

# **DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)**

## **Quarterly Meeting Minutes**

**11–12 March 2015**

The Defense Advisory Committee on Women in the Services (DACOWITS) held a full committee meeting on March 11<sup>th</sup> and March 12<sup>th</sup>, 2015. The meeting was held at the Hyatt Regency-Crystal City Hotel, 2799 Jefferson Davis Highway, Arlington, VA 22202.

**11 March 2015**

### **Opening Comments and Swearing-In of New Committee Members**

Designated Federal Officer and DACOWITS Military Director, COL Betty Yarbrough, officially opened the meeting. DACOWITS Chair LtGen (Ret) Frances Wilson recognized the Under Secretary of Defense for Personnel and Readiness, the Honorable Jessica Wright, who provided remarks which set the stage for the induction of the four new Committee members. LtGen (Ret.) Wilson introduced and welcomed the following new DACOWITS members: Dr. Kristy Anderson, Dr. Jackie Young, Ms. Sharlene Hawkes, and VADM (Ret) Carol Pottenger. COL Yarbrough administered the oath to the new members in accordance with the Federal Advisory Committee Act. Committee Vice Chair CMSgt (Ret) Bernise Belcer presented new members with DACOWITS pins, and Secretary Wright congratulated them.

COL Betty Yarbrough reviewed the status of the Committee's Requests for Information (RFIs). The Committee received responses to most of its RFIs in either written or briefing format, with the exception of the Marine Corps, who was unable to provide responses to two RFIs in time for the meeting. The two RFIs were in regard to how the Marine Corps plans to increase the population of women and information about the Infantry Officer Course. In addition to responding to the RFIs, the Services also provided location recommendations for DACOWITS' 2015 installation visits.

COL Yarbrough reported that the 2014 DACOWITS annual report is in print and will be posted online shortly.

### **Increasing Female Accessions**

On September 10, 2014, at the Rutgers Aerospace and Defense Summit, U.S. Navy Secretary Ray Mabus said, "We don't have enough women in either the Navy or Marine Corps." Additionally, he cited the importance of a diverse force as a reason for bringing more women into the Services. The Committee requested a briefing on the recruiting, training, and career management programs the Navy is using to expand the number of women and what method it will use to determine the new recruiting goal for the number of women in the Service.

CDR Renee Squier, Director, Navy Diversity and Inclusion Office

CDR Squier described how the Navy has worked since 1978 to increase its population of women from 7% in the 1970s to 18% in 2015. Despite this progress, women remain the Navy's most underrepresented demographic. At the time of the briefing, there were 9,178 female officers (17.0% of the total force) and 47,527 female enlisted (17.6% of the total force). The Navy has worked to integrate female officers first, followed by female chiefs and then female enlisted. Of female Navy officers, 54% are in the staff corps, 12% are in a restricted line (i.e., positions that support the warfare effort, such as human resources), and 30% are in an unrestricted line (i.e., warfighting communities such as surface warfare, and aviation). For positions held by female enlisted, 14% are sea intensive (e.g., mechanic), 30% are sea centric, 30% are shore centric, 17% are shore intensive (e.g., legalman), and 9% are undesignated (i.e., generalists who are part of the Professional Apprenticeship Career Tracks (PACT) programs and have not yet chosen their ratings).

Gender diversity in the Navy is improving overall. Officer and enlisted accession trends for women match the increasing overall percentages of women in the Navy, and the Service is turning its attention toward retaining these women. The hardest time to retain sailors is when they reach the end of their initial service obligation period. The Navy is working with individuals at that juncture to help them meet their personal and professional aspirations, as well as achieve work-life balance and geographic stability.

Concerning gender integration, CDR Squier reported the Navy is increasing the presence of women in operational billets as well as across all jobs and ranks. The Navy is increasing professional opportunities for women; by January 1, 2016, there will be no closed occupations and a limited number of closed positions. All submarine occupations/Navy Enlisted Classifications (NECs) are now open. The Navy is also increasing the number of gender-neutral racks at sea; since 1994, all surface ship berthing has been built to be gender neutral. The Navy is increasing female accessions and has a goal to increase the proportion of enlisted women in the Service to 25%. The current freshman class at the United States Naval Academy is 28.8% women. In addition, the Navy has worked to improve retention by increasing career flexibility and expanding family resources. A member of the Committee asked about the number of positions the Navy expects to keep closed to women after the January 1, 2016 decision; CDR Squier said that number has not been finalized, but she does not expect it to pose a big challenge for women.

The Committee also inquired about the Navy's Career Intermission Program (CIP), which allows individuals to take an intermission and then return to their career. In the six years since the program has been operating, there have been 82 participants; 31 were officers and 51 were enlisted. Thirty-four participants have returned to their jobs, 36 are participating in the leave program, and 12 are waiting for their intermissions to start. Of the total participants, 43% were men and 57% were women. The Navy is seeing positive trends with individuals being able to resume their careers after intermission without penalty; of the three officers who have come up for promotion or review after their intermissions, one was promoted to O-6 and the other two were selected at their milestone career points. The program was written into legislation, and the Navy expects it to continue. Most participants cite one of the following reasons for participating: family planning; furthering education; family hardship; or, for participants and partners who are dual military, ensuring continuity of care for their children and/or aligning their careers. The Navy established a contract with participants through which they are obligated to perform two

months of service for every month of intermission. The Navy's focus is on retaining quality individuals, and not all who apply to the program are accepted.

### **Enlisted Women in Submarines Update**

DACOWITS member Mr. Brian Morrison recused himself from this briefing.

The Navy lifted its ban on women serving aboard submarines in 2010 and started assigning female officers to submarines shortly thereafter. It has been publicized that enlisted women will join the submarine force beginning in 2016 and that recruiting efforts have officially begun. The Committee requested a briefing from the Navy on the status of female officers assigned to submarines and the status of the Enlisted Women in Submarines Task Force (EWSTF) established in 2013.

#### *CAPT Rodney Hutton, Commanding Officer, Trident Training Facility*

The Secretary of Defense memorandum rescinding the 1994 rule stated, "Integration of women into newly opened positions and units will occur as expeditiously as possible, considering good order and judicious use of fiscal resources, but must be completed no later than January 1, 2016." Accordingly, the Chief of Naval Personnel announced that all previously closed ratings and NEC codes in the submarine force would be opened to women as of January 21, 2015. There are several foundations for decisions about opening units and positions. These include 1) using deliberate integration processes; 2) making decisions consistent with established Navy policy for mixed-gender ships; 3) considering impacts for sailors, the submarine force, and Navy; 4) ensuring equity in all training and qualification processes; 5) maintaining parity in ships' habitability; and 5) maintaining parity in career management. Throughout this decision process, it will be vital to maintain opportunity and success for every sailor as well as the readiness of every ship and command in the Navy.

CAPT Hutton described several milestones that have led to the full opening of submarine ratings and NECs. In 2009, the Women in Submarines (WIS) Task Force was formed. In 2011, the first female officers arrived on submarines; and in 2012, the first female submarine officer qualified for submarines. In May 2013, the EWSTF was formed; later that year, the first female submarine officer qualified as Nuclear Engineer Officer (NEO). In June 2014, the Enlisted Integration plan was approved by the Secretary of the Navy and the Chief of Naval Operations, and in December 2014, the Congressional notification period for the Navy's plan to integrate enlisted women on submarines was complete. By January 2015, the first Virginia-Class (VACL) USS MINNESOTA was integrated, and all submarine ratings/NECs were open to women. As of March 2015, 64 female officers served or were serving on operational submarines.

When a submarine becomes certified to operate as a mixed-gender crew, the first female officers brought into the crew include one supply officer who is surface warfare qualified and two nuclear-trained officers at the beginning of their careers, representing about 20% of the wardroom overall. The Navy is working to bring 20 female officers into the training pipeline each year and move them into the fleet. The EWSTF is recruiting actively and selecting the initial female enlisted cohort. For officers, it is critical that the Navy can bring them back as department heads; the Service is managing the integration process deliberately to assess that aspect for women in comparison to men. In response to a member question about attrition being voluntary or based on not meeting selection criteria for promotions, CAPT Hutton explained that

a low number of officers are not qualified to move on and that the decision is typically personal. There are no differences in bonuses offered to men as compared to women.

In 2015, the first female officers will be eligible to become department heads; the second VACL and the USS VIRGINIA will integrate. In 2016, two additional VACL submarines will integrate; by then, 11 submarines (18 crews, 20% of the Force) will be integrated. Throughout this integration process, the Navy will review original assumptions about how many officers stay in the submarine force. The Navy will continue to bring approximately 20 women per year into the submarine force to maintain the 18 integrated crews, but starting in 2017, will suspend integration for 1 to 2 years to assess the process. As the integration process continues, the Navy is considering its ability to modify ships and maintain community management health across the Service.

For enlisted sailors, rating conversion applications are due in April 2015. Two Chief Petty Officers (CPOs) will be selected for each crew; they will be integrated into ships that already have female officers. CPOs will spend six months on board before the female enlisted cohort of E6 and lower paygrades come onboard. CPOs will report to submarines in the first quarter of 2016, and female enlisted of E6 and lower grades will report in the third and fourth quarters of 2016.

Ship modifications and habitability policies are designed based on quality of life equity for men and women. Modifications of guided-missile submarines and fleet ballistic missile submarines are planned during the scheduled refueling and engineering overhaul periods. CPO quarters will provide separate berthing and shower facilities and crew berthing will provide adequate privacy and equity for all sailors by expanding the male heads. The Navy is actively recruiting top enlisted leadership to join the submarine force and focusing on quality over quantity.

### **Ranger School Update**

The Committee has maintained interest in the assessment of opening Ranger school to women and requested an update from the Army on this assessment.

*COL Linda Sheimo, Chief, Command Programs and Policies Division, HQDA G-1*

The Ranger training assessment course, which tests Ranger candidates on tasks required to pass the full Ranger training course, is two weeks long and is run by the National Guard at Fort Benning. Fifty percent of men successfully complete the course. The Army believes this course is the best tool to prepare women for the full Ranger course. Women have been given the option of taking the course in January, February, March, or April of 2015; 40 slots were set aside for women in each course. To ensure that all four classes would include women, the Army sent out an All Army Activity (ALARACT) message about the potential opportunity for women to attend.

The January course included 26 women. Five women completed all required tasks (i.e., completed 40 or more push-ups, 59 or more sit-ups, and six chin-ups, and ran five miles in 40 minutes). The February class included 17 women; one woman graduated. The attrition rate for the February course was high for men as well as women. For the March class, 37 women arrived to take the course, 35 started the course, and at the time of the briefing, three had met all of the requirements.

The Army is seeing a high failure rate on push-ups in the assessment training courses for both men and women. Those who do not complete the required tasks can repeat the assessment course at Fort Benning. Ranger candidates are not permitted to fail the same element of the full course twice; they can fail an element once in each phase, but not twice. If the full training course is opened to women, female Ranger candidates who fail the course after a second attempt will be able to reapply later under a different classification. If no female candidates need to repeat the full course, the first female will graduate in June 2015. The Committee inquired about the Lack of Motivation form individuals who wish to drop out of the course must sign and discussed how this form is maintained as part of the soldier's permanent record at the training brigade at Fort Benning to prevent the individual from being accepted to the course again.

**12 March 2015**

### **Opening Comments**

Designated Federal Officer and DACOWITS Military Director COL Betty Yarbrough described the agenda topics for the day and introduced new audience members.

### **Overview of DoD Childcare Programs and Initiatives**

The Committee requested a briefing from the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy's (OASD(MC&FP)) Office of Children and Youth on the factors that prevent DoD from expanding on-base childcare facilities and/or providing alternative childcare resources to better meet the needs of military personnel. The Committee is also interested in learning about resources available to Service members to help them secure childcare before a transfer and to determine whether the resources differ by location and/or Service branch.

*Ms. Barbara Thompson, Director, OASD(MC&FP) Office of Children and Youth*

DoD views childcare as a workforce issue that directly impacts the military readiness of the force. Childcare is delivered through multiple systems including installation-based child development centers, school-age care facilities, and family childcare homes. In addition, community-based childcare delivery systems support families who are unable to find care on the installation or who are geographically dispersed.

Each day approximately 200,000 children ages six weeks to 12 years old receive care at more than 300 childcare locations serving military families worldwide. The Defense Manpower Data Center (DMDC) reports that 55% of single Service members and 34% of married Service members with children 13 years and younger routinely use childcare so they and their spouses can work. DoD maintains a core inventory of more than 775 childcare facilities and 3,500 family childcare/child development homes. DoD uses a mathematical algorithm to calculate the demand for childcare based on multiple factors such as lack of community childcare for children younger than age 3, higher birth rates in military families following deployment, greater childcare need in areas of high military personnel concentration, and changes based on troop movement/realignment and changes to mission requirement. At many locations, demand exceeds

supply, and there are waiting lists for childcare. The current system for maintaining waiting list numbers may not reflect unmet demand accurately as the data may be duplicative, outdated, and underreported.

DoD's solution to managing childcare demands is a new website, MilitaryChildCare.com, which will enable military and DoD civilian families to conduct a customized search for services, find comprehensive information on childcare programs worldwide, request care, and monitor their status while they wait for an offer. The site is still evolving and has been piloted at 18 locations with an additional 13 locations added in January 2015. DoD anticipates the entire system will be updated and available by 2016. DoD faces several challenges in meeting the demand for childcare including staffing challenges (e.g., delay in filling positions because of background checks, competition among civilian sector), a high need for infant care, fewer families living on military installations, transportation issues for school-age programs, and lack of quality childcare in the community. For DoD, 97% of its childcare programs are nationally accredited compared to 8–10% of civilian childcare facilities.

The FY 2006 National Defense Authorization Act (NDAA) authorized funds for minor military construction that added more than 8,000 childcare spaces; this legislation expired in 2009, and DoD is seeking reinstatement of that legislative relief. DoD is also working on increasing the level of quality of licensing and inspection standards in states. Since 1989, DoD has conducted unannounced inspections of childcare programs. In 2013, MC&FP Office of Children and Youth staff began working to establish a common framework for inspection standards.

DoD is also involved in staff development as mandated by the Military Childcare Act. It has established a Virtual Lab School in partnership with Ohio State University to utilize a multifaceted approach to training that includes print, video, audio, and activities to engage childcare staff. In addition, DoD is providing technical assistance, training, and support to staff working with children with special needs through collaboration with the organization Kids Included. DoD is supporting behavioral health needs by embedding Military Family Life Counselors in DoD Education Activity (DoDEA) schools and local education agencies. To enhance language and cultural capabilities within the child and youth programs, DoD is working with The George Washington University to develop a website to provide training related to second-language exposure for children. DoD has also collaborated with Sesame Workshop and ZERO TO THREE on military outreach programs providing support and resources for military families with young children and professionals who support these families. Finally, Ms. Thompson described the Military Family Life Project Longitudinal Study, the first representative longitudinal survey of active duty spouses to understand the experience of military family life across time. The Committee inquired about prioritization of children on the MilitaryChildCare.com waiting lists, and Ms. Thompson explained that prioritization is up to the military installation. DoD's goal is to have children placed within three months of joining the waiting list. Within DoD, childcare costs are the same regardless of the child's age while infant care in the civilian sector is very costly.

### **State and Federal Laws: Impacts to Military Families**

Given the Committee's concern about quality of life and family issues for military servicewomen that are impacted by key state and federal laws, it requested a briefing from MC&FP's Office of State Liaison and Educational Opportunities. In this briefing, DACOWITS requested a review of

how family and divorce courts treat Service members and their families differently than civilian families and how child custody laws differ by state. The Committee also asked for an overview of laws that dictate which state law military members should follow during custody conflicts and what resources and education are available to Service members to help them with child custody issues. In addition, the Committee asked that the briefing address education issues that families face during deployments and transfers, the impact of spouses' career options/accreditations on retention, and resources available to Service members and their families to facilitate job transitions during transfers.

Mr. Marcus Beauregard, Chief, DoD-State Liaison Office, and Ms. Kathleen Facon, Chief, Educational Partnership and Non-DoD School Program, DoDEA

The DoD-State Liaison Office was established by the USD (P&R) in 2004 to alleviate state policy barriers Service members and their families face because of military life and to harmonize differences in state and federal laws affecting personnel and readiness policies. The DoD-State Liaison Office educates, builds relationships, and assists when asked, but it does not lobby nor campaign for specific pieces of legislation. Over the course of the year, the activities of the office parallel the process of legislature including introducing bills, gaining sponsors, hearings, and votes. Over the past five years, the DoD-State Liaison Office was associated with an average of 81 bills enacted each year. Typically, from March through September, the Office sends out regional liaisons to legislative conferences to familiarize themselves with lawmakers and introduce the issues; once the office knows who is interested, it starts to build strategies for every issue in every state including sharing best practices. The key issues the office focuses on can cover anything in the P&R portfolio and any aspect of state policy such as consumer protection, family law, education, health policy, unemployment compensation, professions and occupations, social services, judicial policies, and National Guard policies. Various issues are reviewed annually to bring the most significant ones to the states. Typically, this process begins with requesting input on potential issues; analyzing the input; polling contributing DoD agencies to create a priority list; developing a straw-man list from the priorities by soliciting input from the Services, Joint Staff, and National Guard Bureau; staffing; obtaining approval; and developing strategies for moving forward.

For 2015, the Office developed several key issues to help Service members and their families or eliminate policy disconnects between federal and state governments. The Committee inquired about veteran treatment courts, which Mr. Beauregard described as adjuncts of drug courts with a special docket just for veterans and with a focus on treatment rather than incarceration. A member also asked about the identifier for military children in education data systems, which is a way of allowing school districts, for their own benefit, to identify military children within their local education systems; it offers the ability to track participation, truancy, and graduation rates and provides a wealth of information for legislators and DoDEA.

Mr. Beauregard highlighted three key 2015 issues. First, the Office has focused on facilitating military spouse transitions through licensure portability to address how frequent moves and difficult licensing procedures can impede one's career. The State strategy focused on a majority of occupations favored by military spouses through licensing by endorsement, providing temporary licenses with minimal documentation, and allowing for streamlined approvals. At the time of the briefing, 49 states had enacted legislation on this issue, which took a different shape in each state; six bills with six sponsors were introduced in four states. Second, the Office is working to ensure that deployment separation does not determine child custody decisions.

Military families engage in the same legal procedures as all other families. Custody laws differ by state, but they have common principles such as parental factors and the child's best interests, preferences, and degree of emotional attachment. In the past, custody law principles have not necessarily accommodated the demands of military service. DoD has worked with the American Bar Association, Uniform Law Commission, and State governments to develop accommodations. As of the time of the briefing, 49 states had enacted laws on this topic; there were five bills introduced in three states with seven sponsors. In addition, Mr. Beauregard explained how Section 566 of the FY 2015 NDAA limits the court's consideration of deployment as a sole factor in determining the best interests of the child and how the Uniform Child Custody Jurisdiction and Enforcement Act provides uniform determination of state jurisdiction for custody cases and authority for enforcement of custody orders. Third, the office is working to increase access to quality affordable childcare by working with states to align state childcare rating systems with DoD Childcare Effectiveness Rating and Improvement System. At the time of the briefing in 2015, eight bills had been introduced by eight sponsors in seven states.

The Interstate Compact on Educational Opportunities for Military Children, in development since 2006, was enacted in all 50 states in 2014. The Compact covers issues related to school transition for military children such as eligibility, enrollment, placement, and graduation requirements. DoD has been working to promote the Compact to military families and explain what it does and does not do. It has also been promoting and educating Military Service School Liaison Officers on the Compact. The Committee also discussed the impact Common Core Standards have on military children.

### **Australian Defence Update**

DACOWITS has a longstanding relationship with the Australian Defence Force, and it invited the Gender Adviser to the Chief of the Defence Force to brief the Committee on the integration of women in combat roles.

#### *Ms. Julie McKay, Gender Adviser to the Chief of the Australian Defence Force*

Before being appointed to the role of Gender Adviser, Ms. McKay was the Executive Director of the National Committee for UN Women. The role of Gender Adviser was established in April 2014, and Ms. McKay described how she spent much of that year visiting installations and talking to servicewomen about challenges they face in the military; information she gathered on these trips conflicted with the survey data the Defence Force had collected on those same issues. Australia has made some progress; overall participation of women and their participation in leadership roles across all three Services are increasing, but slowly. Ms. McKay reported that the period during which women are most likely to leave the Force is after they have children—something the Defence Force is working to address. The four priority areas for the Gender Adviser are recruitment, retention, promotion, and inclusion; the opening of combat arms positions and the issue of sexual misconduct do not fall under Ms. McKay's purview.

Similar to the U.S. military, establishing targets and goals for the number of women in the Defence Force is controversial. The Force is working on creating performance measures to monitor the progress of each Service. To gain support for the creation of targets and goals, the Force looked to the corporate sector and CEOs. These private-sector representatives confirmed the need for performance measures to motivate progress and cited findings that show that in the civilian world, women need to make up 30% of a workplace for them to feel empowered. By



2025, the enrollment target for the Army is 15%, up from the current rate of 12.8%, and 25% for the Navy and Air Force, up from their current rates of 16% and 18%, respectively. Ms. McKay has noticed that the more conversations held that focus on merit, performance, and potential, the less controversial the targets become. Again leveraging private-sector findings and recommendations, the business case for integrating the Defence Force is strong. Given that the population of white men is shrinking in Australia and that recruitment goals have not been met for years, there is a need for more-inclusive recruitment standards. From an intelligence standpoint, integrating more women into the Force would increase its capability and safety in areas of the world where men are not allowed to talk to women; in those areas, male troops can only collect information from 50% of the population. In addition, research has shown that co-ed teams are more effective than single-gender teams are; mixed-gender platoons have outperformed all-male platoons. The Defence Force cited research from the private sector with the rail freight-control industry, which went from an all-male workforce to a 40% female workforce in a four-year period. This industry found that performance and safety improved over that time.

Flexibility in the workplace is important for women, but it is hard for Service members to live a “normal” life within the structure of the military. Many young female recruits in Australia are excited about joining the military, but already know at a young age they will leave before they have children. The Force is also reviewing data that show men leave the military because of lack of flexibility. The Chief of the Air Force took a 3-year career break and successfully returned to work; it was the first time a leader in the Force took a career break and was not disadvantaged. Currently, 1% of the Force’s members are permitted workforce flexibility; the Force aims to expand this privilege to 2% of members within five years. There are a number of informal flexibility arrangements in place; paperwork for formal flexibility scenarios has been a barrier.

Another barrier to retaining women in the Force has been childcare. Seventy-eight percent of women return to work after having a child, but eventually leave because they say childcare is too hard to manage; Chiefs said women who left the Force after having a child cited childcare as the reason in 50% to 60% of cases. Ms. McKay has also heard many women complain of exclusion once people learn they are pregnant; women described being taken out of their roles and treated differently. The Defence Force Gender Equality Advisory Board will continue to study the aspect of inclusion for women in the Force. Similar to in the United States, there is a cultural narrative in Australia that the military is inherently masculine. Ms. McKay described several examples of putting leaders into positions to experience potential discrimination and lack of inclusion that women regularly face.

### **Public Comment Period**

*Ms. Ellen L. Haring, Senior Fellow, Women in International Security (WIIS)*

Ms. Haring spoke of 2015 being a pivotal year for women, as it is the last year for Services and USSOCOM to complete efforts to integrate women. She stated that DACOWITS meetings are one of the few forums outside of the media where the public can gain information. Every DACOWITS session should focus on examining various aspects of full integration. Ms. Haring respectfully requested that the Committee seek information at every remaining business meeting on the opening of positions.

Mr. Jeffrey Resko, USSOCOM Representative

In response to Ms. Haring's request, the USSOCOM representative mentioned that it is meeting operational requirements. Since it is not a Service, USSOCOM is required to work with the other Services. USSOCOM has sought outside help from the RAND Corporation, which has developed a 6-step methodology to inform decision making systematically by January 1, 2016.

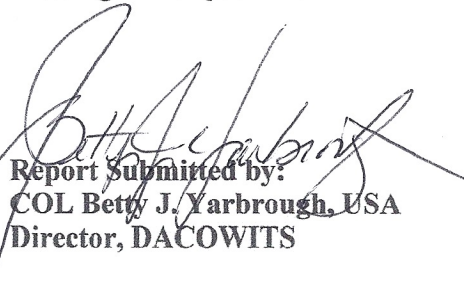
Dr. Jessica Milam, Director, Navy Office of Women's Policy


The Navy responded that it is taking the time that it has been allocated to complete a rigorous study and each part of integration-related training. At the time of the meeting, the studies had not yet been completed, and the Navy ensured DACOWITS it is briefing the Committee to provide progress updates as often as possible.

**Final Remarks**

Committee Chair LtGen (Ret.) Frances Wilson thanked the Service points of contract, briefers, and public attendees. The next DACOWITS meeting is scheduled for June 17-18. Designated Federal Officer and DACOWITS Military Director COL Betty Yarbrough closed the public meeting.

**Meeting was adjourned.**

  
**Report Submitted by:**  
**COL Betty J. Yarbrough, USA**  
**Director, DACOWITS**

  
**Report Certified by:**  
**LtGen (Ret) Frances Wilson**  
**DACOWITS Chair**

**MEMBERS IN ATTENDANCE**

- |                               |                                 |
|-------------------------------|---------------------------------|
| LtGen (Ret.) Frances Wilson   |                                 |
| Dr. Kristy E. Anderson        | CMSgt (Ret.) Bernise F. Belcer  |
| Ms. Teresa Christenson        | Ms. Sharlene Wells Hawkes       |
| CAPT (Ret.) Beverly G. Kelley | Rev. Dr. Cynthia R. Lindenmeyer |
| MG (Ret.) John Macdonald      | FORCM (Ret.) Laura A. Martinez  |
| Ms. Donna M. McAleer          | RADM (Ret.) Elizabeth Morris    |
| Mr. Brian Morrison            | LTC (Ret.) Hae-Sue Park         |
| MG (Ret.) Gale S. Pollock     | VADM (Ret.) Carol M. Pottenger  |
| SMA (Ret.) Kenneth Preston    | Dr. Jackie Young                |