

**DEFENSE DEPARTMENT ADVISORY COMMITTEE ON WOMEN IN THE
SERVICES (DACOWITS) MEETING MINUTES
May 15-16, 2008**

DACOWITS held a meeting May 15-16, 2008 at the DoubleTree Hotel, Crystal City, National Airport, 300 Army-Navy Drive, Arlington, Virginia. Members and public present during the meeting are at enclosures one and two. Materials used during the meeting are at enclosure three.

15 May 2008

Dr Mary Nelson, Chairperson DACOWITS, opened the meeting at 8:30 a.m. The Chair discussed the issues the Committee would be accomplishing during the meeting. At 8:45 a.m. the Women's Senior Leadership Success Panel was held. The following were participants:

Air Force

Brigadier General (S) Sharon K. G. Dunbar is the Director of Manpower, Organization, and Resources, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, Washington, D.C.

Chief Master Sergeant Sandra M. Miller is the United States Air Force's First Sergeant Special Duty Manager assigned to the Office of the Chief Master Sergeant of the Air Force, Headquarters United States Air Force, Washington, D.C.

Marine Corps

Brigadier General Tracy L. Garrett, Inspector General of the Marine Corps

Master Gunnery Sergeant Patricia Lee, Training and Education Command (TECOM), Aviation Training Branch, Marine Air Command and Control System Training Analyst

National Guard Bureau

Chief Master Sergeant Melvene Lanier, Senior Enlisted Advisor, Equal Opportunity/Air for the National Guard Bureau

Army

Brigadier General Belinda Pinckney, Director Army Diversity Task Force

Navy

Rear Admiral Ann DeBaets Gilbride, Associate Director of Naval Intelligence

Coast Guard

Rear Admiral Mary E. Landry Director for Governmental and Public
Affairs, U.S. Coast Guard

Key points made during the discussion include:

BG (S) Dunbar: "Not only do we want people to have successful military strategies, we want them to be successful in life. We want them to be proud of their service and also of their lives."

CMSGT Miller: "Child care is an aspect that I can't hit on hard enough; it's come a long way, but the availability is not there."

RADM Landry: "What compelled me in my career is that you felt you wanted to be a role model for other women; you feel this calling to stay and show that you can have both a family and be a good service member."

MGYSGT Lee: "For a Marine to be successful, you have to be first technically and tactically proficient. Performance is a great indicator; when you come to work, you have to show you know what you're doing."

BG Garrett: "'Female' jobs tend to be administration or personnel management. Those are fine jobs, and we need for all Marines to be good in those areas, but in the Marine Corps, getting back to a core specialty has been really important to be considered to have the potential to perform well."

CMSGT Lanier: "I did everything to prepare myself for success in the military, but if I did not have formal and informal mentors, I know I would not have made it as far as I have."

BG Pinckney: "In the Army, we do grow leaders. And I, as a leader, have been very fortunate to command at every level."

RADM Gilbride: "We have a powerful success strategy ongoing in the Navy—Task Force Work Life. It's for everyone, both genders. We have started aggressively listening to our people."

The Committee broke from 9:45 a.m. to 10:00 a.m.

At 10:00 a.m. Lt Stephanie Miller, Office of Women's Policy (N134W) presented the Navy's "Quality of Life" Task Force Report. The premise of the report is that there is a talent shortage in the US; there is only one "Generation X" individual to replace every two "Baby Boomers". For the Navy to retain Service members the Navy is creating different policy opportunities to assist Service members in achieving a balance between work and life. A menu of options will be provided and a person can choose what may fit their lifestyle and needs. This will enable the Navy to convince some Service members to stay in, especially those who are on the fence in their decision making process.

At 11:00 a.m. Dr. Morris Peterson, Chief, Army Personnel Survey Office presented the Army Research Institute Sample Survey of Military Personnel 2007. This survey has been conducted over the span of 64 years. Despite the challenges with the Global War on Terrorism, survey results continue to improve. Soldiers and families are proving to be resilient. Some of the differences between males and females are that males rate key factors more positively than females. For categories consisting of "promotion if qualified" and "getting the right assignments" males are more positive than females. Additionally, females are less likely to indicate they will stay to retirement. However, females are more satisfied with retirements, medical care, health care, and housing than men.

The Committee took lunch at 12:00 p.m. but conducted a working lunch and received a briefing about the Marine Corps Mentors Program presented by LtCol (USMC Ret) Shusko, Director Marine Corps Martial Arts Program, Training and Education Command. LTC (Ret) Shusko explained the Marine Corps conducted a survey called the behavioral science technology study (BST) to find out why young Marines were at risk for suicide, divorce and discipline issues. Some of the results found were:

- They do not think of themselves as Marines 24/7
- They want more responsibility
- They are reactive versus proactive
- Lack of communication between leaders and subordinates exacerbates lack of trust in the chain of command.

The mentoring program can bring back shared adversity; it can pull them back into the mentality of being a Marine. The purpose of the mentoring program is to empower leaders to get involved in the personal and professional lives of the Marine and help mitigate the high risk situations young Marines experience.

At 1:15 p.m. the Committee conducted success strategies for women in the civilian sector and in civilian industry panel discussion. The following were the participants:

Page O'Flaherty, Currently Serving Member, DACOWITS
Beth Ann Creighton, Naval Reserve Officer
Dr. Sue Steven, Senior Director Process Research and Development
Genentech
CDR Laurie Mosier, Acting Chief, Diversity Staff (CG-12B)
Gender Policy, U.S Coast Guard Advisor Currently Serving, DACOWITS
Point of Contact
Mary J. Quinn, Research Fellow, Logistics Management Institute

Key points made during the discussion were:

Page O'Flaherty: "The hardest thing I had to do was walk away from my career. I hadn't met my husband when I put in my papers, but I had a mid-life crisis and decided I wanted to have children. I then went into industry, and had a great job, but I walked away from that, too, because I saw the same patterns forming of being busy, traveling, and so on."

Mrs. Creighton: "I never wanted the Navy to waste more than a minute trying to figure out how to make me a mom and wage a war on terror."

DR Sue Steven: "Here are six steps to assist women's success strategies in the corporate environment which I think are easily translatable to the military environment:

1. Senior leadership support.
2. Have a merit based culture for promotions.
3. Metrics, if you aren't measuring it, no one is paying attention to it.
4. Leadership programs that are not gender specific.
5. Career flexible models.
6. Recruit diversity at all levels."

Mrs. Quinn: "I currently work for Logistics Management Systems and am working on-site at Head Quarters NASA, actually doing what I was doing my last 4 years in the Air Force, so being able to apply what I used there makes me feel like I am still serving. I chose not to have children, my husband did not want to either; he is a retired Lieutenant Colonel. I made the decision consciously; the perfectionist in me felt I could not balance doing both. It was a decision."

CDR Mosier: "In 2002 I took a two-year temporary separation from the Coast Guard. It was not my intention to come back, but I'm pleased I took the time off, and pleased I came back, though I will retire next month. I came back to the Coast Guard as a mom of two, and I did not want to put my kids through the commuting, so we hired a nanny, and a large portion of my pay check went to that so my kids could stay home."

The Committee broke from 2:15 p.m. to 2:30 p.m.

At 2:30 p.m. Dr. Susan Lederer and Amy Falcone presented civilian research efforts for Women's Success Strategies being conducted by ICF as part of the upcoming report. Popular and academic literatures were reviewed and a smaller subset was chosen. Primarily, the academic literature contributes to the understanding of the issues, while the popular literature provides clear success strategies from the private sector. The Committee asked if ICF can look at career paths that have similar types of extenuating circumstances as the Services in terms of time away from family. Also, the Committee asked to look at defense contractors. There are parallel situations in these industries where there is a lot of time away from home and is also male dominated. Additionally, a recommendation was made ICF investigate fire, police departments and rescue workers for women's career progression in those professions.

From 2:30 to 3:00 p.m. Dr. Rachel Lipari Ph.D, Team Lead, Human Relations Surveys Defense Manpower Data Center presented a Status of Forces Briefing on Male, Female, Junior grade and Senior grade responses to questions dealing with Satisfaction, Retention and Leadership. Women tend to be more positive than men in their assessment of the military; the only difference is women's assessment of leadership. Men are more

likely to be satisfied with leadership than women. Both men and women officers were more satisfied with leadership than members in enlisted pay grades. In the aggregate, there were no differences between men and women in their retention intentions. However, when broken down by discreet groups, female senior officers and female senior enlisted were more likely to stay than all other females. Male junior officers were more likely to stay than female junior officers.

At 3:45 Darlene M. Iskra, Ph.D. Deputy Director, LEAD Program presented "Breaking Through the 'Brass Ceiling': Elite Military Women's Strategies for Success" Dr. Iskra's methodology consisted of content analysis of the names, the biography, rank, race, occupation, commissioning source, highest education, Joint Professional Military Education, and command opportunities for 246 former General/Flag female officers. Surveys were sent to everyone on the list. Additionally, non-random interviews which consisted of both closed and open ended questions were conducted. Most participants stated they enjoyed the challenge of their career and they felt like they made a difference. When asked how did you manage your career, they said they did the best job possible at whatever job they were given. Few imagined themselves as General or Flag officers; only two said they thought at the junior rank that they would make it to the top. They said they took the hard, high visibility jobs and did it really well to get to General/Flag officer.

There was one presenter for the 4:30 p.m. Public Forum. A statement from the Alliance for National Defense read by Lt Col Sherry DeVries, USMCR (Ret) covered sexual assault and the combat exclusion law.

The Committee completed its activities and adjourned for the day at 5:00 p.m.

16 May 2008

Dr Mary Nelson, Chairperson DACOWITS, opened the meeting at 8:30 a.m. The Chair discussed the issues the Committee would be accomplishing during the meeting.

At 8:45 a.m. the Committee discussed the installation visits they had conducted since March 28, 2008. The Committee visited five sites. There were nine education and twelve success focus groups. The minimum for participants in an education group was two, for success focus groups has been seven. The max number of participants in an education focus group was ten and in a success focus group was sixteen. The average number of participants in an education focus group was six, and in success focus groups were eleven. Total participants in education focus groups was 55, and success focus groups 130; there were a total 185 participants to date.

At 9:15 p.m. the members received a briefing from the Department of Defense Equal Opportunity Office, Diversity Program Manager, Charmane Collins. Their mission is to ensure viable diversity policies and goals. The civilian workforce needs to reflect the diversity represented within the military. The areas the office covers are

navigating careers, attaining professional goals, and retaining future leaders. The Office tries to look at the positions that will place women in the pipe line for promotion. That is the key for both the military and the civilian women in DoD. There are several initiatives that have been taking place to encourage and recognize women in the technical fields, this includes an awards program, a mentoring program and an internship for DoD women.

The Committee broke from 9:45 a.m. to 10:00 a.m.

At 10:00 a.m. Mr. Van Chaney and Ms. P.K. Tomlinson, Branch Chief, Soldier Support Programs, Installation Services Division in the Assistant Chief of Staff for Installation Management presented a briefing on Army School Liaisons, Education and Transition Support Programs. This program was started in 1996 to address issues of military children transitioning to different schools and different communities. Some of the issues are combined with other family issues such as timeliness of PCS orders and difficulties of transportation of household goods. Stake holders other than the Army included in the process are the National Association of Federally Impacted Schools, Military Officers Association of America, and Association of United States Army. The out growth of this effort has been the designation of a School Liaison Officer for each installation. This individual works both the on and off post school issues in conjunction with the installation commanders.

At 11:00 a.m. a briefing on Navy Child Education Initiatives and Opportunities was presented by Madie McAdoo, Department of the Navy, Deputy Program Manager, Child and Youth Programs. Similar to the Army, the Navy will also be assigning School Liaisons Officers to Navy installations. They have funded fifty positions; by December 2008 they will have the job advertisements published. The School Liaison Officers will help prepare students, parents, schools and Navy leaders to respond to PCS and deployment issues impacting school age children. They will address and provide assurance that a "quality education" is a Navy priority. Additionally, the school programs and Liaisons are working to teach Navy families to be the best "advocates" for their child's education and to connect Child and Youth Programs to School Districts.

The Committee took lunch at 11:45 p.m. but conducted a working lunch and received a briefing about the Marine Corps Child Education Initiatives and Opportunities presented by Terri Ann Nelson, Program Specialist Children, Youth & Teen Programs, Personal Family Readiness Division. The Marine Corps used a task force to go to remote and isolated areas. They determined that education was a key concern to families. To assist parents and commanders in interacting with local schools and in responding to education issues, it was recommended that a School Liaison program at HQ level be stood up, as well as School Liaisons positions be provided, as appropriate, at each Marine Corps installation. Ten installations will have a School Liaison. As of today sixteen are hired or in the process of being hired. The job description asked for experience, so they will understand the issues. There will be formal training in July. The School Liaison Education Program is integrated with the Children, Youth and Teen Programs. This

creates a seamless delivery of services by having one proponent oversee all of the services for children and youth.

At 12:00 p.m. Air Force Child Education Initiatives and Opportunities was presented by Lorraine Neuser, Deputy Chief Airman and Family Readiness Policy. Prior to 2006, military child education fell under Voluntary Education Branch. A January 2006 letter from the Air Force Deputy Chief of Staff for Personnel moved responsibility for children's education issues to Airman & Family Readiness (A&FR) portfolio. Additionally, it reemphasized a 2000 letter directing each base appoint a senior officer as "School Liaison Officer". Also, in the last two years the Air Force Instruction 36-3009 has been updated to include military child education as a core A&FR service. Currently, there are 12 base level dedicated civilian school liaison positions in the United States, all funded locally. Objectives in the future include a new School Liaison Desk Guide due in July 2008, development of strategic objectives for incorporation into the update of A&FR strategic plan and budget for HQ AF level funded positions at all bases.

At 12:30 p.m. the Coast Guard Child Education Initiatives and Opportunities was presented by Marta Denchfield Dependent Care Program Manager. The Coast Guard does not have child educational programs as it is described in the other services. They are not included in the military childcare act (MCCA) that creates funding and resources for the Military services. They do have a legislative change proposal, but it is pending. They are seeking support from DOD to get funding to get resources for child development centers and school age youth programs. This is something that would help increase quality of life.

The Committee broke from 1:00 p.m. to 1:15 p.m.

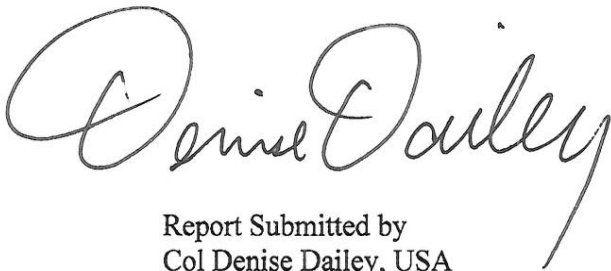
At 1:15 p.m. Mr. Dean Kern, Department of Education, presented Charter School Opportunities. Mr. Kern's office oversees 250 million dollars in funds, ensures planning and implementation for States and manages two facility grants for renovating and building new facilities. Charter school programs were first enacted under the ESEA (Elementary Secondary Education Act of 1965 as amended by the No Child Left Behind Act (NCLB)). Only 40 States have enacted a law for charter schools. Charter Schools are a state mandate, so state must organize them. Some states give more flexibility and more freedom in curriculum choices, length of the day, self-governance, etc. Some states also give waivers on teachers' certifications, so teachers don't have to meet certain restrictions or get re-certified by the State if they are certified in another State. Accountability is a tenet for the charter schools. The schools are developed by community based organizations. Charter schools expand parental options to have a choice in the school they want their children to attend. Charter schools do what works, they do not have to rely upon bureaucracies. Charter schools can be created new, or you can convert a previous school into a charter school.

At 2:30 p.m. Jeanie Allen, Public Relations and Government affairs for the Center for Education Reform spoke to the Committee. The Center was founded in 1993 for

education reform activism. They track charter schools, school choice programs and the tax credit scholarship law. Tuition tax credit/deduction program (personal and corporations) is a program that allows families to receive tax credit for donating to an organization that provides scholarships. The full school choice vouchers program is a program where parents are provided a portion per pupil, that money will follow them to their school of choice.

At 3:30 p.m. Susan Patrick, CEO, American Council for On line Learning (Cyber Learning Opportunities) present her briefing to the Committee. The North American Council for Online Learning (NACOL) is dedicated to fostering a learning landscape that promotes student success and lifelong learning. The vision of NACOL is online teaching and learning, which has the potential to transform education. The NACOL advocates that the solution to the military education issues is online learning. It is transportable, standardized and meets state requirements. On line programs address a high quality education for a child regardless of demographics or geographic location. NACOL develops the curriculum and trains the teachers. They also have to meet the standards of the state education system. Currently DoDEA does not plan to bring a full range of accredited on line learning programs to military children until 2015. This would only be for children in DoDEA schools; it would not address children who currently go to Local Education Activities.

The Committee completed its activities adjourned at 4:30 p.m.



Report Submitted by
Col Denise Dailey, USA
Military Director, DACOWITS



Report Certified by
Dr. Mary Nelson
DACOWITS Chair

Attachments as Stated

Enclosure One

DACOWITS MEMBERS' ATTENDANCE

All Committee Members Present May 15, 2008

Dr. Mary Nelson

Mrs. Denise Balzano

Diana Denman

Col Torres

Mrs Santiago

Mrs Lassus

Mrs O'Flaherty

DACOWITS MEMBERS' ATTENDANCE

Committee Members Present May 16, 2008

Dr. Mary Nelson

Mrs. Denise Balzano

Diana Denman

Mrs Santiago

Mrs Lassus

Mrs O'Flaherty

Committee Members Absent May 16, 2008

Col Torres

Enclosure Two

Sign in sheets