females."

Colonel Germano increased physical training. Soon the number of women completing the final march increased and the number of injuries decreased, she said. And everyone who completed the hike stood at the end.

"I was pushing recruits hard, and there was a faction of Marines that was unhappy with me, but I was O.K. with that. I was just trying to do right by the Marines," she said.

Colonel Germano persuaded the training regiment to integrate the hike at the end of each training cycle, and tried to integrate other practice hikes, but some male commanders refused. One battalion commander said in an email that he saw "no value" in it.

Colonel Germano said her relationship with the commander of the training regiment, Colonel Haas, had started to go bad soon after she arrived.

She began contacting recruiting stations to detail why some recruits had failed basic training — information she thought would help prevent failures in the future.

According to her statement, included in a command investigation obtained under the Freedom of Information Act,

Colonel Haas told her to stop contacting recruiters, saying she was being overly aggressive and breaking the chain of command. She responded that he would not say she was “being overly aggressive if I were a male.”

The male battalions had five drill sergeants for each group of recruits, but the female battalions had only three. Colonel Germano pushed for more staff, saying her sergeants were exhausted and unable to function.

When Colonel Haas was not responsive, the investigation found, she went up the chain of command to request more staff, straining their relationship further and causing him to challenge all her command decisions.

“He has held a longstanding grudge against me for disagreeing with him,” she said in her request for relief, “and is now looking for any reason to discredit me.”

In his statement to investigators, Colonel Haas agreed that their relationship “went south,” saying she disagreed with him over too many things and went over his head a number of times. “Making an argument is O.K. and encouraged, being argumentative is not,” he told an investigator.

Three officers at Parris Island, who asked to remain anonymous out of fear of retribution, said in interviews that Colonel Germano’s push to raise performance had inspired some in the battalion and alienated others.

“She was firm but fair,” one officer said. “She took some Marines to task, but she also sent every Marine a card on their birthday, and sent flowers when Marines were sick.”

The officers said low performers had been singled out for criticism and had complained to Colonel Haas, prompting him to order a review of the climate under her command in April.

In the online survey, completed by about two-thirds of the battalion, half of respondents said the leadership did not promote a climate based on respect and trust. The majority of officers in the battalion interviewed by investigators said they feared repercussions for participating in the investigation.

Colonel Germano said the survey may have been skewed because it allowed Marines to participate more than once.

## **Transgender decision raises question of combat jobs**

*(14 Jul) Stars & Stripes, By Travis J. Tritten*

The Pentagon move toward open service for transgender troops raised new questions Tuesday about the last wall for gender equality in the military: combat jobs.

Will a soldier who was born female but now lives as a man be permitted to hold one of more than 200,000 armor, infantry, artillery and special operations positions that still prohibit women?

“I imagine the people who were mad at me would want to do that,” she said.

She requested an independent investigation, saying Colonel Haas had created a hostile work environment and was biased because of her gender. The investigation, completed June 24, did not find evidence of either, but said the female battalion’s need for more drill instructors should be addressed. It also said another survey — one that did not allow more than one response per Marine — should be conducted.

However, Parris Island’s commanding general relieved Colonel Germano of command and sent her to the Washington Navy Yard to await a new assignment.

“This is not about me, and it’s not about whether women can serve in combat roles,” she said on Friday. “This is about building respect and credibility among all Marines so that we can fulfill our mission.”

Officers at Parris Island say commanders there have recently told them not to pursue additional steps toward gender integration of recruits, saying there was no mandate from above to do so.

One female officer said she felt Colonel Germano had made a lasting impression by showing that female recruits were capable of achieving more than was usually acknowledged.

“She made a fundamental impact on the mind-set of Marines and the leadership,” the officer said. “That’s the most important change we can have.”

### **Correction: July 16, 2015**

An Internet link with a previous version of this article described incorrectly the document attached. The document contained one, not both, of the investigation reports by the Marine Corps involving Lt. Col. Kate Germano. Links to both reports have now been published.

<http://www.nytimes.com/2015/07/13/us/marine-commanders-firing-stirs-debate-on-integration-of-women-in-corps.html?hp&action=click&pgtype=Homepage&module=first-column-region&region=top-news&WT.nav=top-news&r=0>

That’s more than semantics to Staff Sgt. Patricia King, an Army infantry soldier at Fort Carson, Colo., who told her command she is transgender in March. For now, she’s still serving in the infantry, a job she’s done for 16 years over three deployments to Afghanistan.

“The only difference between now and (before) is that I serve openly now, so I would like the opportunity to continue doing my job,” she said. “Anyone who’s capable of the job should have the opportunity.”

Defense Secretary Ash Carter has created a working group to sort out the issues of integrating transgender troops by January. It creates a new twist for the services as they grapple with gender roles and approach a deadline this year for a decision on whether to allow women into combat roles deemed too physically demanding.

Many transgender servicemembers who live as men and take testosterone treatments — but were born female — could likely pass the physical requirements of the toughest combat jobs, said Stephen Forssell, founding director of the graduate program in LGBT Health Policy and Practice at George Washington University.

“When transgender individuals engage in the hormone therapy, that represents a very powerful modification of an individual’s body,” Forssell said. “The physical attributes as of being able to serve in the rigors of battle, if they are on T (testosterone), it is almost a moot point.”

About 15,500 transgender individuals are estimated to be serving in the military, including some in combat roles, but they are forced to hide their identities or face being kicked out.

The military ban was based on old, discredited medical beliefs that transgender people suffered from an identity disorder. Carter called it an “outdated, confusing, inconsistent” policy.

But allowing transgender troops to serve openly in combat billets raises issues over the fairness and reasoning behind prohibitions on women in those same military occupational specialties, Forssell said.

In 2013, the Pentagon began a three-year effort to integrate women into 300,000 combat positions and has since opened tens of thousands of those. But the vast majority are still closed.

“That would seem to be a contradiction. ... It calls into question of why [women] aren’t serving in the first place,” he said.

The services must now decide whether to ask for waivers this fall to keep positions male-only or issue plans to integrate by January.

## **DoD’s Personnel Overhaul And What It Means For The Navy**

*(14 Jul) Navy Live Blog, By Chief of Naval Personnel Public Affairs*

The Department of Defense is pursuing a major reform to the existing personnel system and its policies.

Many of the personnel initiatives that the Secretary of the Navy, Chief of Naval Operations and Chief of Naval Personnel have been implementing and are working toward are already aligned with what the DoD is developing.

Acting Undersecretary of Defense for Personnel and Readiness, Brad Carson, spoke on the Weekly Wire Rundown to discuss the DoD’s “personnel overhaul” and what it means for the Navy.

**Why is the DoD initiating a personnel system reform?**

Whatever the outcome, the military should treat transgender troops according to the gender they live under, said Aaron Belkin, director of the Palm Center, an independent research institute that has studied the issue.

Some servicemembers would still be excluded under any remaining prohibitions on women in military occupational specialties dealing with combat, Belkin said.

“That means that if you are born a boy and you transition to be a woman then you can’t serve in that MOS,” he said.

The lifting of the ban on transgender service is a small factor pushing gender equality in the ranks forward, but the military has many other reasons to resolve the role of women.

A solution to any differences in the treatment of transgender troops and women in combat jobs would be to open the positions to anyone who can hack it physically, said Evan Young, a retired Army major and president of Transgender American Veterans Association.

“I think we’re just trying to catch up with society and what the rest of the world is doing. I feel like we’ve been behind the times and we’re finally catching up with everyone else,” he said.

Army Capt. Sage Fox served as a man and then briefly served after transitioning to a woman before being put on inactive duty. She said she hopes the inclusion of transgender people will continue to nudge the military toward a system where troops are evaluated for jobs based solely on ability and not gender.

“The fact that I’m a female now should not be a disqualifying factor. It should be, can I do the job?” Fox said.

For King, the active duty infantry soldier, fighting next to the most qualified people, regardless of their gender, is not only about fairness — it’s about staying alive.

“It’s a dangerous place and we need people who know how to do the job.”

<http://www.stripes.com/transgender-decision-raises-question-of-combat-jobs-1.357902>

The question for all of us is whether we have the force we need for the future, and that’s what Secretary of Defense Ashton Carter asked me to look at. How are we going to redesign the personnel system for the 21st Century? There is a growing consensus among the Navy and the other services that we need to rejuvenate some of these processes if we are going to meet the needs of the younger people who are coming in, to make sure that we keep women in and to make sure we have the adequate diversity across the force. This enables us to keep the best asset our military has, which is the people.

## **How is this DoD personnel reform linked to the Navy's recent personnel policy changes?**

The Navy is a leader in this; what the Secretary of the Navy, Chief of Naval Operations and Chief of Naval Personnel have talked about are exactly the things we are trying to do across the force. But, sometimes the Navy is hamstrung by legislative proposals that keep the Navy from doing all that it wants to do.

What we're trying to do is end some of these restrictions.

### **This initiative is frequently called an "overhaul" is that accurate and what goes into that?**

It is an overhaul, because we have a personnel system that is based on the 20th Century – the Industrial Era. New people coming into the force want a more flexible system.

They want a personnel system that recognizes that everyone across the force has unique talents, and they want a job that closely aligns to them. They want the chance to raise a family. They want to stay in certain stations longer than previously

## **Report: Nearly 1 in 3 young adults too fat for military**

*(15 Jul) Military Times, By Roxana Hegeman (Associated Press)*

The nation's obesity epidemic is causing significant recruiting problems for the military, with one in three young adults nationwide too fat to enlist, according to report issued Wednesday by a group of retired military leaders.

The nonprofit, non-partisan group called Mission: Readiness (Military Leaders for Kids) is promoting healthy school lunches in Kansas and across the nation as a way to combat the problem. In Kansas, 29 percent of teenagers are overweight, according to figures it cites from the Centers for Disease Control and Prevention. About a third of American children and teens are considered obese or overweight.

"We think a more healthy lifestyle over the long term will have significant impacts on both the military posture — those available to get into the military — and across our society as a whole from a medical perspective," retired Brig. Gen. John Schmader said in a phone interview ahead of the report's release.

Obesity is among the leading causes of military ineligibility among people ages 17 to 24, the report notes. Others are a lack of adequate education, a criminal history or drug use.

All those put together mean that 71 percent of Kansans are ineligible for military service, according to the group.

## **Longest-serving female warrant to retire after 43 years**

*(9 Jul) Army Times, Staff Report*

Chief Warrant Officer 5 Jeanne Pace joined the Women's Army Corps in 1972, playing in the 14th Army WAC Band based out of Fort McClellan, Alabama.

The fort, the band and the WAC have since closed up shop, but Pace's career continued through 43 years of active-duty service. Recognized as the longest-tenured female warrant officer and the last former member of the WAC on active duty, she plans to retire in a Friday afternoon ceremony at Fort

allowed. They want the chance to go to graduate school. They want their promotions to be based on merit and not time in grade.

We're trying to change all those things, and for the military, that brings a revolution in human capital.

### **What changes can Sailors serving today expect to see during their career?**

They will see big changes. They're going to be able to go to the Reserve component for awhile if they like – perhaps to continue their education, raise their family or pursue a civilian career – and then come back into the active component.

They won't have to wait in line for a promotion. Instead, it will be based on what competencies they acquire.

They'll have the chance to have a career path that is uniquely tailored to them and doesn't try to fit them into a one-size-fits-all personnel system.

<http://navylive.dodlive.mil/2015/07/14/dods-personnel-overhaul-and-what-it-means-for-the-navy/>

The military has also seen a 61 percent rise in obesity since 2002 among its active duty forces, driving up obesity-related health care spending and costs to replace unfit military personnel, the report said.

Schmader, who retired from the military after 32 years and now lives near Leavenworth, is among a group of retired military leaders who has been going to schools around the state promoting healthier lifestyles.

About 99 percent of the schools in Kansas have adopted healthier meals under the Healthy, Hunger-Free Kids Act of 2010, which requires more fruit, vegetables and whole grains in school meals, along with less sodium, sugar and fat. It was a major achievement, the first update to school lunch rules in decades designed to make school meals more nutritious.

First lady Michelle Obama lobbied largely behind the scenes for the Healthy Hunger-Free Kids Act of 2010.

Schmader lauded her efforts, but said his non-partisan group of military leaders had been pushing for healthier school meals long before the first lady got involved.

<http://www.militarytimes.com/story/military/2015/07/15/report-nearly-1-in-3-young-adults-too-fat-for-military/30178023/>

Hood, Texas, where she served as bandmaster for the 1st Cavalry Division Band.

Five things you should know about Pace, one for each decade during which she donned an Army uniform:

**1. An integrated force.** The 1970s marked the end of the WAC, born out of World War II personnel needs and offering a self-contained career track to female soldiers who weren't

nurses. It included the 14th Army WAC Band, in which Pace played clarinet during her formative Army years.

Along with a musical education, the band offered Pace a look at the way women were treated by the Army at the time.

"That's, I think, when it really, really started to hit me," Pace said in "[The Beat of a Different Drummer](#)," a documentary on the band. "What some of the women in the WAC Band went through: Not being able to go to school. Not being able to do the same training as the men, and how different it really, really was for them."

Integration efforts began in earnest midway through the decade: The WAC Band went away in 1976, and the WAC itself was gone by 1978, as women entered the regular force.

**2. Try, try again.** Pace attended Warrant Officer Candidate School in 1983 but washed out. Two years later she was the school's distinguished honor graduate, according to a [2011 Army news release](#), en route to becoming the first female warrant officer bandmaster.

"I tell people that my first attempt at warrant was not successful, and I'm OK with that," Pace said in the release. "I think it's a message we need to get to soldiers, that if you have a goal, don't let failure the first time dissuade you from that goal."

**3. Passing up retirement.** After initially joining the Army on a three-year enlistment as a way to pay for college, Pace re-

## Survey highlights needs of state's female veterans

*(12 Jul) Crain's Detroit Business, By Amy Lane*

Early results from a Michigan Women's Commission survey point to challenges including a high degree of sexual harassment in the military, significant post-military housing difficulties and homelessness, and unemployment that tops

## Working Group to Study Implications of Transgender Service

*(13 Jul) DoD News, Defense Media Activity*

A Defense Department working group will study the policy and readiness implications of welcoming transgender persons to serve openly in the military, and its work will presume they can do so unless objective and practical impediments are identified, Defense Secretary Ash Carter announced today. In a statement announcing the working group, Carter said that over the last 14 years of conflict, the Defense Department has proven itself to be a learning organization.

"This is true in war, where we have adapted to counterinsurgency, unmanned systems, and new battlefield requirements such as [mine-resistant, ambush-protected vehicles]," Carter said. "It is also true with respect to institutional activities, where we have learned from how we repealed "Don't Ask, Don't Tell," from our efforts to eliminate sexual assault in the military, and from our work to open up ground combat positions to women.

"Throughout this time," he continued, "transgender men and women in uniform have been there with us, even as they often

upped for four more years, then decided around the 10-year mark to stick it out until retirement eligibility. The 20-year milestone came and went in the early 1990s, and Pace had no plans to leave service.

She was about to put in retirement paperwork at the 30-year mark, she said in [an Army release issued last month](#), but was offered chief warrant officer 5 and decided to remain in uniform. She's now reached the 30-year limit for allowable service as a warrant officer.

**4. World travels.** Pace's duties have taken her to Fort Amador in what was then the Panama Canal Zone, as well as multiple domestic duty stations.

She returned to Fort Hood in 2009 and deployed with III Corps in support of operations Iraqi Freedom and New Dawn from 2010 to 2011.

**5. Changing times.** This decade has brought [further integration](#) of women into [traditionally male Army jobs](#), a far cry from Pace's early days in service.

"My most lethal weapon in basic was an iron," she said in the June news release. "When I think about the past 43 years and see all the changes, it's pretty amazing. The Army's leading the way, and now women have so many more opportunities." <http://www.armytimes.com/story/military/careers/army/2015/07/09/jeanne-pace-1st-cavalry-division-womens-army-corps/29922227/>

that of not only Michigan but also its veteran population as a whole. To read more visit:

<http://www.crainsdetroit.com/article/20150712/NEWS/307129997/survey-highlights-needs-of-states-female-veterans>

had to serve in silence alongside their fellow comrades in arms."

### Outdated Regulations Causing Uncertainty

The Defense Department's current regulations regarding transgender service members are outdated and are causing uncertainty that distracts commanders from DoD's core missions, the secretary said.

"At a time when our troops have learned from experience that the most important qualification for service members should be whether they're able and willing to do their job, our officers and enlisted personnel are faced with certain rules that tell them the opposite," he added. "Moreover, we have transgender soldiers, sailors, airmen, and Marines - real, patriotic Americans - who I know are being hurt by an outdated, confusing, inconsistent approach that's contrary to our value of service and individual merit."

**Carter said he issued two directives today to deal with this matter.**

First, DoD will create a working group to study over the next six months the policy and readiness implications of welcoming transgender persons to serve openly. Brad Carson, acting undersecretary of defense for personnel and readiness, will lead the group, which will be composed of military and civilian personnel representing all the military services and the Joint Staff and will report directly to Deputy Defense Secretary Bob Work.

“At my direction,” Carter said, “the working group will start with the presumption that transgender persons can serve openly without adverse impact on military effectiveness and readiness, unless and except where objective, practical impediments are identified.”

### **Elevated Decision Authority for Administrative Discharges**

## **Marine officer competes on NBC's 'American Ninja Warrior'**

*(13 Jul) Marine Corps Times, By James K. Sanborn*

A Marine public affairs officer tested her grit in front of a national television audience on a recent episode of "American Ninja Warrior," making it to one of the show's toughest obstacles before ultimately taking a plunge.

Capt. Kristin Dalton, a Camp Lejeune, North Carolina-based reservist, competed on an all-military edition of the show, which pits athletes against grueling timed obstacle courses. During the July 7 airing on NBC, active-duty and retired troops scrambled through a new course in San Pedro, California, next to the historic battleship Iowa.

While Dalton failed to earn the title of American Ninja Warrior, the Marine Corps Martial Arts Program black belt instructor-trainer said she has no regrets and plans on qualifying for another shot next year.

"It was honestly the most incredible experience — something I will never forget," she told Marine Corps Times. "The excitement, the adrenaline rush, the nerves coming together at once was a unique experience."

Dalton said she first had the idea to compete following a discussion with family members while on leave last fall.

"I was watching [the marathon around Thanksgiving] last year and my mom said, 'I think you could do that,'" Dalton said. "I thought, 'I am 30 with three kids. You are crazy.'"

But she decided to put together a three-minute submission video. The video highlighted everything from her three children to her eight years of military active-duty service and her time as a midshipman at the U.S. Naval Academy, where among other things she led the cheerleading squad and minored in Chinese. Then, she waited hopefully for a reply.

In April she got a call from the producers of "American Ninja Warrior" letting her know she was selected for the show. At first, said she couldn't tell many people — only close friends and family. She set her sights on winning and started training.

Second, the secretary said, he is directing that decision authority in all administrative discharges for those diagnosed with gender dysphoria or who identify themselves as transgender must be elevated to Carson, who will make determinations on all potential separations.

“As I've said before, we must ensure that everyone who's able and willing to serve has the full and equal opportunity to do so, and we must treat all our people with the dignity and respect they deserve,” Carter said. “Going forward, the Department of Defense must and will continue to improve how we do both. Our military's future strength depends on it.” <http://www.defense.gov/news/newsarticle.aspx?id=129270&source=GovDelivery>

"My biggest concern was upper body strength," she said. "I had been a gymnast and pole vaulter, so I always had upper body strength, but I started a lot of pullups and wall climbing."

She used a quick but tough regimen to kick off her daily workout that involved alternating between max sets of chin-ups and 10 pushups with as little rest between sets as possible.

By the time she arrived in California for the June 5 and 6 filming, she said she felt ready.

"When I got out there and saw the course, at first I was looking at these things wondering what on earth is that and what are they expecting us to do on that," she said.

The course incorporated two never-before-seen obstacles: the log runner and the challenging I-beam cross, according to the show's website.

Dalton's first hiccup came on the log runner obstacle, which was a series of four rolling logs oriented across the course. Dalton nearly fell and touched the logs with her hands, which later resulted in a penalty. But she managed to make it to the I-beam cross, which requires competitors to use mostly upper body strength to maneuver the beams from below.

But the beam, which knocked several of her competitors out of the running, proved challenging for Dalton, too. While trying to pull herself up the vertical portion of the beam, she lost her grip and was sent splashing into a pool below.

Even though she lost, Dalton said she's thankful to have been given the opportunity to compete.

"The best part about 'American Ninja Warrior' is the competitors, the athletes you are there with," she said. "They are such a supportive community. It is you competing against the course, not against each other, cheering each other on."

If she makes the cut again next year, Dalton said she has every intention to make it to advanced rounds.

## When The Yellow Ribbons Fade: Reconnecting Our Soldiers And Citizens

(14 Jul) *War on the Rocks*, By David Barno and Nora Bensahel

A retired Navy officer recently told us a story that happened 20 years ago in New Jersey, when he was introduced to several very successful businessmen at an elite golf course outside his base. When a friend introduced him by his rank as “Commander,” one of these well-to-do members looked deeply confused and said, “Commander? What the heck is that?”

Today, after 14 years of war in Iraq and Afghanistan, a Navy commander is more likely to be recognized by his or her rank when introduced in public. But as those two wars evolve into smaller conflicts, the military is coming home once more, drawing back into its often isolated and tightly guarded bases. The yawning civil – military divide that was so evident to our Navy friend in the 1990s has every chance of returning and widening – with even more damaging effects on the U.S. military and the nation as a whole.

Since 9/11, America’s armed forces have been highly visible to the U.S. public. About 2.5 million U.S. troops have served overseas in Afghanistan and Iraq, and have been prominently featured in news headlines nearly every day. Public confidence in the U.S. military is near historic highs. But now the number of troops remaining in both countries is only a tiny fraction of what it once was. Media attention has diminished and will continue to fade – and that absence is fraying one of the few remaining connective threads between the U.S. public and its military forces.

Since the all-volunteer force replaced military conscription in 1973, the number of Americans with a personal connection to the military has shrunk dramatically. There have also been fewer opportunities for Americans to serve in the military. The size of the active force has declined from 2.2 million in 1973 to just over 1.3 million today, while the U.S. population has grown from 211 million to 321 million. Today, fewer than 1 percent of Americans serve in uniform at any given time – including active duty, reserves, and the National Guard. Furthermore, that 1 percent tends to increasingly comprise the same 1 percent of the population, one generation after the next. One of the biggest factors affecting the propensity to serve is whether someone has grown up near someone with current or previous military service. As a result, members of military families are far more likely to serve than the rest of the population. A 2011 survey found that an astonishing 57 percent of active duty troops at that time were children of parents who had served in the military. One of us has two military sons who grew up on Army bases and both repeatedly encountered their childhood playmates across Afghanistan on some of our nation’s most remote and dangerous battlefields, a place where such encounters are commonplace. The U.S. military has become a family business, generation after generation.

This growing divide between the civilian and military populations poses four related dangers, for each of those populations as well as the nation as a whole.

First, it narrows the military’s access to the best and brightest talent that the nation has to offer. Already today, fewer than one-third of young Americans are even eligible to serve, because of the military’s rigorous health, education, and

behavioral requirements. Even fewer of those will even consider military service. Only 13 percent of young Americans have a favorable view of joining the military, and the percentage is even lower for high academic achievers. That statistic sadly makes sense: Many of those who hold unfavorable views will never have met anyone who has served in uniform, much less someone who can dispel common stereotypes and actively encourage them to serve. Second, recruiting heavily among those with family connections tends to build a military that looks less and less like the nation as a whole. The military already recruits heavily from the south and west, favors rural areas over urban, and trends heavily male and white. (The Marine Corps is the most unrepresentative, at 94 percent male and 84 percent white – though Secretary of the Navy Ray Mabus recently announced a plan to increase the percentage of female Marines to 25 percent.) If current recruiting trends continue, the military is likely to become even less diverse – ethnically, culturally, geographically, and in gender. This growing lack of diversity exacerbates the challenge of accessing the nation’s best talent, and perpetuates a vicious cycle whereby civilians become even less interested in serving as those in uniform no longer look like or share the values of the population as a whole. As former Secretary of Defense Robert Gates warned while he was in office, “there is a risk over time of developing a cadre of military leaders that politically, culturally and geographically have less and less in common with the people they have sworn to defend.”

Third, the U.S. military increasingly sees itself as apart from and even above the citizenry from which it is drawn. Retired Air Force Maj. Gen. Charles J. Dunlap Jr., a former judge advocate now teaching at Duke’s law school, notes: “I think there is a strong sense in the military that it is indeed a better society than the one it serves.” We have both heard U.S. military personnel speak disparagingly about the broader population, citing growing obesity rates, slipping self-discipline and integrity, and a willingness to stay comfortably at home while service members might be on their third, fourth, or fifth wartime deployments. We also hear military members often express variations of the theme: “We did our job in Iraq and Afghanistan, but the politicians failed us because they didn’t have a strategy.” Combined with a creeping lack of regard for America’s civilian citizenry, this outlook could cause the U.S. military to begin to regard its civilian political leadership with equal disdain. A military elite that perceives itself as separate, distinct, and better than the general population would be deeply dangerous for both the military and the nation as a whole.

Fourth, the fundamentals of American democracy require a military that is representative of and connected to the people of the United States. Throughout American history, the weighty decision to go to war has been one that always deeply involved the people. The framers of the Constitution deliberately gave the power to declare war to Congress as the elected representatives of the American people. While the nature of modern prolonged conflicts and the demise of conscription have sharply eroded the personal exposure of the



American people to their wars, their ultimate responsibility for this most consequential of national decisions remains.

Civilians have a responsibility to understand their military and have an essential role in decisions to commit it to battle – regardless of how removed they may be from personal participation or connection to our warriors. Wearing yellow ribbons and saying “thank you for your service” are simply no substitute for active engagement with U.S. military personnel and the political decisions to send them into harm’s way. Reversing these dangerous and self-reinforcing trends will require active efforts from the U.S. military, the nation’s political leadership, and the population as a whole.

The U.S. military needs to deliberately seek to engage – and recruit from – broader and more diverse elements of the general population. In particular, it must do far more to connect with and educate women, minorities, and the growing populations on both coasts about the opportunities and intrinsic rewards of military service. This effort should focus on explaining the challenges and rewards of military service as a way of giving back to the nation while getting practical skills, taking on responsibilities at a young age, and gaining immense leadership experience. Recruiting from populations that have not traditionally served in the military will be challenging and may well be more expensive, but the potential benefits of attracting a wider base of talent into the military more than justify these costs.

Military leaders also must do more to avoid growing isolation and elitism in the force as it returns from years of arduous combat and operational deployments. Uniformed leaders at all levels must talk to their men and women about this insidious trend, and publicly and strongly reject the premise. Military elitism must be stamped out. The belief among those in uniform that “we are better and more select than anyone in civilian life” is an outlook that appears far too common today – and has often been inadvertently promoted by the popular adulation showered on the military since 9/11. This viewpoint is extremely unhealthy in a democracy because it dissolves the vital link between citizen and soldier.

The military should fund its experienced young leaders to travel far away from military communities to talk to Americans in urban areas, in the arts and sciences, in academia, and in Hollywood about what serving in uniform is like. America needs to meet and listen to these amazing young men and women on a far more regular basis – not just in friendly communities near military bases, but among those parts of the population least well-represented in the ranks of the uniformed services. National Guard and reserve units can make tremendous contributions to these efforts, since their members live in and are connected to almost every community across the country.

The military can also do more to increase diversity in the future military leadership brought in through the Reserve

Officers’ Training Corps (ROTC) and the service academies. Congress should challenge the long-standing trend of locating ROTC detachments at inexpensive schools in the south and west where recruiting is easier, rather than pricier institutions concentrated along the more urban coasts where recruiting is harder. In 2010, Secretary Gates noted that the state of Alabama had a population of five million and 10 Army ROTC host programs, whereas the Los Angeles metro area had a population of 12 million with four programs and the Chicago metro area had a population of 9 million with only three programs. Little has changed since then.

Legislators should also push the service academies to serve as exemplars for attracting broad-based talent and diversity. This could start by insisting that the numbers of female cadets is ramped up more sharply to begin to approach the numbers of female undergraduates in civilian universities in the United States (where women are more likely to attend college than men, and earn more of every type of advanced degree offered). Such measures will go far to ensure that the future U.S. military is led by a broad and representative array of leaders from all across America.

Civilian leaders also need to take a more active role in ensuring that the U.S. military does not fall from the public eye and public responsibility. Civic influencers – high school and college teachers and coaches, elected officials, parents, family members, and mentors – need to talk about military service to America’s young men and women. Every young American should know what military service looks like and how they might consider serving their country in this way. It is a profoundly important and meaningful way to give back to the nation for the immense privilege of U.S. citizenship.

The aftermath of American wars inevitably produces a growing divide between a military that is coming home and an American population that will quickly move onto other interests. The trends today suggest that this divide is already opening, and without attention now, will only grow worse. As the United States emerges from 14 years of major wars overseas, both sides have a responsibility to prevent this troubling outcome. Bringing America’s military home after two long and bloody wars need not inevitably result in a military that is isolated and apart, nor a population that is indifferent to its men and women in uniform. The future success of America’s remarkable all-volunteer force and its lasting connection to the nation requires our civilian and military leadership to take up this challenge now.

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<http://warontherocks.com/2015/07/when-the-yellow-ribbons-fade-reconnecting-our-soldiers-and-citizens/>

## **Don't Give Up When Climbing Ladder, Navy Admiral Urges**

*(15 Jul) Las Vegas Review-Journal, By Knowles Adkisson*  
Rear Adm. Margaret "Peg" Klein says she’s known as the person that says "Hello" to everyone in the halls of the Pentagon, where matters of national security and global strategy tend to make people forget there are other humans around them.

To the much rest of the world, she’s known as a pioneer, the first female commandant at the U.S. Naval Academy (its No. 2

spot), veteran commander of jet squadrons and most recently as the secretary of defense’s senior adviser for military professionalism.

Klein spoke Tuesday at the Ninth Annual Women’s Leadership Conference at the MGM Grand Conference Room, before roughly 1,000 businesswomen (and a few men). The event was sponsored by the MGM Resorts Foundation. One of

the first female inductees at the Naval Academy in the late 1970s, she carved out a career as a pilot despite poor eyesight and superiors who told her she'd be better off as a nurse.

"When I went to the Naval Academy, I got in on my second attempt," Klein told interviewer Natalie Allen of CNN. "So for any of you who are climbing the ladder, if you don't get in the first time, make sure you don't give up. Here I am (34) years later."

After graduation, Klein ended up in Hawaii with her husband, a fellow Naval Academy graduate, joining one of only six flight squadrons available to women at the time out of hundreds in the Navy. During her early years she accumulated leadership positions, gave birth to two children, and learned to navigate personalities on an aircraft carrier, which she compared to a 5,000-person "floating city."

One audience member asked how Klein dealt with pressure to golf or drink as hard as her higher-ups to "be one of the guys" during her early days in the Navy. Klein said that the Navy had tried to discourage the social necessity of alcohol in recent years, but that in her case "I enjoy going to the club and having a beer with the guys," and her husband had been able to take the kids and allowed her time to socialize with her male peers. But it was important that women "find things that work for you," whether it is jogging or some other form of nonwork bonding to maximize success in the work world.

Another audience member asked Klein how to confront unfair workplaces, citing the example of her mother, a 20-year Air Force veteran who had chronic difficulty with bosses who would steal her ideas to the point that she would come home in tears. Klein responded that she had had "good bosses and I had jerks." When dealing with a difficult boss, her best solution was to reach out to those good bosses, "who would reach out to someone in our organization and provide a little support."

## **Woman deemed oldest U.S. veteran set for flight to meet Obama**

*(17 Jul) Savanna Now, By Jeff Karoub*

A 110-year-old woman believed to be the nation's oldest veteran is preparing to visit Washington on an honorary trip that includes meeting President Barack Obama. There's just one glitch: She wants a jacket to wear with her official trip T-shirt, because she doesn't have "Michelle Obama arms."

Emma Didlake, a longtime Detroit resident and veteran of the Women's Army Auxiliary Corps during World War II, is scheduled to leave Friday. The visit is being arranged by Talons Out Honor Flight, a southwest Michigan chapter of a national nonprofit that provides free, one-day trips for veterans to visit Washington's monuments and memorials.

Didlake is especially excited to see the memorial honoring her other favorite president, Franklin D. Roosevelt.

Known to family as "Big Mama," Didlake was a 38-year-old wife and mother of five when she "wanted to do something different" and signed up for the WAAC in 1943, said her granddaughter, Marilyn Horne. She served stateside for about seven months during the war, as a private and driver.

After she was discharged, she and her family moved to Detroit in 1944 — and she quickly joined the local NAACP chapter.

In fact, Klein said that the biggest mistake she made in her career was an inability to ask for help, a flaw of pride that resulted from her belief that "I'm big, I'm bad, I graduated from the Naval Academy." But seeking help often made her job much easier, she found.

Klein's message resonated strongly with the women in attendance, many of whom had traveled to build executive leadership and business skills to advance in their careers. Amber Beason and Alisha Harris, who work at Las Vegas accounting and financial consulting firm Johnson Advisors, say they intend to become partners at the firm, and use the conference to gain knowledge and skills.

"I think she's awesome," said Amber Beason, who works at Las Vegas accounting and financial consulting firm Johnson Advisors. "(To start) her career when it was mostly male-dominated and (be) able to rise that high rank is pretty inspiring."

"I thought it was important to see someone who's been able to model a high-achieving career while also having (a family life)," Harris said.

Regina Ford, whose father served 20 years in the Air Force and whose brother is a Marine Corps veteran, said she appreciated Klein's advice on consensus-building in her example with the 1,500 marines.

"[She used] jokes they'd understand, things that would relax them. In business, you face that all the time," said Ford, the director of diversity and inclusion at Caesar's Entertainment. "You have two departments merging, a boss from a different culture, and that's great advice. If you build commonalities, you can melt those differences."

<http://www.reviewjournal.com/news/dont-give-when-climbing-ladder-navy-admiral-urges>

She marched with the Rev. Martin Luther King Jr. in 1963, and received a lifetime achievement award two years ago from the chapter.

Dan Moyle, co-founder of Talons Out Honor Flight, said his group is awed by her life story.

"She's really forged a path for women and minorities," he said.

Moyle said his group was contacted by the Honor Flight affiliate in Austin, Texas, after the death of 108-year-old veteran Lucy Coffey, who took an honor flight and met Obama last year. Friends first alerted members of the Texas group of Didlake's age and her interest in being involved.

Didlake was deemed the oldest U.S. veteran based on information gleaned by Honor Flight representatives through national outreach campaigns. Allen Bergeron, chairman of Honor Flight Austin, said the national network hasn't found an older veteran.

Talons Out officials contacted Didlake and her family, along with U.S. Rep. Fred Upton to make the necessary White

House connections. A retired nurse has volunteered to accompany her as a precaution.

Horne, Didlake's granddaughter, said Didlake fell a few weeks ago, which put the trip in question. But the prospects now look good for her grandmother, who only recently moved to an assisted-living facility in suburban Detroit.

Horne said her grandmother, a licensed hair dresser born in Boligee, Alabama, in 1905, is losing her vision and hearing, but "her mind is excellent."

So is her sense of humor.

Horne said that when Talons Out officials presented her grandmother with a short-sleeved shirt bearing the group's logo to wear on the trip, Didlake took a look and said: "I don't have Michelle Obama arms — I'm going to need a jacket."

<http://savannahnow.com/news/2015-07-17/woman-deemed-oldest-us-veteran-set-flight-meet-obama>