

DACOWITS



2022 Restoration Retrospective Report



Defense Advisory Committee
on Women in the Services

Cover photos

Photo 1 Caption, top left

A U.S. Air Force Honor Guard member places a ceremonial wreath during the Wreaths Across America ceremony at Fort George Wright Cemetery in Spokane, Washington, Dec. 20, 2021. Wreaths Across America provided wreaths for participating members to place on fallen service member's gravestones to honor and remember them during the holiday season. (U.S. Air Force photo by Airman Jenna Bond)

Photo 2 Caption, top middle

U.S. Space Force 2nd Lt Gabrielle Topacio, Ground Testing Lead, Space Based Infrared System (SBIRS), signs a thermal space blanket, during the "Space Blanket" signing ceremony, at Los Angeles Air Force Base, Space Systems Center (SSC), in El Segundo, Calif, Mar. 24, 2022. The space blanket will protect sensitive components inside the sixth Space Based Infrared System Geosynchronous Earth Orbit (SBIRS GEO-6) satellite from extreme temperature changes during its life-span around Earth's orbit. (Photo by: Walter Talens, SSC/PA)

Photo 3 Caption, top right

Logistics Specialist 3rd Class Ronnia Weaver, from Kansas City, Kan., serves as starboard lookout on the starboard bridge wing of the Independence-variant littoral combat ship USS Jackson (LCS 6), during routine operations. Jackson, part of Destroyer Squadron Seven, is on a rotational deployment in the U.S. 7th Fleet area of operation to enhance interoperability with partners and serve as a ready-response force in support of a free and open Indo-Pacific region. (U.S. Navy photo by Mass Communication Specialist 3rd Class Andrew Langholf)

Photo 4 Caption, bottom left

U.S. Marine Corps Recruit Kayla V. Stuber, a recruit with Golf Company, 2nd Recruit Training Battalion, participates in a physical training session at Marine Corps Recruit Depot San Diego, Feb. 22, 2022. This physical training was focused on recruits' running endurance. Stuber was recruited out of Hutchinson, Minn., with Recruiting Substation Mankato, Minn. (U.S. Marine Corps photo by Cpl. Grace J. Kindred)

Photo 5 Caption, bottom middle

Capt. Lauren Smart, an AH-64E Apache helicopter pilot assigned to the 3rd Squadron, 17th Cavalry Regiment, 3rd Combat Aviation Brigade, conducts preflight checks at Hunter Army Airfield, Georgia, Nov. 2. The Aviators of 3rd Sqn., 17th Cav. Regt. conducted aerial gunnery which allowed them to train their mission essential tasks while improving brigade readiness. (U.S. Army photo by Sgt. Andrew McNeil)

Photo 6 Caption, bottom right

Coast Guard Commandant Adm. Linda L. Fagan renders a hand salute during the Pacific Area change-of-command ceremony on Base Alameda, Calif, July 8, 2022. Fagan presided over the ceremony where Vice Adm. Andrew J. Tiongson relieved Vice Adm. Michael F. McAllister as the Pacific Area commander. She is the Coast Guard's first woman to serve as a four-star admiral. (U. S. Coast Guard photo by Petty Officer 2nd Class Brandon Giles)

List of DACOWITS Members

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Vice Admiral Robin R. Braun, USN, Retired (Vice Chair)
Colonel Nancy P. Anderson, USMC, Retired
Captain Kenneth J. Barrett, USN, Retired
Dr. (Captain) Catherine W. Cox, USNR, Retired
Dr. Trudi C. Ferguson
Sergeant Major Robin C. Fortner, USMC, Retired (June through December 2022)
Colonel Many-Bears Grinder, AGR, Retired
Command Master Chief Octavia D. Harris, USN, Retired
Ms. Robin S. Kelleher
Ms. Marquette J. Leveque, USN Veteran
Lieutenant General Kevin W. Mangum, USA, Retired
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Rear Admiral Mary P. O'Donnell, USCGR, Retired
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Brigadier General Allyson R. Solomon, ANG, Retired
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Chair Foreword

Foreword

This year, the Defense Advisory Committee on Women in the Services (DACOWITS) celebrated the 71st anniversary of its founding and was also called back to resume operations after Secretary of Defense Lloyd Austin III directed a historic review of all Department of Defense Federal advisory committees. The Zero-Based Review enabled Secretary Austin to evaluate all the Defense Department Federal advisory committees to determine whether some should be consolidated, discontinued, or restarted. DACOWITS was rightly placed in the final category, after the Secretary determined the Committee's work would continue to address the challenges women face when serving in the military. He affirmed that "DACOWITS has contributed significantly to the Nation, our Armed Forces, and more importantly, to our servicewomen who serve today, in the past, and in the future."

On March 22, 2022, I was appointed as the new Chair of this esteemed Committee, alongside Vice Chair, Retired Vice Admiral Robin R. Braun, and three Subcommittee Chairs: Retired Lieutenant General Kevin W. Mangum, Retired Brigadier General Jarris J. Sanborn, and Retired Command Master Chief Octavia D. Harris. DACOWITS' revised charter reflects the Committee's posture for the next chapter of its work. After an 18-month suspension, the first public meeting was held on June 23, 2022, which coincided with the appointment of 14 additional Committee members.

Our impressive and diverse team, imbued with extensive military and civilian expertise, got right to work. In a matter of months, working with our Sponsor, the Under Secretary of Defense for Personnel and Readiness, we confirmed the Committee's study topics for the coming research year. Over the course of our first three quarterly business meetings, we collected a baseline of data on servicewomen and assessed the implementation of numerous policy changes to identify where more work is needed.

Women continue to play an essential role in an evolving military with constantly changing mission sets, particularly since the historic lifting of restrictions on combat exclusions in 2016. These patriots have served in nearly every role, from a combat infantry grunt to a four-star combatant commander. This year, the glass ceiling was finally broken when Admiral Linda Fagan was sworn in as the Commandant of the Coast Guard, becoming the first woman Service Chief in American history. She will certainly not be the last. DACOWITS will continue to fulfill its role by ensuring women are provided opportunities to thrive and serve as leaders in all the Military Services. Without question, many improvements have been made over the years for women serving in the military; however, despite the vast and critical achievements accomplished to date, the Committee's work is not finished. DACOWITS is laser-focused on the work ahead to identify the challenges that remain within our Active and Reserve Components and provide advice to the Secretary about removing impediments for women willing to serve their country. Onward!



Shelly O'Neill Stoneman
DACOWITS Chair

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Maj. Deirdra Johnson of the 3rd Brigade Combat Team, 82nd Airborne Division poses for a portrait during the annual Saint Michael's Jump on Fort Bragg, N.C., Nov 8, 2021. Paratroopers conduct yearly jumps to honor Saint Michael, the patron saint of the 82nd Abn. Div. (U.S. Army photo by Pfc. Vincent Lelevel)

Chapter 1

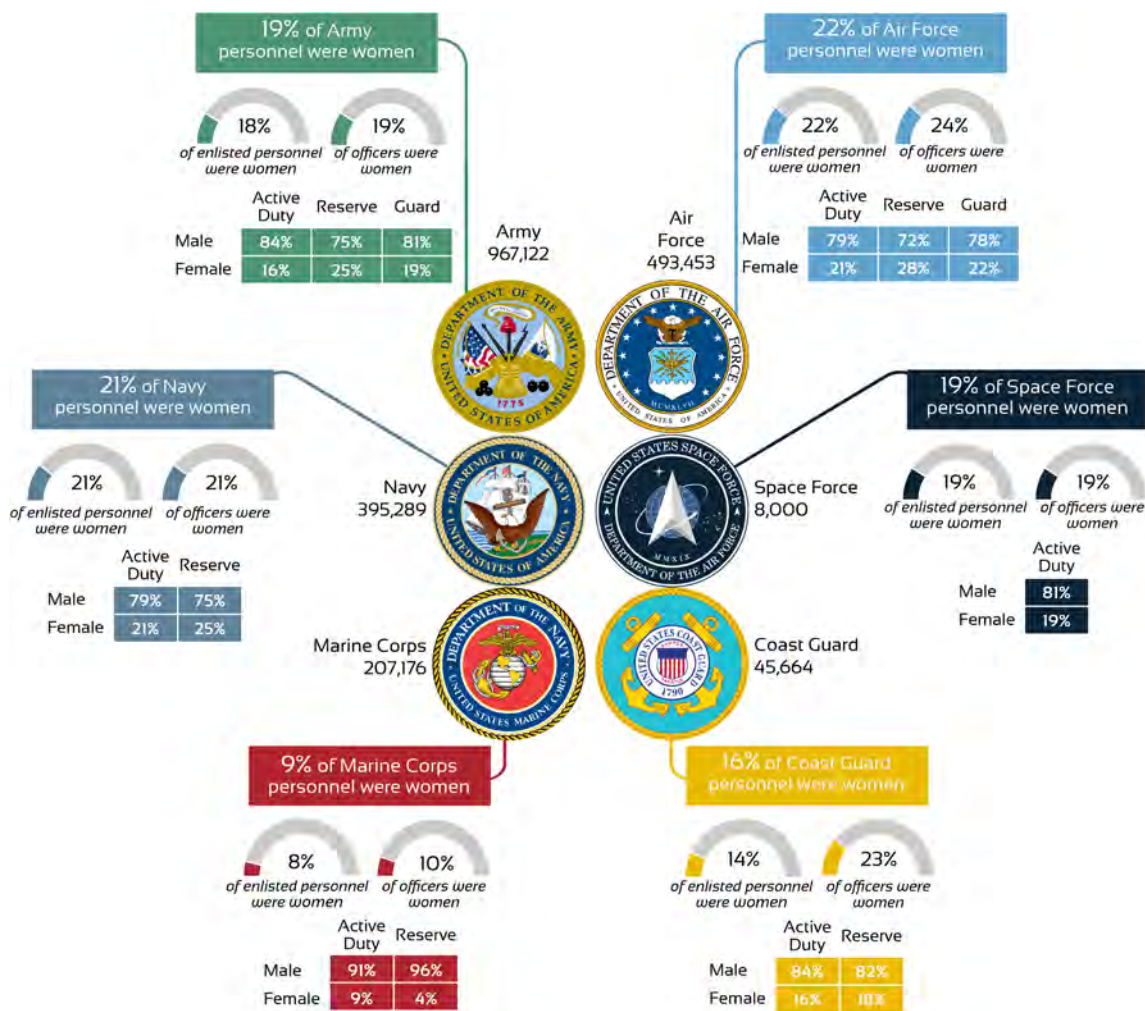
Introduction

Chapter 1

Introduction

The Defense Advisory Committee on Women in the Services (DACOWITS; referred to here as “the Committee” or “DACOWITS”) was established in 1951 with a mandate to provide the Secretary of Defense (SecDef) with independent advice and recommendations on matters and policies relating to the recruitment of servicewomen in the Armed Forces of the United States. Since its inception, the Committee’s charter has expanded to include a focus on recruitment and retention, employment and integration, and the well-being and treatment of U.S. servicewomen (see Appendix A for a copy of the Committee’s charter). Nineteen percent of the Armed Forces was female as of 2022; the representation of women varied by Service (see Figure 1.1).

Figure 1.1. Gender Representation in the Armed Forces, 2022



Between 1951 and 2020, DACOWITS made more than 1,000 recommendations to the SecDef, and approximately 97 percent of them were either fully or partially implemented. Notably, DACOWITS provided research and was an instrumental voice that contributed to the 2016 policy change to open all previously closed combat occupational specialties to women. DACOWITS is a Federal Advisory Committee operating in accordance with the provisions of the Federal Advisory Committee Act (Pub. L. 92–463). Committee members serve as individuals, not as official representatives of any affiliated group or organization. The Committee is organized into three subcommittees: Recruitment and Retention Subcommittee, Employment and Integration Subcommittee, and Well-Being and Treatment Subcommittee.

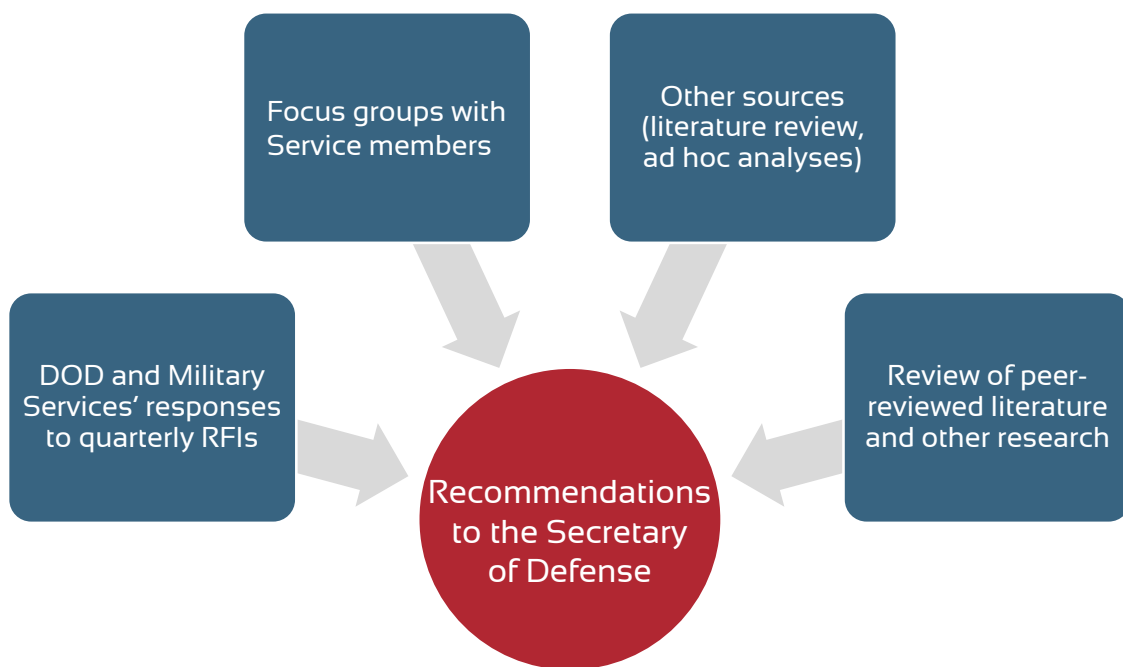
The selection of Committee members is based on experience working with the military or workforce issues related to women. Members include prominent civilian women and men with backgrounds in academia, industry, public service, and other professions. Members are appointed by the SecDef, serve 1- to 4-year terms, and perform a variety of duties, including visiting military installations annually, reviewing and evaluating current research on military women, and developing an annual report with recommendations for the SecDef. The Committee is composed of no more than 20 members. See Appendix B for 2022 DACOWITS member biographies.

On January 30, 2021, the SecDef directed a Zero-Based Review (ZBR) of all Department of Defense (DoD) Federal Advisory Committees, which included DACOWITS. The review process was designed to ensure each DoD Federal Advisory Committee provides value in alignment with the DoD's strategic priorities and the National Defense Strategy.¹ DACOWITS' work on its 2021 study topics was halted, and all Committee members were relieved from their appointments. On August 14, 2021, the SecDef determined DACOWITS could resume operations and would remain a stand-alone discretionary Federal Advisory Committee. As a result of the suspension period, DACOWITS did not produce an annual report for 2021. A new DACOWITS charter was filed on April 22, 2022, and the Committee held its first public meeting following the ZBR on June 23, 2022. During this meeting, the Committee began work on its new study topics.

Each year the SecDef, via the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), provides the Committee study topics to examine during the following research year. DACOWITS gathers information from multiple sources, including briefings and written responses from DoD, Service-level military representatives, and subject matter experts. The Committee collects qualitative data from focus groups and interactions with Service members during installation visits. The Committee also examines peer-reviewed literature related to its study topics. Based on the data collected and analyzed, the Committee makes recommendations to the SecDef for review and consideration. Appendix C provides a more detailed overview of the Committee's research methodology.

DACOWITS is one of the only DoD Federal Advisory Committees to conduct focus groups with Service members. The Committee bolsters its findings from the focus groups with input from other sources, including site visit information and survey data collected from focus group participants. These sources also include briefings presented at the Committee’s quarterly business meetings from Service representatives in response to requests for information (RFIs), written RFI responses from DoD and the Military Services submitted prior to the quarterly business meetings, and formal literature reviews and ad hoc analyses carried out by DACOWITS’ research contractor. Figure 1.2 depicts the data sources that will inform the Committee’s 2023 recommendations.

Figure 1.2. Data Sources That Will Inform DACOWITS’ 2023 Recommendations



Note: RFI = request for information

This report highlights the restoration of DACOWITS by providing an overview of the Committee’s 70-year history, reviewing the suspension of Committee operations in 2021 and restoration in 2022, and looking ahead to work planned for 2023.

Chapter 2 provides a historical review of women in the military and DACOWITS’ influence on policies and practices related to women in the military from 1951 to present. Chapter 3 reviews the Committee’s 2021 study topics and work conducted prior to the ZBR suspension. Chapter 4 documents the 2021 ZBR directed by the SecDef and the Committee’s restoration, including official supporting documentation. Chapter 5 outlines the Committee’s work following the restoration, including DACOWITS’ charter and terms of reference (ToR), newly assigned study topics, and

quarterly business meetings and associated RFIs. Chapter 6 concludes the report by looking ahead to the important role of the Committee and its continued work.

Appendix A provides the Committee’s charter, Appendix B presents biographies of current DACOWITS members, and Appendix C describes the Committee’s research methodology. Appendix D includes the report, *A Historical Review of the Influence of DACOWITS 1951 to Present: A 70-Year Review*. This appendix, originally published as a separate report in 2020, presents a brief history of the role women have played in the military over time. It also discusses a detailed history of DACOWITS, including changes to the Committee’s structure and processes over time, and reports findings from an analysis of DACOWITS recommendations from 1951 to today, including trends in DACOWITS recommendations and key areas of concern over its history. Appendix E shows the percentages of women in each Service during the past 5 years, Appendix F lists the abbreviations and acronyms used in the report and appendices, and Appendix G provides the reference list for the report.

Some sources referenced in this report are available for review and download on the DACOWITS website (<https://dacowits.defense.gov>). They consist of the 2022 quarterly business meeting minutes, RFIs sent to DoD and the Military Services, briefing materials and written responses delivered to the Committee, and a collection of recent news articles relevant to the issues DACOWITS examined in 2022.



Tech. Sgt. Eileen Echaluse, a Master Military Training Instructor at the 331st Training Squadron, poses for a photo in front of the 331st TRS mural at Joint Base San Antonio-Lackland, Texas, Jan. 13, 2022.



U.S. Air Force Airman 1st Class Elizabeth Rodriguez, 718th Civil Engineer Squadron engineering apprentice from Allentown, Pennsylvania was selected as the 18th Wing's Airman of the Week for the week of October 25 - 29, 2021, at Kadena Air Base, Japan.

Chapter 2

1951 to 2022 Historical Retrospective by Decade

Chapter 2

1951 to 2022 Historical Retrospective by Decade

In 2020, to prepare for the celebration of DACOWITS' 70th anniversary the following year, the Committee conducted an analysis of its efforts and impact during its history. Since its inception in 1951, DACOWITS has made more than 1,000 recommendations on dozens of issues and challenges women face in the U.S. military, some of which have been resolved over time and others that persist today. As of 2022, 97 percent of the recommendationsⁱ made by the Committee have been fully or partially adopted by the DoD. The Historical Review report, published in 2020, provides an overview of the history of women in the U.S. military, a history of DACOWITS, and an in-depth analysis of DACOWITS recommendations by theme. The full text is included in Appendix D of this report. This chapter highlights the history of women in the military and DACOWITS' work by decade, beginning in the 1950s through present day.

DACOWITS Recommendations by Decade

Based on a review of DACOWITS meeting minutes, reports, and documents, the Committee made over 1,000 recommendations between 1967 and 2020.ⁱⁱ A broad examination of DACOWITS' work during the past seven decades shows how a range of factors have influenced the production of the Committee's recommendations. The Committee made the majority of its recommendations during the 1970s and 2000s, coinciding with the Vietnam War and the transition to an All-Volunteer Force in 1973, and the 9/11 terrorist attacks in 2001 and subsequent wars in Afghanistan and Iraq (see Figure 2.1).



U.S. Air Force Senior Airman Sarah Hardy, 45th Security Forces Squadron installation patrolman, scans the fence line at Patrick Space Force Base, Fla., Feb. 11, 2022.

ⁱ Recommendations made prior to 2018

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

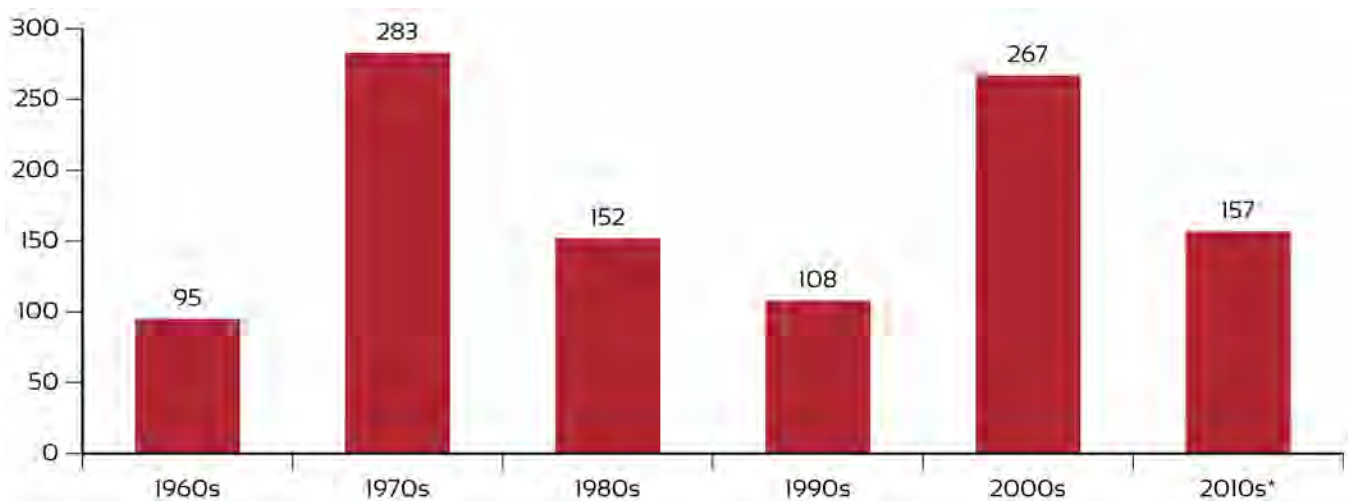


Figure 2.1. Number of DACOWITS Recommendations by Decade

Note: *The year 2020 is included in the 2010s.
 Sources: DoD, DACOWITS, 1967–2020^{2,3}

In the 1970s, the Committee focused on recommendations related to gender equality and integration, followed by recommendations about benefits and entitlements for current and former Service members, and the career progression of Service members. Despite a consistent decrease in the number of gender equality and integration recommendations throughout the 1980s and 1990s, the topic remained the Committee’s top priority in the 30 years following the U.S. military’s transition to an All-Volunteer Force. In the 2000s, the Committee focused its recommendations on family support and career progression, and in the 2010s, the focus shifted to gender integration and sexual harassment and sexual assault. While the Committee’s study topics and focus areas have changed over time, the work to improve opportunities, access, and equality for women in the military has remained steadfast.

The Beginning of DACOWITS

The 1950's



Left photo caption

The Southwestern Command, Japan Logistical Command, football season gets underway with Pvt. Cecile Brothers of Hocombe, Missouri, a member of the Camp Saki WAC Detachment, 279th General Hospital, Southwestern Command, JLC, flipping the coin to see who kicks off. Left to right: A/3 Class Eddie Beasley, Sgt. Joe Compton, Atami Air Base, Pvt. Brothers, Sgt Jenkins Beard, Camp Otsu; and Cpl Jim Brogan, Camp Otsu.

Right photo caption

Harlingen Army Air Field, Texas--Elizabeth L. Gardner of Rockford, Illinois, WASP (Women's Airforce Service Pilot) pilot, takes a look around before sending her plane streaking down the runway at the air base.

With a depleted post-World War II (WWII) fighting force and the re-institution of the Selective Service System (“the draft”), which was unpopular among some American citizens, the DoD saw women as an untapped all-volunteer resource that could support the Military Services during the Korean War beginning in 1950.⁴ Two years prior, President Truman signed the 1948 Women’s Armed Service Integration Act,⁵ followed by the Military Desegregation Act,⁶ which allowed women of all races and ethnicities to become permanent members of Active and Reserve forces. Under this act, women could compose no more than 2 percent of the Total Force, female officers were not to exceed 10 percent of women serving, and women could not promote beyond the O6 level.⁷



3-cent Women in Our Armed Services single stamp, 1952

In 1951, then-SecDef George C. Marshall formed DACOWITS to increase the recruitment of women into the military.⁸ The Committee identified an initial goal of recruiting 80,000 women within 10 months, more than the number of women who served during WWII. The need for additional nurses within the military was also a focus of the Committee at its initiation.⁹ While the Committee’s main emphasis was recruitment, DACOWITS began with five working groups to divide responsibilities and ensure adequate attention to other topics of interest. The five working groups established at the initiation of the Committee were (1) training and education, (2) housing and welfare, (3) utilization and career planning, (4) health and nutrition, and (5) recruiting and public information.¹⁰

Despite implementing progressive steps to make servicewomen a permanent part of the military in 1948, President Truman signed Executive Order 10240 in 1951, which allowed DoD to involuntarily discharge women who were pregnant while serving, gave birth during service, or already had children when joining the military. This policy persisted until 1976.¹¹

By the start of the Korean War in 1950, approximately 22,000 women were serving in the military, 30 percent of whom were in medical or healthcare fields.¹² While few women deployed outside the continental United States during the conflict, 120,000 women served during the Korean War.¹³ The invention of Mobile Army Surgical Hospitals during the Korean War placed women serving in medical roles closer to combat operations.¹⁴ Women also served as military police and engineers at home and abroad.¹⁵ DACOWITS responded to the expansion of women’s roles by recommending improvements to training, health, housing, and equipment. Notable recommendations included providing married servicewomen a basic housing allowance, regardless of their spouse’s service status, and expanding access to healthier foods in mess halls to improve nutrition.^{16,17}

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

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

Source: 80,000 women set as need in Services. (1951, September 18). New York Times. <https://timesmachine.nytimes.com/timesmachine/1951/09/19/84870305.pdf>



Photo from the DACOWITS archives

1950's

DACOWITS is founded²⁰

President Truman signs Executive Order 10240 stating servicewomen who are pregnant or are parents can be discharged from the military²¹

Female Marines participate in the colors ceremony over Marine Barracks Washington for the first time²²

Staff Sergeant Barbara Olive Barnwell becomes the first woman Marine to receive the Navy Marine Corps Medal for saving a fellow Marine from drowning²³

Korean War ends²⁴



*Staff Sergeant
Barbara Barnwell*

1950

1951

1952

1953

1954

Korean War begins¹⁸

Women graduating college are allowed to directly commission as Second Lieutenants into the Army and the Army Organized Reserve Corps¹⁹



*WAC Training
Battalion at Fort
McClellan*

U.S. combat operations begin in Vietnam²⁵

Army's first Officer Advance Course for women opens at Fort Lee²⁶

Department of Veterans Affairs begins providing limited benefits to female veterans with service-connected disabilities²⁷



*Jacqueline Cochran,
director of WASPs*

Woman's Army Corps
receives a permanent training
area at Fort McClellan³⁰



*Master Chief Anna
Der-Vartanian*

1955

1956

1957

1958

1959

Army and Air Force
allow men to join
previously all-female
nursing corps^{28, 29}

Master Chief Anna
Der-Vartanian, Navy,
is the first woman ever
promoted to the rank of
E-9 in the U.S. military³¹



*Women's Air
Force summer
uniform*

Forward Progress

The 1960's



Left photo caption

1st Lt. Jacqueline L. Wolfe, unit officer, Headquarters and Headquarters Company, and officer-in-charge, HHC Drill Team, presents the drill team to Maj. Dorothy L. Love, commanding officer, HHC, United States Women's Army Corps Center, June 29, 1967. (Photo Credit: U.S. Army Women's Museum)

Right photo caption

145th Airlift Wing, Public Affairs North Carolina Air National Guard Charlotte, NC, United States, December 31, 1969 (Photo by Master Sgt. Patricia F. Moran)

American involvement in the Vietnam War spanned several decades, from 1954 to 1975. More than 7,000 women served the country during the Vietnam War, an estimated 90 percent of whom served as military nurses.^{32,33} Modifications to the Women's Armed Services Integration Act in 1967 lifted the restriction on women composing more than 2 percent of military personnel and allowed servicewomen to promote to more senior officer ranks for the first time.³⁴ The Air Force became the first Service to open its Reserve Officers' Training Corps (ROTC) to women in 1969, and the Joint Armed Forces Staff College (now called the Joint Forces Staff College) began admitting servicewomen for the first time.³⁵

During the 1960s, DACOWITS put forth recommendations focused on various topics affecting the experience of servicewomen, including benefits and entitlements, marketing and recruitment, and gender equality and integration.³⁶ For instance, DACOWITS recommended the Military Services provide severance packages and adjustment pay to pregnant servicewomen several times between 1967 and 1969. In 1967, DACOWITS also recommended to repeal laws preventing women from serving in combat and combat-related or support positions.³⁷ DACOWITS would continue making similar recommendations until 2015, when all military occupational specialties, including direct combat roles, were opened to servicewomen.

Although the 1948 Women's Service Integration Act provided women a permanent place in the military, Service policies on housing and benefits continued to make

it difficult for women to choose the military as a career throughout the early 1960s. The lack of female housing spaces at military installations meant women of all ranks shared cramped quarters, usually with more than the recommended number of occupants.³⁸ Similarly, rank and marital status restrictions made it difficult for servicewomen to seek housing outside the installation. In response, DACOWITS recommended in 1969 that all Service members E-5 and above be granted permission to live outside military installations, regardless of marital status.³⁹ DACOWITS also insisted the military comply with the Civil Rights Act of 1964 by allowing servicewomen of all ranks to live outside the military installations with their dependents and receive living quarters and housing benefits commensurate with their rank. DACOWITS also advocated for the passing of the Griffiths-Towers Bill, which would provide male military spouses with the same benefits and privileges as female spouses.⁴⁰

Consideration for Women, Consideration for All

When Americans began openly protesting the draft, the DoD requested DACOWITS to form a special subcommittee to investigate Selective Service System (SSS) recommendations. Examples of DACOWITS' 1967 recommendations related to SSS follow:

- It is recommended that full-time male undergraduate students (carrying a minimum of 12 hours) who are in good standing in the college or university in which they are enrolled be deferred.
- It is recommended that consideration be given to improvement of the base pay of officers serving in grades O-1 and O-2 with under two years of active duty in the military department. This is crucial to the ability of the Services to attract and retain volunteers at the junior officer level, especially in the nursing and medical specialist field, and would probably eliminate any need for resorting to the draft for filling this type of manpower requirement in the Services.
- It is recommended that a high-level release be made regarding the need for women in the Services incorporating references to recommendations of the Burke Marshall commission and the endorsement of President Johnson that "opportunities be made available for more women in the Armed Forces, that's reducing the number of men who must involuntarily be called to duty."

Source: DoD, DACOWITS. (1967–2020). *Internal Documents*

1960's

★ = DACOWITS recommendation

Navy appoints the first female line officer, Lt. Charlene T. Suneson, to shipboard duty onboard *USS General W.A. Mann*⁴¹

The Civil Rights Act is passed, prohibiting discrimination based on skin color, race, sex, religion, or nation of origin⁴²

1960

1961

1962

1963

1964



Lieutenant Charlene Suneson



Women in the Air Force arriving in South Vietnam



Women Armed Services Integration Act

Twenty-nine women, selected from 500 volunteers of the Navy Nurse Corps, serve aboard *USS Repose* (AH-16), a hospital ship stationed off South Vietnam⁴⁵

★ DACOWITS recommends the military provide married women with equal access to housing and dependent benefits, regardless of their spouse's service status

Women are allowed to join the Air National Guard⁴⁹

1965

1966

1967

1968

1969

Staff Sergeant Josephine Gebers, Marine Corps, becomes the first woman assigned to attaché duty and would later become the first woman Marine to be awarded a combat action ribbon⁴³

Air Force allows women to deploy to Vietnam in positions outside the nursing corps, including support staff assignments, intelligence, and mobile Army surgical hospital (MASH) units⁴⁴

The Women's Armed Services Integration Act is modified, lifting rank and Total Force restrictions that prohibited women from composing more than 2 percent of the Total Force⁴⁶

Master Sergeant Barbara Jean Dullinsky becomes the first female Marine to serve in a combat zone in Vietnam as an administrative chief⁴⁷

Army allows women to join the National Guard⁴⁸

The first three women graduate from the Army War College⁵⁰



Navy nurse serving aboard USS Repose

The Beginning of the All-Volunteer Force

1970's



Left photo caption

U.S. Army Chemical Materials Activity Human Resources Specialist Linda Bryant enlisted in the Women's Army Corps (WAC) in May 1977, 17 months before the WAC was disbanded. As one of the first women to integrate into previously all-male units, Bryant trained as a turret mechanic, Boblingen, Germany. (Photo Credit: U.S. Army Sp4 David M. Ryder)

Right photo caption

Pat Locke, pictured on Reception Day, enlisted in the Army at 17 before enrolling at West Point as a prior service cadet. (Photo from Signal Corps Collection, U.S. Military Academy Archives) Among the first class of women to graduate from USMA; by Order of Merit, first African-American woman to graduate in 1980.

The breadth and depth of opportunities for women in the military continued to expand in the 1970s, particularly spurred by the transition to an All-Volunteer Force in 1973.⁵¹ This significant change to the structure of military staffing necessitated a greater need for the recruitment of and reliance on women because there were not enough qualified male volunteers to meet the demand for military service.⁵² The Vietnam War, which ended in 1975,⁵³ spurred antiwar protests across the Nation and hostile treatment of veterans upon returning home. Eight female nurses were casualties of the Vietnam War, including First Lieutenant Sharon Ann Lane, who was killed by an attack on the hospital to which she was assigned.^{54, 55}

DACOWITS made 283 recommendations in the 1970s, the highest number of recommendations made in one decade thus far. The Committee's work in the 1970s focused on recommendations related to gender equality and integration, benefits and entitlements for current and former Service members, and career progression of Service members.⁵⁶

The 1970s saw an expansion of women's opportunities in military training and development pipelines and the removal of previous restrictions on leadership positions, occupational areas, and personnel policies. As a result of these changes, women began promoting to leadership positions within the Military Services and, for the first time, held command-level roles in noncombat fields that included medical professionals, chaplains, pilots, boom operators, aircrew members, embassy guards, and officers in charge of a vessel.⁵⁷ The Navy and Army opened eligibility for women to serve on noncombatant aircraft in 1973 and 1974, respectively.⁵⁸

DACOWITS repeatedly recommended women be admitted into the Military Service Academies (MSAs) in 1974 and 1975.⁵⁹ In 1975, President Gerald Ford signed a law allowing women to enter the MSAs.⁶⁰ Women's entrance into MSAs in 1976 laid the foundation for future female military leaders, such as General Janet C. Wolfenbarger, the Air Force's first female four-star general and the 50th, highest ranking, and longest tenured DACOWITS Chair,ⁱⁱⁱ who was among the first class of women to attend the U.S. Air Force Academy.⁶¹ In 1978, the Coast Guard became the first Service to remove all assignment restrictions, enlisted and officer, based on gender.⁶² New DoD and Military Services policies also afforded pregnant servicewomen the opportunity to continue their military service during pregnancy rather than being automatically discharged involuntarily.⁶³

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



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

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

Source: Cronk, 2020.

ⁱⁱⁱ Gen. (Ret.) Wolfenbarger served as the DACOWITS Chair from 2016 to 2021.

1970's

★ = DACOWITS recommendation

🏅 = Former or current DACOWITS member



*Brigadier General
Anna Mae Hays*

Air Force becomes the first Service to allow the enlistment of women with children⁶⁶

★ DACOWITS recommends all military legislation and administrative policies apply to both men and women⁶⁷

Selective Service System (the draft) ends, and the military becomes an All-Volunteer Force⁷¹

Navy opens women's eligibility for aviation duty in noncombatant aircraft⁷²

Lieutenant Sharon Frontiero, Air Force, wins U.S. Supreme Court case (*Frontiero v. Richardson*) establishing equal benefits for male and female spouses of Service members⁷³

1970

1971

1972

1973

1974

★ DACOWITS recommends removing sex as a determining factor in assignments to better support women's ability to serve in an All-Volunteer Force⁶⁴

Army and Navy open ROTC to women^{68, 69}

★ DACOWITS recommends DoD include young women in the Junior ROTC program⁷⁰

Lieutenant Junior Grade Barbara Allen Rainey becomes the first designated female aviator in the Navy⁷⁴

Army opens women's eligibility for aviation duty in noncombatant aircraft⁷⁵

★ DACOWITS recommends the military develop plans for admitting 100 women to each MSA, anticipating the eventual admission of women into MSAs⁷⁶



*Lieutenant Junior Grade
Barbara Allen Rainey*

Brigadier General Anna Mae Hays, who began her service in 1942 as an Army nurse, becomes the first woman general officer in the Military Services⁶⁵



Lieutenant Colonel Marcella A. Hayes Ng

The first class of women enters the MSAs⁷⁹

★ DACOWITS recommends the repeal of laws preventing women from serving in combat and combat-related support positions⁸⁰

DACOWITS welcomes its first male members to the Committee⁸²

The Navy allows women to serve on non-combatant ships following the *Owens v. Brown* ruling^{83, 84}

1975



President Gerald Ford signs Public Law 94-106 permitting women to be admitted to all MSAs beginning in 1976⁷⁷

SecDef issues a new policy allowing women who become pregnant to stay in the military if they choose⁷⁸

1976



1977



President Jimmy Carter signs Public Law 95-202, Section 410, which granted Women Air Force Service Pilots (WASPs) veteran status⁸¹

1978



1979



Captain Beverly Kelley becomes the first female commanding officer afloat in U.S. history when she takes command of the *USCGC-Cape Newagen* (WPB-95318)⁸⁵



Lieutenant Junior Grade Beverly Kelley

Increasing Representation at All Levels

1980's



Left photo caption

Ensign Sharon Richey poses for a picture as an officer newly commissioned in the U.S. Coast Guard after completing Officer Candidate School in Yorktown, Va., Oct. 1981. Richey was one of only two females in the class of approximately 30 candidates. (U.S. Coast Guard photo courtesy of retired Coast Guard Capt. Sharon Richey)

Right photo caption

On May 28, 1980, 62 women graduated from the U.S. Military Academy in the Class of 1980 becoming the first women to graduate from the academy. (Photos from Signal Corps Collection, U.S. Military Academy Archives)

Servicewomen began promoting to leadership positions during the late 1970s and early 1980s and, for the first time, held command-level roles in certain noncombat fields.⁸⁶ While the 1980s saw fewer military conflicts than previous decades, women's expanded roles in the military enabled them to serve and support the Military Services' missions more robustly. Servicewomen served in Operation Urgent Fury (the invasion of Grenada) in 1983 and Operation Just Cause (the invasion of Panama) in 1989.⁸⁷ In Operation Just Cause, women served as military police, in intelligence units, in a signal battalion, and in support roles for infantry, and female pilots flew Blackhawk helicopters during combat operations.⁸⁸

In 1980, Congress passed the Defense Officer Manpower Personnel Management Act (DOPMA), which eliminated laws requiring female officers to have separate appointment, promotion, accounting, and separation procedures. DOPMA also mandated that servicewomen in the Army, Navy, and Marine Corps^{iv} compete with their male peers for promotion to flag/general officer rank.⁸⁹ The first classes of women who entered MSAs also graduated in 1980. Shortly thereafter, women gained recognition as top graduates at each MSA. These women included the first female top graduate at the Naval Academy in 1984, at the Coast Guard Academy in 1985, and at the Air Force Academy in 1986, and the first female brigade commander and first female captain at the U.S. Military Academy at West Point in 1989.⁹⁰

DACOWITS made 152 recommendations in the 1980s. Most recommendations during this decade focused on gender equality and integration, including the abolition of policies based on differential treatment for women and men. The Committee made repeat recommendations on the expansion of women's roles in combat, a proposition that would not be realized in full until decades later. During the early 1980s, the Committee formed several unique task forces to address emerging issues, including public relations (1980), MSAs (1982), and ROTC (1982).

DACOWITS made several recommendations on the treatment of women in the military, including its first recommendation on sexual harassment in 1980. Then, in 1984, DACOWITS advocated for the Military Services to create policies that would provide professional support and care to survivors of sexual assault. In an effort toward prevention and cultural adjustment, DACOWITS made several recommendations between 1984 and 1988 to prevent Service-sponsored social clubs and venues from providing or promoting content or entertainment degrading to women.^{91, 92}

Properly Fitting Uniforms and Footwear

DACOWITS made several recommendations on uniforms and properly fitting footwear for servicewomen during the 1980s. In 1984, DACOWITS recommended each Service design uniforms and equipment for women. The Committee also emphasized the need for the availability of uniforms in sizes most worn by women and encouraged an avenue for Service members to register complaints about uniform sizing, design, and availability.

Source: DoD, DACOWITS. (1967–2020). *Internal Documents*.

^{iv} When the Air Force was established in 1947, its personnel system operated under a single system, not separated by gender.

1980's

★ = DACOWITS recommendation



Lieutenant Colleen Nevius

★ DACOWITS recommends the Military Services allow women formal access to combat operational specialties to reduce barriers to promotion in key leadership roles⁹⁶

Female Army helicopter pilots fly in armed conflict for the first time as part of Operation Urgent Fury in Grenada⁹⁷

Coast Guard adopts official policy allowing servicewomen to be included in combat operations⁹⁸

Lieutenant Colleen Nevius becomes the first woman to graduate from U.S. Naval Pilot School⁹⁹

1980

1981

1982

1983

1984

★ DACOWITS advocates for equality in military admission standards for new recruits⁹³

Air Force selects the first female aviator for Test Pilot School⁹⁵

BM2 Linda Moroz was the first female Coast Guardsman to graduate from Navy Dive School¹⁰⁰

The first women graduate from MSAs⁹⁴



Class of 1980 Air Force Academy graduate

★ DACOWITS recommends to develop and administer a survey to all Service members eligible for re-enlistment to better understand the reasons people leave the military¹⁰¹



Coast Guard coxswain making a radio call

Marine Corps appoints the first female commander of a recruiting station¹⁰⁵

★ DACOWITS requests 6-week postpartum convalescent leave for birthing parents¹⁰⁶

★ DACOWITS recommends the Air Force open reconnaissance billets to servicewomen¹⁰⁴

1985

1986

1987

1988

1989

The first all-female aircraft crew conducts a Coast Guard search and rescue mission off the coast of Florida¹⁰²

★ DACOWITS recommends the creation of Service-sponsored child care programs¹⁰³



Captain Linda Bray

Captain Linda Bray, Army, becomes the first woman to lead female troops into combat during Operation Just Cause in Panama¹⁰⁷

Women Are Tested in Combat and Military Culture

1990's



Left photo caption

Spc. Natasha Marshall, an air-conditioning mechanic for 3rd General Support Aviation Battalion, 82nd Combat Aviation Brigade installs bolts to secure an up-armored door on a high mobility multi-purpose wheeled vehicle (HMMWV) during a Frag # 5 field armor kit phase at Bagram Airfield, Afghanistan. (U.S. Army photo by Spc. Aubree Rundle)

Right photo caption

San Juan, PR (May 24)--CSPI (College Student Pre-Commissioning Initiative) students stop to chat on their way to class. USCG photo by BROWN, TELFAIR PAI

The Persian Gulf War (1990–1991) had the largest wartime deployment of women in the history of the military up until that point in time, with more than 41,000 women serving in Kuwait supporting Operations Desert Shield and Desert Storm.¹⁰⁸ Seventy-one of the servicewomen who deployed reported at least one combat exposure. Five of the 13 servicewomen casualties were the result of combat, and 2 servicewomen were taken as prisoners of war.^{109, 110} By June 1991, women made up 11 percent of Active Duty personnel.¹¹¹

DACOWITS recommendations to repeal policies prohibiting servicewomen from serving in combat increased in the years following the Gulf War.¹¹² Between 1990 and 1999, the Committee made 31 recommendations related to servicewomen in combat.¹¹³ In 1993, then-SecDef Leslie Aspin lifted restrictions to allow women to fly combatant aircraft for the first time.¹¹⁴ The following year, women were permitted to serve on most Navy combatant ships, providing greater opportunities for promotion and leadership roles.¹¹⁵ Despite these policy changes bringing greater combat opportunities for women, in 1994, DoD restricted women’s participation in ground combat service below the brigade level.¹¹⁶



Photo from the DACOWITS archives

In the wake of Gulf War deployments, DACOWITS recommended the DoD create a task force to address women’s healthcare needs in remote and overseas locations. This recommendation was followed by a recommendation for each Military Service to develop a core women’s health curriculum for military healthcare providers.¹¹⁷ Though strides have been made to improve the health and healthcare access of servicewomen, the Committee’s commitment to equal access to care remains a priority today.¹¹⁸

Despite significant progress in the 1990s, culture- and climate-based challenges remained. In 1991, 90 people, mostly servicewomen, were sexually harassed or sexually assaulted during the annual Tailhook Association Symposium. This symposium of Navy and Marine Corps aviators brought military sexual harassment and sexual assault into the national spotlight.¹¹⁹ Though DACOWITS had made recommendations regarding sexual harassment and sexual assault since the 1970s, Tailhook cemented sexual assault and command climate as one of the Committee’s top priorities. From 1994 to 1999, DACOWITS recommended the DoD and the Military Services create and codify a policy that would enforce zero tolerance of sexual harassment, increase research efforts to better understand sexual harassment and sexual assault, and involve senior leaders in the resolution of sexual harassment claims.¹²⁰



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

1990's

★ = DACOWITS recommendation

☀ = Former or current DACOWITS member

SecDef orders all Services to open combat aviation to women¹²⁶

Second Lieutenant Jeannie Leavitt becomes the Air Force's first female fighter pilot¹²⁷

Sheila E. Widnall is confirmed as the Secretary of the Air Force, the first female civilian leader for any branch of Service¹²⁸



Second Lieutenant
Jean Marie Flynn

Operation Desert Storm begins in January¹²⁴

1990

1991

1992

1993

1994

U.S. military operations commence in the Middle East with Operation Desert Shield^{121, 122}

★ DACOWITS recommends gender-neutral assignment policy for aviators across the Military Services¹²⁵

SecDef Aspin repeals the 1988 Risk Rule opening 80 percent of military occupational specialties to servicewomen¹²⁹


★ DACOWITS recommends to create a task force to address women's military uniforms¹²³



Lieutenant Carey
Lohrenz

Lieutenants Carey Lohrenz and Kara Hultgreen become the Navy's first female fighter pilots¹³⁰

Coast Guard establishes the first gender-integrated patrol boat crews¹³¹

 Lieutenant General Carol Mutter, Marine Corps, becomes the first female three-star officer in the military¹³⁴

Sergeant Heather Lyn Johnson becomes the first servicewoman to serve at the Tomb of the Unknown Soldier¹³⁵

★ DACOWITS recommends data collection efforts on domestic violence be altered to include all violence against servicewomen, including sexual assault¹³⁶



Commander Maureen A. Farren

Commander Maureen A. Farren, Navy, becomes the first woman to command a combatant ship¹³⁸

1995

★ DACOWITS recommends the Navy open all billets, on all classes of ships and vessels, to servicewomen¹³³

1996



1997



Pamela Autry becomes the Coast Guard's first female Chief of the Boat¹³⁷

1998



Commander Maureen A. Farren, Navy, becomes the first woman to command a combatant ship¹³⁸

1999



★ DACOWITS recommends the Navy prepare to integrate servicewomen on submarines¹³⁹



Sergeant Heather Lyn Johnson



Lieutenant General Carol Mutter

Women's Role in Combat Evolves

2000's



Left photo caption

Female pilots of the 121st Air Refueling wing recreate the historical "Pistol Packing Mama" photograph of the WASPs. Both photographs were taken on the flight line at Rickenbacker Air National Guard Base, formerly known as Lockbourne Air Force Base. (U.S. Air National Guard photo by Senior Master Sgt. Kim Frey)

Right photo caption

(Clockwise from top, left) Capt. Trish Barker, Chief Warrant Officer Andrea Galatian, Staff Sgt. Misty Seward and Sgt. Debra Lukan of "C" Company, 3-238th MEDEVAC, became the unit's first all-female crew just before Thanksgiving.

Servicewomen's opportunities to participate in direct combat roles evolved with the United States' involvement in Operation Enduring Freedom (OEF), which began in 2001, and Operation Iraqi Freedom (OIF), which began in 2003. The traditional "frontlines" of the battlefield vanished, and servicewomen's roles in the military changed as the Military Services responded to evolving circumstances in Iraq. Women served in a wide range of roles supporting OEF and OIF and accounted for more than 10 percent of the more than 2.7 million Service members who deployed to Afghanistan and Iraq between 2001 and 2014. Though the ground combat exclusion policy restricted women from being assigned to direct combat units, they were attached to supporting units. Servicewomen played essential roles in maintaining military readiness and combat preparedness by being a central piece in the campaign to "win the hearts and minds" of the Iraqi people. They developed relationships with Iraqi women and local Iraqi leaders.^{140, 141} Due to the nontraditional battlefields of Iraq and Afghanistan, support units were often in close proximity to active engagements, which resulted in higher than expected fatalities among servicewomen.¹⁴²



Then-sergeant Leigh Ann Hester received the Silver Star for her actions during an enemy ambush on her convoy March 20, 2005. She is the first woman in the Army to receive the award since WWII and was the first woman to ever earn it for combat valor.

Source: Simkins, J. (2019, June 14). This sergeant became the first woman in the US Army to earn a Silver Star for combat valor. Military Times. <https://www.militarytimes.com/off-duty/military-culture/2019/06/14/this-sergeant-became-the-first-woman-in-the-us-army-to-earn-a-silver-star-for-combat-valor/>

From 2000 to 2009, DACOWITS made 267 recommendations, the second highest number of recommendations made in any decade during the Committees' history. In response to elevated pressures of war and high operational tempo on military spouses and families, the Committee focused its recommendations on family support and career progression. Specific recommendations related to family support pertained to dual-military couples, family leave policies, sabbaticals, child care, and domestic abuse. The Committee made 145 family support recommendations over its history, and two-thirds of them were issued between 2000 and 2009. Most of DACOWITS' child care-related recommendations focused on child care availability and capacity, which continue to be an issue for Service members and their families and remain on the Committee's radar as an area for possible improvement.¹⁴³

Women made historical career progressions throughout the 2000s. For example, in 2003, Lieutenant Holly Harrison became the first Coast Guard woman to command a cutter in a combat zone. Upon her return from deployment, LT Harrison received the Bronze Star Medal, the first Coast Guard servicewoman to receive the medal.¹⁴⁴ Racial and ethnic minority women also made historical career advancements during this decade. In 2000, Angela McShan became the first African American woman promoted to master chief petty officer in the Coast Guard, and in 2006, Angela Salinas became the first Hispanic woman promoted to brigadier general in the Marine Corps.^{145, 146}

2000's

★ = DACOWITS recommendation

🏅 = Former or current DACOWITS member



Sergeant Jeannette Winters

Operation Enduring Freedom begins in Afghanistan¹⁴⁹

Marine Sergeant Jeannette L. Winters is the first servicewoman to die in Operation Enduring Freedom¹⁵⁰

Operation Iraqi Freedom begins in Iraq¹⁵¹

Marine Captain Vernice Armour becomes the first African American female combat pilot with combat missions in Iraq¹⁵²

🏅 Michele S. Jones becomes the first woman and first black woman Command Sergeant Major of the Army Reserve¹⁵³

2000

2001

2002

2003

2004

🏅 Mary P. O'Donnell becomes the first servicewoman promoted to Rear Admiral in the Coast Guard Reserve¹⁴⁷

★ DACOWITS recommends the Army open Multiple Launch Rocket Systems assignments to women, allowing them to serve in combat in this capacity¹⁴⁸



Rear Admiral Mary O'Donnell

★ DACOWITS recommends the military review programs and policies aimed at promoting career retention, particularly for married officers with children¹⁵⁴



Army General Anne Dunwoody

Army General Ann E. Dunwoody becomes the first female four-star General in military history¹⁵⁸

★ DACOWITS recommends implementing family-related leave pilot programs to promote work-life balance¹⁵⁵

Department of the Air Force (DAF) establishes its Women's Initiative Team (WIT)¹⁵⁹

🎖️ Jacqueline DiRosa, Navy, becomes the first woman prompted to Fleet Master Chief¹⁵⁶

Beth Lambert becomes the Navy's first female Command Master Chief of an aircraft carrier (*USS Theodore Roosevelt* [CVN 71])¹⁶⁰

2005

2006

2007

2008

2009



Fleet Master Chief
Jacqueline DiRosa

★ DACOWITS recommends the Military Services promote female health and hygiene while deployed¹⁵⁷

An all-female Marine team conducts its first mission in southern Afghanistan¹⁶¹

Navy Rear Admiral Katherine L. Gregory becomes the Civil Engineer Corps' first woman flag officer¹⁶²



Rear Admiral
Katherine Gregory

★ DACOWITS recommends women receive combat training¹⁶³

★ DACOWITS recommends DoD invest in research and development of combat equipment and gear designed for servicewomen¹⁶⁴

Restrictions Lifted, All Combat Opportunities Are Open

2010's



Left photo caption

Capt. Anneliese Satz puts on her flight helmet prior to a training flight aboard Marine Corps Air Station Beaufort. Satz graduated the F-35B Lightning II Pilot Training Program June and was assigned to Marine Fighter Attack Squadron 121 in Iwakuni, Japan. (U.S. Marine Corps photo by Sgt. Ashley Phillips)

Right photo caption

U.S. Marines and Sailors with the 11th Marine Expeditionary Unit and assigned to the amphibious assault ship USS Boxer (LHD 4), gather and pose for a group photo while underway. The photo was taken in commemoration of women's history month, showcasing the impact and accomplishments of various female figures throughout the history of the U.S. military. (U.S. Marine Corps photo by Lance Cpl. Dalton S. Swanbeck)

The 2010s saw historic expansions in women's opportunities to formally serve in combat roles—changes DACOWITS had recommended for several decades previously. Even though women continued to serve in critical roles in OEF and OIF, including in combat conditions, they were still barred from formally serving in certain occupational specialties. In 2010, the Navy announced it would begin allowing servicewomen to serve on submarines. Female officers were assigned to submarines starting in 2011, and enlisted women began serving on submarines in 2015.¹⁶⁵

DACOWITS has continually advocated for and supported efforts challenging policies limiting opportunities for women in the military. Since 2012, DACOWITS has made nine recommendations encouraging the DoD and the Military Services to establish, update, and standardize policies that address gender bias or gender discrimination. Specifically, the Committee recommended that DoD remove gender-based restrictions on military assignments in 2012, and in 2015 it recommended the SecDef open all combat positions to women. DACOWITS also made many recommendations during this decade related to combat equipment and gear and modifications to height and weight standards to allow women to better serve in combat roles and other military occupational specialties.¹⁶⁶

Four servicewomen who served in Iraq and Afghanistan, alongside the Service Women's Action Network (SWAN), sued then-SecDef Leon Panetta in late 2012, challenging the combat exclusion policy. In early 2013, following a unanimous recommendation by the Joint Chiefs of Staff, then-SecDef Panetta lifted the ban on women participating in ground combat roles. As a result of this policy change, military occupations could only be closed to women by exception and only if approved by the SecDef.¹⁶⁷ Even with these expansions, the DoD still excluded women from serving in thousands of combat positions. In late 2013, the six servicewomen and SWAN filed an amended complaint to their 2012 lawsuit, which called for the Federal court to declare the remaining combat exclusion policies unconstitutional, stating "qualified servicewomen [should] be considered on their individual merit for all such positions."¹⁶⁸ Two years later, in 2015, then-SecDef Ashton Carter announced women would be permitted to apply for all combat units and positions without exception beginning January 1, 2016. This decision mandated each Military Service develop a plan to ensure servicewomen were fully integrated into combat roles deliberately and methodically, marking a historic turning point for women in the military.^{169, 170}

Female Engagement Teams

During the Iraq and Afghanistan wars, the Marine Corps and Army used Female Engagement Teams to build relationships within local communities, collect intelligence, and coordinate medical care for local women. Female Engagement Teams served alongside male infantry units and were seen as critical in support of the mission, especially because of their ability to build relationships with women in the local community.

Sources: McCullough, C. (2013, February 22). Female engagement teams: Who they are and why they do it. Army News Service. <https://www.army.mil/article/88366>; Baker, K. (2022, March 21). How pairing 'female engagement teams' with battle-tested grunts changed the US military forever. Task & Purpose. <https://taskandpurpose.com/history/fet-infantry-us-military/>

2010's

★ = DACOWITS recommendation

🏅 = Former or current DACOWITS member



Rear Admiral Sandra Stosz



Admiral Michelle Howard

SecDef Leon Panetta ends the direct ground combat exclusion rule limiting opportunities for servicewomen, giving the Military Services until 2016 to implement new policies or request exemptions¹⁷⁸

Christine Fox was appointed as the interim Acting Deputy SecDef becoming the highest-ranking woman to serve in DoD¹⁷⁹

Coast Guard Rear Admiral Sandra Stosz becomes first woman to command any MSA¹⁷⁴

2010

Navy announces it would begin allowing women to serve on submarines¹⁷²

WASPs, the first women to fly military aircraft, are awarded the Congressional Gold Medal 65 years following the end of WWII¹⁷³

2011

🏅 Vice Admiral Robin Braun, Navy, becomes the first woman to command any Military Services' Reserve Component¹⁷⁵

★🏅 Navy Lieutenant Junior Grades Amber Cowan and Jennifer Noonan (*USS Maine* [SSBN 741] Blue Crew) and Marquette Leveque* (*USS Wyoming* [SSBN 742] Gold Crew) become the first female unrestricted line officers to qualify as submarine warfare officers¹⁷⁶

2013

★ DACOWITS recommends DoD remove gender-based restrictions on military assignments¹⁷⁷

2014

Navy Admiral Michelle Howard is the first woman promoted to the rank of four-star admiral, becoming the highest ranking woman and highest ranking Black woman in Navy history¹⁸⁰

General Lori Robinson, Air Force, becomes the first woman to lead a unified combatant command (Commander of United States Northern Command and North American Aerospace Defense Command)¹⁸⁴

DACOWITS reorganizes its membership into three subcommittees: Recruitment and Retention Subcommittee, Employment and Integration Subcommittee, and Well-Being and Treatment Subcommittee¹⁸⁵



General Lori Robinson

2015

2016

2017

2018

2019

Captain Kristen Griest and First Lieutenant Shaye Haver become the first women to graduate from the Army's Ranger School¹⁸¹

★ DACOWITS recommends SecDef open all closed military specialty occupations to servicewomen¹⁸²

SecDef Ashton Carter announces all combat roles would be open to servicewomen with no exceptions beginning in 2016¹⁸³



First Lieutenant Shaye Haver and Captain Kristen Griest

Marine Corps integrates recruit training companies at the Marine Corps Recruit Depot in Parris Island, South Carolina¹⁸⁶

Space Force is established¹⁸⁷

★ DACOWITS recommends SecDef direct the Military Services to increase women's retention at senior levels, with emphasis on racial and ethnic diversity¹⁸⁸

Breaking Historic Barriers and Service Policies

2020's



Left photo caption

From left to right: Chief Warrant Officer 4 Natasha Ryan, Chief Warrant Officer 2 Shelby Taylor, Sgt. Heather Kicki, and Sgt. Chelsey Pcolar pose in front of an HH-60M Black Hawk helicopter at Hunter Army Airfield, Georgia. The crew participated in a fly-over for the 3rd Infantry Division change of command ceremony, making this the first time the entire crew has flown in an all-female flight throughout their time in the military. (U.S. Army photo by Capt. Justin Reynolds)

Right photo caption

An all-female KC-10 Extender air crew pose for a group photo before the Women's History Month heritage flight March 25, 2021, at Travis Air Force Base, California. In honor of Women's History Month, an all-female flight crew from the 6th ARS flew on an aerial refueling training mission eastbound to Wyoming and Naval Air Station Fallon. (U.S. Air Force photo by Chustine Minoda)

Although a great deal of progress has been made in increasing women's opportunities and improving servicewomen's experiences in the military since DACOWITS was established in 1951, more work remains to improve the recruitment, retention, employment, integration, well-being, and treatment of women in the Armed Forces.

Over the past 2 years, women have reached the highest levels of Service leadership and continue to break barriers in their entry into special warfare communities of every Service branch. Most recently, Chief Master Sergeant JoAnne S. Bass became the 19th chief master sergeant of the Air Force, the first woman ever to serve as the top enlisted leader of a Military Service.¹⁸⁹ Admiral Linda Fagan became the Coast Guard commandant, marking the first time a woman has ever led any Service branch.¹⁹⁰ These firsts were decades in the making, only made possible by policy changes in the 1970s and 1980s and the increasing recognition of the value women bring to military service.

DACOWITS made 10 recommendations in 2020 on marketing strategies, retention and exit surveys, gender integration implementation plans, the effect of grooming standards on women's health, parental leave, and caregiver sabbaticals. In 2020, the Committee also identified continuing concerns with the Services' dual-military co-location policies, Army Combat Fitness Test, Marine Corps recruit training, women in aviation, and women in space.¹⁹¹ In January 2021, DACOWITS operations were suspended as a result of the SecDef's ZBR of all DoD Federal Advisory Committees. The Committee was restored as a stand-alone discretionary Federal Advisory Committee in August 2021. DACOWITS' charter was approved in April 2022, and the Committee held its first post-restoration meeting in June 2022. Work on its new study topics is underway.

Recent changes to Service policies show progress in updating historic policies designed originally for men or limited female service. For example, all the Military Services have expanded their hair and grooming standard policies, providing significantly more flexibility for women while maintaining operational readiness and military conformity.^{192, 193, 194, 195} The Army updated and expanded its Parenthood, Pregnancy, and Postpartum directive (2022-06), adding policies to enhance support of servicewomen.¹⁹⁶ In 2022, the Air Force modified its policy on female aviators flying while pregnant, leaving the decision up to the servicewoman and her medical team rather than standardized restrictive policies across the Service.¹⁹⁷



Admiral Linda Fagan, 27th commandant of the Coast Guard, becomes first woman leader of any Service

Admiral Fagan was sworn in as the 27th commandant of the Coast Guard on June 1, 2022. She is the first woman to lead a branch of the U.S. Armed Forces. Senator Maria Cantwell remarked at Admiral Fagan's nomination: "Upon confirmation, she will become the first woman and mother to lead any branch of the Armed Forces. This nomination proves the value of enacting laws that provide family leave, childcare, and health care access to support talented women in the Coast Guard who have dual roles as service members and parents. Admiral Fagan's nomination will inspire generations of American women to strive to serve at the highest level in the Armed Forces."

Source: U.S. Senate Committee on Commerce, Science, & Transportation. (2022). *Admiral Linda Fagan sworn in as commandant of U.S. Coast Guard, becomes first woman leader of any branch of U.S. Armed Forces* [Press release]. <https://www.commerce.senate.gov/2022/6/admiral-linda-fagan-sworn-in-as-commandant-of-u-s-coast-guard-becomes-first-woman-leader-of-any->

2020-2022

A female National Guard soldier graduates from Army Special Forces training, becoming the first woman to earn the title of Green Beret¹⁹⁸

Lieutenant Junior Grade Madeline Swegle becomes the Navy's first Black female tactical jet pilot¹⁹⁹

First female Marines graduate from Drill Instructor School at Marine Corps Recruit Depot San Diego in preparation to train female recruits at the Depot for the first time²⁰⁰



Lieutenant Junior Grade Madeline Swegle

In January, DACOWITS ceases operations as a result of SecDef's Zero-Based Review of all DoD Federal Advisory Committees²⁰¹

In August, DACOWITS is restored as a stand-alone discretionary Federal Advisory Committee²⁰²

Army has its first all-female changing of the guard at the Tomb of the Unknown Soldier at Arlington National Cemetery²⁰³

Dr. Kathleen Hicks becomes Deputy SecDef, the first woman ever to be Senate confirmed in this role²⁰⁴

Christine E. Wormuth becomes the first female Secretary of the Army²⁰⁵

2020

2021



First female Marines graduate from MCRD San Diego



Space Force dress uniform

Marine Corps Recruit Depot San Diego begins training female recruits for the first time in its 100-year history²⁰⁶

Space Force unveils the design of its service dress and workout uniforms, announcing the uniforms were designed to fit women's bodies first, marking a first in the design process of military uniforms²⁰⁷

A female Sailor becomes the first woman to complete the Navy Special Warfare combatant-craft crewman training and first woman to complete any form of Naval Special Warfare training²⁰⁸



Captain Amy Bauernschmidt

Captain Amy Bauernschmidt, Navy, becomes the first woman to command an aircraft carrier (*USS Abraham Lincoln* [CVN 72])²⁰⁹

A female captain becomes the Air Force's first female special tactics officer²¹⁰

DACOWITS holds a virtual quarterly business meeting in June, the first meeting following the Committee's restoration after SecDef's Zero-Based Review

2022

Navy Lieutenant Amanda Lee becomes the first female F-18 fighter pilot to be selected for the Blue Angels²¹¹

Master Chief Information Systems Technician Angela Koogler becomes the Navy's first female chief of the boat, the senior enlisted advisor on a submarine²¹²

Air Force announces its new Special Warfare Training Center will be designed with mixed-sex facilities²¹³



Lieutenant Amanda Lee



*U.S. Marine Corps
Lance Cpl. Ahryanna
Miles, a transmissions system
operator with Combat Logistic
Battalion (CLB) 31, 31st Marine
Expeditionary Unit (MEU), hands
over food and water during a foreign
humanitarian assistance (FHA)
training during MEU exercise
(MEUEX) on Camp Hansen,
Okinawa, Japan,
Dec. 9, 2021.*

Chapter 3

2021 Pre-Suspension Work

Chapter 3

2021 Pre-Suspension Work

This chapter reviews DACOWITS' work on its 2021 study topics prior to its suspension for the SecDef's ZBR in January 2021. First, each subcommittee's assigned study topics are reviewed, followed by a presentation of the December 2020 RFIs based on those topics. The chapter concludes with a brief discussion of the Committee's suspension as a result of the ZBR.

2021 Study Topics

DACOWITS' approved 2021 study topics were provided to the Committee in September 2020. Study topics are assigned to each subcommittee: Recruitment and Retention Subcommittee, Employment and Integration Subcommittee, and Well-Being and Treatment Subcommittee. Tables 3.1 to 3.3 provide detailed descriptions of each study topic by subcommittee.

Table 3.1. Summary of 2021 Study Topics Assigned to Recruitment and Retention Subcommittee

Topic	Description
Co-Location and Geographic Stability Retention Initiatives	The Committee made three recommendations in 2017 on potential policy updates for dual-military co-location. Since making these recommendations, only the Air Force has updated its policies to include a co-location policy for dual-military nonmarried parents. DoD continues to be interested in how improved co-location and geographic stability policies could increase retention of servicewomen.
Women in Space	The Committee was briefed in March 2020 by the Space Force about plans to implement innovative career models and unique personnel processes to ensure the Space Force's approach to human capital management is well informed and meets the needs of the Service. The Space Force indicated this approach would include flexibility for female Service members to pursue opportunities internal and external to the Service, including highly technical fields for women with science, technology, engineering, and mathematics backgrounds. The approach would also include Service transfer options, opportunities to promote into leadership roles, and the unique opportunity to help establish a values-based culture that emphasizes equal opportunity, respect, and fair treatment.
Inclusivity in the Selective Service System	DACOWITS began studying the Military Selective Service Act in 2014 and made the following recommendation in its 2015 annual report: "The Secretary of Defense should recommend legislation that mandates women between the ages of 18 and 26 fulfill the same Selective Service registration requirements as men." This recommendation has not yet been implemented. DoD continues to be interested in strategies to make the Selective Service System more gender equitable.

Table 3.2. Summary of 2021 Study Topics Assigned to Employment and Integration Subcommittee

Topic	Description
Women in Aviation	The Committee examined women in aviation in 2020 and planned to continue its examination in 2021. DoD continues to be concerned that the overall percentage of female aviators remains low compared with their male counterparts, even though women have been serving as aviators since the 1970s, and the combat exclusion policy was lifted in 1993.
Gender Integration	The Committee has examined efforts to fully integrate women into previously closed combat positions since 2010. In 2021, the Committee was tasked with examining four primary subtopics of this study topic: (1) women’s leadership opportunities, (2) the integration of special operations, (3) the integration of Marine Corps recruit training, and (4) culture.
Army Combat Fitness Test	The Committee examined the development and preliminary implementation of the new, gender-neutral Army Combat Fitness Test (ACFT) in 2020 and planned to continue this examination in 2021. ACFT is slated to replace the nearly 40-year-old Army Physical Fitness Test and may become the new official test of record in 2022.*

*The ACFT became the official test of record for the Army in 2022.

Table 3.3. Summary of 2021 Study Topics Assigned to Well-Being and Treatment Subcommittee

Topic	Description
Pregnancy in the Military	The Committee remains concerned about the persistence of negative attitudes toward pregnant Service members and potential impact on their career progression. The DoD Military Equal Opportunity Program (DoD Instruction 1350.02) was recently revised to include pregnancy as a form of prohibited discrimination. The SecDef also published a memorandum November 3, 2020, titled <i>Career Enhancement of Pregnant U.S. Service Members</i> , which directed the Military Services to review all Service directives, policies, and instructions related to pregnancy and career progression and report plans for implementing strategies to eliminate obstacles to and limitations on career development or progression of pregnant Service members.
Improving Child Care Provisions for Servicewomen	DACOWITS has made 35 recommendations specific to child care over the last 40 years. Child care continues to be a challenge for Service members because parenting Service members make up a large percentage of the total population of the military. DoD remains concerned with ongoing challenges related to child care and planned to request DACOWITS to reexamine this topic in 2021.

December 2020 Quarterly Business Meeting

DACOWITS held the December quarterly business meeting virtually December 8–9, 2020. It was the first business meeting where the Committee generated new RFIs based on their assigned 2021 study topics.

Requests for Information

DACOWITS requested 14 RFIs at the December meeting. Each RFI and the responding offices are presented below. Meeting minutes, briefing materials, and written responses are available for review and download on the DACOWITS website (<https://dacowits.defense.gov>).

RFI 1: The Committee requests a written response from the Defense Manpower Data Center (DMDC) to provide statistics on the number/percentage of dual-military co-located Service members for each Service branch broken down by gender, race, ethnicity, and grade from 2009–2019.

Responding Entity: DMDC

RFI 2: The Committee requests a written response from the Military Services (to include the Coast Guard and Space Force) on the following:

- a. Provide any current or planned policies regarding geographic stability for Service members.
- b. Identify criteria and process for considering exceptions to policy and approval.
- c. Is geographic stability being used as an incentive for personnel retention? Include any changes in trends related to promotion, professional development, schooling, assignments, etc.

Responding Entity: Army, Department of Navy, Air Force, Space Force, Coast Guard

RFI 3: The Committee requests a written response from the Air Force on their recent Total Force crossflow policy changes. Provide details on the new policy; the rationale for the change; and any expectations relative to improved retention.

Responding Entity: Air Force

RFI 4: The Committee requests a written response from the Department of Defense on the Department's policy and stated position regarding inclusion of women in the Military Selective Service Act.

Responding Entity: Department of Defense

RFI 5: In March 2020 in response to RFI 9, the Office of the Chief of Space Operations provided an overview briefing.

The Committee requests an updated briefing from the Office of the Chief of Space Operations on the status of the following areas:

- a. What is your current end strength and how many positions have been filled to date? What is the projection for total end strength? In filling the current positions, what Service transfer options were used? Were any positions filled from industry and/or are there plans to fill any positions from industry?
- b. What systems, infrastructure, and policies are needed to build an environment that is inclusive to servicewomen?
- c. What added flexibility exists for servicewomen to pursue opportunities both within and outside of the USSF (e.g., career intermission program and return to USSF, service in the Reserve Component, special programs not offered within the USSF (i.e., recruiting, instructor duty, etc.)?
- d. What structure, organization, governance, career development, and training are needed to develop an inclusive workplace for servicewomen?
- e. What innovative career models and personnel processes based on a 21st century approach to Human Capital Management are being pursued to recruit and retain servicewomen?
- f. What leadership roles exist and what is the current percentage of Service members assigned to these positions by rank and gender?
- g. What authorities are you using for implementation? Are there any authorities that you would like to have, that you do not have currently?
- h. How are you establishing of a values-based culture that emphasizes equal opportunity, fair treatment, and respect? Are there core values that have been developed? What are some of the organizational management practices that are being used to ensure an inclusive environment?

Responding Entity: Space Force

RFI 6: The Committee requests a written response from the Coast Guard on any lessons learned (positive and/or negative) from the creation of the Department of Homeland Security that could be leveraged by the USSF. Please include any innovative approaches to expanding gender diversity at all levels within the organization.

Responding Entity: Coast Guard

RFI 7: The Committee requests a written response from Army on the following:

The results of the University of Iowa's independent validation of the ACFT baseline performance standards, to include any assessment that addressed physiological gender differences.

Responding Entity: Army

RFI 8: As a follow-up to the December 2019 response to RFI 5A, the Committee requests an updated written response from Navy and Marine Corps on the following:

- a. The total number of (officer) pilots by rank, broken out by gender. In addition, provide the total number of designated female pilots (officers) by platform. Provide whole numbers, as well as the percent of the total community, broken out by rank and gender.
- b. The total number of Naval Flight Officers (NFOs) by rank, broken out by gender. In addition, provide the total number of designated female NFOs by platform. Provide whole numbers, as well as the percent of total community, and breakdown by rank

Responding Entity: Navy, Marine Corps

RFI 9: The Committee is interested in the process and criteria for assigning pilots to their initial pipeline community (Navy and Marine Corps) or Air Force Specialty Code (AFSC). The response to the Committee's December 2019 RFI 5A – Women in Aviation indicates Air Force female aviators make up 9 percent of the mobility pilots (442 of 5042), but only 2 percent of the fighter pilots (65 of 2638); and Navy data shows twice the number of women assigned to rotary wing platforms (47 percent of women) vs. tactical aviation (23 percent of women).

The Committee requests a briefing from the Army, Navy, Marines and Air Force to address the following:

- a. What is the criteria for assigning flight students to their initial pipeline? Please provide any data on the criteria used. How does an individual's performance, their preferred pipeline, and anthropometric data influence the assignment? Please provide any data or metrics available, especially as it applies to women aviators and why there are fewer women in tactical aircraft vs. rotary wing or mobility.
- b. In FY20, how many women pilots (officers) were limited in their pipeline assignment by body weight, height, or anthropometric measurements? Please provide data on the limiting factor and the pipeline from which they were restricted.

Responding Entity: Army, Navy, Marine Corps, Air Force

RFI 10: The Committee is interested in recruitment and retention of female officer aviators (paygrades O1-O9) and the initiatives in place to encourage female aviators to remain in on Active Duty at the end of their service commitment. Despite female aviators being eligible to fly non-combat aircraft for 45 years and combat aircraft for 26 years, only a few have advanced to the highest ranks, and the overall percentage of senior women in aviation remains low.

The Committee requests a written response from the Military Services (to include the Coast Guard) to address the following:

- a. What is your Service doing to attract more female officer pilots? Provide the annual accession rates for each of the last 10 years for female officer pilots.
- b. Provide annual retention rates for each of the last 10 years for female officer pilots who remained on Active Duty upon the completion of their service obligation. Compare to retention rates for male pilots. In addition, please provide a separate breakdown for NFOs, Combat Systems Officers, and Air Battle Managers.
- c. Discuss any ongoing initiatives to improve female aviator retention.
- d. What monetary incentive bonuses are available for aviators to remain on Active Duty beyond their service obligation? What has the take rate been by gender?

Responding Entity: Army, Air Force, Navy, Marine Corps, Coast Guard

RFI 11: The Committee remains concerned about the ongoing child care needs of servicewomen and the resulting impact to unit readiness and operations.

The Committee requests a briefing from the Military Community and Family Policy (MC&FP) on the following:

- a. Identify all the types of child care fee assistance programs available to Service members both on and off-installation and eligibility requirements.
- b. Is there any fee discounting or tiered-payment scale for lower enlisted/junior officer for on-installation care at either the CDC or family child care homes?
- c. Does fee assistance for off-base DoD/Services certified child care cover the full cost charged by those facilities?
- d. What provisions exist to offset the cost for off-installation child care options not certified by the Services (e.g. before/after school care at a child's school or in a residence)?
- e. What options exist to offset the cost for off-installation child care in remote locations (e.g., recruiters, Coast Guard, etc.), or for those serving in the Reserve and Guard components who typically lack access to CDCs or on-installation care?

- f. What other financial assistance initiatives are being planned or being considered to address this pressing need?

Responding Entity: MC&FP

RFI 12: During the June 2019 business meeting in response to RFI 5, the Military Services briefed the Committee on child care.

The Committee requests an updated briefing from the Army, Navy, Marine Corps and Air Force on progress in this area, to include:

- a. Current and new initiatives to expand child care support to Service members (e.g., 24/7 facilities).
- b. Current and new initiatives to increase awareness of child care options and resources.
- c. On-installation child care options available to Service members to accommodate hourly (i.e., less than full day), irregular (e.g., 6PM-6AM), or overnight care

Responding Entity: Army, Navy, Marine Corps, Air Force

RFI 13: During the September 2020 business meeting in response to RFI 6, the Office for Diversity, Equity, and Inclusion (ODEI) provided a briefing and indicated that the DoDI 1350.02, Military Equal Opportunity Program, is currently under review and that pregnancy discrimination will be added as a subset of sex discrimination – pending final coordination and approval.

The Committee requests that ODEI provide a copy of the newly revised DoDI 1350.02 and an accompanying written response that explains the new provisions related to pregnancy discrimination, the deadline for Service implementation, and any measures directed to be taken by the Services.

Responding Entity: ODEI

RFI 14: The Committee continues to be concerned about the persistence of negative attitudes toward pregnancy and pregnant servicewomen in the military and that their career progression may be adversely impacted. The Committee will examine pregnancy discrimination in the Services and, to that end, is interested in learning about Service actions, education and other initiatives to eliminate pregnancy discrimination in the Services and to address the cultural pregnancy bias and stigma that many past focus group participants have described they experienced.

The Committee requests a briefing from each of the Military Services (to include the Coast Guard and Space Force) on the actions taken and initiatives planned to assure pregnant servicewomen experience no adverse career impacts resulting from their pregnancy or postpartum period (e.g.,

breastfeeding/lactation needs; taking of primary or secondary caregiver leave; etc.). Please address the following:

- a. What safeguards have been put in place to prevent servicewomen from being adversely impacted due to pregnancy/postpartum?
- b. What training do commanders and supervisors receive regarding how to address pregnancy/postpartum in their units? Does this training include how to prevent and mitigate negative attitudes and bias towards pregnant/postpartum servicewomen?
- c. Does your Service have any measures in place to track career progression and promotion of pregnant servicewomen? What are they?
- d. Has your Service conducted any surveys or undertaken other measures to solicit feedback from servicewomen about their workplace and career experiences as a result of their pregnancy and/or postpartum leave/lactation requirements? What were the findings of those surveys?
- e. How does your Service make reassignment determinations when servicewomen must be temporarily reassigned to other duties due to pregnancy, regardless of whether for individual or occupational-wide profile reasons? Do servicewomen have the opportunity to provide input on such reassignments? And who within the command has decision authority for such reassignments? Specifically identify how evaluation reports and follow-on assignments of those temporarily removed/reassigned from their specialty field due to pregnancy and operational deferments are handled.
- f. How does your Service make reassignment determinations for servicewomen who must be reassigned while on postpartum operational deferment? Do servicewoman have the opportunity to provide input on such reassignment? And who within the command has decision authority for such reassignments?
- g. What are your Services' physical fitness testing requirements and deferment period for pregnant and postpartum servicewomen?
- h. For Space Force: As the newest Service, with expanded authorities, how do you plan to address above?

Responding Entity: Army, Air Force, Navy, Marine Corps, Space Force, Coast Guard

Committee Suspension for Zero-Based Review

Following the December 2020 quarterly business meeting, the Committee began drafting RFIs for the March 2021 quarterly business meeting. On January 30, 2021, the SecDef directed a ZBR of all DoD Federal Advisory Committees, including DACOWITS. Committee operations were suspended, and members were relieved of their appointments. While the Committee was unable to complete the study on the assigned 2021 study topics, several topics were re-instated after the Committee resumed operations. Chapter 4 provides additional information on the ZBR process and the restoration of DACOWITS as a stand-alone Federal Advisory Committee.



F-15E Strike Eagle fighter pilots assigned to the 4th Fighter Wing pose with their children at Seymour Johnson Air Force Base, North Carolina, Nov. 9, 2022. McElroy chose fellow 4th FW fighter pilot moms to accompany her on her final flight with the 333rd Fighter Squadron. (Senior Airman Kylie Barrow/U.S. Air Force).



*Cryptologic Technician
(Maintenance) 3rd Class Bea
Calilung, assigned to the Wasp-
class amphibious assault ship USS
Kearsarge (LHD 3), wraps electrical
tape around an antenna wire
Dec. 9, 2021.*

Chapter 4

2021 DoD Zero-Based Review

Chapter 4

2021 DoD Zero-Based Review

This chapter describes the ZBR of all DoD Federal Advisory Committees, which resulted in the suspension of DACOWITS operations in January 2021. The Committee was reinstated to remain as a stand-alone Federal Advisory Committee following the SecDef's decision in August 2021. The Committee did not resume operations until June 2022. This chapter also presents a letter sent to the SecDef from all the female veterans serving in Congress at the time, who were in support of the restoration of DACOWITS.

Zero-Based Review and Suspension of Defense Advisory Committees

SecDef Lloyd J. Austin III directed a ZBR of all DoD Federal Advisory Committees, including DACOWITS, on January 30, 2021. The review sought to ensure DoD Federal Advisory Committees align with the Defense Department's strategic priorities and the National Defense Strategy and provide appropriate value now and in the future. The SecDef suspended all Federal Advisory Committee work.²¹⁵ At the time of the suspension, DACOWITS had completed one quarter of its annual research cycle, which began in September 2020, for its 2021 study topics.

The ZBR was led by the DoD's Interim Director of Administration and Management (DA&M) in consultation with its Acting General Counsel of the DoD (GC DoD). To support the review, each committee's DoD Sponsor was directed to develop a detailed business case "supported by fact-based evidence for the continued utilization of the advisory committee."²¹⁶ The SecDef's memo advised each business case to consider—

- Review of the committee's mission and function as they relate to DoD strategic priorities and the National Defense Strategy
- Potential functional realignments to create a single cross-functional advisory committee
- Potential legislative changes to nondiscretionary advisory committees to properly align them with DoD's strategic priorities

Business case reviews for every DoD-sponsored Federal Advisory Committee were organized into a tiered review schedule. The Interim DA&M in consultation with the Acting GC DoD reviewed each DoD Sponsor's business case and made recommendations to the SecDef about each Federal Advisory Committee. Recommendations included the following decision points: "retention, realignment, termination, changes to missions or functions, membership balance, membership size, and possible legislative changes to non-discretionary advisory committees."²¹⁷

Secretary of Defense Memorandum Initiating the Zero-Based Review



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

1/30/21

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: DoD Advisory Committees — Zero-Based Review

Advisory committees have and will continue to provide an important role in shaping public policy within DoD. That said, our stewardship responsibilities require that we continually assess to ensure each advisory committee provides appropriate value today and in the future, as times and requirements change.

I am aware of and appreciate earlier review efforts to reshape how we use advisory committees and consider the tangible benefits they bring to the Department. Nevertheless, I am directing a zero-based review of all DoD advisory committees, to include any advisory committee that is not subject to the Federal Advisory Committee Act (FACA) (5 U.S.C., Appendix). This review will, by definition and intent, focus our advisory committee efforts to align with our most pressing strategic priorities and the National Defense Strategy.

The Interim Director of Administration and Management (DA&M), in consultation with the Acting General Counsel of the DoD (GC DoD) will lead this review, and I am asking for your personal attention in this effort. As an interim step, I am directing the immediate suspension of all advisory committee operations until the review is completed unless otherwise directed by myself or the Deputy Secretary of Defense. In addition, the DA&M, who exercises the Secretary of Defense statutory and regulatory authorities pertaining to the FACA, will not, for the duration of the review, establish or renew a DoD advisory committee unless authorized by myself or the Deputy Secretary of Defense.

I also direct, no later than February 16, 2021, the conclusion of service for all DoD advisory committee and subcommittee members currently serving on DoD advisory committees where the DoD approving authority is the Secretary of Defense or where statute authorizes another DoD civilian officer or employee, or Active Duty member of the Armed Services to act as the DoD approving authority. Each Component head ("DoD Sponsor") that sponsors a DoD advisory committee subject to this review, will ensure that appropriate letters are sent no later than February 26, 2021 to each advisory committee or subcommittee member thanking them for their service. The Interim DA&M will provide each component head the required letter that must be signed by the DoD Sponsor.

A list of the affected DoD advisory committees, to include those not subject to the FACA, is attached. Please note the only advisory committees and/or committee members not subject to the zero-based review or conclusion of service are described in the attachment. In addition, each Component head, no later than February 28, 2021, will certify to the Interim DA&M that no other advisory committee has been established and utilized within the Component where at least one advisory committee member is not a full-time or permanent part-

time Federal civilian officer or employee, or Active Duty member of the uniformed services. If the Component established or utilized such an advisory committee, then it will be suspended until the Interim DA&M, in consultation with the Acting GC DoD, determines the advisory committee's status. The Interim DA&M will notify me no later than March 15, 2021 of any such identified advisory committee and its status.

With regard to the zero-based review, each DoD Sponsor will conduct an in-depth business case of every sponsored advisory committee, supported by fact-based evidence for continued utilization of the advisory committee. Each business case should consider, but is not limited to: review of the committee's mission and function as it relates to DoD strategic priorities and National Defense Strategy; potential functional realignments to create a single cross-functional advisory committee; and potential legislative changes to non-discretionary advisory committees to properly align them with our strategic priorities. Each DoD Sponsor will provide his or her business case(s) to the Interim DA&M based on the tier-review schedule described in the attachment.

The Interim DA&M, in consultation with the Acting GC DoD and following the tier-review schedule, will review each DoD Sponsor's business case and make final recommendations to me on each DoD advisory committee, to include retention, realignment, termination, changes to mission or functions, membership balance, membership size, and possible legislative changes to non-discretionary advisory committees. Following appropriate discussions, I will take action on the Interim DA&M recommendations.

This process shall ensure that advisory committee and subcommittee member appointments comply with all applicable federal statutes and regulations, to include DoD policies and procedures. DoD Sponsors, in consultation with the Special Assistant to the Secretary of Defense for White House Liaison, will develop potential member candidates that conform to the advisory committee's membership balance plan or, in the case of those not subject to the FACA, statutory requirements. All member and subcommittee member appointments will be approved by me or the Deputy Secretary of Defense using the DoD Appointment Approval Instrument prepared by the DoD Advisory Committee Management Officer, in consultation with the Office of the GC DoD. In addition, all committee and subcommittee work will be based on written terms of reference unless otherwise provided for by statute or Presidential directive. No committee or subcommittee member will perform any work until properly appointed, unless they have an active appointment.



Attachment:
As stated

Letter of Concern From All Women Veterans Serving in Congress

During the ZBR process, House Armed Services Committee Vice Chair Elaine Luria spearheaded a letter to the SecDef signed by every female veteran serving in Congress advocating for the restoration of DACOWITS.²¹⁸ The following individuals signed the letter:

- **Congresswoman Elaine Luria (D-VA)**, retired Navy veteran, who served at sea on six ships as a nuclear-trained Surface Warfare Officer, deployed to the Middle East and Western Pacific, and commanded a combat-ready unit of 400 sailors²¹⁹
- **Senator Tammy Duckworth (D-IL)**, one of the first Army women to fly combat missions during Operation Iraqi Freedom and a Purple Heart recipient who lost her legs and partial use of her right arm when her Blackhawk helicopter was hit by a rocket-propelled grenade in Iraq in 2004²²⁰
- **Senator Joni Ernst (R-IA)**, retired Iowa Army National Guard officer, who served as a company commander in Kuwait and Iraq, leading 150 Iowa Army National Guardsman during Operation Iraqi Freedom²²¹
- **Congresswoman Mikie Sherrill (D-NJ)**, a United States Naval Academy graduate, who served 10 years in the Navy, flew missions in Europe and the Middle East as a helicopter pilot, worked supporting the Iraq invasion, and served as the Flag Aide to the Deputy Commander in Chief of the U.S. Atlantic Fleet²²²
- **Congresswoman Chrissy Houlahan (D-PA)**, an Air Force veteran, who served in the Air Force and Air Force Reserves²²³
- **Congresswoman Mariannette Miller-Meeks (R-IA)**, a retired Army veteran, who served as a nurse and doctor²²⁴

Congress of the United States
Washington, DC 20515

June 30, 2021

The Honorable Lloyd J. Austin III
Secretary of Defense
Department of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Secretary Austin:

We write to you in light of reports that the Pentagon is in the process of disbanding the Defense Advisory Committee on Women in the Services (DACOWITS). We are concerned that this move will harm women in the Armed Forces by eliminating an important advocacy component.

As you know, DACOWITS has a long history in crafting and implementing policies “relating to the recruitment, retention, employment, integration, well-being, and treatment of servicewomen in the Armed Forces.” The committee has submitted more than 1,000 recommendations in its 70-year history to a generation of your predecessors, and roughly 97 percent of those recommendations have been fully or partially adopted. More important is what that number signifies: the evolving integration of women into all military branches and jobs.

We are the faces of what DACOWITS has meant for women in the military. As women veterans in Congress, we know the value of expanding opportunities within the services for women and the value that, in turn, has brought to our Armed Forces. Eliminating DACOWITS or subsuming it within another organization is contrary to its intent, history, and success. We do not believe its work is complete, as evidenced by so many issues we are currently addressing as a nation and a military. And we believe that this work is substantial enough to require a dedicated organization; including DACOWITS’s issues in the charter of a broader organization will not provide sufficient resources or focus to achieve the results that are necessary. It would send the wrong message to every woman currently serving in the military or to those who have worn our nation’s uniform and sacrificed. We believe we can tackle diversity, equity, and inclusion without disbanding one of the military’s most effective tools to advance women.



OSD006154-21/CMD008212-21

Therefore, we therefore strongly oppose the elimination or restructuring of DACOWITS and respectfully request that it be fully restored to its historic role.

Sincerely,



Elaine G. Luria
Member of Congress



Joni Ernst
U.S. Senator



Mariannette Miller-Meeks, M.D.
Member of Congress



Tammy Duckworth
U.S. Senator



Chrissy Houlahan
Member of Congress



Mikie Sherrill
Member of Congress

Restoration of DACOWITS

On August 14, 2021, SecDef Austin determined DACOWITS would be reinstated as a stand-alone Federal Advisory Committee with a continued focus on addressing issues affecting women in the Military Services. Secretary Austin stated, "DACOWITS has contributed significantly to the Nation, our Armed Forces, and more importantly, to our servicewomen who serve today, in the past, and in the future."²²⁵ Additional details about DACOWITS' restoration are featured in Chapter 5.



U.S. Marine Corps Pfc. Esther Choe, a native of Los Angeles and a rifleman with 3rd Battalion, 6th Marine Regiment, 2d Marine Division, II Marine Expeditionary Force, participates in cold-water immersion training prior to Exercise Cold Response 2022, Setermoen, Norway, Feb. 19, 2022.



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

AUG 14 2021

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS

SUBJECT: Defense Advisory Committee on Women in the Services

I appreciate your personal support of the 2021 Zero-Based Review of DoD advisory committees and your thoughtful recommendations concerning the future of the Defense Advisory Committee on Women in the Services (DACOWITS). Based on concerns expressed by the Zero-Based Review Board, chaired by the then-Interim Director of Administration and Management (DA&M), and recommendations by the DA&M, I am not disposed at this time to terminate DACOWITS or to realign its advisory functions under another DoD Federal advisory committee. Therefore, I authorize the DACOWITS to resume operations once its charter is amended and new DACOWITS members are appointed in accordance with DoD policy and procedures. The DACOWITS will comply with Deputy Secretary of Defense Memorandum, "Advisory Committee Management," November 26, 2018 or, if updated in the future, the current version. Key requirements of this memorandum are summarized below.

As a Federal advisory committee, the DACOWITS is subject to the Federal Advisory Committee Act (FACA) (5 U.S.C., Appendix) and other Federal statutes and regulations, including DoD policy and procedures. The Designated Federal Officer (DFO) for the DACOWITS, who is designated by the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), serves as DoD's representative to the DACOWITS and is responsible for ensuring the DACOWITS complies with Federal statutes and regulations, including DoD policy and procedures.

Membership size for DoD Federal advisory committees is prescribed by Secretary of Defense established policy — no more than 20 members at the parent level and no more than 15 members at the subcommittee level. Parent and subcommittee member appointments are separate and distinct, and individuals are appointed for a term of service of one-to-four years, with annual renewals. Leadership terms of service are limited to one-to-two years, with annual renewal. The USD(P&R) is delegated authority to establish DACOWITS subcommittees, and this authority may not be further delegated.

Authority to invite or appoint individuals to serve on the DACOWITS or its subcommittees rests solely with the Secretary of Defense or the Deputy Secretary of Defense ("the DoD Appointing Authority"). Individuals invited or appointed to serve on the DACOWITS or its subcommittees must be U.S. citizens and are appointed as either an expert or consultant in accordance with 5 U.S.C. § 3109 to serve as a special government employee member, or as a regular government employee member, pursuant to 41 C.F.R. § 102-3.1 30(a), as determined by the DA&M in accordance with DoD policy and procedures. No DACOWITS member can be a registered Federal lobbyist or a Member of Congress. All DACOWITS members will comply with Federal ethics statutes and regulations.



OSD007238-21/CMD009482-21

While not disposed to terminating DACOWITS, I request you review and update its mission/scope, membership, and if appropriate, subcommittee structure. In its 70-year history, DACOWITS has contributed significantly to the Nation, our Armed Forces, and more importantly, to our Service women who serve today, in the past, and in the future. The current pause in operations provides an opportunity for DoD to frame DACOWITS' future work to focus on the challenges DoD faces over the next two or three decades. To that end, I request you target the DACOWITS' work to its core elements and, when appropriate, task work to other DoD Federal advisory committees better suited to address broad, DoD-wide policy issues.

With regard to the DACOWITS' current membership experience requirements as described in its charter and membership balance plan, we should take this opportunity to capitalize on talented, innovative private and public sector leaders to provide a more diverse and inclusive DACOWITS membership. I appreciate the deep, valuable expertise that former DACOWITS members provided to the Department, but I am concerned that we are missing opportunities that promote diversity of background, experience, and thought in support of the DACOWITS mission. Therefore, I ask that you look deeper into the pool of talented and innovative leaders so we can benefit from the insight and perspectives that these individuals can bring to the Department, at both the parent and subcommittee level.

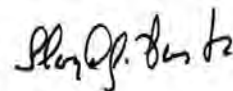
Implementing these changes will require amending the DACOWITS' charter and its membership balance plan. The amendment process, which is subject to FACA's procedural requirements, must be completed before a reconstituted DACOWITS can resume operations. As such, I ask that you make this a priority so the DoD Advisory Committee Management Officer (ACMO) can file, in accordance with the FACA, an amended DACOWITS charter at the earliest opportunity.

DACOWITS members may not undertake any DACOWITS work, whether at the parent level or subcommittee level, until their appointment to either the DACOWITS or a subcommittee is approved, all paperwork is completed and processed as appropriate, and the member takes the oath of office as necessary. All DACOWITS work, both at the parent and the subcommittee level, will be in response to written terms of reference (ToR) approved by the DoD Appointing Authority or the USD(P&R), unless otherwise provided for by statute or Presidential directive. These ToR must be continuously reviewed and updated as priorities change. All DACOWITS ToR must be coordinated with the Office of the General Counsel of the Department of Defense (OGC) or, at the option of the OGC, the Office of the General Counsel, Washington Headquarters Services/Pentagon Force Protection Agency.

To ensure a reconstituted DACOWITS can resume operations at the earliest opportunity, I request you identify potential DACOWITS parent and subcommittee members within three weeks from the date of this memorandum. In preparing your recommendations, the DACOWITS' DFO must coordinate with the Special Assistant to the Secretary of Defense for White House Liaison (SATSD(WHL)). In developing recommendations of potential DACOWITS members with the SATSD(WHL), you will ensure the proposed membership is diverse and inclusive, both in terms of the points of views to be represented and the functions to be performed by the DACOWITS, and addresses the changes to the DACOWITS' membership experience requirements described above. To address work that was suspended in January 2021

or new work that needs to be started at the earliest opportunity, I request that you consider limiting your initial membership candidates for consideration by me or Deputy Secretary to the minimum required to reconstitute the DACOWITS, with the understanding that further appointments will be considered at a later date.

Within three weeks of finalizing your proposed membership candidates with the SATSD(WHL), the DA&M will submit the DoD Appointment Approval Instrument for my approval of the DACOWITS members. To facilitate the DA&M process, your DFO must provide, at the earliest opportunity, all required appointment documentation to the DoD ACMO. Please remember, DACOWITS members cannot perform any official DACOWITS business until all on-boarding requirements have been completed, to include ethics training and taking the oath of office.



cc:
GC DoD
ASD(LA)
DA&M
ATSD(PA)
SATSD(WHL)



A USCGC Richard Snyder (WPC 1127) small boat crew takes a moment for a photo in the Davis Strait on Aug. 13, 2021. Top Row (left to right): CS2 Constance Jennings, Ensign Charlotte Braman, GM2 Danielle Wilson. Bottom Row (left to right): BM2 Courtney Swink, Ensign Emma Compagnoni, ET2 Gayle Buchanan (U.S. Coast Guard photo by USCGC Richard Snyder)

Chapter 5

2022 Committee Restoration

This chapter presents an overview of DACOWITS' work following the Committee's restoration in 2022, with events in chronological order. First, in March 2022, the Committee's leadership cadre was announced by the SecDef, followed by an approved charter and ToR received from its Sponsor, USD(P&R). Committee members were appointed prior to the June 2022 quarterly business meeting, the first meeting DACOWITS held following its restoration. During this meeting, DACOWITS announced its the newly approved study topics. RFIs for the September and December 2022 quarterly business meetings are included in the final sections of this chapter.

DACOWITS Leadership Cadre Announced

Following the restoration of DACOWITS as a stand-alone Federal Advisory Committee, the SecDef appointed a new leadership cadre on March 22, 2022.²²⁶ Ms. Shelly O'Neill Stoneman was selected to serve as the new Chair of DACOWITS and lead its restoration. Ms. Stoneman is a seasoned organizational leader and government affairs professional with two decades of executive branch and congressional experience on defense and foreign policy matters. She is also an Army spouse of a former infantry officer.²²⁷

- **Chair:** Ms. Shelly O'Neill Stoneman
- **Vice Chair:** Retired Vice Admiral Robin R. Braun, Navy
- **Recruitment and Retention Subcommittee**
Chair: Retired Lieutenant General Kevin W. Mangum, Army
- **Employment and Integration Subcommittee**
Chair: Retired Command Master Chief Octavia D. Harris, Navy
- **Well-Being and Treatment Subcommittee**
Chair: Retired Brigadier General Jarris J. Sanborn, Air Force

"It is an incredible honor to be appointed as the Chair of the DACOWITS. As the Committee celebrates its 71st birthday, it remains the premier entity providing the Secretary of Defense advice and recommendations about the critical service of women in the U.S. military. The DACOWITS' recommendations over the last seven decades have contributed meaningfully to the advancement of women in the Services, and this committee has much more to contribute in the future. I look forward to working with my fellow committee members to help the Defense Department ensure that our national security is strengthened by the full participation of women of every background."

—Statement from Ms. Shelly O'Neill Stoneman upon being appointed Chair of DACOWITS

Source: U.S. Department of Defense. (2022). DoD announces DACOWITS restoration and new leadership cadre [Press release]. <https://www.defense.gov/News/Releases/Release/Article/2974832/dod-announces-dacowits-restoration-and-new-leadership-cadre/>

DACOWITS Charter

In accordance with the SecDef's restoration of DACOWITS, the Committee's charter was approved on April 22, 2022. Appendix A provides a full copy of the charter.

Terms of Reference

DACOWITS periodically receives ToR from its Sponsor, USD(P&R), to guide and define the scope of work required to execute its mission. In 2022, DACOWITS received ToR establishing its three subcommittees, tasking to discuss and deliberate on the ideal experience and characteristics for the SecDef's ex officio member for the Department of Veterans Affairs' Advisory Committee on Women Veterans (ACWV), and assigning subcommittees' 2023 study topics.



Logistic Specialist 3rd Class Izhane Benjamin, left, from Jersey City, New Jersey, assigned to USS Gerald R. Ford's (CVN 78) aircraft intermediate maintenance department, and Operations Specialist 3rd Class Jaziah Ellington, from Richland, Georgia, assigned to Ford's operations department, unclip the national ensign after evening colors, Dec. 23, 2021.

Establishment of DACOWITS Subcommittees



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

MAR 15 2022

MEMORANDUM FOR CHAIR, DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

SUBJECT: Defense Advisory Committee on Women in the Services – Three Subcommittees

I am establishing three subcommittees of the Defense Advisory Committee on Women in the Services (DACOWITS). Each subcommittee will not exceed 15 members, and they will be known as the Employment and Integration Subcommittee, the Recruitment and Retention Subcommittee, and the Well-Being and Treatment Subcommittee. My objectives for these subcommittees are outlined in the attached Terms of Reference (ToR). As Sponsor of the DACOWITS, the ToR for these subcommittees shall be coordinated through my office, or that of the Secretary of Defense (SecDef) or the Deputy Secretary of Defense (DepSecDef); however, proposals for taskings may come from key stakeholders across the Department.

These subcommittees, like the DACOWITS, will be subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations from the subcommittees will be provided to the entire DACOWITS for its thorough discussion and deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b), prior to submission to me, as the DoD Sponsor for DACOWITS.

DACOWITS' Designated Federal Officer will work with the Director of Administration and Management and the DoD Advisory Committee Management Officer to ensure all subcommittee member appointments are submitted to the SecDef or the DepSecDef for approval in accordance with DoD policy and procedures.

A handwritten signature in black ink, appearing to read "Gilbert R. Cisneros, Jr.", written in a cursive style.

Gilbert R. Cisneros, Jr.

Attachments:
As stated

cc:
Advisory Committee Management Office

**Defense Advisory Committee on Women in the Services
Employment and Integration Subcommittee**

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives for the Employment and Integration Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act (FACA) and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Employment and Integration Subcommittee will ensure that the Secretary of Defense (SecDef), the Deputy Secretary of Defense, and the USD(P&R) receive independent advice on opportunities for improvements in the employment and integration of women in the Services.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for its thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through USD(P&R). Members shall have experience in the military or with women-related workforce issues, specifically pertaining to the employment and integration of women serving in the Armed Forces.

Issue Statement: The subcommittee will examine the Military Services' gender integration efforts to determine whether existing policies and programs inhibit the full integration of Service women into all military career fields, and identify innovative solutions as necessary. In addition, the subcommittee will review occupational policies and programs that may limit Service women's career progression.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services' policies and procedures pertaining to the employment and integration of Service women to assess the impact on the readiness of the Total Force. The subcommittee will provide periodic updates to the Committee on its work, as appropriate, and develop recommendations with comprehensive supporting evidence.

In conducting its work, I provide DACOWITS and this Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by DACOWITS staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to DACOWITS and this subcommittee requests for data/information within 5 business days.

As a subcommittee of DACOWITS, the Employment and Integration Subcommittee will not work independently of DACOWITS' charter. It will operate in conformity with, and pursuant to, the FACA, the Government in the Sunshine Act, and other applicable Federal statutes and

regulations. The Employment and Integration Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of DACOWITS, nor report directly to any Federal representative. The members of the subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

**Defense Advisory Committee on Women in the Services
Recruitment and Retention Subcommittee**

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives for the Recruitment and Retention Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act (FACA) and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed, by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Recruitment and Retention Subcommittee will ensure that the Secretary of Defense (SecDef), the Deputy Secretary of Defense, and the USD(P&R) receive independent advice on opportunities for improvements in the recruitment and retention of women into the Armed Forces.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for its thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through USD(P&R). Members shall have experience in the military or with women-related workforce issues, specifically pertaining to recruitment and retention.

Issue Statement: The subcommittee will examine current military recruitment and retention programs to determine whether existing policies and procedures inhibit the recruitment and retention of Service women. In addition, the subcommittee will identify innovative solutions to increase women's propensity to serve and further expand opportunities for women to continue serving.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services policies and procedures pertaining to the recruitment and retention of Service women to assess the impact on the readiness of the Total Force. The subcommittee will provide periodic updates to DACOWITS on its work, as appropriate, and develop recommendations with comprehensive supporting evidence.

In conducting its work, I provide DACOWITS and this Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by DACOWITS staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to DACOWITS and this subcommittee requests for data/information within five business days.

As a subcommittee of DACOWITS, the Recruitment and Retention Subcommittee will not work independently of DACOWITS' charter. It will operate in conformity with, and pursuant to, the FACA, the Government in the Sunshine Act, and other applicable Federal statutes and

regulations. The Employment and Integration Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of DACOWITS, nor report directly to any Federal representative. The members of the subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

**Defense Advisory Committee on Women in the Services
Well-Being and Treatment Subcommittee**

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives for the Well-Being and Treatment Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act (FACA) and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed, by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Well-Being and Treatment Subcommittee will ensure that the Secretary of Defense (SecDef), the Deputy Secretary of Defense, and the USD(P&R) receive independent advice on opportunities for improvements in the well-being and treatment of women serving in the Armed Forces.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through USD(P&R). Members shall have experience in the military or with women-related workforce issues, specifically pertaining to well-being and treatment.

Issue Statement: The subcommittee will examine whether existing DoD and Military Services institutional policies and procedures safeguard the well-being and treatment of Service women, and provide recommended policy changes as gaps are identified.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services policies and procedures pertaining to the well-being and treatment of Service women to assess the impact on the readiness of the Total Force. The subcommittee will provide periodic updates to DACOWITS on its work, as appropriate, and develop recommendations with comprehensive supporting evidence.

In conducting its work, I provide DACOWITS and this Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by DACOWITS staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to DACOWITS and this subcommittee requests for data/information within five business days.

As a subcommittee of DACOWITS, the Well-Being and Treatment Subcommittee will not work independently of DACOWITS' charter. It will operate in conformity with, and pursuant to, the FACA, the Government in the Sunshine Act, and other applicable Federal statutes and regulations. The Employment and Integration Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of DACOWITS, nor report

directly to any Federal representative. The members of the subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

Consultation on Ex Officio Member for the Advisory Committee on Women Veterans



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

MAY - 9 2022

MEMORANDUM FOR CHAIR, DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

SUBJECT: Terms of Reference – Ex Officio Member for the Advisory Committee on Women Veterans

The Secretary of Defense (SecDef) is required by 38 U.S.C. § 542(a)(2)(B)(ii), *Advisory Committee on Women Veterans*, to consult with the Defense Advisory Committee on Women in the Services (DACOWITS) prior to designating a representative to serve as the SecDef ex officio member on the Department of Veterans Affairs' Advisory Committee on Women Veterans (ACWV).

Therefore, as the Sponsor of the DACOWITS and on behalf of the SecDef, I direct the DACOWITS to discuss and deliberate on, during a noticed and public meeting, the ideal experience and characteristics desirable in the SecDef's ex officio member representative to the ACWV. The SecDef Representative will advise the ACWV on DoD policies and efforts to address issues experienced by women in the military. Following the DACOWITS discussion, please submit its advice and recommendations to me on the experience and characteristics that the SecDef should consider in selecting an ACWV ex officio member to represent the Department. The DACOWITS' written advice and recommendations will serve as the official consultation required by 38 U.S.C. § 542(a)(2)(B)(ii).

Thank you for your assistance with this important matter. The DACOWITS input will enable DoD to provide the ACWV with valuable input. My point of contact for this matter is Colonel Seana M. Jardin, DACOWITS Military Director and Designated Federal Officer, at (571) 232-7415 or seana.m.jardin.mil@mail.mil.

A handwritten signature in black ink, appearing to read "Gilbert R. Cisneros, Jr.", written in a cursive style.

Gilbert R. Cisneros, Jr.

cc:
Advisory Committee Management Office,
Office of the Director of Administration and Management

Establishment of Study Topics



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

JUL - 5 2022

MEMORANDUM FOR CHAIR, DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

SUBJECT: Terms of Reference – Defense Advisory Committee on Women in the Services

As the sponsor of the Defense Advisory Committee on Women in the Services (DACOWITS), I am establishing seven topics for the Committee to study in 2022-2023. The topics are outlined in the attached Terms of Reference. Each study topic is assigned to one of the three subcommittees that were previously established. These study topics are in line with the Committee's chartered areas of recruitment, retention, employment, integration, well-being, and treatment of women in the Armed Forces.

The Committee and subcommittee's work will be subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations developed from examining these study topics will be provided to the entire DACOWITS for its thorough discussion and deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b). The DACOWITS' Designated Federal Officer will ensure compliance with these guidelines and regulations.

A handwritten signature in black ink, appearing to read "Gilbert R. Cisneros, Jr.", written in a cursive style.

Gilbert R. Cisneros, Jr.

Attachments:

As stated

cc:

Advisory Committee Management Office

**Defense Advisory Committee on Women in the Services
Recruitment and Retention Subcommittee**

These Terms of Reference (ToR) establish the 2022-2023 study topics for the Recruitment and Retention Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed, by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Recruitment and Retention Subcommittee will ensure that the Secretary of Defense (SecDef), Deputy Secretary of Defense, and Under Secretary of Defense for Personnel and Readiness (USD(P&R)) receive independent advice on opportunities for improvements in the recruitment and retention of women into the Armed Forces.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for its thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through the USD(P&R).

Issue Statement: In accordance with the ToR that established the Recruitment and Retention Subcommittee, this subcommittee will examine current military recruitment and retention programs to determine whether existing policies and procedures inhibit the recruitment and retention of servicewomen. In addition, the subcommittee will identify innovative solutions to increase women's propensity to serve and further expand opportunities for women to continue serving.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services policies and procedures pertaining to the recruitment and retention of servicewomen to assess the impact on the readiness of the Total Force. Below are two specific areas of study:

1. **Recruitment Initiatives to Increase Women's Propensity to Serve:** Assess the scale and effectiveness of the Military Services' recruitment programs with the goal of providing recommendations on how to best increase adolescent women's propensity to serve. In addition, examine existing policies and procedures to determine whether current practices inhibit the recruitment of women, specifically assessing the inclusivity of existing marketing strategies; current recruitment goals for women; improvements in the representation of female recruiters; virtual recruiting capabilities; and potential innovative best practices gleaned from the establishment of the Space Force.
2. **Retention Initiatives for Servicewomen:** Identify barriers to female retention and present findings and recommendations to improve the overall retention of women. In addition, utilize the Military Services' retention and exit survey data to identify barriers and/or lessons learned to identify ways to improve servicewomen's retention.

**Defense Advisory Committee on Women in the Services
Employment and Integration Subcommittee**

These Terms of Reference (ToR) establish and assign the 2022-2023 study topics for the Employment and Integration Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Employment and Integration Subcommittee will ensure that the Secretary of Defense (SecDef), Deputy Secretary of Defense, and Under Secretary of Defense for Personnel and Readiness (USD(P&R)) receive independent advice on opportunities for improvements in the employment and integration of women in the Services.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for its thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through the USD(P&R).

Issue Statement: In accordance with the ToR that established the Employment and Integration Subcommittee, this subcommittee will examine the Military Services' gender integration efforts to determine whether existing policies and programs inhibit the full integration of servicewomen into all military career fields, and identify innovative solutions as necessary. In addition, the subcommittee will review occupational policies and programs that may limit servicewomen's career progression.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services' policies and procedures pertaining to the employment and integration of servicewomen to assess the impact on the readiness of the Total Force. Below are three specific areas of study:

1. **Gender Integration:** Examine current efforts to fully integrate women into previously closed combat positions, determine whether barriers are inhibiting full integration, and identify solutions. In addition, examine recent modifications to women's uniforms, as well as combat gear and equipment, to identify solutions, as required
2. **Women in Aviation:** Assess the number and percentage of female aviators, as well as factors and policies that may influence female aviator retention and promotion potential, such as recruiting, aircraft/duty assignments, mentoring, pregnancy, healthcare, operations tempo, aircraft design, and flight equipment. In addition, examine trends in and policies related to female aviation accession and identify solutions, as required.
3. **Physical Fitness Standards:** Examine the components of the Military Services' physical fitness tests, to include body fat specifications, height/weight measurements and scales, and physical ability requirements deemed necessary for adequate occupational performance. In addition, assess whether the Military Services' physical fitness standards disproportionately affect women's career progression and identify solutions, as required.

**Defense Advisory Committee on Women in the Services
Well-Being and Treatment Subcommittee**

These Terms of Reference (ToR) establish the 2022-2023 study topics for the Well-Being and Treatment Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed, by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Well-Being and Treatment Subcommittee will ensure that SecDef, DepSecDef, and Under Secretary of Defense for Personnel and Readiness (USD(P&R)) receive independent advice on opportunities for improvements in the well-being and treatment of women serving in the Armed Forces.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through the USD(P&R).

Issue Statement: In accordance with the ToR that established the Well-Being and Treatment Subcommittee, this subcommittee will examine whether existing DoD and Military Services institutional policies and procedures safeguard the well-being and treatment of servicewomen, and provide recommended policy changes as gaps are identified.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services policies and procedures pertaining to the well-being and treatment of servicewomen to assess the impact on the readiness of the Total Force. Below are two specific areas of study:

1. **Pregnancy in the Military:** Determine if there are gaps in institutional policies and procedures that obstruct pregnant servicewomen from progressing in their military career and recommended policy changes.
2. **Gender Discrimination:** Examine existing Defense Department and Military Services' institutional policies and procedures to identify gaps that enable gender discrimination to occur unconstrained and recommended necessary policy changes.

Appointment of DACOWITS Members

SecDef Austin appointed 14 additional members to DACOWITS. Following guidance from the SecDef, the Defense Department “explored a larger pool of the nation’s talented, innovative private and public sector leaders, whose service will provide a more diverse and inclusive membership promoting variety in background, experience, and thought in support of the Committee’s mission.”^{22B} The following members were sworn in June 22, 2022, a day prior to the Committee’s first public meeting since the restoration:

- Retired Colonel Nancy P. Anderson, Marine Corps
- Retired Captain Kenneth J. Barrett, Navy
- Dr. (Retired Captain) Catherine W. Cox, Navy Reserve
- Dr. Trudi C. Ferguson
- Retired Sergeant Major Robin C. Fortner, Marine Corps (served June to December 2022)
- Retired Colonel Many-Bears Grinder, Army National Guard
- Ms. Robin S. Kelleher
- Ms. Marquette J. Leveque, Navy Veteran
- Retired Sergeant Major Caprecia A. Miller, Army
- Ms. Ann M. Norris
- Retired Rear Admiral Mary P. O’Donnell, Coast Guard Reserve
- Honorable (Retired Colonel) Dawn E. B. Scholz, Air Force
- Retired Brigadier General Allyson R. Solomon, Air National Guard
- Dr. (Retired Colonel) Samantha A. Weeks, Air Force

2022 Quarterly Business Meetings

DACOWITS held three quarterly business meetings in 2022. The first meeting was held virtually in June. The September and December meetings were held in person in Arlington, Virginia. Details about each meeting and the Committee’s RFIs are outlined below.

June 2022

DACOWITS held its first quarterly business meeting following the Committee’s restoration on June 23, 2022. The meeting was held virtually. Meeting minutes and briefing materials are available for review and download on the DACOWITS website (<https://dacowits.defense.gov>).

Committee Restoration and Approved Topics of Study

Ms. Shelly O’Neill Stoneman, DACOWITS Chair, reviewed the Committee’s restoration and outlined DACOWITS’ approved topics of study. Tables 5.1 to 5.3 provide detailed descriptions of each study topic by subcommittee.²²⁹

Table 5.1. Approved 2022-2023 Study Topics and Descriptions for Recruitment and Retention Subcommittee

Study Topic	Description
Recruitment Initiatives to Increase Women’s Propensity to Serve	Assess the scale and effectiveness of the Military Services’ recruit programs to provide recommendations on how to best increase adolescent women’s propensity to serve. Examine existing policies and procedures to determine whether current practices inhibit the recruitment of women, specifically assessing the inclusivity of existing marketing strategies; current recruitment goals for women; improvements in the representation of female recruiters; virtual recruiting capabilities; and potential innovative best practices gleaned from the establishment of the Space Force.
Retention Initiatives for Servicewomen	Identify barriers to female retention and present findings and recommendations to improve the overall retention of women. Use the Military Services’ retention and exit survey data to identify barriers and/or lessons learned to develop strategies to improve servicewomen’s retention.

Table 5.2. Approved 2022-2023 Study Topics and Descriptions for Employment and Integration Subcommittee

Study Topic	Description
Gender Integration	Examine current efforts to fully integrate women into previously closed combat positions, determine whether barriers are inhibiting full integration, and identify solutions. Examine recent modifications to women’s uniforms and combat gear and equipment to identify solutions, as required.
Women in Aviation	Assess the number and percentage of female aviators and factors and policies that may influence female aviator retention and promotion potential, such as recruiting, aircraft duty/assignment, mentoring, pregnancy, healthcare, operations tempo, aircraft design, and flight equipment. Examine trends in and policies related to female aviation accession and identify solutions, as required.
Physical Fitness Standards	Examine the components of the Military Services’ physical fitness tests, including body fat specifications, height/weight measurements and scales, and physical ability requirements deemed necessary for adequate occupational performance. Assess whether the Military Services’ physical fitness standards disproportionately affect women’s career progression and identify solutions, as required.

Table 5.3. Approved 2022-2023 Study Topics and Descriptions for Well-Being and Treatment Subcommittee

Study Topic	Description
Pregnancy in the Military	Determine if there are gaps in institutional policies and procedures that obstruct pregnant servicewomen from progressing in their military career and recommend policy changes.
Gender Discrimination	Examine existing DoD and Military Services’ institutional policies and procedures to identify gaps that enable gender discrimination to occur unconstrained and recommend necessary policy changes.

Briefings

DACOWITS received two briefings at the June 2022 quarterly business meeting: (1) an overview of the DoD women’s health structure, and (2) updates from the DAF’s WIT.

DoD Women’s Health Structure

Two DoD personnel briefed the Committee about the DoD’s women’s health structure. This briefing included an overview of the Military Health System (MHS) and the organizational structure of the Health Services Policy and Oversight office within MHS, home of the women’s health policy portfolio. The briefers also reviewed current priorities and initiatives for the women’s health portfolio and DoD-level working groups focused on women’s health. Lastly, the briefers provided information about the Women and Infant Clinical Community in the Defense Health Agency and its women’s health initiatives.

Department of the Air Force’s Women’s Initiative Team

Two Air Force officers briefed the Committee on updates from the WIT, a team of 600 active volunteers working on 54 lines of effort. This briefing reviewed the WIT’s 2021 and 2022 initiative wins and discussed the team’s current initiatives.

Discussion of the SecDef’s Appointment of an Ex Officio to the Advisory Committee on Women Veterans

The Under Secretary of Defense for USD(P&R) requested DACOWITS’ input on the ideal experience and characteristics desirable in the SecDef’s ex officio member on the Department of Veterans Affairs’ ACWV. The representative will advise the ACWV on DoD policies and efforts to address issues experienced by women in the military. The result of DACOWITS’ discussion and deliberation was shared in a June 29, 2022, memorandum by the DACOWITS Chair, Ms. Shelly O’Neill Stoneman.



PERSONNEL AND
READINESS

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES
4800 MARK CENTER DRIVE
SUITE 04J25-01
ALEXANDRIA, VA 22350

29 JUN 22

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Ex Officio Member for the Advisory Committee on Women Veterans

On June 23, 2022, the Defense Advisory Committee on Women in the Services (DACOWITS) discussed and deliberated, during a public meeting, the ideal experience and characteristics desirable for the Defense Department to appoint an ex officio member to the *Advisory Committee on Women Veterans*, as required by Title 38 U.S.C. 542(a)(2)(B)(ii). As the Chair of DACOWITS, I have consolidated the Committee's input below, for your review and consideration, prior to designating a representative to serve as the Secretary of Defense ex officio on the Department of Veterans Affairs' Advisory Committee on Women Veterans (ACWV).

The Secretary of Defense's ex officio will advise the ACWV on Department of Defense (DoD) policies and efforts to address issues experienced by women in the military. Therefore, DACOWITS recommends that the ideal experience and characteristics necessary of the Secretary of Defense's ex officio include:

- Authority to represent DoD appropriately
- Previously served in uniform and transitioned out of the military (e.g., female veteran)
- Service-connected disability rating, similar to the required appointment of the ACWV special government employees
- Non-uniformed subject matter expert (for continuity purposes)
- Medical and policy subject matter expert:
 - Knowledge of women's healthcare (i.e., credentialed)
 - Healthcare background (not necessarily a nurse or physician)
 - Assigned to Defense Health Agency
 - Ability to access DoD data/research (e.g., qualitative/quantitative)

My point of contact for this matter is COL Seana M. Jardin, DACOWITS Military Director and Designated Federal Officer, at (571) 232-7415 or seana.m.jardin.mil@mail.mil.

Shelly O'Neill Stoneman
Chair, DACOWITS

cc:
Sponsor, USD(P&R)
Group Federal Officer, USD(P&R)
Designated Federal Officer, DACOWITS

September 2022

DACOWITS held its September quarterly business meeting on September 13–14, 2022, at the Association of the United States Army Conference Center in Arlington, Virginia. It was the first in-person meeting held by DACOWITS since March 2020.

Requests for Information

DACOWITS requested 19 RFIs at the September meeting. Each RFI and the responding offices are presented below. Meeting minutes, briefing materials, and written responses are available for review and download on the DACOWITS website (<https://dacowits.defense.gov>).

RFI 1: Over the last few years, the Military Services have begun developing and implementing creative, tailored marketing content to attract women to join the military. Nevertheless, the Committee continues to observe modest increases in the percentage of women joining the military and consistently lower rates of young women’s propensity to serve compared with young men.

The Committee requests a written response from the Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard on the following:

- a. Statistics (raw numbers and percentages): Accession rates for the Active and Reserve components, broken down by rank (enlisted and officer), gender, race and ethnicity, spanning the last five years (FY17-21).
- b. Statistics (raw numbers and percentages): Promotion rates for the Active and Reserve components, broken down by rank (enlisted and officer), gender, race and ethnicity, spanning the last five years (FY17-21).
- c. Recruitment target/goals for both women and men, officer and enlisted, Active and Reserve components.
- d. Data on the number of male and female, officer and enlisted recruiters, for both the Active and Reserve components.

Responding Entity: Army, Navy, Marine Corps, Air Force , Space Force, Coast Guard, National Guard

RFI 2: The Committee requests a briefing from the Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard on the following:

- a. Current marketing strategies being utilized to attract women (to include racially and ethnically diverse women) into the military. Include specific methods (e.g., events, social media, commercials, games, advertisements, materials, etc.), as well as an analysis of the effectiveness of each in increasing the propensity of women to serve (i.e., the percentage of female recruits increasing), examining the last five years (FY17-21).

- b. Existing policies and procedures used to assess the inclusivity of existing marketing strategies to encourage the recruitment of women and to determine their effectiveness in increasing the propensity of young women to serve.

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force (provided a written response), Coast Guard, National Guard

RFI 3: In December 2019, the Committee received a briefing from the DoD Office of People Analytics on trends in young women’s propensity to serve. The Committee continues to be interested in and concerned about young women’s propensity to serve and the attitudes of their key influencers on military service and requests an update on the latest data and trends.

The Committee requests a briefing from the Office of People Analytics (OPA), via the Joint Advertising Market Research & Studies (JAMRS) Division, on marketing data and findings regarding young women’s propensity to serve and attitudes of their key influencers for the past five years (FY17-21).

Responding Entity: JAMRS, Defense Personnel Analytics Center

RFI 4: The Committee is examining the current retention rates for female servicewomen and understands that the Services conduct exit and retention surveys for separating Service members. The Committee requests an update on the status of these efforts, to include data on reasons for separation, as well as any relevant policy changes.

The Committee requests a written response from the Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard on the following:

- a. When was your Service’s exit survey implemented?
- b. What is the response rate for exiting Service members broken down by Active and Reserve components, rank (enlisted and officer), gender, race and ethnicity, and MOS/Rating (community/career field)?
- c. What findings/trends were gleaned from your Service’s review of the exit survey review?
- d. What were the top five reasons (in order of frequency) that Service members are choosing to separate from your Service? Differentiate by gender.
- e. What is your Service doing or planning to do with the information ascertained from the exit survey findings?
- f. What were the retention rates for Service members over the past five years (e.g., FY17-21), broken down by Active and Reserve components, rank (enlisted and officer), gender, race and ethnicity, and MOS/Rating (community/career field)?

- g. What were the top reasons cited within the retention surveys that influenced Service members to leave the military? Differentiate by gender.

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard

RFI 5: Military personnel trends continue to reflect that the Military Services face ongoing challenges with the retention of servicewomen, particularly at the mid-grade levels. DACOWITS is assessing the extent to which the Services are identifying and taking action to eliminate the barriers to the retention of servicewomen. In June 2022, the Committee received a briefing from the Department of the Air Force (DAF) Women's Initiatives Team (WIT). DAF WIT is an all-volunteer team with 54 lines of effort and 600 volunteers. DAF WIT's mission is to *"identify barriers to women's service in the Department of the Air Force and Department of Defense that influence and impact women's propensity to serve and advocate to eliminate those arrears through policy change."* This all-volunteer team has accomplished significant progress toward effecting positive change for the female Airmen and Guardians in the areas of convalescent leave for pregnancy loss, Commander accountability for climate, flying while pregnant, postpartum travel allowances for nursing mothers, and temporary duty travel for fertility treatments. DAF WITs current initiatives include child care, Tricare doula shortfalls, reproductive health, and infertility.

The Committee requests a written response from the Army, Navy, Marines, Coast Guard, and National Guard on whether your Service has a working group like the DAF WIT, focused on identifying and resolving barriers that impact the retention of servicewomen?

- a. If so, please describe the composition of your organization's working group and outline what issues they have addressed since inception, as well as what policy or regulation changes have been implemented as a result of their efforts? In addition, what impact have these changes had on women's retention?
- b. If your Service does not currently have a working group equivalent to the DAF WIT, with an express task and purpose to identify barriers to retaining women, how is your Service identifying barriers to retaining women, how is your Service identifying those issues? Additionally, what is the process Service members can utilize to elevate such issues to senior leadership for resolution?

Responding Entity: Army, Navy, Marine Corps, Coast Guard, National Guard (did not respond)

RFI 6: In December 2015, the Secretary of Defense (SecDef) opened all remaining occupations and positions to women with no exceptions. As a result, the Defense Department opened approximately 213,600 closed positions and 52 closed military occupational specialties to women for the first time. Afterwards, the SecDef directed the Secretaries of the Military Departments and

Chiefs of the Military Services to provide their final, detailed Gender Integration Implementation Plans no later than January 1, 2016. Once approved, the Military Services were tasked with executing their plans by April 1, 2016.

The Committee requests an updated briefing from the Army, Navy, Marine Corps, and Air Force to address the following (include women in Special Operations Forces (SOF)):

- a. Adjustments made to the original 2016 Gender Integration Implementation Plans. Provide specific details on these adjustments, if applicable.
- b. Milestones not met in accordance with the originally published plan. Provide the reason for each milestone not being met, if applicable.
- c. Existing limitations that have stalled the progression (e.g., berthing and privacy, combat gear and/or equipment, etc.), if applicable.
- d. Projected timeline for the next 18 months to fully integrate remaining occupations and positions to women.
- e. Current or future initiatives being undertaken to increase female accession and retention in combat occupations and positions (e.g., mentorship and/or sponsorship programs, duty assignments, promotions, Army's "Leader's First" policy, etc.)?

Responding Entity: Army, Navy, Marine Corps, Air Force

RFI 7: The Committee requests a written response from the Army, Navy, Marine Corps, and Air Force on the following:

- a. Data on the number of women (officer and enlisted) currently serving in previously closed combat occupations and positions, for the past six years (i.e., FY16-21), separated by fiscal year. Provide data broken out by MOS/rating and rank, to include women in SOF.
- b. Data on the number of women accessed into the previously closed combat training pipelines since January 1, 2016 (include women in SOF)? Of the women accessed to date, how many completed the training? Additionally, please provide the same statistical information for men.
- c. Data on attrition rates, by gender and category (e.g., failure to meet standards, self-initiated, medical (injury), etc.), from roles previously closed to women from January 1, 2016 to June 30, 2022, separated by fiscal year, to include women in SOF.

Responding Entity: Army, Navy, Marine Corps, Air Force

RFI 8: To better understand why women in aviation (specifically pilots, flight officers, and aircrew) are leaving military service and aviation-related duties, the Committee requests a written response

from the Army, Navy, Marine Corps, Air Force, Coast Guard, and National Guard on the following:

- a. What is the total number of women (officer and enlisted) serving in aviation, for both the Active and Reserve components? Please provide for data for the following fiscal years: 2001, 2006, 2011, 2016, and 2021. Provide whole numbers, percent of total community, and a breakdown by component, specialty/MOS, and rank (e.g., E1-E9 and O1-O10).
- b. Have the Services (to include the Reserves) conducted retention studies and/or administered surveys to women in aviation? If so, please provide relevant reports, executive summaries, and/or associated survey findings.
- c. Have the Services (to include the Reserves) conducted exit studies and/or administered exit surveys to women in aviation? If so, please provide relevant reports, executive summaries, and/or associated survey findings.

Responding Entity: Army, Navy, Marine Corps, Air Force, Coast Guard, National Guard (did not respond)

RFI 9: To better understand why women in aviation (specifically pilots, flight officers, and aircrew) are leaving military service and aviation-related duties, the Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, Coast Guard, and National Guard on the following:

- a. What initiatives have or are the Services (to include the Reserves) implementing to attract and recruit women into aviation?
- b. Are there initiatives being implemented to attract and recruit women from underrepresented communities? What associated policies and/or programs exist or are being developed to support the recruitment of women into aviation, to include underrepresented communities?
- c. What initiatives have or are the Services (to include the Reserves) implementing to retain women in aviation? What associated policies and/or programs exist or are being developed to support the retention of women in aviation throughout the Services (to include the Reserves)?
- d. What have or are the Services (to include the Reserves) doing to accommodate specific female fitment for flight gear and uniforms, to include accommodating gender specific physiological requirements? Provide the current state of these efforts as well as future plans to further develop and/or improve options for women in aviation.
- e. What have or are the Services (to include the Reserves) doing to ensure flight gear and flight uniforms are accessible to women, to include accommodating gender specific physiological requirements? Provide the current state of these efforts as well as future plans to further develop and/or improve options for women in aviation.

Responding Entity: Army, Navy, Marine Corps, Air Force, Coast Guard, National Guard

RFI 10: In 2016, the Committee recommended that the “Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3) with the recent opening of more than 200,000 positions to servicewomen.” Following up in 2019, the Committee recommended that the “Secretary of Defense should conduct a comprehensive, scientific review of height and weight standards as well as body fat measurement techniques and use the findings as a baseline for setting a Department-wide standard for measurement and acceptable levels.” In 2020, the Defense Department published a revised DoDI 1308.3.

The Committee requests a written response from the Health Affairs on the physiological science and studies utilized to revise the instruction’s requirements and scoring of each of the Service’s physical readiness test(s) and body composition requirements.

Responding Entity: Health Affairs

RFI 11: The Committee continues to be concerned about the persistence of negative attitudes toward pregnancy and pregnant servicewomen in the military and the fact that their career progression may be adversely impacted by such attitudes. The DoD Military Equal Opportunity Program instruction (DoDI 1350.02) was revised in September 2020 to include pregnancy as a form of prohibited discrimination. Additionally, the Secretary of Defense’s *Career Enhancement of Pregnant U.S. Service Members* memorandum to the Services (dated November 3, 2020) directed a review of all Service directives, policies, and instructions not later than December 1, 2020, and a follow-on briefing of actions taken to implement the direction given by the Secretary to eliminate unnecessary obstacles and limitations on career development or progression of pregnant servicewomen. The Committee will examine pregnancy discrimination in the Services and, to that end, is interested in learning about Service actions, education, and other initiatives to eliminate pregnancy discrimination and to address the cultural bias and stigma that reportedly persists.

The Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, and National Guard identifying initiatives and actions, anticipated or taken, to affect the Secretary’s direction in the November 3, 2020, memorandum. In your responses, please address the following:

- a. All Service actions taken or anticipated to comply with the SecDef’s direction, to include legislative changes made or proposed, and the estimated time for implementation.
- b. Please provide a copy of the follow-on briefing provided to the SecDef pursuant to his November 2020 memorandum.
- c. How will the Services monitor, track, and enforce policy compliance?
- d. When will/did training begin to educate Service members that pregnancy discrimination is prohibited and on how to address pregnancy in their units? What audiences will be offered this training? Does this training include how to prevent and mitigate negative attitudes and bias toward pregnant and postpartum servicewomen?

- e. Does your Service have any measures in place to track career progression and promotion of pregnant and postpartum servicewomen? If so, what are they? What are the trends?
- f. Has your Service conducted or commissioned any surveys, studies, or taken other measures to solicit feedback from servicewomen about workplace and career experiences as a result of their pregnancy and/or postpartum leave and/or breastfeeding/lactation needs? If so, what were the key findings?

Responding Entity: Army, Navy, Marine Corps, Air Force, National Guard

RFI 12: The Committee is concerned about the medical and mental health needs of pregnant servicewomen who experience an abortion, miscarriage (i.e., spontaneous abortion), still birth, or death of newborn after birth.

The Committee requests a written response from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard, as well as the Health Affairs and the Defense Health Agency identifying:

- a. What medical, mental health, and other support and leave opportunities are provided to servicewomen who experience an abortion, miscarriage (i.e., spontaneous abortion), still birth, or death of newborn after birth?
- b. What directives, regulations, and policies address/provide for such care and leave?

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard (did not respond), Health Affairs and Defense Health Agency

RFI 13: The Committee is interested in information the Military Services may have regarding the impact of pregnancy on retention and career advancement of servicewomen.

The committee requests a written response from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard addressing the following:

- a. What complaint channels are or will be available to Service members to report violations of the pregnancy discrimination policy, and how will complaining Service members be protected from retaliation?
- b. Number of complaints your Service has received in the last three (or more) fiscal years - by number, time in service, and percentage of all servicewomen - that report adverse actions, treatment or career impact related to pregnancy (to include childbirth/caregiver leave utilization, lactation accommodations, postpartum health conditions, etc.), as well as survey information/findings that report adverse pregnancy-related impacts or treatment.

- c. Statistics/exit survey data/other reflecting the number of servicewomen over the last three years, who have separated from the military for reasons related to pregnancy discrimination - by number, time in service, and percentage of all servicewomen.
- d. Policies regarding female cadets/midshipmen at the Military Service Academies in the event they become pregnant. Are they required to resign or give up their children for adoption? May they continue their studies during the term of their pregnancy? What are the policies for male cadets who father children? Are any policy changes being considered? How many female cadets have been affected by these policies in the last five years? How many resigned from service?

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard

RFI 14: The Committee understands that there may be valid health or other reasons why servicewomen may be unable to continue work in their primary career field both during and after pregnancy. However, the Committee is concerned about the manner in which such work reassignments are determined and implemented, particularly when specialty-wide occupational reassignments are mandated. The Committee is also interested in the current policies outlining the physical fitness testing requirements applicable to pregnant or postpartum servicewomen.

The Committee requests a written response from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard addressing the following:

- a. How does your Service make reassignment determinations when servicewomen must be temporarily reassigned to other duties due to pregnancy, regardless of whether for individual or occupational-wide profile reasons? Are meaningful assignments developed to ensure best utilization of servicewomen's skills? Do servicewomen have the opportunity to provide input on such reassignments? May servicewomen request waivers or the opportunity to continue working in their primary career specialty? Who within the command has decision authority for such reassignments?
- b. What is your Service's pregnancy and postpartum physical fitness testing requirements?
- c. What is your Service's postpartum operational deferment period?
- d. How does your Service document the above actions? Are safeguards put in place to prevent adverse career impacts to servicewomen?

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard (did not respond)

RFI 15: The Committee understands the Defense Department will continue to ensure that servicewomen have access to reproductive health care in the wake of the Supreme Court decision to overturn *Roe v. Wade* (known as *Dobbs v. Jackson*), which ended constitutional protections for

abortion. As the Defense Department continues to examine this Supreme Court decision and evaluate policies to ensure Service members, dependents, beneficiaries, and Defense Department civilian employees are provided seamless access to essential women's health care services, as permitted by federal law, the Committee is concerned about potential impacts to servicewomen.

The Committee requests a written response from the Department of Defense (via the organizations annotated below) on the following:

- a. **Military Services:** With the repeal, many of the restrictive states with trigger laws also have large military populations. Subsequently, servicewomen stationed in these restrictive states who seek a medical or surgical abortion will need to take leave and travel to states where it remains legal. How are the Military Services' assuring servicewomen's privacy and confidentiality are maintained, while leave requests are routed through various levels within the servicewomen's chain of command? Additionally, are the Military Services' preserving records (e.g., leave requests, electronic messages, etc.) that could potentially be used against servicewomen in states that criminalize abortion?
- b. **Health Affairs:** According to Air Force (AFI41-210), Army (AR 40-400), Navy and Marine Corps (BUMEDINST 6320.72), and Coast Guard (COMDTINST M6000.1E), Service members are required to complete a number of steps before obtaining an elective surgery. When servicewomen seek a surgical abortion, are they required to follow these same processes? Additionally, if a servicewomen returns from leave after obtaining a medical or surgical abortion and becomes ill, will she subsequently be admitted into military treatment facility (MTF) and/or placed on convalescent leave?
- c. **Health Affairs:** In 2010, the military lifted the ban on emergency contraception (e.g., Plan B), making it available to servicewomen without a prescription. However, as state trigger laws go into effect, some restrictive states have begun making it harder and sometimes illegal for women to obtain emergency contraceptives. Will these restrictions apply to servicewomen stationed within those states, seeking emergency contraceptives from their MTF? Additionally, will servicewomen be afforded access to the abortion pill (i.e., medication abortion) at MTFs?
- d. **Health Affairs:** In addition to restrictions on servicewomen obtaining safe and legal abortions, the Committee is also concerned about the unintended consequences related to servicewomen accessing assisted reproductive services (i.e., infertility care), which in some cases is contracted to civilian providers. How does the Supreme Court's opinion now impact servicewomen's access to assisted reproductive services, as some state-level abortion bans utilize broad or imprecise language that prohibits reproductive medicine?

- e. Military Community and Family Policy (MC&FP) via the Family Advocacy Program (FAP): In 2019, the Committee reviewed DoDI 6400.06, "DoD Coordinated Community Response to Domestic Abuse Involving DOD Military and Certain Affiliated Personnel." As a result, the Committee made multiple recommendations related to domestic abuse that involves servicewomen. In 2021, a study published in *Obstetrics & Gynecology*, indicated that homicide was the leading cause of death during pregnancy and the postpartum period in the United States. Additionally, according to the American College of Obstetricians and Gynecologists, one in six abused women is first abused during pregnancy. With some servicewomen now lacking safe and legal access to medical or surgical abortions in restrictive states, are additional processes being put into place to assist pregnant servicewomen who find themselves in a domestic abuse situation?

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Health Affairs, MC&FP via FAP

RFI 16: The Committee requests a literature review from the DACOWITS Research Contractor on the following:

- a. Provide an overview of pregnancy discrimination in the civilian workplace, its prevalence and career impact, and to identify successful strategies businesses employ to combat the problem.
- b. Identify the career impacts of pregnancy generally and, more specifically, identify how medical and/or mental health complications experienced by pregnant and postpartum women impact career progression and retention in the civilian workforce with a focus on studies and data which identify career impact and attrition trends.
- c. Identify initiatives, resources and other support programs that have shown promise in mitigating impact and enhancing retention related to family planning (e.g., those planning to become pregnant, pregnant, and postpartum).
- d. The relevance of abortion access/availability to recruiting and retention of women in the workforce, specifically foreign military servicewomen if such studies are available.

Of note, the goal of this review is to gather objective data which speaks to impact on career and retention and which identify measures of potential value to the Services in developing and implementing strategies/programs to minimize adverse impact on service women and to enhance retention. If available, it would be helpful to have information about foreign military practices. More relevant findings may come from more male-dominated career fields such as firefighters, police, construction etc.

Responding Entity: Insight Policy Research

RFI 17: The Committee has addressed the topic of gender bias and discrimination in past reports and commented on the importance of leadership in establishing a culture of respect in all work settings. Although there has been progress, the Committee remains concerned about the continuing matter of gender bias and the corrosive impact it can have on unit cohesion and on servicewomen's mental health, full integration and retention.

The Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard on the following:

- a. Identify all current policies, regulations, training, and other directives or policy sources that address the issue of gender bias/discrimination and summarize the key provisions.
- b. When training began to educate Service members that gender discrimination is prohibited, to include the nature and fora of trainings/education given to commanders, non-commissioned officers, basic training recruits, and their drill instructors, and the Service member population generally about the issue of gender discrimination. Does this training include how to prevent and mitigate negative attitudes and bias toward servicewomen?
- c. How will the Services monitor, track and enforce policy compliance?
- d. Does your Service have any measures in place to track career progression and promotion of servicewomen? If so, what are they and what are the trends?
- e. Has your Service conducted or commissioned any surveys, studies, or taken other measures to solicit feedback from servicewomen about gender discrimination and its impact on their workplace and career experiences? If so, what were the findings?

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force (provided a written response), Coast Guard, National Guard

RFI 18: The Committee is interested in learning about what information and metrics the Military Services have employed to detect, identify, and monitor the occurrence of gender discrimination.

The Committee requests a written response from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard on the following:

- a. Detail efforts/initiatives/actions, including measures, metrics, surveys, focus groups, studies or other mechanisms undertaken, to detect/identify and monitor the issue of gender bias in Service organizations. Provide findings and recommendations flowing from such reviews.
- b. Statistics/data reflecting the number of servicewomen, by number and percentage and grade, who have filed complaints alleging gender bias/discrimination or who have otherwise reported such discrimination via exit surveys or other tools. Identify the number of servicewomen who have cited gender bias/discrimination as their reason for separation or resignation.

- c. What tools does your Service use to measure climate and culture, in addition to surveys, metrics, or other tracking methods (e.g., Army Cohesion Assessment Teams pilot)? In addition, identify how any findings of gender discrimination have been or will be addressed and monitored.
- d. For the Army: In 2021, the RAND Arroyo Center conducted a survey on behalf of the Army titled, "Sexual Harassment and Gender Discrimination in the Active-Component Army." Based on key findings from this survey, how does the Army intend to utilize the information?
- e. For the Air Force: The Committee was briefed at the June 2022 QBM about a policy that commanders whose units score less than 49 percent on diversity and equal opportunity assessments must prepare command action actions to address the unsatisfactory findings. How many unsatisfactory (<49 percent) assessments have identified gender discrimination as among the problems discovered, and what trends do these findings disclose (e.g., grade, type of behaviors identified, types of unit, grades of women subject to gender discrimination, etc.).

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force (provided a written response), Coast Guard, National Guard

RFI 19: The Committee requests a literature review from the DACOWITS Research Contractor on the following:

- a. Provide an overview of gender discrimination in the civilian workplace, including its prevalence and career impact, and identify successful strategies businesses employ to combat the problem - with a focus on studies and data which identify career impact and attrition trends. Although this issue is not restricted to any career area, more relevant findings may come from more male-dominated career fields, such as firefighters, police, construction, etc. in which women had not historically been employed.
- b. Identify successful strategies businesses employ to combat gender discrimination, as well as initiatives, resources and other support programs which have shown promise in mitigating its impact and enhancing retention.

Of note, the goal of this review is to gather objective data and research which speaks to impact and which identify measures of potential value to the Services in developing and implementing strategies/programs to minimize adverse impact on servicewomen and to enhance retention. If available, it would be helpful to have information about foreign military practices.

Responding Entity: Insight Policy Research

December 2022

DACOWITS held its December quarterly business meeting on December 6–7, 2022, at the Association of the United States Army Conference Center in Arlington, Virginia.

Requests for Information

DACOWITS requested nine RFIs at the December meeting. Each RFI and the responding offices are presented below. Meeting minutes, briefing materials, and written responses are available for review and download on the DACOWITS website (<https://dacowits.defense.gov>).

RFI 1: In 2020, the Committee made the following recommendation: *“The Secretary of Defense should increase oversight and assess the effectiveness and scale of outreach programs with the objective of directing new programs and/or adjusting the purpose of existing programs to positively impact adolescent women’s propensity for military service.”*

The Committee requests a briefing from the Defense Department’s Outreach, Policy & Programs (Civil-Military Programs) Office on all steps taken or planned to address the above DACOWITS recommendation from 2020, as well as whether the Department has assessed the effectiveness of outreach programs to positively influence young women’s propensity for military service? If so, what were the findings of the assessment? If not, what is the plan to assess outreach programs for effectiveness, adequacy and scale?

Responding Entity: Policy & Programs (Civil-Military Programs) Office

RFI 2: In September 2022, the Committee received a briefing from the Air Force, which mentioned that the Air Force Recruiting Service (AFRS) Detachment (Det) 1’s mission is to *“inform, influence, and inspire tomorrow’s leader through innovative outreach opportunities.”* The Committee is interested in identifying best practices to increase young women’s propensity to serve in the military and how AFRS Det 1’s innovative approaches might be applied in a broader context.

The Committee requests a written response from the Air Force on the methods and effectiveness of AFRS Det 1 in increasing propensity to serve among America’s youth, particularly among adolescent women, to pursue careers in aerospace and the Air Force.

Responding Entity: Air Force

RFI 3: The Committee remains interested in the recruiting and accessions enterprise related to identifying, assessing and recruiting qualified candidates.

The Committee requests a written response from the Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard on the following:

- a. Provide accession targets/goals and actual accession numbers, separated by gender, for the last five years (FY18-22).
- b. Provide data related to whether female recruiters, compared to male recruiters, are more successful at accessing women into the military.

- c. What innovative methods or approaches (other than engagement with current affinity groups) are recruiters using to attract women into the military (to include racially and ethnically diverse women)?
- d. Provide plans for partnering with unofficial & non-traditional partners (i.e. trade associations, etc.).
- e. How do you measure the effectiveness of these partnerships?

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard

RFI 4: For three consecutive years, between 2018-2020, the Committee classified gender integration efforts at Marine Corps Recruit Training as a continuing concern, because the Marine Corps was the only Military Service operating without fully gender-integrated recruit training. In September 2020, the Marine Corps provided an update on the status of gender integrated Recruit Training and provided insight of short and long term plans to integrate recruit training and meet the intent of the 2020 National Defense Authorization Act (NDAA).

The Committee requests a briefing from the Marine Corps on the following:

- a. Provide an overview of the Marine Corps gender integration efforts at Recruit Training since September 2020.
- b. How did the Marine Corps interpret the 2020 NDAA language directing that training at the Marine Corps Recruit Depot (MCRD) “may not be segregated by gender” by FY25 for MCRD Parris Island and FY28 for MCRD San Diego? Is the Marine Corps on track to meet these deadlines? If so, please provide the projected timeline and outline of your plan. If not, please explain why.
- c. How is the Marine Corps building capacity for training female recruits at MCRD San Diego? What challenges, if any, has the Marine Corps encountered in this process?
- d. In 2020, the Marine Corps commissioned an independent study from the University of Pittsburgh on gender integration at recruit training and stated it planned to incorporate findings and recommendations produced from this study. As a result:
 - i. What were major findings from this study about Marine Corps gender integration at recruit training?
 - ii. What alternate models and recommendations were proposed for increasing gender integration? What rationale was provided for these models and recommendations?
 - iii. How does the Marine Corps plan to address or incorporate the findings, alternate models, and recommendations made by this study?
 - iv. Please provide a copy of the full report for the Committee’s review.

- e. What are the Marine Corps future plans for gender integration at recruit training?
- f. Have platoons at recruit training been fully integrated, to include recruits and drill instructors? If so, please provide the projected timeline and outline of your plan. If not, are there plans to do so in the future?

Responding Entity: Marine Corps

RFI 5: In 2018, the Committee recommended that, *“The Secretary of Defense should require all Military Services, including the Reserve/Guard, provide servicewomen with gender appropriate and properly fitting personal protective equipment (PPE) and gear for both training and operational use.”* Though the Military Services have made strides in improving PPE and combat gear for women, the Committee remains interested in the development, procurement, and timelines servicewomen must navigate to obtain gender appropriate and properly fitting PPE, combat gear, and uniforms.

The Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, Space Force, National Guard, and Coast Guard on the following:

- a. What process is currently being applied to evaluate the effectiveness of PPE and combat gear for women?
 - i. Provide date of last anthropometric study used to develop PPE and combat gear for women.
 - ii. Provide any additional technology/studies utilized to improve PPE and combat gear for women.
- c. What is the current timeline and process to procure equipment via existing supply channels?
- d. What is the current timeline and process to procure alternative equipment (e.g., unique fit) not obtainable via existing supply channels?
- e. Provide an update on modifications to or the development of gender specific PPE, combat gear, and uniforms since June 2018, to include:
 - i. Updates/modifications to maternity uniforms.
 - ii. Updates/modifications to grooming standards.
 - iii. Information related to studies conducted to improve female flight suits.
- d. Provide an onsite visual display that depicts new gender specific PPE and combat gear developed for women.
- e. Army: In NDAA FY17, the Army was directed to develop combat boots for female Soldiers. Did the Army ever conduct this study? If so, please provide findings from the study. If not, please provide an update on the status of this study.

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, National Guard, Coast Guard

RFI 6: For over 45 years, the Committee has studied and provided recommendations to the Secretary of Defense regarding women in aviation. The Committee remains concerned that overall percentage of women in aviation remains low, despite the opening of many aviation career fields to women in the 1970s and combat aircraft in the 1990s.

The Committee requests a written response from the Army, Air Force, Navy, Marine Corps, and Coast Guard on the following:

- a. In September 2020, DACOWITS RFI 3, asked the Military Services for the total number of Service members selected for pilot training annually from FY09-19, separated by gender and accession source. The Committee requests an update to this 2020 RFI, which includes FY20-22 data.
- b. In September 2020, DACOWITS RFI 3, asked the Military Services to provide data on student attrition during undergraduate pilot training separated by gender, along with reasons for attrition. The Committee requests an update to this 2020 RFI, which includes FY20-22 data. In addition, has your Service identified any attrition trends? If so, what are they and how are they being addressed?
- c. Does your Service have a mentoring program to help retain female aviators? If so, please describe.
- d. Does your Service provide exit interviews to aviators separating from Active Duty? If yes, the Committee is interested in the top five reasons aviators leave the military, over the last five years (FY18-22), separated by gender. In addition, please provide separation trends and courses of action the Service has or will be implementing to help retain female aviators.
- e. What number and percentage of pilots depart Active Duty and transition to the Reserves or Guard? Provide data for the last five years (FY18-22), separated by gender, depicting these transition rates. Additionally, provide retention data for pilots, separated by gender, serving in the Reserves or Guard over the last five years (FY18-22).

Responding Entity: Army, Air Force, Navy, Marine Corps, Coast Guard

RFI 7: In 2016, the Committee recommended that the *“Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3) with the recent opening of more than 200,000 positions to servicewomen.”* Following up in 2019, the Committee recommended that the *“Secretary of Defense should conduct a comprehensive, scientific review of height and weight standards as well as body fat measurement techniques and use the findings as a baseline for setting a Department-wide standard for measurement and acceptable levels.”* In March 2022, the Defense Department published a revised DoDI 1308.3.

The Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, Space Force, and Coast Guard on the following:

- a. In March 2019, DACOWITS RFI 6, asked the Military Services to provide update to physical fitness training programs. The Committee requests an update to this 2019 RFI. Provide all changes and modifications to your Service's physical fitness instructions since March 2019, to include any updates to body composition measurements (e.g., height, weight, and body fat). In addition, provide the justification for each change/modification that has been implemented since March 2019.
- b. Based on the newly revised DoDI 1308.3, what changes or modifications to your Service's physical fitness instruction have been or will be updated in the future? Include revisions to body composition measurements. In addition, provide projected implementation timelines for each change or modification.

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard

RFI 8: In 2020, the Office of the Assistant Secretary of Defense for Health Affairs in coordination with Defense Health Agency sponsored a Women's Reproductive Health Survey (WRHS). The purpose of the study was to assess the reproductive health of servicewomen. Survey findings indicate that 15 percent of active duty servicewomen and 11 percent of Coast Guard active duty servicewomen were unable to conceive after 12 months of trying, a common definition of self-reported infertility. In addition, 12 percent of active-duty service women (and 8 percent of Coast Guard active duty service women) reported an unmet need for fertility services since joining the military.

The Committee requests a written response from the Defense Health Agency (DHA) on the following:

- a. What directives regulate the utilization of Assisted Reproductive Services?
- a. How many MTFs provide Assisted Reproductive Services?
- b. Who is authorized to utilize Assisted Reproductive Services (e.g., married couples, non-traditional families, single members, etc.)?
- c. What outreach or marketing strategies have been implemented to ensure Service members are aware that Assisted Reproductive Services exist?
- d. During annual well-women exams, are servicewomen made aware that Assisted Reproductive Services are available (e.g., egg freezing)?
- e. With the merger of DoD/DHA:
 - i. Have Assisted Reproductive Services been standardized?
 - ii. Will Assisted Reproductive Services continue to be provided? If so, where (e.g., MTFs, civilian providers, etc.)?

- c. What accommodations are afforded to servicewomen receiving Assisted Reproductive Services (e.g., suspension of fitness testing)?
- d. Does any data exist that suggests the servicewomen's career progression (retention and advancement) is positively impacted by having access to Assisted Reproductive Services?
- e. Over the last five years, how many servicewomen and servicemen have utilized Assisted Reproductive Services?
- f. At what point in their careers are servicewomen and servicemen using these Assisted Reproductive Services?

Responding Entity: Defense Health Agency

RFI 9: Since the 1960s, the Committee has examined and identified barriers to women's career progression in the military, which included gender discrimination or gender bias that affected servicewomen's promotion opportunities. Most recently in 2019, the Committee recommended that, *"The Secretary of Defense should establish a DoD policy that defines and provides guidance to eliminate conscious and unconscious gender bias."* The Committee remains dedicated to the elimination of gender discrimination, to include within the promotion board process by ensuring that performance is the lone criterion considered for selection.

The Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, Space Force, and Coast Guard on the following:

- a. What policies and procedures are in place to prevent conscious and unconscious gender bias within the promotion process (e.g., performance evaluations, board screenings, etc.)?
- b. What gender specific demographic information has been removed from promotion packages (e.g., first and last names, gender pronouns, photographs, etc.)? Specifically, state whether any gender specific demographic information is still being included. If so, are there plans to remove gender specific demographic information? Provide projected timeline for each demographic modification.
- c. What other actions have been taken to prevent conscious and unconscious gender bias from factoring in promotion reviews/scoring?
- d. Since these actions were taken to reduce conscious and unconscious gender bias, provide trends that have emerged and data on the impact of these policies, instructions, or guidance on selection results.
- e. Provide copies of policies, instructions, or written guidance delivered to selection boards, nomination boards, or promotion boards intended to mitigate conscious and unconscious gender bias.

Responding Entity: Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard



Senior Airman Alicia Gutierrez, a mission management operator with the 8th Space Warning Squadron, was featured for #WAD4 at Buckley Space Force Base, Oct. 20, 2021. Gutierrez tasks the payload sensors for the Space Force missile warning satellite constellation, called SBIRS.

Chapter 6

2023 and Beyond

Chapter 6

2023 and Beyond

DACOWITS' work over the course of the last seven decades has improved the recruitment, retention, employment, integration, well-being, and treatment of generations of servicewomen. Every woman serving in the military today has benefitted from the historical impact of DACOWITS' legacy. The longstanding dedication and commitment of the Committee members are evidenced by the more than 1,000 recommendations made throughout its history, 97 percent of which have been fully or partially implemented by DoD and the Military Services.

In their letter supporting the reinstatement of DACOWITS, female veterans serving in Congress stated, "we are the faces of what DACOWITS has meant for women in the military ... As women veterans in Congress, we know the value of expanding opportunities within the Services for women and the value that, in turn, has brought to our Armed Forces ... we do not believe the work is complete, as evidenced by so many issues we are currently addressing as a nation and a military."²³⁰

The restoration of DACOWITS ensures future generations of servicewomen, including those who will become leaders of their Service, continue to benefit from the Committee's work. DACOWITS remains at the forefront of safeguarding the equity and inclusion for women in the military. The Committee will continue to identify and address the challenges currently facing servicewomen by crafting well-researched, evidence-based recommendations to the SecDef in accordance with its mission into 2023 and beyond.



U.S. Air Force Capt. Erin Altobelli, a C-17 Globemaster III pilot assigned to the 15th Airlift Squadron, flies a night time proficiency mission near Joint Base Charleston, South Carolina, Sept. 16, 2021.



A student with Fort McCoy Cold-Weather Operations Course (CWOC) class 22-02 participates in cold-water immersion training Jan. 14, 2022, at Fort McCoy, Wis.

Appendix A

DACOWITS Charter

Appendix A | DACOWITS Charter

Committee's Official Designation: The committee will be known as the Defense Advisory Committee on Women in the Services (DACOWITS).

Authority: The Secretary of Defense, in accordance with the Federal Advisory Committee Act (FACA) (5 U.S.C., Appendix) and 41 C.F.R. § 102-3.50(d), established this discretionary advisory committee.

Objectives and Scope of Activities: The DACOWITS provides advice and recommendations on matters relating to women in the Armed Forces of the United States, as set out in paragraph four below.

Description of Duties: The DACOWITS shall provide independent advice and recommendations on matters and policies relating to recruitment, retention, employment, integration, well-being, and treatment of servicewomen in the Armed Forces of the United States. All DACOWITS work, including subcommittee work, will be in response to written terms of reference (ToR) or taskings approved by the Secretary of Defense or the Deputy Secretary of Defense ("the DoD Appointing Authority"), or the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) unless otherwise provided by statute or Presidential directive.

Agency or Official to Whom the Committee Reports: The DACOWITS reports to the Secretary of Defense and the Deputy Secretary of Defense, through the USD(P&R), who may act upon the DACOWITS' advice and recommendations in accordance with Department of Defense (DoD) policy and procedures.

Support: The DoD, through the Office of the USD(P&R), provides support for the DACOWITS' functions and ensures compliance with requirements of the FACA, the Government in the Sunshine Act ("the Sunshine Act") (5 U.S.C. § 552b), governing Federal statutes and regulations, and DoD policy and procedures.

Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost for the DACOWITS, to include travel, meetings, and contract support, is approximately \$1,200,000. The estimated annual personnel cost to the DoD is 4.0 full-time equivalents.

Designated Federal Officer: The DACOWITS' Designated Federal Officer (DFO) shall be a full-time or permanent part-time DoD Federal civilian officer or employee, or active duty member of the Armed Forces, designated in accordance with DoD policy and procedures.

The DACOWITS' DFO is required to attend all DACOWITS and subcommittee meetings for the entirety of each meeting. However, in the absence of the DACOWITS DFO, a properly approved

Alternate DFO, duly designated to the DACOWITS in accordance with DoD policy and procedures, shall attend the entire duration of all DACOWITS and subcommittee meetings.

The DFO, or the Alternate DFO, calls all DACOWITS and subcommittee meetings; prepares and approves all meeting agendas; and adjourns any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policy and procedures.

Estimated Number and Frequency of Meetings: The DACOWITS shall meet at the call of the DACOWITS' DFO, in consultation with the DACOWITS' Chair and the USD(P&R). The estimated number of meetings is four per year.

Duration: The need for this advisory function is on a continuing basis; however, it is subject to renewal every two years.

Termination: The DACOWITS shall terminate upon completion of its mission or two years from the date this charter is filed, whichever is sooner, unless the DoD renews the DACOWITS in accordance with DoD policy and procedures.

Membership and Designation: The DACOWITS shall be composed of no more than 20 members who have prior experience in the military or with women-related workforce issues. Members will include leaders with diverse and inclusive backgrounds, experience, and thought relating to the recruitment and retention, the employment and integration, and the well-being and treatment of women. These members will come from varied backgrounds including academia, industry, private and public sectors, and other professions.

The appointment of DACOWITS members shall be approved by the DoD Appointing Authority for a term of service of one-to-four years, with annual renewals, in accordance with DoD policy and procedures. No member, unless approved by the DoD Appointing Authority, may serve more than two consecutive terms of service on the DACOWITS, to include its subcommittees, or serve on more than two DoD federal advisory committees at one time. DACOWITS members who are not full-time or permanent part-time Federal civilian officers or employees, or active duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. DACOWITS members who are full-time or permanent part-time Federal civilian officers or employees, or active duty members of the Uniformed Services, shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members. The DoD Appointing Authority shall appoint the DACOWITS' leadership from among the membership previously appointed in accordance with DoD policy and procedures, for a term of service of one-to-two years, with annual renewal, not to exceed the member's approved appointment.

All members of the DACOWITS are appointed to exercise their own best judgment, without representing any particular point of view, and to discuss and deliberate and in a manner that is free

from conflict of interest. With the exception of reimbursement of official DACOWITS-related travel and per diem, DACOWITS members serve without compensation.

Subcommittees: The DoD, when necessary and consistent with the DACOWITS' mission and DoD policy and procedures, may establish subcommittees, task forces, or working groups ("subcommittees") to support the DACOWITS. Establishment of subcommittees shall be based upon a written determination, to include terms of reference (ToR), by the DoD Appointing Authority or the USD(P&R), as the DACOWITS's Sponsor. All subcommittees operate in accordance with the FACA, the Sunshine Act, governing Federal statutes and regulations, and DoD policy and procedures. If a subcommittee duration, as determined by the ToR, exceeds that of the DACOWITS and the DoD does not renew the DACOWITS, then the subcommittee shall terminate when the DACOWITS does.

Individual appointments to serve on DACOWITS subcommittees, which are separate and distinct from appointments to the DACOWITS itself, shall be approved by the DoD Appointing Authority for a term of service of one-to-four years, with annual renewals, in accordance DoD policy and procedures. No member shall serve more than two consecutive terms of service on the subcommittee, unless approved by the DoD Appointing Authority. Subcommittee members who are not full-time or permanent part-time Federal civilian officers or employees, or active duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal civilian officers or employees, or active duty members of the Uniformed Services, shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members. The DoD Appointing Authorities shall appoint the subcommittee leadership from among the membership previously approved to serve on the subcommittee in accordance with DoD policy and procedures, for a one-to-two year term of service, with annual renewal, which will not exceed the member's approved appointment.

Each subcommittee member is appointed to exercise their own best judgement on behalf of the DoD, without representing any particular point of view, and to discuss and deliberate in a manner that is free from conflicts of interest. With the exception of reimbursement of travel and per diem related to the DACOWITS or its subcommittees, subcommittee members shall serve without compensation.

Subcommittees shall not work independently of the DACOWITS and shall report all of their advice and recommendations solely to the DACOWITS for its thorough deliberation and discussion at a properly noticed and open DACOWITS meeting. Subcommittees have no authority to make decisions and recommendations, orally or in writing, on behalf of the DACOWITS. Neither the subcommittee nor any of its members may provide updates or report directly to the DoD or any Federal officer or employee, wither orally or in writing. If a majority of DACOWITS members are appointed to a particular subcommittee, then that subcommittee may be required to operate pursuant to the same notice and openness requirements of FACA which govern the DACOWITS' operations.

The USD(P&R) has established three permanent subcommittees. While the number of individuals appointed to each subcommittee may vary, as determined by the DoD Appointing Authority, no individual subcommittee shall have more than 15 members. The three permanent subcommittees are:

1. **Employment and Integration**—This subcommittee, when tasked in accordance with DoD policy and procedures, will examine the Military Services' gender integration efforts to determine whether existing policies and programs inhibit the full integration of servicewomen into all military career fields, and identify innovative solutions as necessary. In addition, the subcommittee will review occupational policies and programs that may limit servicewomen's career progression. Members shall have experience in the military or with women-related workforce issues, specifically pertaining to the employment and integration of women serving in the Armed Forces.
2. **Recruitment and Retention**—This subcommittee, when tasked in accordance with DoD policy and procedures, will examine current military recruitment and retention programs to determine whether existing policies and procedures inhibit the recruitment and retention of servicewomen. In addition, the subcommittee will identify innovative solutions to increase women's propensity to serve and further expand opportunities for women to continue serving. Members shall have experience in the military or with women-related workforce issues, specifically pertaining to recruitment and retention.
3. **Well-Being and Treatment**—This subcommittee, when tasked in accordance with DoD policy and procedures, will examine whether existing DoD and Military Services institutional policies and procedures safeguard the well-being and treatment of servicewomen, and provide recommended policy changes as gaps are identified. Members shall have experience in the military or with women-related workforce issues, specifically pertaining to well-being and treatment.

Recordkeeping: The records of the DACOWITS and its subcommittees shall be managed in accordance with General Records Schedule 6.2, Federal Advisory Committee Records, or other approved agency records disposition schedule, as well as the appropriate DoD policies and procedures. These records will be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

Filing Date: April 22, 2022



1st Lt. Mariah Althaus, 175th Wing, Warfield Air National Guard Base, Middle River, Maryland, gives her crew chief the 'remove chocks' signal prior to taking off for a Green Flag 22-02 mission at Nellis Air Force Base, November 9, 2021.

Appendix B

Biographies of DACOWITS Members

Appendix B

Biographies of DACOWITS Members

Ms. Shelly O’Neill Stoneman (Chair)

DACOWITS Position	<ul style="list-style-type: none"> Chair
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Senior Vice President for Government Relations, BAE Systems, Inc. Chair, Board of Directors for the Leadership Council of Women in National Security (LCWINS) Board Director, BAE Systems, Inc. Board Director, Food for Others (Fairfax County based food bank/pantry) Board Director, USO National Capital District
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Special Assistant to the Secretary of Defense and White House Liaison Special Assistant to the President for Legislative Affairs, The White House Liaison to the House of Representatives on all Defense and National Security Issues, 2008 Obama/Biden Presidential Transition Team Deputy Chief of Staff and Appropriations Associate Staff for Member of Congress on House Appropriations Committee’s Subcommittee on Defense Married to Army Infantry Veteran
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Arts in National Security Studies, Naval War College Master of Arts in International Relations, University of Oklahoma (Program in Europe) Harvard University Business School Executive Education, Finance for Senior Executive
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> BAE Systems, Business Leader Award – “Innovating for Success,” 2018 BAE Systems, Business Leader Award – “Exceeding Customer Expectations,” 2018 BAE Systems, Business Leader Award – “Innovating for Success,” 2015 Department of Defense Outstanding Public Service Award, 2013 Council on Foreign Relations, Lifetime Member Council on Foreign Relations, Term Member “Emerging Leader,” Stennis Center for Public Service, 2008

Vice Admiral (Retired) Robin R. Braun (Vice Chair) Navy

DACOWITS Position	<ul style="list-style-type: none"> Vice Chair
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Board of Directors, Identiv, Inc. Vice Chairman, Naval Aviation Museum Foundation, Pensacola, FL Treasurer, Northern Arizona University Foundation Pilot, FedEx Corporation (Retired)
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the U.S. Navy in 2016 with 37 years of Active and Reserve service Last assignment: Chief of Navy Reserve and Commander, Navy Reserve Force Naval Aviator; first woman to command a Navy Reserve aviation squadron
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master's in Public Administration, University of Washington Bachelor of Science, Northern Arizona University Honorary Doctorate of Humane Letters, Northern Arizona University Honorary Doctorate of Laws, Concordia University of Chicago
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Distinguished Service Medal Defense Superior Service Medal Legion of Merit (3 awards) Honorary Chief Petty Officer DAR Patriot Award 2015 Distinguished Citizen of the Year Award, Northern Arizona University

Colonel (Retired) Nancy P. Anderson Marine Corps

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Employment and Integration Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Retired Served as Interim CEO, Westmoreland Cultural Trust [2019] Volunteer, Excelsa Health Westmoreland Hospital for 20 years, Westmoreland Hospital Auxiliary [board member for 10 years, and past president], YWCA of Westmoreland County [board member for 8 years and board treasurer for 2 years], YWCA Thrift Shop Volunteer for 8 years, American Red Cross, Westmoreland County Historical Society volunteer and co-chair of multi-million dollar Capital Campaign, Westmoreland County Food Bank, Our Lady of Grace Catholic Church, Military Officers Association of America (MOAA) [at the local/ chapter and state/council levels]
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired colonel, U.S. Marine Corps
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> MS, Naval Postgraduate School [1985] Naval War College [1988] National War College [1995]
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Women in NAACP Community Service Award [2009] YWCA President's Award for significant volunteer service [2011] Red Cross Carol Navarre Memorial Award for outstanding volunteerism [2011] National Board Member, MOAA [2009-2014] Secretary, MOAA PA Council of Chapters [2013-present] MOAA Leadership Award for exceptional volunteer contributions [2019] Westmoreland County Lifetime of Service celebration, with husband, Charles, with proclamations from the PA Senate, House of Representatives and the Westmoreland County Commissioners [2019]

Captain (Retired) Kenneth J. Barrett

Navy

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Well-Being and Treatment Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Global Chief Diversity Officer – General Motors Serves on the National Organization on Disability board of directors Serves on the Advancing Minorities’ Interest in Engineering board of directors Board of Trustees – St. John’s High School – Shrewsbury MA
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the Navy in 2012 after 28 years Surface Warfare Officer, Diversity Director for the U.S. Navy Last assignment: Acting Director, Office of Diversity Management and Equal Opportunity – OSD
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Federal executive fellow – Harvard University, Olin Institute for Strategic Studies Executive MBA – Naval Post Graduate School Master of Arts, National Security Affairs and Strategic Studies – Naval War College Bachelor of Arts, Political Science – College of the Holy Cross
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Defense Superior Service Medal Legion of Merit Defense Meritorious Service Medal Meritorious Service Medal (2 gold stars) Ted Childs Life Work Excellence Award Global Diversity and Inclusion Leadership Award – World Diversity and Inclusion Congress

Dr. (Captain Retired) Catherine W. Cox Navy Reserve

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Well-Being and Treatment Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Associate Professor – George Washington University School of Nursing Fellow, American Academy of Nursing (2020) Fellow, Academy of Nursing Education (2022)
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired U.S. Navy Nurse
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> PhD in Nursing
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Navy and Marine Corps Commendation Medal (2) Navy and Marine Corps Achievement Medal Meritorious Unit Commendation Medal (3) National Defense Service Medal (2) Global War on Terrorism Service Medal Navy and Marine Corps Overseas Service Ribbon Armed Forces Reserve Medal with the “M” and Hourglass Devices

Dr. Trudi C. Ferguson

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Well-Being and Treatment Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Emeritus Professor – University of Southern California, Marshall School of Business Chair, LA Best Governing Board Previous Adjunct Professor – Stanford University; UCLA; Antioch; Loyola Marymount Previous Dean – National Training Laboratories
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Organizational Development with OSD, U.S. Army Ground Warfare
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> PhD, Business Administration Behavioral Science, Univ. of California, Los Angeles M.A., Dance, California State University B.A., History, University of California, Berkeley

Sergeant Major (Retired) Robin C. Fortner Marine Corps

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Recruitment and Retention Subcommittee Member (served June through December 2022)
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> President/CEO, RC Fortner Enterprises, LLC Board Member, Marine Corps Association Board Member, Valor Run Military Liaison, Women Marine Association Military Director, Youth Impact Program
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired, USMC (30 years)
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Arts, Leadership and Management Master of Arts, Human Resource Management
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Legion of Merit Meritorious Service Medal Navy Commendation Medal Joint Achievement Medal Navy Achievement Medal FY2020 Stars and Stripes Service Member of the Year at BEYA Major McClung Leadership Award

Colonel (Retired) Many-Bears Grinder Army National Guard

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Well-Being and Treatment Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Chair, Fort Campbell Retiree Council Member, Board of Directors, Campbell Strong Defense Alliance Advisory Member, Coalition for Better Health, TN Member, TN Population Health Consortium Chair, Patient Advisory Council, Heart Health Advocacy Nashville Former Member, Chief of Staff, U.S. Army, Retired Soldiers Council Former Member, Secretary of Veterans Affairs' Advisory Committee on Minority Veterans Former Chair, Women Veterans Committee, National Association of State Directors of Veterans Affairs
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired Colonel, AGR, Tennessee Army National Guard (35 years of Service) Retired Commissioner, TN Department of Veterans Services (8 years of Service) Membership Affiliations: Association of U.S. Army, Military Officers Association, Veterans of Foreign Wars, American Legion, Women Veterans of America, Disabled Veterans of America, Association of Iraq and Afghanistan Veterans of America
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Masters of Science, University of Tennessee, Knoxville, Human Resource Development Masters of Strategic Studies, U.S. Army War College, Carlisle, PA
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Legion of Merit Bronze Star Medal Tennessee National Guard Distinguished Service Medal

Command Master Chief (Retired) Octavia D. Harris

Navy

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Employment and Integration Subcommittee Chair
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Former Chair, Advisory Committee on Women Veterans for the Department of Veteran Affairs Texas Ambassador for the Women In Military Service For America Memorial (Women's Memorial) Member, San Antonio Texas Women Veterans Association Disabled American Veterans active in local chapter/state chapter and National (DAV) Military and Veteran Women Military Consultant on transition support (volunteer)
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the U.S. Navy in 2012, after 30 years Program Manager Naval Medical Center, San Diego Comprehensive Advanced Restorative Effort (CARE program) managing care and "warm handoffs" from DoD to VA care of the DoD's most critically injured service members to VA advanced care
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Science in Operations Management, specializing and certified in Healthcare and Safety Management, University of Arkansas.
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Legion of Merit, Meritorious Service Medal (3) Navy and Marine Corps Commendation Medal (2) Navy and Marine Corps Achievement Medal (5) Other medals and campaign awards recognizing overseas service and deployments to the Mediterranean, South China Sea, Persian Gulf/Middle Eastern region, Horn Of Africa, and other parts of the world in support of Global War on Terrorism Other various operations and unit achievements, including Battle Efficiency

Ms. Robin S. Kelleher

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Employment and Integration Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> President/CEO; Hope For The Warriors Board Member – Military Family and Veterans Service Organizations of America (MFVSOA) Member – Virginia Chamber’s Military & Veterans Affairs Executive Committee Member – Washington Board of Trade and serves on their Membership Committee and Health & Wellness Solution Group Advisory Council – Blue Star Families PAC member – Stonington High School, CT
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Former Military Spouse Military Child/Grandchild
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> BA Bus/Economics; Executive leadership Certificate

Ms. Marquette J. Leveque Navy Veteran

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Employment and Integration Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Global Principal Marketing Manager, Boston Scientific
Prior Military Service or Affiliation	<ul style="list-style-type: none"> U.S. Navy, Submarine Officer (2010-2016)
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Engineering Management, Old Dominion University B.S. Aerospace Engineering, United States Naval Academy
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Navy and Marine Corps Commendation Medal (3) Navy and Marine Corps Achievement Medal (2)

Lieutenant General (Retired) Kevin W. Mangum

Army

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Recruitment and Retention Subcommittee Chair
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Managing Partner, KW Mangum & Associates, LLC Member of Board of Directors, Sentient Science Corporation Member of Army Advisory Board, Mitre Corporation Chairman of the Board, Night Stalker Foundation (501c3 charitable foundation)
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the Army in 2017 after 35 years of service Last assignment: Deputy Commanding General/Chief of Staff, U.S. Army Training and Doctrine Command, Fort Eustis, Virginia
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Business Administration, Webster University US Army War College Fellow, Fletcher School of Law and Diplomacy, Tufts University Bachelor of Science, United States Military Academy
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Distinguished Service Medal with oak leaf cluster Distinguished Flying Cross American Legion Valor Award 2019 Inductee, U.S. Aviation Army Hall of Fame

Sergeant Major (Retired) Caprecia A. Miller

Army

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Well-Being and Treatment Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Director, DoD Safe Helpline, operated by Rape, Abuse & Incest National Network (RAINN) Crisis Intervention Specialist and Hospital Accompaniment for Action in Community Through Service (ACTS) Sexual Assault Services Provider Key Volunteer for Wreaths Across America Court Appointed Special Advocate (CASA) for abused and neglected children
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the U.S. Army in 2019 after 23 years U.S. Army Center for Initial Military Training (USACIMT); Sexual Harassment/ Assault Response & Prevention (SHARP) Program Manager Last Assignment: Senior Enlisted Advisor for the Army's Sexual Harassment/ Assault Response & Prevention (SHARP) Program; Pentagon
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Social Work, George Mason University Bachelor of Science, Criminal Justice, Dallas Baptist University
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Legion of Merit Defense Meritorious Service Medal with one oak leaf cluster 2021 George Mason University Student Advocacy Award

Ms. Ann M. Norris

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Recruitment and Retention Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Senior Adjunct Fellow, Women and Foreign Policy Program, Council on Foreign Relations Consultant, CHANGE Initiative, Mayor's Office, City of Los Angeles Former Principal Deputy Assistant Secretary, Bureau of Legislative Affairs, U.S. Department of State Former Senior Advisor/Counselor, Secretary's Office of Global Women's Issues, U.S. Department of State
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Arts in National Security and Strategic Studies, United States Naval War College Bachelor of Arts in Political Science, emphasis in International Relations, University of California, Los Angeles Bachelor of Arts in American Literature and Culture, University of California, Los Angeles

Rear Admiral (Retired) Mary P. O'Donnell

Coast Guard Reserve

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Recruitment and Retention Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Chief Human Resources and Mission Support Operations Officer, TAE Technologies SVP Human Resources, Tri Alpha Energy Director, Nevada National Security Site Assistant General Manager, Bechtel Nevada Test Site American Legion Rotary Club Board Member, Integrated Recovery Foundation Board Member, Diablo Valley Veterans Foundation Military Readiness Council Flag and General Officers' Network
Prior Military Service or Affiliation	<ul style="list-style-type: none"> United States Coast Guard Reserve, 1973-2004 Member, U.S. Congressional Military Leadership and Diversity Commission
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> BA, Ohio State University MA, Michigan State University MPA, Golden Gate University Naval War College, Tactical Operations National Defense University, Strategic Planning National Defense University, CAPSTONE
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> First woman to be promoted to the rank of Admiral in the U.S. Coast Guard Distinguished Service Medal, Meritorious Service Medal with gold star, Navy Unit Commendation, Korean Theater Medal, Secretary of Defense Badge, various other military awards.

Brigadier General (Retired) Jarisse J. Sanborn

Air Force

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Well-Being and Treatment Subcommittee Chair
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> General Counsel and Associate Executive Director, American Bar Association, 2011-2019 VP/General Counsel, Falcon Foundation Advisory Director, Center for National Security and Human Rights Law, Chicago-Kent College of Law, IL Institute of Technology Trustee, The Air Force Judge Advocate General's School Foundation Inc.
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from U.S. Air Force after 33 years of service Last assignment: Dual-hatted Staff Judge Advocate of Air Mobility Command and Chief Counsel, U.S. Transportation Command Previous: First Staff Judge Advocate of U.S. Northern Command Previous: Triple-hatted Staff Judge Advocate of Air Force Space Command, U.S. Space Command and NORAD
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Juris Doctor, Magna Cum Laude, Creighton University School of Law Master of Science, National Security Studies, National War College Bachelor of Arts, Magna Cum Laude and Phi Beta Kappa, Psychology, Randolph-Macon Woman's College
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Distinguished Service Medal Defense Superior Service Medal with oak leaf cluster Legion of Merit Bronze Star Medal 1985 Air Force Outstanding Young Judge Advocate of the Year 1985 Younger Federal Lawyer of the Year Award, Federal Bar Association DoD Inspector General: Led Congressionally-mandated review of Navy Post-Trial Review Processes – awarded Best Project of Year

Honorable (Colonel Retired) Dawn E. B. Scholz Air Force

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Recruitment and Retention Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Comparative Systems subcommittee member of Congressionally-directed Response Systems to Adult Sexual Assault Crimes Panel Three-time Federal Judge: U.S. Air Force, Social Security Administration, and the Federal Energy Regulatory Commission Member of the National Association of Women Judges
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the U.S. Air Force in 2010 after 30 years Last Assignment: Staff Judge Advocate, Headquarters Pacific Air Forces, Hickam AFB
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Air War College Graduate Law Degree, The George Washington University School of Law Juris Doctorate, University of Oklahoma School of Law Bachelor of Arts, University of Miami, FL
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Legion of Merit with two oak leaf clusters Defense Meritorious Service Medal Lance Sijan Award for Leadership Air Force General Counsel's Award Department of Justice Commendation for Outstanding Performance

Brigadier General (Retired) Allyson R. Solomon Air National Guard

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Recruitment and Retention Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> President, National Guard Youth Foundation Serves on the Women In Military Service For America Memorial Foundation, Council for Strong America, Armed Forces Benefits Association board of directors
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the Air National Guard in 2015 after nearly 36 years Last assignment: Assistant Adjutant General for Air, Maryland Air National Guard
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Master of Arts, Public Administration, Auburn University at Montgomery Bachelor of Arts, Business Administration, Loyola University
Achievements/ Awards/ Recognition	<ul style="list-style-type: none"> Distinguished Service Medal State of Maryland Distinguished Service Cross Maryland Women's Hall of Fame

Dr. (Colonel Retired) Samantha A. Weeks Air Force

DACOWITS Position	<ul style="list-style-type: none"> Committee Member; Employment and Integration Subcommittee Member
Other Positions/ Employment/ Community Involvement	<ul style="list-style-type: none"> Vice President, Corporate Transformation, Shift4 Payments Mission Director, Science & Research, Polaris Dawn Serves on the Only Sky, Inc. board of directors
Prior Military Service or Affiliation	<ul style="list-style-type: none"> Retired from the Air Force in 2020 after 23 years of service USAFADS, Thunderbirds, first female solo demonstration pilot Last assignment: Commander, 14th Flying Training Wing, Columbus AFB, MS
Highest Education (Military/Civilian)	<ul style="list-style-type: none"> Executive and Professional Coaching Certificate, University of Texas, Dallas, 2022 Doctor of Philosophy, Military Strategy, Air University, 2019 Master of Science, Military Strategy, Air University, 2011 Master of Human Relations, University of Oklahoma, 2005 Bachelor of Science, Biology, United States Air Force Academy, 1997
Achievements / Awards/ Recognition	<ul style="list-style-type: none"> International Women’s Forum (IWF) Fellow, 2019-2022 Robert J. Collier Trophy recipient, National Aeronautical Association, 2018 Defense Superior Service Medal Legion of Merit



A poolee from U.S. Marine Corps Recruiting Station Baton Rouge responds to Sgt. Scarlett Sanchez, a drill instructor, during the 2022 Warrior Function held in Baton Rouge, Louisiana, April 30, 2022.

Appendix C

Research Methodology

Appendix C Research Methodology

This appendix provides an overview of DACOWITS' research methodology. The Committee normally conducts its research on a year-long research cycle; however, the Committee's work on the 2023 study topics began one quarter earlier than the normal research cycle as a result of the timing of its restoration.

Study Topic Development

The current research cycle began in June 2022 and will be completed in September 2023. During a research cycle, DACOWITS gathers input on study topics from the DoD, the Military Services, Service members, and the general public. The Committee analyzes the study topic inputs and identifies potential areas of concern, which are briefed to the Sponsor, USD(P&R). The SecDef, via USD(P&R), designates the study topics for DACOWITS to examine based on the synthesis of study topic inputs, current issues affecting servicewomen, and lingering concerns carried over from previous research cycles. Each year following the receipt of the approved study topics, the Committee develops clear, testable research questions to guide its work on these topics. The Committee then identifies the most appropriate methodologies to address each research question (e.g., soliciting written or verbal DoD/Service input through RFIs, performing literature reviews). This methodology information is input into a research plan matrix and revisited quarterly to address new information obtained during the Committee's business meetings and track new questions that arise. This research plan forms the basis for the development of the RFIs the Committee distributes in preparation for each of its quarterly business meetings (see Table C.1).



U.S. Coast Guard Fireman Apprentice Rashel Oramas observes the scenery from the flight deck of USCGC Thetis (WMEC 910) while departing the port of San Juan, Puerto Rico, on Dec. 9, 2021.

Table C.1. DACOWITS’ 2023 Study Topics and Planned Use of Data Sources

Study Topic	Data Sources	
	Responses to RFIs	Other Sources
Recruitment and Retention		
Recruitment Initiatives to Increase Women’s Propensity to Serve	●	●
Retention Initiatives for Servicewomen	●	●
Employment and Integration		
Gender Integration	●	●
Women in Aviation	●	●
Physical Fitness Standards	●	●
Well-Being and Treatment		
Pregnancy in the Military	●	●
Gender Discrimination	●	●

As shown in the timeline presented in Figure C.1, data collection activities progress throughout the research year after the Committee develops its study plan. As noted previously, the Committee received the 2023 study topics one quarter earlier than normal (in June instead of September).



Capt. Kristal M. Wong, an Executive Officer for the Buckley Garrison commander, poses for a photo on Buckley Space Force Base, April 25, 2022.

Figure C.1. Standard Timeline of Key Research Activities for DACOWITS Research Lifecycle



Note: RFI = request for information

Requests for Information

In advance of each quarterly business meeting, DACOWITS prepares RFIs for DoD, the Military Services, and other entities as appropriate. These requests include targeted research questions and the preferred delivery method for each request (i.e., briefing during a quarterly meeting or a written response). The Committee's RFIs take many forms, including requests for data, policy briefs, literature reviews, and status updates. DACOWITS received responses to RFIs during each of its quarterly business meetings thus far (held in June 2022, September 2022, and December 2022) and will receive additional RFI responses for this research cycle during the March 2023, June 2023, and September 2023 quarterly business meetings. RFIs the Committee has received so far to address its new study topics are listed in Chapter 5.

Focus Groups

The Committee conducts focus groups with Service members during its annual installation visits. Focus groups enable DACOWITS to gather on-the-ground perspectives about its study topics, providing an additional data source to support the development of its recommendations to the SecDef. Due to the Coronavirus disease (COVID-19) pandemic and the Committee's suspension, DACOWITS has not conducted focus groups since 2019. DACOWITS plans to conduct focus groups during its 2023 research cycle in April and May 2023.

Review of Other Planned Data Sources

Throughout the year, Committee members review data sources in addition to RFI responses. The DACOWITS Executive Staff prepares research reports and digests timely news articles for Committee members. The DACOWITS research contractor conducts formal literature reviews on DACOWITS' behalf; these studies include detailed reviews of recent peer-reviewed literature and data on the civilian population and international militaries. The research contractor team also assists DACOWITS by conducting ad hoc data analyses.

Recommendation Development

Committee members vote publicly on recommendations to the SecDef after conducting research throughout the year. Members develop these recommendations after thoroughly examining RFI responses and all other information received and uncovered throughout the year. These recommendations are then compiled into a final report, which the Committee will approve and sign. DACOWITS will vote on the 2023 recommendations during the September 2023 quarterly business meeting.



Chief Information Systems Technician Maryam Beck, from Mandaluyong, Philippines, poses for an environmental photo aboard the Nimitz-class aircraft carrier USS Abraham Lincoln (CVN 72).

Appendix D

Historical Review of the Influence of DACOWITS, 1951 to Present: A 70-Year Review

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

1951 to present: A 70 year review



Secretary of Defense
Federal Advisory Committee

Cover photos

Top right

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

Middle right

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

Bottom right

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

Top left

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

Bottom left

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

Center

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

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



December 2020

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

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

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

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

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

Chapter 1. Introduction

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



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

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

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

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

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

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

Notes:

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

^a U.S. Department of Veterans Affairs, National Center for Veterans Analysis and Statistics, 2017¹

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

^c U.S. Army, n.d.²

^d Of this number, 7,500 women were deployed abroad.

^e Bellafaire, 2019³

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

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



Photo from the DACOWITS archives

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

During the Civil War (1861 to 1865), most women who served were nurses who provided medical care to both Union and Confederate troops; it is estimated 6,000 women provided nursing support.⁸ In 1862, women served on *Red Rover*, the Navy's first hospital ship, providing medical care to Union soldiers.⁹ Women also served as cooks, laundresses, and clerks. Several hundred women disguised themselves as men to serve on the battlefield. These women went to great lengths to join the fight and conceal their identity by cutting their hair; adopting new, masculine names; binding their breasts; and padding their trouser waists.¹⁰ The Civil War produced the first and only woman to receive the Medal of Honor. Dr. Mary Walker served as a surgeon, providing life-saving medical care to troops. Her Medal of Honor, first awarded in 1865^j, described how she "devoted herself with much patriotic zeal to the sick and wounded soldiers, both in the field and hospitals, to the detriment of her own health."¹¹ Near the end of the 19th century, approximately 1,500 civilian women were contracted as nurses to serve in domestic Army hospitals during the Spanish-American War.¹²

Expansion of Women's Service in Nursing and Administrative Roles

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



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

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

related shortages. The first enlisted woman was 21-year-old Loretta Perfectus Walsh, who was sworn in March 21, 1917. She worked as a Navy recruiter, sold bonds, and helped nurse sick influenza patients during the 1918 Spanish Flu pandemic.¹⁶ Female yeomen worked in Washington, D.C., primarily performing clerical and other office work but sometimes serving as mechanics, truck drivers, camouflage designers, cryptographers, telephone operators, and translators.¹⁷ In 1918, the then-Secretary of the Navy allowed women to enlist in the Marine Corps for the first time. Opha May Johnson, the first woman to join the Marine Corps, enlisted August 13, 1918.¹⁸

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

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

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

By the start of the Korean War, approximately 22,000 women were serving in the U.S. military, 30 percent of whom were in the medical or healthcare field.²⁹ While few women deployed outside of the continental United States during the conflict, a total of 120,000 women served during the Korean War.³⁰ In 1951, during the Korean War, DACOWITS was established to advise on the recruitment of women into the U.S. military.³¹ A notable first at the end of the 1950s was the promotion of Anna Der-Vartanian to master chief petty officer; she became the first woman in the Military Services promoted to the rank of E-9.³² Despite these progressive steps toward opening military service for women after World War

II, President Truman signed Executive Order 10240 in 1951, which allowed DoD to discharge women who were pregnant, gave birth during service, or who already had children. This policy requiring the involuntary separation of women who were pregnant or had children persisted until 1975.³³

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



Photo from the DACOWITS archives

During the course of the Vietnam War, approximately 7,000 servicewomen served in Southeast Asia; 8 died in the line of duty, including 1 woman who was killed by enemy fire.³⁴ Modifications to the Women's Armed Services Integration Act in 1967 lifted the restriction on women composing more than 2 percent of military personnel, which allowed women to reach more senior officer ranks for the first time.³⁵ Brigadier General Anna Mae Hays, who began her service in 1942 as an Army nurse, became the first woman general officer in the Military Services in 1970.³⁶ In 1973, the U.S. military ended conscription, becoming an All-Volunteer Force. This significant change to the structure of military staffing necessitated a greater need for the recruitment of and reliance on women because there were not enough

qualified male volunteers to meet the demand for military service.³⁷ The 1970s also opened the door for women to access additional training and professional development opportunities, the Reserve Officers' Training Corps (ROTC), and the Military Service Academies (MSAs). In 1976, President Gerald Ford signed a law allowing women to enter the MSAs,³⁸ the first classes to include women graduated in 1980. Shortly thereafter women gained recognition as top graduates at each MSA. These women included the first female top graduate at the Naval Academy in 1984,³⁹ at the Coast Guard Academy in 1985,⁴⁰ and at the Air Force Academy in 1986,⁴¹ and the first female brigade commander and first female captain at the U.S. Military Academy at West Point in 1989.⁴²

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



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

Expansion of Combat Roles for Women



Photo from the DACOWITS archives

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

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

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

Because of the nontraditional battlefields of Iraq and Afghanistan, support units were often in close proximity to active engagements, which resulted in higher than expected fatalities among female Service members. During these operations a greater relative percentage of women than men were wounded and later died: 35.9 percent of women (19) versus 17.0 percent of men (793) in OIF, and 14.5 percent of women (103) versus 12.0 percent of men (4,226) in OEF.⁵¹ Because of the nature of the fighting in Iraq and Afghanistan and women's contributions during this time, DoD reassessed the definition of direct ground combat.⁵⁵ In 2010, the Navy announced it would begin allowing women to serve on nuclear submarines. Female officers were assigned to submarines starting in 2011, and enlisted women began serving on submarines in 2015.⁵⁶

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

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

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

Sources: Women in Military Service for American Memorial Foundation, n.d.⁵² Naval History and Heritage Command, 2017⁵³ Army.mil Features, n.d.⁵⁴

following a unanimous recommendation by the Joint Chiefs of Staff, then-Secretary of Defense Leon Panetta lifted the ban on women participating in the ground Services.⁵⁷ As a result of this policy change, military occupations could remain closed to women only by exception and only if approved by the Secretary of Defense.⁵⁸ That same year, the first Marine Lioness team (the precursor to female engagement teams) formed and deployed to Iraq. These female teams were focused on developing “trust-based and enduring relationships” with the Iraqi women they encountered on their patrols.^{59,60} These teams later deployed to Afghanistan and allowed servicewomen to work with Afghan women and gather critical information in support of the mission. In 2015, then-Secretary of Defense Ashton Carter announced women would be permitted to apply for all combat units and positions without exception starting January 1, 2016.⁶¹ This decision mandated each Military Service develop a plan to ensure women were fully integrated into combat roles deliberately and methodically.⁶²

Women in the Military Today

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



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

Chapter 3. History of DACOWITS, 1951 to Present

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

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

Source: New York Times, 1951⁶⁵

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

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

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



Photo from the DACOWITS archives

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

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

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

Committee Size and Membership

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



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

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

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

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

Table 3.1. DACOWITS Chairs, 1951 to Present

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

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

Committee Organizational Structure

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

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



Photo from the DACOWITS archives

Areas of Focus Over the Years

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



Photo from the DACOWITS archives

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

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

strategies, retention and exit surveys, women in aviation, women in space, gender implementation plans, the Army Combat Fitness Test, the effect of grooming standards on women's health, primary caregiver leave, and caregiver sabbaticals. In addition to annual topic areas of focus, DACOWITS has also established themes in certain years to guide its efforts, such as "Recall to Duty-1971" and "Salute to Women in the Services" in 1971—the Committee's 20th anniversary year—and "Changing Roles of Women in the Armed Forces" in 1977. The recommendations DACOWITS makes each year are directly related to the topics it has studied. Finally, some topics that originally fell under DACOWITS' purview have been taken over by new Federal Advisory Committees—for example, the DoD Military Family Readiness Council, which was established in 2008, and the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces, which was established in 2016.⁷³ An overview of the breadth of topics DACOWITS recommendations have addressed are presented in Chapter 4.



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

Installation Visits

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

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

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

Figure 3.1 Summary of DACOWITS Installation Visits, 1951 to 2020



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

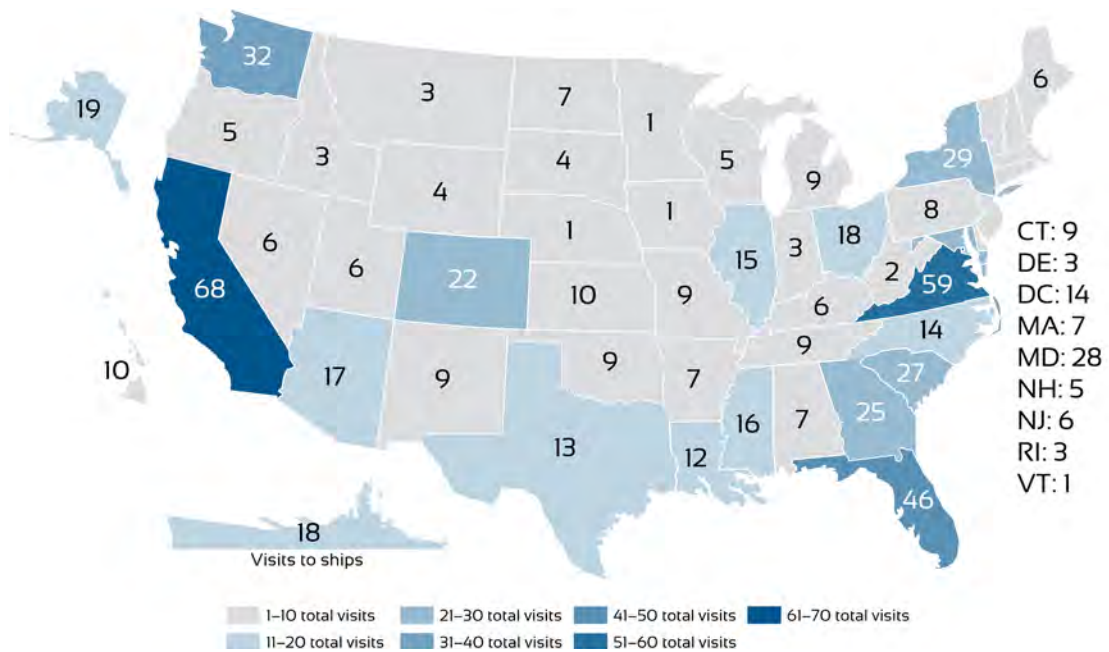
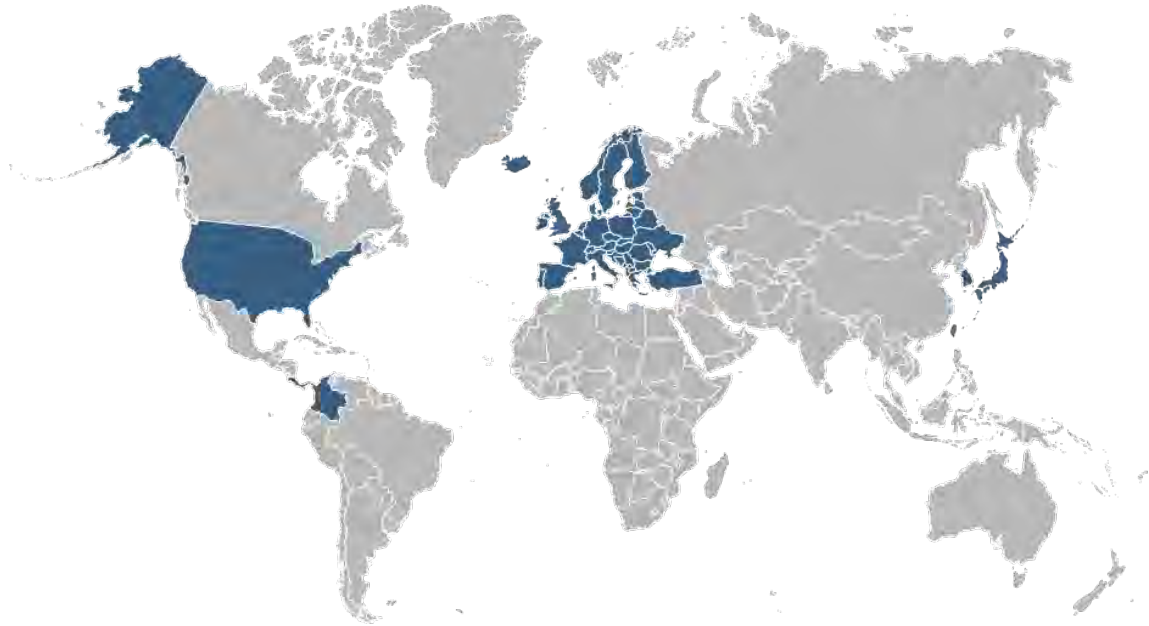


Figure 3.3. Countries Visited by DACOWITS, 1951 to 2020



Guidance for Committee Members

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



Photo from the DACOWITS archives

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

DACOWITS Support of Other DoD Activities

Historically, DACOWITS members have engaged in various DoD activities outside the scope of the Committee's efforts to advise the Secretary of Defense. Members of the Committee have participated in a variety of DoD celebrations and ceremonies to help increase public awareness of DACOWITS. These events have included the 1952 White House ceremony to commemorate the first issue of a postage stamp honoring women in the U.S. military; the 1995 ceremony to break ground for the Women in Military Service for America Memorial (also known as the Women's Memorial); and the 2001 ceremony at the Army Women's Museum in Fort Lee, Virginia, to commemorate DACOWITS' first installation visit to the Women's Army Corps Training Center in 1951. More recently, the Committee has continued to publicly celebrate and support women in the Military Services by cohosting a 2017 event with the U.S. Department of Veterans Affairs' Center for Women Veterans to celebrate Loretta P. Walsh, the first woman to enlist into U.S. military service, who joined March 21, 1917.⁷⁴



Photo from the DACOWITS archives

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

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



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

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

Looking Ahead: The Future of DACOWITS

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



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

Chapter 4. Analysis of DACOWITS Recommendations, 1951 to Present

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

Trends in DACOWITS Recommendations

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



Photo from the DACOWITS archives

Recommendation Analysis Methods

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

Coding Recommendations by Theme

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

ⁱⁱⁱ Recommendations made prior to 2018

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

Coding Recommendations by Type

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

Coding Recommendations by Purpose

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

Coding Recommendations by Target Entity

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

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

Common Themes Addressed in Recommendations

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

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

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

^v Recommendations that were directed to two or three Services are included in the Service-specific category.

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

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

Notes:

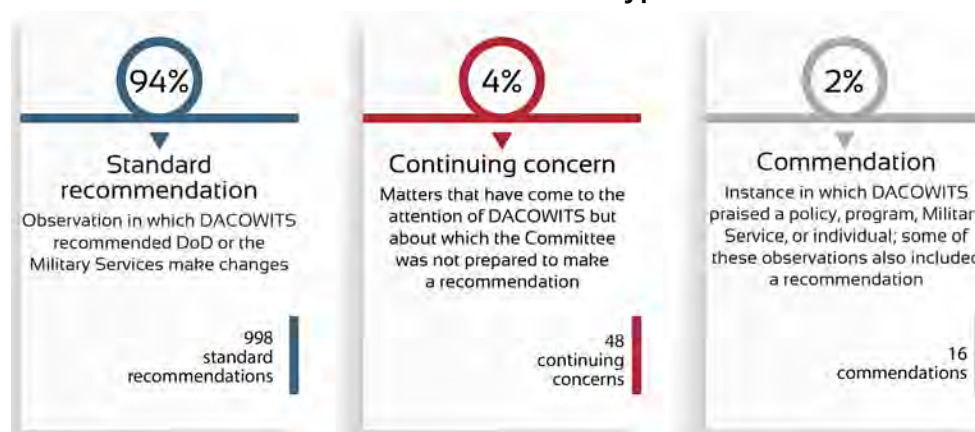
MSA = Military Service Academies

Sources: DoD, DACOWITS, 1967–2020^{77,78}

Common Types of Recommendations

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

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



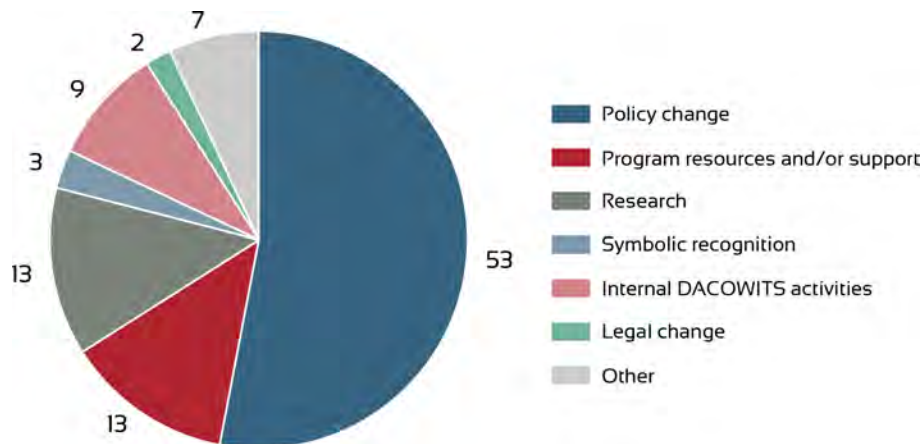
Sources: DoD, DACOWITS, 1967–2020^{79,80}

Common Purposes of Recommendations

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

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

Figure 4.2. Percentage of DACOWITS Recommendations by Purpose

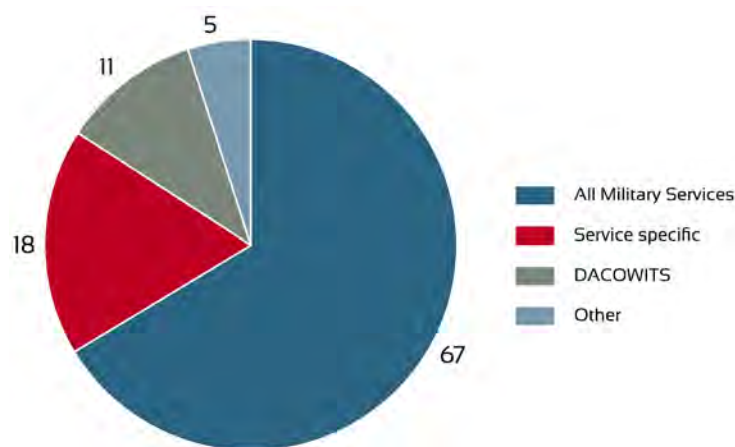


Sources: DoD, DACOWITS, 1967–2020^{81,82}

Common Target Entities for Recommendations

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

Figure 4.3. Percentage of DACOWITS Recommendations by Target Entity



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

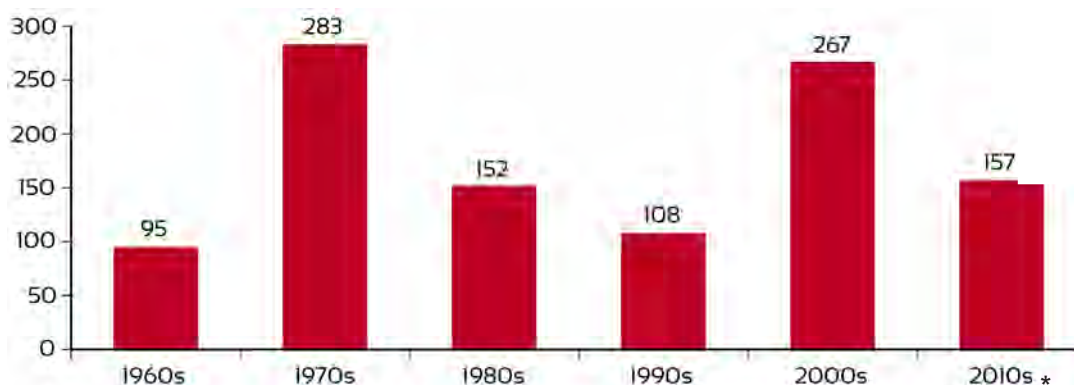
Sources: DoD, DACOWITS, 1967–2020^{83,84}

^{vi} Recommendations that were directed to two or three Services are included in the Service specific category.

DACOWITS Recommendations Across the Decades

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

Figure 4.4. Number of DACOWITS Recommendations by Decade



Note:

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020 ^{85,86}

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

History of DACOWITS Areas of Concern as Reflected in Its Recommendations

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

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

Figure 4.5. DACOWITS Recommendations by Topic and Decade

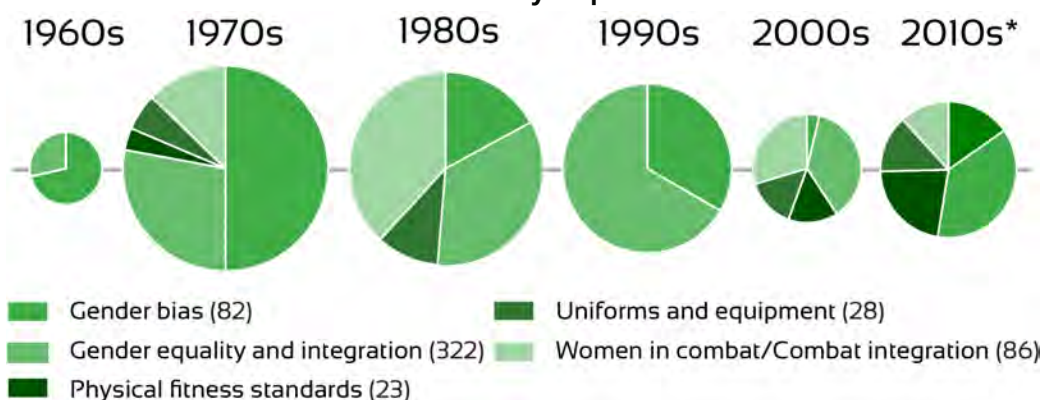


Note:
 Recommendations that addressed two themes were double-counted in totals.
 Size of circles in this figure represents the number of associated recommendations for each decade.
 *The year 2020 is included in 2010s
 Sources: DoD, DACOWITS, 1967–2020^{87, 88}

Gender Equality and Integration

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

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



Note:

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

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020^{89,90}

Women in combat

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

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

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

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



Photo from the DACOWITS archives

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

Gender bias

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

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

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

Examples of recommendations related to gender bias included the following:

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



Photo from the DACOWITS archives

Uniforms

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

Examples of recommendations related to uniforms included the following:

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

Physical fitness standards

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

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

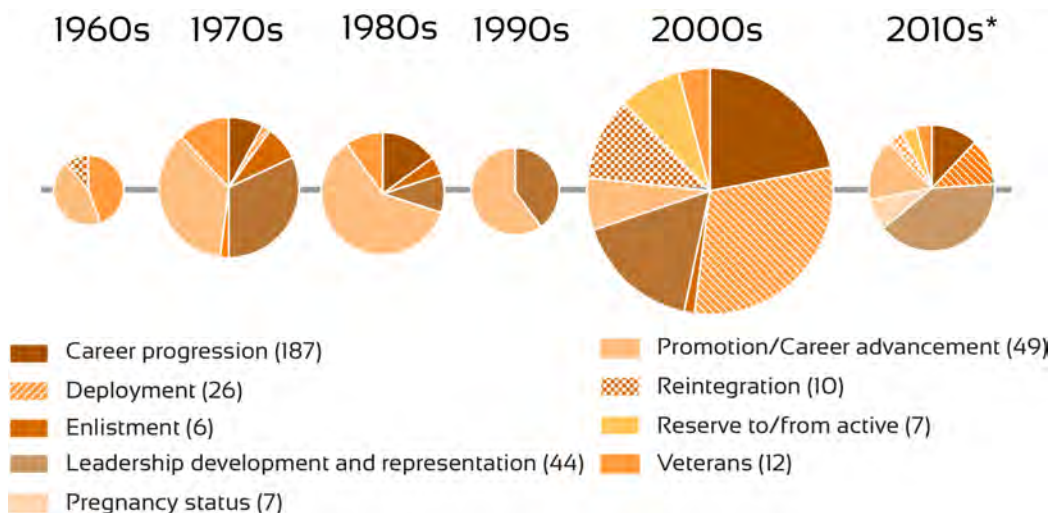
- **Developing nondiscriminatory occupational physical standards. (1975)** “DACOWITS recommends that the Military Departments develop non-discriminatory physical standards for the assignment of military personnel to select military specialties. Matching an individual’s physical capabilities to the specific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

Career Progression

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

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

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



Notes:

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

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020 ^{92,93}

Promotion and career advancement

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

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



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

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

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

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


- **Promoting and appointing medical specialists and nurses. (1968)** "DACOWITS recommends where legislation provides for appointment of commissioned officers in the Regular Service and restricts appointment with regard to certain components that all such exceptions be repealed; for example, (Section 8288 (a) and (b) of Title 10 U. S. C. which relates to Air Force Nurses and Medical Specialists)."
- **Encouraging equal opportunities for women earning flag officer rank. (1975)** "DACOWITS recommends that the Department of Defense vigorously pursue passage of DOPMA by Congress during the calendar year 1975; if DOPMA is not enacted by Congress, that provision be made for separate legislation to be introduced in 1975 to equalize opportunities for women in the armed services to be promoted to flag/general officer rank, to provide an opportunity for members of the Army Nurse Corps to exercise command within the Army medical Department, and to improve the opportunity of nurses and medical specialists for appointment and promotion..."
- **Appointing, retaining, and compensating nurses. (1989)** "DACOWITS recommends that the Secretary of Defense take timely and positive action to resolve nurse accession, retention, compensation, promotion, and motivation issues through appropriate measures to include legislation."
- **Promoting career retention. (2004)** "The Services should review existing programs and policies designed to promote career retention, identifying and reporting on opportunities to apply them more broadly, especially to married officers with children."
- **Appointing enlisted women. (2014)** "All Services should systematically increase the accessions of women into the enlisted ranks."
- **Increasing women's retention at senior levels, with emphasis on racial and ethnic diversity. (2019)** "The Secretary of Defense should direct the Military Services to develop and implement initiatives to increase senior female representation as a part of the Total Force, at the E-9 and O-7 and above grade levels, to include emphasis on increasing racial and ethnic diversity at these levels."

Photo from the DACOWITS archives

Leadership development and representation

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

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

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

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

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



Photo from the DACOWITS archives

Deployment

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

Examples of recommendations related to deployment included the following:

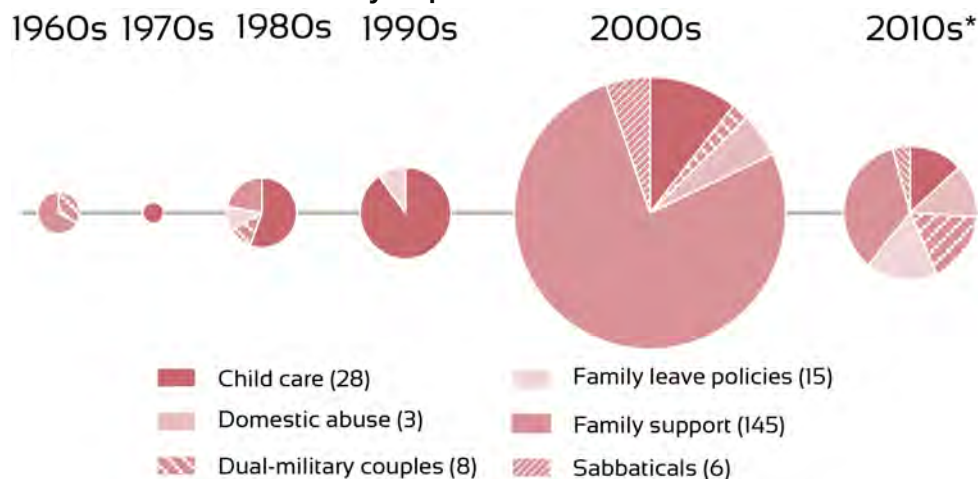
- **Extending dependent entitlements for deployed Service members. (1978)** “DACOWITS recommends that OSD and the Services continue to pursue extension of dependency entitlements to junior service women and men assigned overseas.”
- **Supporting families during deployments. (2004)** “Leadership should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

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

Family Support

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

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



Notes:

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

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020^{94,95}

Child care

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

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

Examples of recommendations related to child care included the following:

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

Family leave policies

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

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

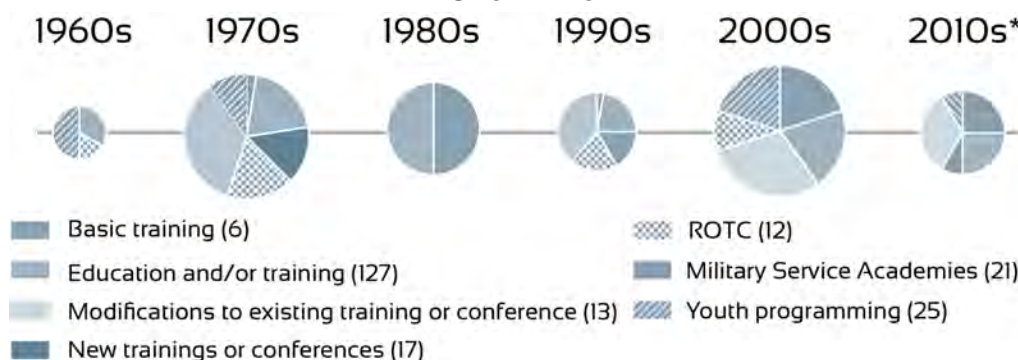
- **Ensuring access to postpartum leave. (1988 and 1998)** “DACOWITS recommends that all Services grant 6 weeks post-partum non-chargeable leave. The DACOWITS commends the Navy for its recent actions designed to extend post-partum non-chargeable leaves.”

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

Education and/or Training

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

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



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

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020^{96, 97}

Youth programming

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

Examples of recommendations related to youth programming included the following:

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

MSAs

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

Examples of recommendations related to the MSAs included the following:

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

New trainings or conferences

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

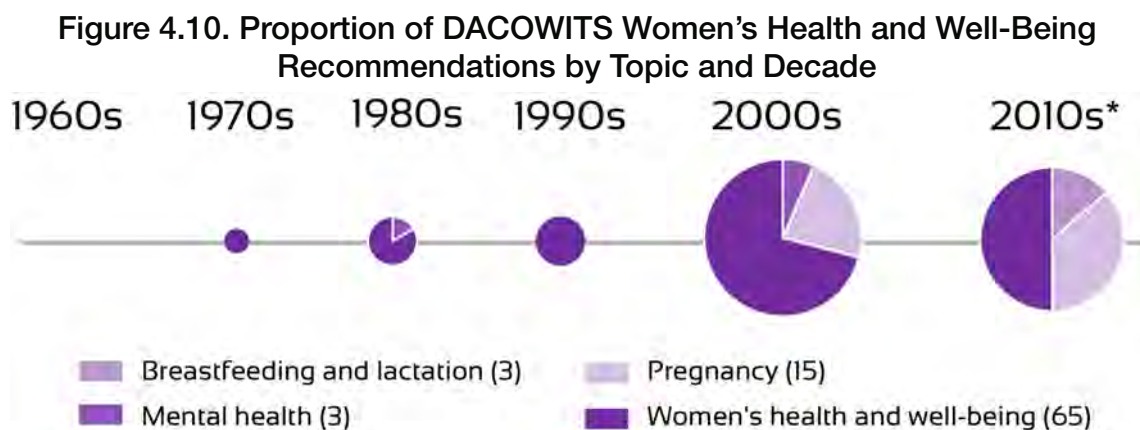
Examples of recommendations related to new trainings and conferences included the following:

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

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

Women’s Health and Well-Being

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



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

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020^{98,99}

Pregnancy

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

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

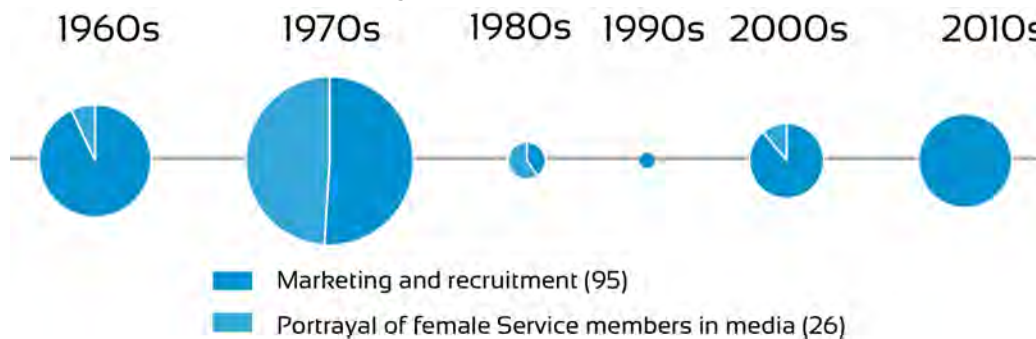
Examples of recommendations related to pregnancy included the following:

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

Marketing and Recruitment

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

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



Note:

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

*The year 2020 is included in 2010s.

Sources: DoD, DACOWITS, 1967–2020^{100,101}

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

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

Additional Recommendations

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

Internal to DACOWITS

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

Benefits and entitlements

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

Sexual harassment and sexual assault

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

Communication and/or dissemination

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

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

Reserve and Guard Components

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

Retention

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

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

Unit culture and morale

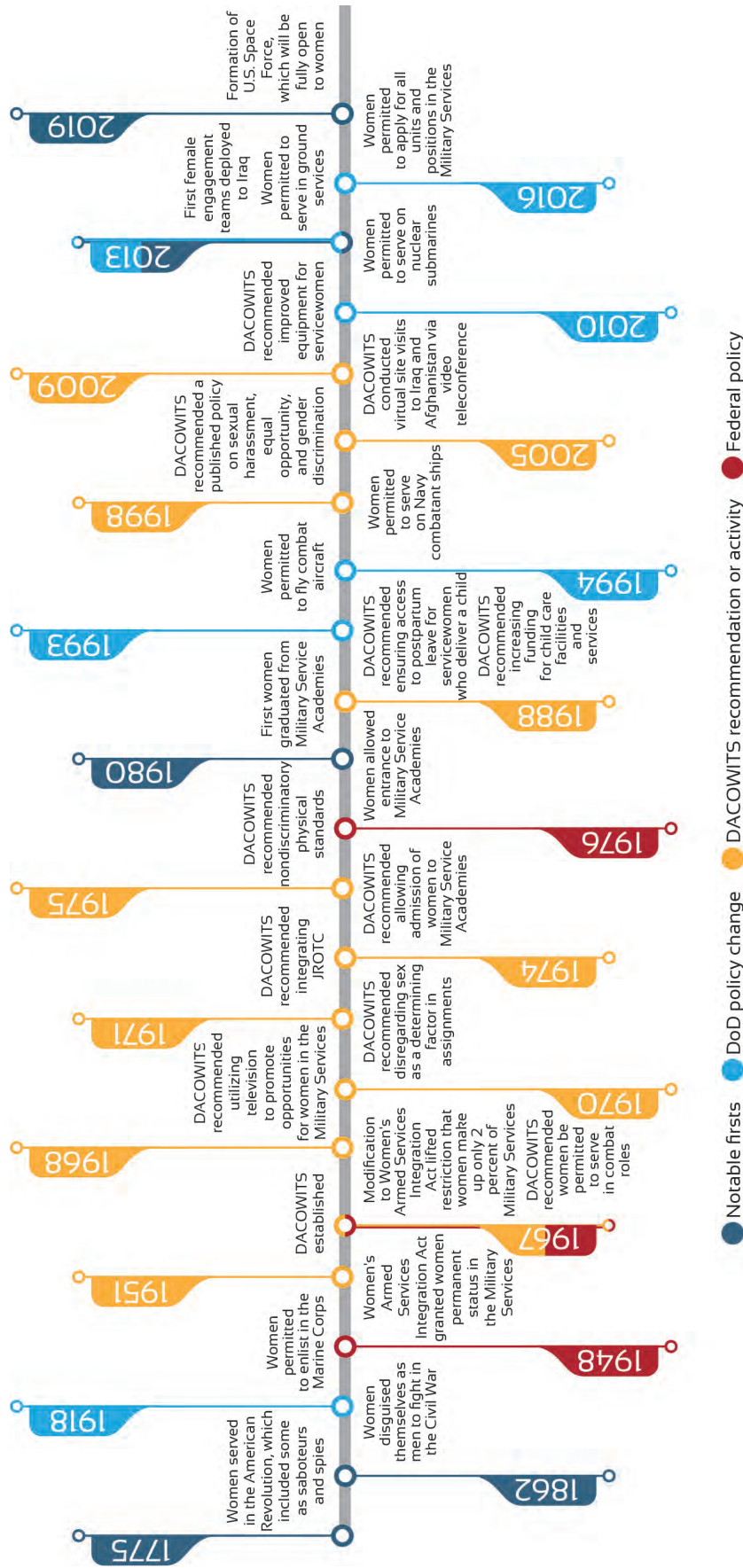
DACOWITS made nine recommendations on unit culture and morale between 1980 and 2012. Initially, these recommendations focused on urging the Services to reemphasize its Human Goals principles for all Service members and the morale of women in the military. In 1982, DACOWITS recommended "each Military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

Chapter 5. Conclusion

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

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

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



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

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End of Appendix D



Defense Advisory Committee on Women in the Services



Lt. j.g. Cecelia Hosley administers an oath of enlistment for Petty Officer 2nd Class Malerie Bell during a re-enlistment ceremony aboard the Coast Guard Cutter Angela McShan as the U.S. Air Force Thunderbirds flyover during the Atlantic City Airshow near Atlantic City, N.J., Aug. 18, 2021.

Appendix E

Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2018–2022

Appendix E

Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2018–2022

This appendix presents the percentages of men and women in each rank for each Service, including the Reserve and Guard, in 2022. It also presents the changes in gender distribution within each Service from 2018 through 2022. The figure and tables in this appendix were calculated using DoD data.²³¹

Table E.1. Gender Distribution of Service Members by Component and Rank, September 2022



Airman 1st Class Naya Copeland and Senior Airman Gabriel Robinson are assigned as Force Protection augmentees at Al Dhafra Air Base, United Arab Emirates, Dec. 20, 2021.

Rank	Active Component Total				Reserve Component Total				National Guard Total			
	Female		Male		Female		Male		Female		Male	
	#	%	#	%	#	%	#	%	#	%	#	%
O10	4	9.3	39	90.7	N/A	N/A	N/A	N/A	0	0.0	1	100.0
O9	13	8.3	143	91.7	0	0.0	2	100.0	0	0.0	5	100.0
O8	21	6.9	283	93.1	18	23.1	60	76.9	14	10.3	122	89.7
O7	41	10.1	363	89.9	33	18.3	147	81.7	43	13.8	268	86.2
O6	1,615	14.0	9,910	86.0	867	20.2	3,418	79.8	302	12.9	2,047	87.1
O5	4,670	16.4	23,829	83.6	2,944	20.9	11,128	79.1	1,248	15.6	6,751	84.4
O4	9,235	19.5	38,016	80.5	4,837	21.7	17,427	78.3	1,869	16.5	9,469	83.5
O3	16,766	22.1	59,111	77.9	4,579	27.2	12,248	72.8	2,658	18.4	11,806	81.6
O2	7,487	23.0	25,034	77.0	2,296	31.5	4,996	68.5	1,835	20.0	7,354	80.0
O1	6,643	23.9	21,184	76.1	1,253	30.3	2,885	69.7	1,848	21.9	6,595	78.1
Officer Total	46,495	20.7	177,912	79.3	16,827	24.3	52,311	75.7	9,817	18.1	44,418	81.9
W5	69	9.0	697	91.0	17	13.5	109	86.5	23	5.7	382	94.3
W4	256	8.3	2,826	91.7	98	12.1	714	87.9	165	10.2	1,447	89.8
W3	468	9.0	4,751	91.0	153	13.7	960	86.3	244	9.2	2,419	90.8
W2	876	10.4	7,507	89.6	247	17.8	1,144	82.2	320	12.6	2,222	87.4
W1	344	9.6	3,223	90.4	84	14.9	480	85.1	241	13.9	1,496	86.1
Warrant Total	2,013	9.6	19,004	90.4	599	15.0	3,407	85.0	993	11.1	7,966	88.9
E9	1,316	12.1	9,521	87.9	538	19.3	2,245	80.7	506	12.4	3,564	87.6
E8	3,679	13.4	23,764	86.6	2,365	24.0	7,469	76.0	1,693	14.8	9,768	85.2
E7	14,052	14.4	83,289	85.6	6,463	23.0	21,646	77.0	6,405	17.3	30,681	82.7
E6	25,790	14.8	148,112	85.2	10,764	22.7	36,586	77.3	9,432	17.1	45,672	82.9
E5	42,420	18.4	188,401	81.6	13,892	23.7	44,813	76.3	14,633	18.5	64,397	81.5
E4	48,974	18.2	219,757	81.8	18,794	25.9	53,631	74.1	26,116	21.8	93,527	78.2
E3	34,614	18.1	156,129	81.9	6,588	21.3	24,305	78.7	11,408	25.8	32,807	74.2
E2	8,711	15.7	46,717	84.3	1,633	20.9	6,199	79.1	3,528	27.8	9,142	72.2
E1	7,165	16.6	35,959	83.4	1,842	25.8	5,304	74.2	2,121	25.8	6,095	74.2
Enlisted Total	186,721	17.0	911,649	83.0	62,879	23.7	202,198	76.3	75,842	20.4	295,653	79.6
Total	235,229	17.5%	1,108,565	82.5%	80,305	23.7	257,916	76.3	86,652	19.9	348,037	80.1

Figure E.1. Gender Distribution of Active Component Service Members by Rank, September 2022

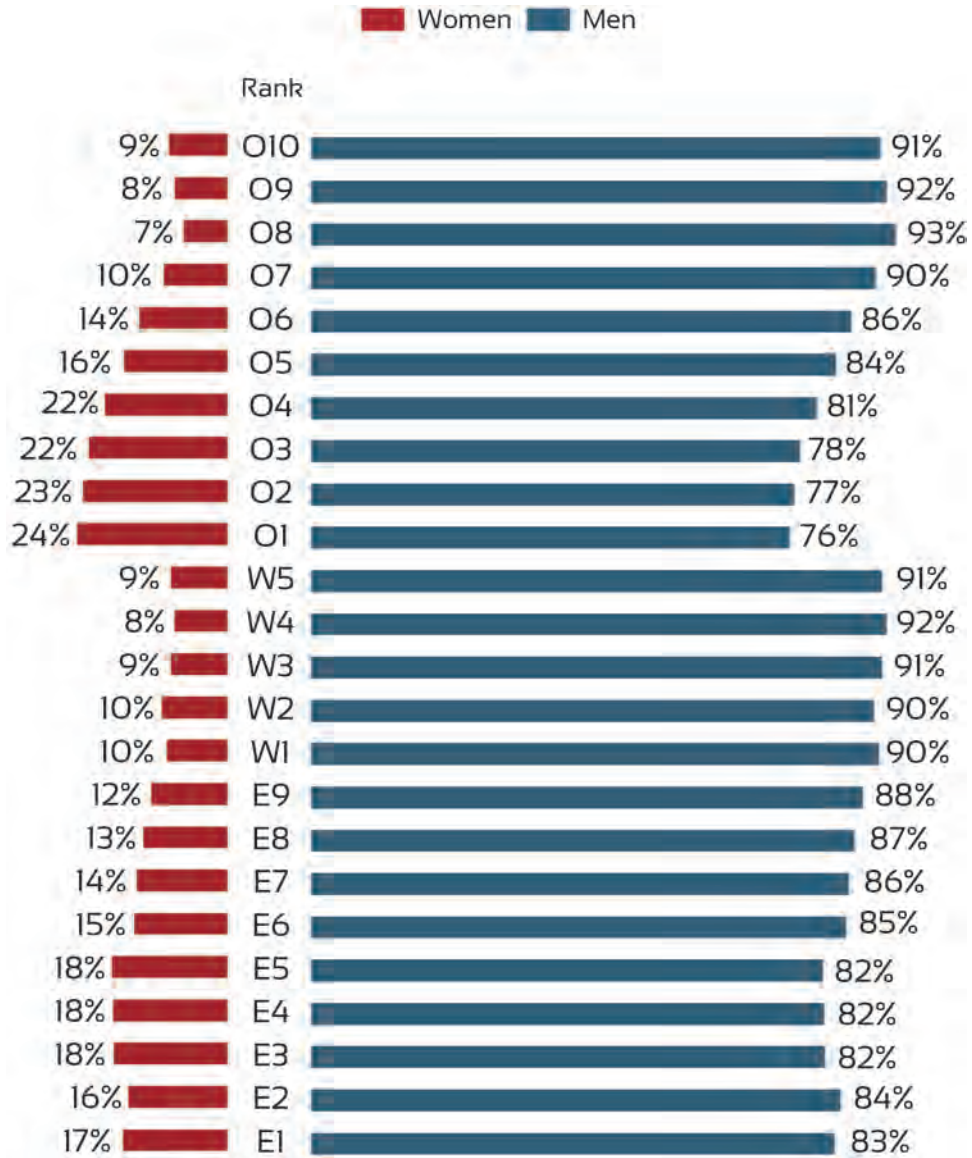


Figure E.2. Gender Distribution of Reserve Component Service Members by Rank, September 2022

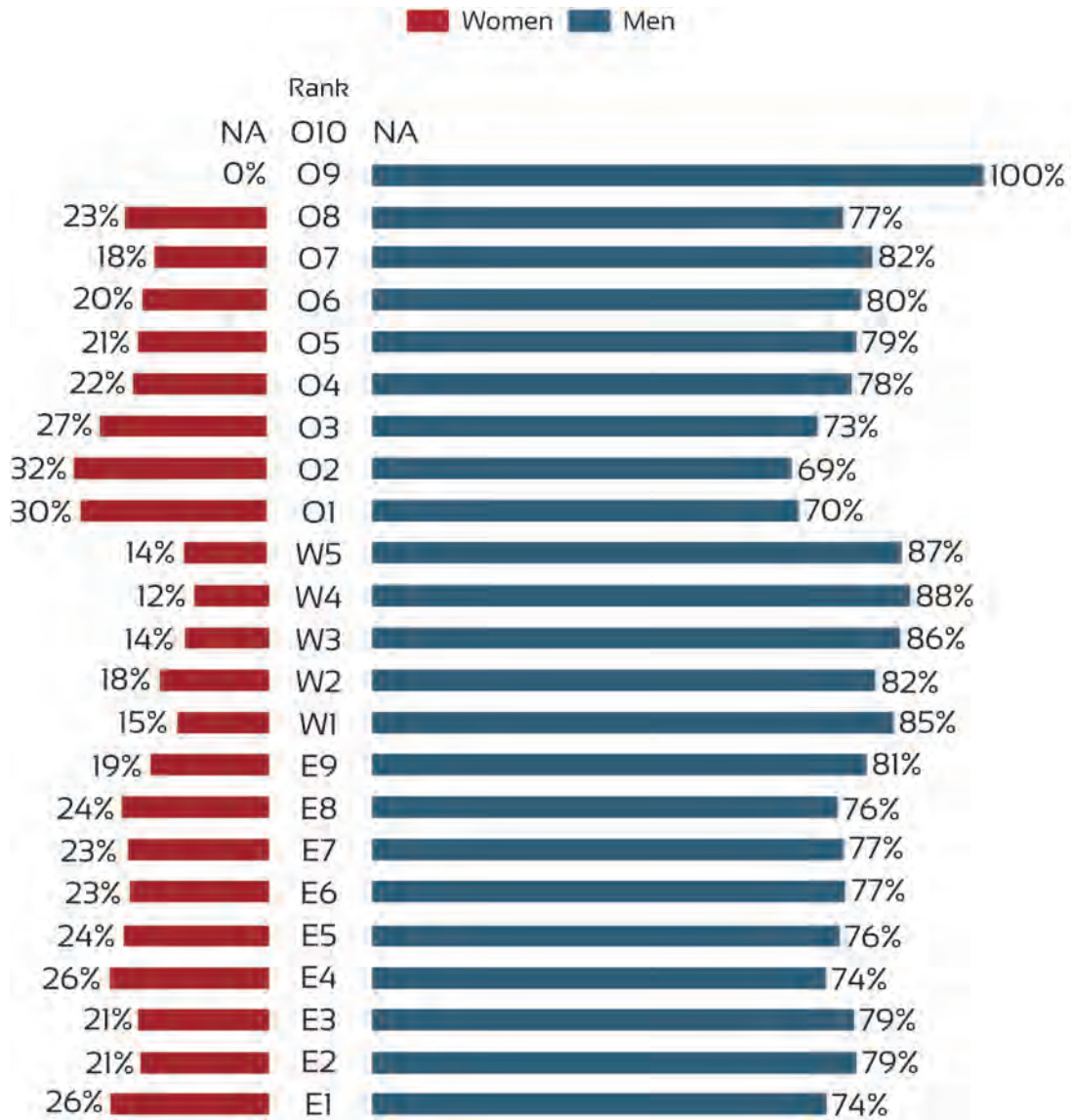


Figure E.3. Gender Distribution of National Guard Service Members by Rank, September 2022

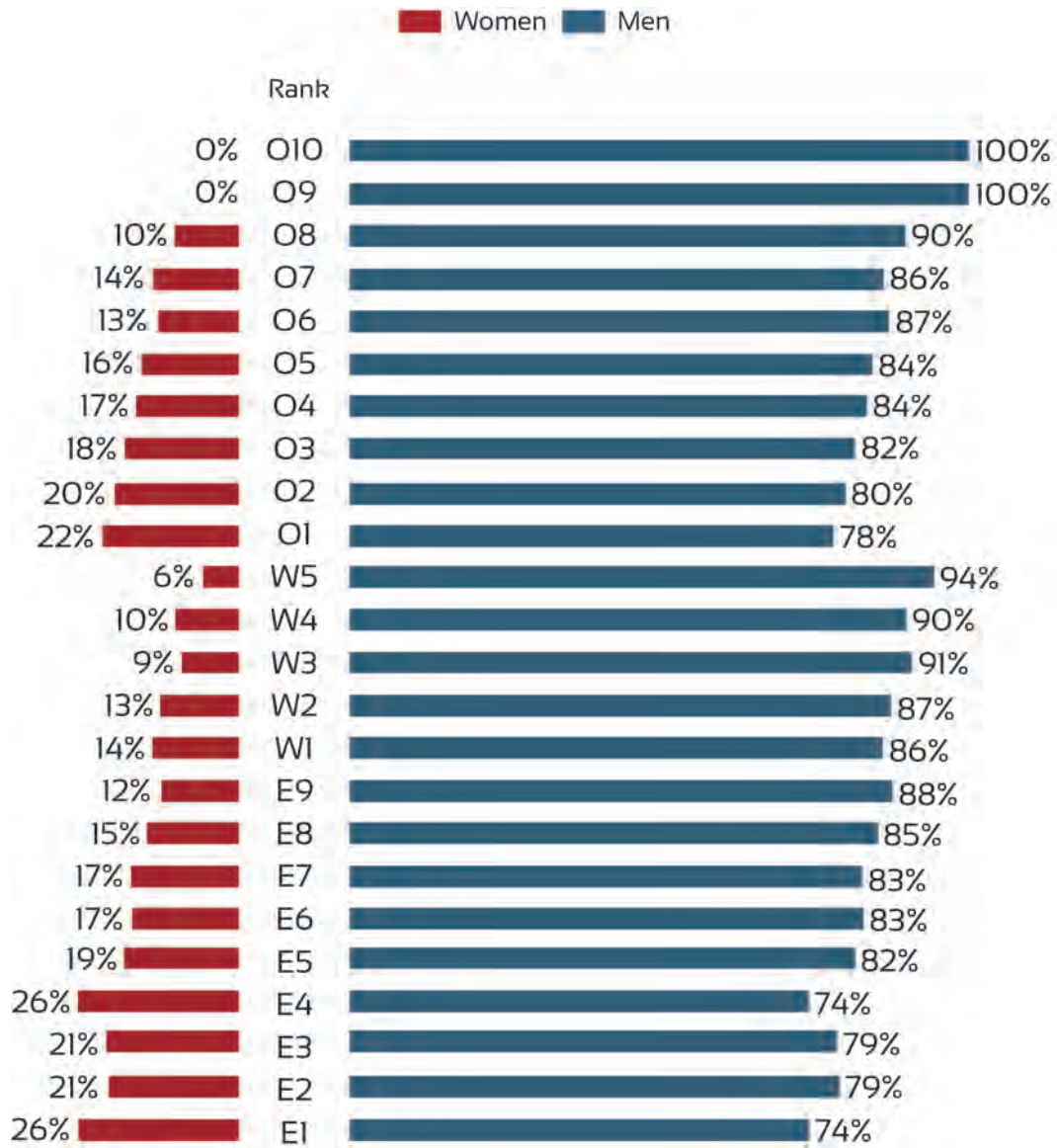


Table E.2. Gender Distribution of Active Component Service Members by Service and Rank, September 2022

Rank	Army				Navy				Marine Corps				Air Force				Space Force				Coast Guard			
	Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
O10	1	6.3	15	93.8	1	10.0	9	90.0	0	0.0	3	100.0	1	10.0	9	90.0	0	0.0	2	100.0	1	50.0	1	50.0
O9	4	8.7	42	91.3	3	8.8	31	91.2	0	0.0	17	100.0	5	10.2	44	89.8	1	16.7	5	83.3	0	0.0	4	100.0
O8	5	4.6	103	95.4	3	4.4	65	95.6	1	3.4	28	96.6	9	11.5	69	88.5	1	33.3	2	66.7	2	11.1	16	88.9
O7	14	11.9	104	88.1	8	7.7	96	92.3	2	5.6	34	94.4	13	11.3	102	88.7	0	0.0	11	100.0	4	20.0	16	80.0
O6	521	13.8	3,246	86.2	401	12.3	2,864	87.7	37	5.6	618	94.4	556	17.3	2,657	82.7	26	12.4	184	87.6	74	17.8	341	82.2
O5	1,559	17.5	7,343	82.5	988	14.6	5,772	85.4	132	6.8	1,818	93.2	1,677	18.1	7,573	81.9	100	15.0	567	85.0	214	22.1	756	77.9
O4	3,030	18.8	13,101	81.2	2,210	20.4	8,627	79.6	284	7.1	3,727	92.9	3,205	23.3	10,546	76.7	149	16.0	785	84.0	357	22.5	1,230	77.5
O3	5,776	21.2	21,436	78.8	4,562	24.1	14,333	75.9	541	9.3	5,285	90.7	5,086	24.8	15,426	75.2	245	18.4	1,090	81.6	556	26.5	1,541	73.5
O2	2,836	23.2	9,373	76.8	1,699	23.2	5,625	76.8	514	13.3	3,347	86.7	1,970	26.3	5,514	73.7	125	24.0	396	76.0	343	30.6	779	69.4
O1	2,337	23.1	7,774	76.9	1,720	23.8	5,521	76.2	453	15.7	2,433	84.3	1,722	27.4	4,559	72.6	149	29.3	360	70.7	262	32.8	537	67.2
Officer Total	16,083	20.5	62,537	79.5	11,595	21.3	42,943	78.7	1,964	10.2	17,310	89.8	14,244	23.4	46,499	76.6	796	19.0	3,402	81.0	1,813	25.8	5,221	74.2
W5	57	10.0	514	90.0	6	7.1	79	92.9	6	5.5	104	94.5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0.0	0	0.0
W4	181	9.8	1,667	90.2	35	7.3	444	92.7	13	4.3	288	95.7	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	27	5.9	427	94.1
W3	316	9.5	3,023	90.5	76	10.2	671	89.8	38	5.8	614	94.2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	38	7.9	443	92.1
W2	629	10.6	5,311	89.4	98	14.4	582	85.6	52	5.5	898	94.5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	97	11.9	716	88.1
W1	320	9.6	3,023	90.4	1	5.0	19	95.0	23	11.3	181	88.7	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0.0	0	0.0
Warrant Total	1,503	10.0	13,538	90.0	216	10.7	1,795	89.3	132	6.0	2,085	94.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	162	9.3	1,586	90.7
E9	419	12.0	3,082	88.0	281	10.2	2,484	89.8	75	4.7	1,523	95.3	496	19.3	2,072	80.7	13	28.9	32	71.1	32	8.9	328	91.1
E8	1,436	13.4	9,258	86.6	816	11.3	6,433	88.7	238	6.0	3,708	94.0	1,085	23.2	3,582	76.8	32	26.4	89	73.6	72	9.4	694	90.6
E7	4,431	12.1	32,271	87.9	3,306	14.4	19,584	85.6	620	7.4	7,741	92.6	5,214	20.5	20,171	79.5	91	17.2	439	82.8	390	11.2	3,083	88.8
E6	7,377	12.8	50,365	87.2	8,391	16.4	42,781	83.6	1,310	9.8	12,051	90.2	7,582	17.2	36,571	82.8	113	16.1	591	83.9	1,017	15.0	5,753	85.0
E5	10,953	15.7	59,908	84.3	15,487	22.0	54,965	78.0	2,499	11.2	19,815	88.8	12,172	20.4	47,366	79.6	148	17.0	725	83.0	1161	14.9	6,622	85.1
E4	18,245	16.1	95,167	83.9	12,435	23.1	41,459	76.9	3,411	10.4	29,243	89.6	13,774	22.5	47,473	77.5	124	20.4	483	79.6	985	14.2	5,932	85.8
E3	7,635	15.8	40,704	84.2	12,043	24.0	38,167	76.0	3,429	8.1	38,842	91.9	10,777	23.7	34,674	76.3	156	22.7	531	77.3	574	15.2	3,211	84.8
E2	2,243	13.7	14,097	86.3	3,002	22.9	10,083	77.1	1,708	9.8	15,726	90.2	1,644	20.8	6,256	79.2	39	29.5	93	70.5	75	14.0	462	86.0
E1	1,455	13.2	9,539	86.8	2,781	23.6	9,018	76.4	1,054	9.5	10,093	90.5	1,815	20.7	6,954	79.3	22	21.4	81	78.6	38	12.2	274	87.8
Enlisted Total	54,194	14.7	313,391	85.3	58,542	20.6	224,974	79.4	14,344	9.4	138,742	90.6	54,559	21.0	205,119	79.0	738	19.4	3,064	80.6	4,344	14.1	26,359	85.9
AC Total	71,780	15.6	389,466	84.4	70,353	20.7	269,712	79.3	16,440	9.4	158,137	90.6	68,803	21.5	251,618	78.5	1,534	19.2	6,466	80.8	6,319	16.0	33,166	84.0

Table E.3. Gender Distribution of Reserve Component Service Members by Service and Rank, September 2022

Rank	Army				Navy				Marine Corps				Air Force				Coast Guard				Total					
	Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
O9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	100.0
O8	7	20.6	27	79.4	5	29.4	12	70.6	0	0.0	3	100.0	0	0.0	18	78.3	1	100.0	0	0.0	18	23.1	60	76.9		
O7	14	17.3	67	82.7	3	8.6	32	91.4	1	14.3	6	85.7	14	25.5	41	74.5	1	50.0	1	50.0	33	18.3	147	81.7		
O6	318	18.5	1,400	81.5	226	18.3	1,008	81.7	22	9.6	206	90.4	286	26.8	783	73.2	15	41.7	21	58.3	867	20.2	3,418	79.8		
O5	1,139	20.8	4,337	79.2	577	17.1	2,803	82.9	85	11.2	674	88.8	1,096	25.5	3,204	74.5	47	29.9	110	70.1	2,944	20.9	11,128	79.1		
O4	2,378	23.7	7,640	76.3	960	18.9	4,106	81.1	141	8.3	1,551	91.7	1,289	24.6	3,941	75.4	69	26.7	189	73.3	4,837	21.7	17,427	78.3		
O3	2,687	27.3	7,166	73.7	765	26.7	2,100	73.3	66	7.4	822	93.6	978	33.3	1,955	66.7	83	28.8	205	71.2	4,579	27.2	12,248	72.8		
O2	1,846	33.8	3,621	66.2	140	23.6	452	76.4	31	9.0	313	91.0	254	32.0	540	68.0	25	26.3	70	73.7	2,296	31.5	4,996	68.5		
O1	941	33.6	1,863	66.4	98	23.4	320	76.6	18	8.5	193	91.5	170	29.1	414	70.9	26	21.5	95	78.5	1,253	30.3	2,885	69.7		
Officer Total	9,330	26.3	26,121	73.7	2,774	20.4	10,834	79.6	364	8.8	3,769	91.2	4,092	27.3	10,896	72.7	267	27.9	691	72.1	16,827	24.3	52,311	75.7		
W5	16	15.5	87	84.5	0	0.0	7	100.0	1	6.3	15	93.8	N/A	N/A	N/A	N/A	0	0.0	0	0.0	17	13.5	109	86.5		
W4	92	12.7	633	87.3	3	14.3	18	85.7	0	0.0	42	100.0	N/A	N/A	N/A	N/A	3	12.5	21	87.5	98	12.1	714	87.9		
W3	146	14.5	860	85.5	0	0.0	32	100.0	4	6.9	54	93.1	N/A	N/A	N/A	N/A	3	17.6	14	82.4	153	13.7	960	86.3		
W2	223	19.1	944	80.9	9	15.0	51	85.0	4	3.8	101	96.2	N/A	N/A	N/A	N/A	11	18.6	48	81.4	247	17.8	1,144	82.2		
W1	81	15.1	454	84.9	0	0.0	0	0.0	3	10.3	26	89.7	N/A	N/A	N/A	N/A	0	0.0	0	0.0	84	14.9	480	85.1		
Warrant Total	558	15.8	2,978	84.2	12	10.0	108	90.0	12	4.8	238	95.2	N/A	N/A	N/A	N/A	17	17.0	83	83.0	599	15.0	3,407	85.0		
E9	233	19.7	949	80.3	67	17.1	324	82.9	5	3.4	141	96.6	218	21.8	784	78.2	15	24.2	47	75.8	538	19.3	2,245	80.7		
E8	1,290	24.4	4,004	75.6	226	23.3	743	76.7	20	4.2	460	95.8	809	27.3	2,155	72.7	20	15.7	107	84.3	2,365	24.0	7,469	76.0		
E7	2,837	21.8	10,200	78.2	977	25.2	2,903	74.8	83	7.5	1,017	92.5	2,470	26.3	6,918	73.7	96	13.6	608	86.4	6,463	23.0	21,646	77.0		
E6	4,567	22.8	15,425	77.2	2,887	24.5	8,886	75.5	140	8.4	1,535	91.6	2,926	23.7	9,436	76.3	244	15.8	1,304	84.2	10,764	22.7	36,586	77.3		
E5	6,250	23.2	20,700	76.8	3,936	27.6	10,505	72.4	318	7.7	3,821	92.3	3,140	26.7	8,617	73.3	248	15.3	1,370	84.7	13,892	23.7	44,813	76.3		
E4	13,070	26.6	36,073	73.4	1,553	29.1	3,779	70.9	207	3.5	5,650	96.5	3,819	34.0	7,397	66.0	145	16.5	732	83.5	18,794	25.9	53,631	74.1		
E3	4,162	30.6	9,451	69.4	1,054	32.0	2,240	68.0	231	2.1	10,526	97.9	1,106	36.3	1,942	63.7	35	19.3	146	80.7	6,588	21.3	24,305	78.7		
E2	1,122	30.0	2,618	70.0	248	28.6	619	71.4	48	1.8	2,594	98.2	213	36.7	367	63.3	2	66.7	1	33.3	1,633	20.9	6,199	79.1		
E1	1,324	31.3	2,909	68.7	255	34.0	494	66.0	13	0.9	1,407	99.1	250	33.6	493	66.4	0	0.0	1	100.0	1,842	25.8	5,304	74.2		
Enlisted Total	34,855	25.4	102,329	74.6	11,203	27.0	30,293	73.0	1,065	3.8	27,151	96.2	14,951	28.2	38,109	71.8	805	15.7	4,316	84.3	62,879	23.7	202,198	76.3		
RC Total	44,743	25.4	131,428	74.6	13,989	25.3	41,235	74.7	1,441	4.4	31,158	95.6	19,043	28.0	49,005	72.0	1,089	17.6	5,090	82.4	80,305	23.7	257,916	76.3		

Table E.4. Gender Distribution of National Guard Service Members by Service and Rank, September 2022

Rank	Army National Guard				Air Force National Guard				Total			
	Female		Male		Female		Male		Female		Male	
	#	%	#	%	#	%	#	%	#	%	#	%
O10	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	1	100.0
O9	0	0.0	1	100.0	0	0.0	4	100.0	0	0.0	5	100.0
O8	6	7.1	78	92.9	8	15.4	44	84.6	14	10.3	122	89.7
O7	21	12.3	150	87.7	22	15.7	118	84.3	43	13.8	268	86.2
O6	138	10.6	1,159	89.4	164	15.6	888	84.4	302	12.9	2,047	87.1
O5	477	13.1	3,174	86.9	771	17.7	3,577	82.3	1,248	15.6	6,751	84.4
O4	1,042	14.8	5,992	85.2	827	19.2	3,477	80.8	1,869	16.5	9,469	83.5
O3	1,773	16.6	8,878	83.4	885	23.2	2,928	76.8	2,658	18.4	11,806	81.6
O2	1,489	19.1	6,327	80.9	346	25.2	1,027	74.8	1,835	20.0	7,354	80.0
O1	1,549	21.3	5,727	78.7	299	25.6	868	74.4	1,848	21.9	6,595	78.1
Officer Total	6,495	17.1	31,487	82.9	3,322	20.4	12,931	79.6	9,817	18.1	44,418	81.9
W5	23	5.7	382	94.3	N/A	N/A	N/A	N/A	23	5.7	382	94.3
W4	165	10.2	1,447	89.8	N/A	N/A	N/A	N/A	165	10.2	1,447	89.8
W3	244	9.2	2,419	90.8	N/A	N/A	N/A	N/A	244	9.2	2,419	90.8
W2	320	12.6	2,222	87.4	N/A	N/A	N/A	N/A	320	12.6	2,222	87.4
W1	241	13.9	1,496	86.1	N/A	N/A	N/A	N/A	241	13.9	1,496	86.1
Warrant Total	993	11.1	7,966	88.9	N/A	N/A	N/A	N/A	993	11.1	7,966	88.9
E9	158	7.9	1,852	92.1	348	16.9	1,712	83.1	506	12.4	3,564	87.6
E8	774	11.2	6,166	88.8	919	20.3	3,602	79.7	1,693	14.8	9,768	85.2
E7	3,049	14.7	17,763	85.3	3,356	20.6	12,918	79.4	6,405	17.3	30,681	82.7
E6	5,706	16.1	29,732	83.9	3,726	18.9	15,940	81.1	9,432	17.1	45,672	82.9
E5	10,347	17.8	47,920	82.2	4,286	20.6	16,477	79.4	14,633	18.5	64,397	81.5
E4	23,059	21.4	84,633	78.6	3,057	25.6	8,894	74.4	26,116	21.8	93,527	78.2
E3	8,353	25.1	24,884	74.9	3,055	27.8	7,923	72.2	11,408	25.8	32,807	74.2
E2	3,116	27.0	8,422	73.0	412	36.4	720	63.6	3,528	27.8	9,142	72.2
E1	1,684	24.7	5,146	75.3	437	31.5	949	68.5	2,121	25.8	6,095	74.2
Enlisted Total	56,246	19.9	226,518	80.1	19,596	22.1	69,135	77.9	75,842	20.4	295,653	79.6
Total	63,734	19.3	265,971	80.7	22,918	21.8	82,066	78.2	86,652	19.9	348,037	80.1

Table E.5. Distribution of Women in the Army by Service Component and Rank, 2018–2022

Rank	2018						2019						2020						2021						2022					
	AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
O10	0	0.0	N/A	N/A	0	0.0	0	0.0	N/A	N/A	0	0.0	0	0.0	N/A	N/A	0	0.0	1	6.3	N/A	N/A	0	0.0	0	0.0	0	0.0	0	0.0
O9	3	6.8	0	0.0	0	0.0	2	4.5	0	0.0	0	0.0	14	6.1	0	0.0	0	0.0	4	8.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
O8	7	5.9	4	11.8	8	10.0	7	6.1	6	16.2	7	9.6	5	5.4	4	12.5	8	10.3	31	5.6	25	14.8	36	9.3	5	4.6	7	20.6	6	7.1
O7	13	9.2	18	20.9	11	6.7	12	9.4	20	23.0	15	8.8	15	10.9	18	20.2	19	10.3	61	9.2	84	19.9	78	8.9	14	11.9	14	17.3	21	12.3
O6	467	11.7	349	18.9	139	10.4	484	12.2	350	19.4	133	10.1	497	12.4	370	19.8	134	10.2	2,429	12.2	1,749	19.0	697	10.5	521	13.8	318	18.5	138	10.6
O5	1,325	15.1	961	19.9	418	11.8	1,399	15.9	1,059	20.4	442	12.1	1,515	16.8	1,105	20.5	467	12.6	7,021	15.8	5,265	20.3	2,179	12.0	1,559	17.5	1,139	20.8	477	13.1
O4	2,915	19.3	2,132	23.7	919	13.7	2,970	19.2	2,299	23.8	1,037	14.7	3,049	19.0	2,465	24.0	1,066	14.8	14,838	19.1	11,012	23.7	4,958	14.3	3,030	18.8	2,378	23.7	1,042	14.8
O3	5,667	19.9	2,969	27.6	1,694	15.9	5,702	20.1	2,905	27.8	1,710	15.9	5,509	20.3	2,829	27.9	1,690	16.0	28,284	20.1	14,794	27.7	8,538	15.9	5,776	21.2	2,687	27.3	1,773	16.6
O2	2,305	20.5	1,728	31.0	1,191	15.7	2,269	20.6	1,680	31.8	1,307	16.5	2,616	21.3	1,762	33.2	1,313	17.6	12,177	21.1	8,744	31.9	6,482	16.7	2,836	23.2	1,846	33.8	1,489	19.1
O1	2,064	20.9	707	31.8	1,243	18.4	2,285	22.3	755	30.9	1,155	19.2	2,303	23.4	767	30.3	1,297	19.9	10,828	22.2	3,802	31.2	6,260	19.3	2,337	23.1	941	33.6	1,549	21.3
Officer Total	14,766	19.0	8,868	25.8	5,623	15.3	15,130	19.4	9,074	26.0	5,806	15.7	15,511	19.7	9,320	26.2	5,994	16.2	75,683	19.4	45,475	26.0	29,228	15.7	16,083	20.5	9,330	26.3	6,495	17.1
W5	47	8.0	15	13.3	21	5.1	52	9.0	15	14.2	26	5.7	46	8.3	14	13.1	24	5.5	233	8.3	73	13.5	116	5.4	57	10.0	16	15.5	23	5.7
W4	184	8.9	81	14.6	106	7.7	192	9.9	78	13.2	124	8.3	174	8.9	83	12.7	147	9.2	922	9.2	404	13.3	638	8.5	181	9.8	92	12.7	165	10.2
W3	408	10.3	191	15.5	271	11.1	392	10.2	187	14.6	259	10.2	390	10.7	179	14.6	252	9.8	1,957	10.3	906	15.0	1,302	10.4	316	9.5	146	14.5	244	9.2
W2	496	9.4	193	16.4	291	9.6	489	9.3	191	17.1	310	10.8	526	9.5	201	17.9	299	11.2	2,609	9.5	989	17.0	1,496	10.4	629	10.6	223	19.1	320	12.6
W1	238	10.1	87	18.8	182	12.7	288	11.0	89	19.3	194	13.4	304	11.4	101	19.9	214	14.3	1,334	10.5	455	19.0	994	13.6	320	9.6	81	15.1	241	13.9
Warrant Total	1,373	9.6	567	16.0	871	10.0	1,413	9.9	560	15.7	913	10.4	1,440	10.0	578	16.0	936	10.7	7,055	9.8	2,827	15.9	4,546	10.4	1,503	10.0	558	15.8	993	11.1
E9	323	9.2	272	18.2	144	7.2	343	9.7	261	18.0	147	7.4	351	10.1	270	19.3	151	7.7	1,669	9.7	1,332	18.5	741	7.4	419	12.0	233	19.7	158	7.9
E8	1,344	12.7	1,286	22.8	714	9.8	1,441	12.8	1,205	23.1	732	10.3	1,445	13.2	1,155	23.3	725	10.4	6,908	12.8	6,025	23.0	3,585	10.1	1,436	13.4	1,290	24.4	774	11.2
E7	4,325	12.1	2,936	22.0	2,200	12.1	4,193	11.8	2,962	22.1	2,348	12.6	4,212	11.6	3,201	21.7	2,516	13.4	20,803	11.8	15,245	21.8	12,144	12.8	4,431	12.1	2,837	21.8	3,049	14.7
E6	6,659	12.3	4,035	21.6	4,732	14.0	7,054	12.7	4,110	21.6	4,670	14.5	7,299	12.4	4,727	22.1	4,706	15.1	34,776	12.3	21,601	21.8	24,471	14.5	7,377	12.8	4,567	22.8	5,706	16.1
E5	9,866	15.1	6,760	21.2	9,446	15.8	10,200	15.0	6,549	21.3	9,575	16.2	10,517	15.5	5,567	21.7	9,725	16.6	51,098	15.1	31,761	21.6	47,728	16.3	10,953	15.7	6,250	23.2	10,347	17.8
E4	16,095	15.1	12,407	23.8	18,655	18.4	17,119	15.5	12,753	24.2	18,484	18.9	17,559	15.6	12,564	24.8	19,454	19.5	87,201	15.6	62,993	24.3	97,291	19.1	18,245	16.1	13,070	26.6	23,059	21.4
E3	8,040	15.9	4,142	27.5	8,279	23.6	7,947	16.0	4,411	29.2	9,068	24.7	9,320	17.2	4,881	30.4	10,793	26.3	42,236	16.5	22,751	29.2	46,688	24.8	7,635	15.8	4,162	30.6	8,353	25.1
E2	4,252	15.5	1,745	27.8	4,503	24.0	4,323	16.2	1,810	28.2	5,236	25.5	4,036	16.4	1,983	28.9	5,584	26.7	20,129	15.5	8,688	27.9	23,444	24.7	2,243	13.7	1,122	30.0	3,116	27.0
E1	3,670	14.4	1,880	29.8	3,378	24.7	4,154	15.8	2,579	31.5	4,179	26.5	2,855	15.0	2,524	32.0	2,803	25.3	16,114	14.7	11,048	30.4	15,613	25.0	1,455	13.2	1,324	31.3	1,684	24.7
Enlisted Total	54,574	14.4	35,463	23.5	52,051	18.0	56,774	14.7	36,640	24.1	54,439	18.8	57,594	14.8	36,872	24.7	56,457	19.4	280,934	14.6	181,444	24.1	271,705	18.6	54,194	14.7	34,855	25.4	56,246	19.9
Total	70,713	15.0	44,898	23.8	58,545	17.5	73,317	15.3	46,274	24.3	61,158	18.2	74,545	15.5	46,770	24.8	63,387	18.9	363,672	15.2	229,746	24.3	305,479	18.1	71,780	15.6	44,743	25.4	63,734	19.3

Table E.6. Distribution of Women in the Navy by Service Component and Rank, 2018–2022

Rank	2018						2019						2020						2021						2022					
	AC		RC		RC		AC		RC		RC		AC		RC		AC		RC		AC		RC		AC		RC			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
O10	0	0.0	N/A	N/A	0	0.0	N/A	N/A	0	0.0	N/A	N/A	0	0.0	N/A	N/A	1	2.3	N/A	N/A	1	10.0	N/A	N/A	1	10.0	N/A	N/A		
O9	4	10.5	0	0.0	3	7.5	0	0.0	3	7.9	0	0.0	3	7.9	0	0.0	16	8.2	0	0.0	3	8.8	0	0.0	3	8.8	0	0.0		
O8	3	4.9	3	15.8	5	7.9	2	10.0	6	9.4	1	5.0	24	7.6	13	14.1	3	7.6	13	14.1	3	4.4	3	4.4	5	29.4	5	29.4		
O7	10	9.3	8	21.1	9	8.9	8	19.5	6	5.7	6	17.1	42	8.0	31	16.8	8	8.0	31	16.8	8	7.7	8	7.7	3	8.6	3	8.6		
O6	355	11.4	202	16.4	364	11.6	200	16.2	398	12.1	212	16.5	1877	11.7	1,023	16.2	401	12.3	1,023	16.2	401	12.3	226	18.3	226	18.3	226	18.3		
O5	859	12.9	503	15.2	927	13.8	540	16.1	945	14.0	555	16.1	4,525	13.5	2,668	15.9	988	14.6	2,668	15.9	988	14.6	577	17.1	577	17.1	577	17.1		
O4	1,858	17.5	853	17.3	1,929	18.3	901	17.7	2,063	19.3	976	18.6	9,773	18.4	4,514	17.8	2,210	20.4	4,514	17.8	2,210	20.4	960	18.9	960	18.9	960	18.9		
O3	4,030	21.5	875	25.1	4,124	22.0	871	25.7	4,258	22.7	820	25.8	20,768	22.2	4,265	25.5	4,562	24.1	4,265	25.5	4,562	24.1	765	26.7	765	26.7	765	26.7		
O2	1,521	22.8	180	31.1	1,587	23.2	200	31.8	1,605	23.4	189	30.1	7,776	22.8	912	29.8	1,699	23.2	912	29.8	1,699	23.2	140	23.6	140	23.6	140	23.6		
O1	1,607	22.9	110	26.5	1,624	22.6	124	26.6	1,627	22.8	117	25.3	8,110	23.0	559	25.4	1,720	23.8	559	25.4	1,720	23.8	98	23.4	98	23.4	98	23.4		
Officer Total	10,247	19.3	2,734	19.5	10,572	19.8	2,846	20.0	10,911	20.3	2,876	20.1	52,924	19.8	13,985	19.8	11,595	21.3	13,985	19.8	11,595	21.3	2,774	20.4	2,774	20.4	2,774	20.4		
W5	8	9.2	0	0.0	6	7.0	0	0.0	6	6.9	0	0.0	29	6.8	0	0.0	6	7.1	0	0.0	6	7.1	0	0.0	0	0.0	0	0.0		
W4	16	4.1	1	4.2	17	4.3	2	8.3	25	6.2	2	9.1	108	5.3	8	7.0	35	7.3	8	7.0	35	7.3	3	14.3	3	14.3	3	14.3		
W3	50	7.7	3	10.0	57	8.1	2	6.7	65	8.6	1	3.4	280	8.0	9	5.8	76	10.2	9	5.8	76	10.2	0	0.0	0	0.0	0	0.0		
W2	56	9.2	1	2.9	61	10.1	2	5.6	69	10.9	2	4.4	333	10.7	14	7.0	98	14.4	14	7.0	98	14.4	9	15.0	9	15.0	9	15.0		
W1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	5.0	0	0.0	1	5.0	0	0.0	0	0.0	0	0.0		
Warrant Total	130	7.5	5	5.6	141	7.9	6	6.4	165	8.7	5	4.9	750	8.3	31	6.3	216	10.7	31	6.3	216	10.7	12	10.0	12	10.0	12	10.0		
E9	209	7.9	54	15.9	219	7.9	55	15.6	238	8.8	50	14.7	1,106	8.2	268	15.3	281	10.2	268	15.3	281	10.2	67	17.1	67	17.1	67	17.1		
E8	649	9.8	182	17.9	704	10.2	188	18.4	743	10.5	188	18.5	3,526	10.2	935	18.5	816	11.3	935	18.5	816	11.3	226	23.3	226	23.3	226	23.3		
E7	2,794	13.1	891	23.9	2,924	13.3	917	24.4	3,058	13.5	934	25.0	14,644	13.3	4,586	24.3	3,306	14.4	4,586	24.3	3,306	14.4	977	25.2	977	25.2	977	25.2		
E6	6,969	14.2	2,507	22.7	7,434	14.7	2,760	22.9	7,853	15.4	2,970	23.6	36,958	14.8	13,705	23.2	8,391	16.4	13,705	23.2	8,391	16.4	2,887	24.5	2,887	24.5	2,887	24.5		
E5	13,555	20.0	3,922	26.5	14,778	21.0	4,197	27.2	15,265	21.3	4,205	27.2	71,335	20.6	20,010	26.8	15,487	22.0	20,010	26.8	15,487	22.0	3,936	27.6	3,936	27.6	3,936	27.6		
E4	11,904	22.9	1,994	26.4	12,413	23.3	1,979	26.2	13,729	23.2	1,918	27.3	62,205	22.9	9,512	26.8	12,435	23.1	9,512	26.8	12,435	23.1	1,553	29.1	1,553	29.1	1,553	29.1		
E3	10,706	25.0	988	27.0	10,592	25.0	1,035	30.0	10,502	25.5	939	30.6	55,421	25.1	4,984	29.0	12,043	24.0	4,984	29.0	12,043	24.0	1,054	32.0	1,054	32.0	1,054	32.0		
E2	3,760	24.4	276	24.7	3,948	23.9	294	30.2	3,715	23.0	238	28.2	18,349	23.6	1,408	26.5	3,002	22.9	1,408	26.5	3,002	22.9	248	28.6	248	28.6	248	28.6		
E1	3,076	24.0	229	28.5	2,912	23.7	215	28.2	3,450	23.5	193	28.3	14,773	24.2	1,101	26.9	2,781	23.6	1,101	26.9	2,781	23.6	255	34.0	255	34.0	255	34.0		
Enlisted Total	53,622	19.8	11,043	25.0	55,924	20.2	11,640	25.7	58,553	20.4	11,635	26.0	278,317	20.1	56,509	25.5	58,542	20.6	56,509	25.5	58,542	20.6	11,203	27.0	11,203	27.0	11,203	27.0		
Total	63,999	19.7	13,782	23.7	66,637	20.0	14,492	24.3	69,629	20.4	14,516	24.5	331,991	20.0	70,525	24.1	70,353	20.7	70,525	24.1	70,353	20.7	13,989	25.3	13,989	25.3	13,989	25.3		

Table E.7. Distribution of Women in the Marine Corps by Service Component and Rank, 2018–2022

Rank	2018						2019						2020						2021						2022					
	AC		RC		RC		AC		RC		RC		AC		RC		RC		AC		RC		RC		AC		RC			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
O10	0	0.0	N/A	N/A	0	0.0	N/A	N/A	0	0.0	N/A	N/A	0	0.0	N/A	N/A	0	0.0	0	0.0	0	0.0	N/A	N/A	0	0.0	N/A	N/A		
O9	1	4.8	0	0.0	1	6.3	0	0.0	1	5.9	0	0.0	3	3.2	0	0.0	3	3.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
O8	0	0.0	1	20.0	0	0.0	1	25.0	0	0.0	1	25.0	0	0.0	1	25.0	0	0.0	1	0.7	4	17.4	1	3.4	1	3.4	0	0.0	0	0.0
O7	1	2.4	0	0.0	2	5.4	0	0.0	2	5.3	0	0.0	8	4.3	1	3.2	8	4.3	1	0.7	4	17.4	2	5.6	1	3.4	1	3.4	0	0.0
O6	18	2.8	20	6.9	18	2.8	21	7.5	21	3.2	25	9.3	21	3.2	25	9.3	21	3.2	99	3.0	107	7.7	37	5.6	22	6.8	22	6.8	22	6.8
O5	91	4.8	51	7.4	108	5.7	59	8.5	125	6.4	60	8.4	531	5.5	291	8.2	132	6.8	531	5.5	291	8.2	132	6.8	85	11.2	85	11.2	85	11.2
O4	253	6.5	144	9.2	250	6.4	152	8.8	260	6.5	159	8.9	1,264	6.4	745	9.1	284	7.1	1,264	6.4	745	9.1	284	7.1	141	14.1	141	14.1	141	14.1
O3	492	8.0	84	7.8	526	8.7	78	8.0	538	9.1	72	7.5	2,565	8.5	392	7.6	541	9.3	2,565	8.5	392	7.6	541	9.3	66	6.6	66	6.6	66	6.6
O2	345	10.3	4	1.3	359	9.9	4	1.4	396	10.2	16	6.0	1,933	10.6	50	3.5	514	13.3	1,933	10.6	50	3.5	514	13.3	31	3.1	31	3.1	31	3.1
O1	327	10.2	13	4.9	369	12.0	22	7.6	378	13.6	17	7.0	1,806	12.0	78	6.1	453	15.7	1,806	12.0	78	6.1	453	15.7	18	1.8	18	1.8	18	1.8
Officer Total	1,528	8.0	317	7.5	1,633	8.5	337	7.9	1,721	8.9	350	8.2	8,210	8.5	1,668	7.9	1,964	10.2	8,210	8.5	1,668	7.9	1,964	10.2	364	3.6	364	3.6	364	3.6
W5	7	6.5	1	5.3	5	4.7	2	11.1	6	5.4	2	10.5	29	5.4	7	7.5	6	5.5	29	5.4	7	7.5	6	5.5	1	1.0	1	1.0	1	1.0
W4	13	4.4	2	4.0	14	4.6	1	2.2	12	4.0	2	4.3	63	4.2	8	3.5	13	4.3	63	4.2	8	3.5	13	4.3	0	0.0	0	0.0	0	0.0
W3	38	6.0	2	2.6	42	6.9	1	1.3	39	6.8	4	5.5	195	6.5	16	4.1	38	5.8	195	6.5	16	4.1	38	5.8	4	4.0	4	4.0	4	4.0
W2	56	6.7	8	10.0	52	5.9	7	8.5	55	6.0	4	5.6	273	6.2	30	7.9	52	5.5	273	6.2	30	7.9	52	5.5	4	3.8	4	3.8	4	3.8
W1	14	4.9	0	0.0	18	7.0	2	10.5	14	5.4	2	5.6	67	5.1	5	3.5	23	11.3	67	5.1	5	3.5	23	11.3	3	3.0	3	3.0	3	3.0
Warrant Total	128	6.0	13	5.3	131	6.1	13	5.4	126	5.8	14	5.7	627	5.8	66	5.3	132	6.0	627	5.8	66	5.3	132	6.0	12	1.2	12	1.2	12	1.2
E9	64	4.1	2	1.2	66	4.2	2	1.2	66	4.2	3	2.1	316	4.0	15	1.9	75	4.7	316	4.0	15	1.9	75	4.7	5	5.0	5	5.0	5	5.0
E8	205	5.2	25	5.3	201	5.1	28	5.8	222	5.6	27	5.4	1,059	5.4	129	5.3	238	6.0	1,059	5.4	129	5.3	238	6.0	20	2.0	20	2.0	20	2.0
E7	531	6.1	64	5.7	570	6.7	56	4.9	577	7.0	66	5.8	2,792	6.6	315	5.7	620	7.4	2,792	6.6	315	5.7	620	7.4	83	8.3	83	8.3	83	8.3
E6	1,100	7.8	137	7.2	1,208	8.3	155	8.1	1,289	8.7	157	8.1	5,911	8.3	750	7.9	1,310	9.8	5,911	8.3	750	7.9	1,310	9.8	140	14.0	140	14.0	140	14.0
E5	2,530	9.7	320	7.1	2,617	10.0	321	6.9	2,390	10.0	324	7.5	12,403	9.9	1,581	7.2	2,499	11.2	12,403	9.9	1,581	7.2	2,499	11.2	318	3.2	318	3.2	318	3.2
E4	3,249	9.1	217	3.5	3,578	10.0	227	3.7	3,653	10.1	215	3.6	17,106	9.8	1,133	3.7	3,411	10.4	17,106	9.8	1,133	3.7	3,411	10.4	207	2.1	207	2.1	207	2.1
E3	3,653	8.6	355	2.4	3,542	8.4	326	2.3	4,042	9.2	318	2.2	18,494	8.6	1,635	2.3	3,429	8.1	18,494	8.6	1,635	2.3	3,429	8.1	231	2.3	231	2.3	231	2.3
E2	2,046	9.8	57	1.7	2,174	10.4	67	2.0	1,604	9.0	45	2.0	9,675	9.6	283	1.9	1,708	9.8	9,675	9.6	283	1.9	1,708	9.8	48	4.8	48	4.8	48	4.8
E1	965	8.9	12	0.8	901	8.3	9	0.5	458	5.1	1	0.5	4,003	7.6	38	0.6	1,054	9.5	4,003	7.6	38	0.6	1,054	9.5	13	1.3	13	1.3	13	1.3
Enlisted Total	14,343	8.7	1,189	3.5	14,857	9.0	1,191	3.5	14,301	9.0	1,156	3.7	71,759	8.9	5,879	3.6	14,344	9.4	71,759	8.9	5,879	3.6	14,344	9.4	1,065	10.7	1,065	10.7	1,065	10.7
Total	15,999	8.6	1,519	4.0	16,621	8.9	1,541	4.0	16,148	8.9	1,520	4.3	80,596	8.8	7,613	4.1	16,440	9.4	80,596	8.8	7,613	4.1	16,440	9.4	1,441	14.4	1,441	14.4	1,441	14.4

Table E.8. Distribution of Women in the Air Force by Service Component and Rank, 2018–2022

Rank	2018						2019						2020						2021						2022					
	AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
O10	1	7.7	N/A	N/A	0	0.0	1	8.3	N/A	N/A	0	0.0	2	12.5	N/A	N/A	0	0.0	7	10.4	N/A	N/A	0	0.0	1	10.0	N/A	N/A	0	0.0
O9	5	11.4	0	0.0	0	0.0	3	7.1	0	0.0	0	0.0	3	5.9	0	0.0	0	0.0	18	7.9	0	0.0	0	0.0	5	10.2	0	0.0	0	0.0
O8	5	5.6	4	16.0	1	2.3	5	5.6	4	15.4	3	7.5	8	8.6	5	18.5	3	6.8	36	7.9	22	17.6	15	6.8	9	11.5	5	21.7	8	15.4
O7	16	10.7	10	19.6	21	15.6	16	11.1	13	25.0	16	11.8	17	12.6	16	30.2	17	12.1	77	10.8	64	24.3	92	13.6	13	11.3	14	25.5	22	15.7
O6	459	14.2	264	26.1	142	13.6	515	15.4	267	26.1	150	14.3	528	16.0	260	25.5	141	14.0	2,529	15.3	1,318	25.7	724	13.8	556	17.3	286	26.8	164	15.6
O5	1,564	16.0	948	24.5	622	15.6	1,612	16.5	981	24.3	674	16.1	1,648	16.8	1,050	24.6	734	16.9	8,057	16.4	4,941	24.3	3,375	16.2	1,677	18.1	1,096	25.5	771	17.7
O4	2,769	20.4	1,308	26.2	810	18.6	2,869	20.4	1,284	25.6	798	18.9	2,996	20.9	1,274	25.4	799	18.7	14,408	20.7	6,516	25.8	4,050	18.8	3,205	23.3	1,289	24.6	827	19.2
O3	4,994	24.0	914	32.1	874	24.4	5,088	24.6	920	31.9	848	24.2	5,218	25.1	916	31.7	859	23.4	25,435	24.4	4,628	32.4	4,278	23.8	5,086	24.8	978	33.3	885	23.2
O2	1,699	24.3	162	29.8	264	22.4	1,879	24.3	176	30.5	294	23.3	1,972	23.4	205	34.1	306	24.2	9,267	24.2	977	31.7	1,474	23.6	1,970	26.3	254	32.0	346	25.2
O1	1,784	22.6	95	25.7	262	23.8	1,944	24.1	132	30.3	249	23.1	1,993	26.3	154	26.7	294	23.8	9,169	24.6	644	27.5	1,350	23.3	1,722	27.4	170	29.1	299	25.6
Officer Total	13,296	21.2	3,705	27.0	2,996	19.5	13,932	21.8	3,777	26.9	3,032	19.6	14,325	22.3	3,880	26.8	3,153	19.7	69,003	21.8	19,110	27.0	15,358	19.6	14,244	23.4	4,092	27.3	3,322	20.4
E9	485	16.5	204	21.7	280	13.8	462	17.7	219	21.7	297	14.4	476	18.1	225	21.8	309	14.9	2,260	17.2	1,080	21.6	1,481	14.5	496	19.3	218	21.8	348	16.9
E8	1,060	20.9	735	26.0	844	18.8	1,133	21.1	748	26.5	899	19.7	1,170	22.2	794	27.4	924	20.0	5,520	21.5	3,886	26.9	4,421	19.4	10,885	23.2	809	27.3	919	20.3
E7	5,231	20.6	2,073	25.5	2,908	19.3	5,447	20.6	2,065	25.6	2,852	19.4	5,432	20.5	2,114	26.0	2,885	19.9	26,548	20.5	10,701	25.7	14,723	19.6	5,214	20.5	2,470	26.3	3,356	20.6
E6	7,239	18.2	3,084	24.0	3,781	19.0	7,093	17.9	3,212	24.0	3,967	19.3	7,453	17.6	3,349	24.1	4,049	19.3	36,871	17.9	15,719	24.0	19,320	19.2	7,582	17.2	2,926	23.7	3,726	18.9
E5	11,262	18.3	3,249	25.6	4,088	19.1	11,370	18.5	3,009	24.9	4,082	19.5	11,500	18.7	2,829	25.8	3,943	19.8	57,298	18.6	15,370	25.6	20,197	19.5	12,172	20.4	3,140	26.7	4,286	20.6
E4	10,088	19.6	3,391	28.9	3,264	22.5	11,312	20.7	3,517	30.2	3,155	23.6	12,613	22.0	3,789	31.0	3,147	23.5	57,513	20.7	18,203	30.3	15,992	23.2	13,774	22.5	3,819	34.0	3,057	25.6
E3	12,512	22.6	1,302	33.9	3,193	26.5	13,186	23.9	1,431	35.5	3,239	26.5	12,948	24.2	1,408	37.3	3,538	28.1	61,356	23.3	6,839	35.7	16,847	27.1	10,777	23.7	1,106	36.3	3,055	27.8
E2	1,584	22.0	259	39.4	353	47.6	1,794	23.7	364	42.4	490	43.4	1,882	23.8	336	44.1	504	42.1	8,917	22.9	1,534	41.7	2,092	43.9	1,644	20.8	213	36.7	412	36.4
E1	2,369	22.6	578	42.7	752	39.8	2,408	22.0	635	44.4	856	38.6	1,765	21.7	409	43.2	835	38.9	10,490	21.6	2,526	41.9	3,534	38.5	1,815	20.7	250	33.6	437	31.5
Enlisted Total	51,780	20.0	14,875	27.1	19,463	21.1	54,205	20.5	15,200	27.5	19,837	21.6	55,239	20.8	15,253	27.9	20,134	22.0	266,773	20.4	75,858	27.5	98,607	21.5	54,559	21.0	14,951	28.2	19,596	22.1
Total	65,076	20.2	18,580	27.0	22,459	20.9	68,137	20.8	18,977	27.3	22,869	21.3	69,564	21.1	19,133	27.7	23,287	21.7	335,776	20.6	94,968	27.4	113,965	21.3	68,803	21.5	19,043	28.0	22,918	21.8

Table E.9. Distribution of Women in the Space Force by Rank, 2021–2022

Rank	2021		2022	
	#	%	#	%
O10	0	0	0	0.0
O9	0	0	1	16.7
O8	1	100	1	33.3
O7	0	0	0	0.0
O6	3	14.3	26	12.4
O5	5	6.8	100	15.0
O4	17	16.8	149	16.0
O3	61	17.6	245	18.4
O2	49	22	125	24.0
O1	6	25	149	29.3
Officer Total	142	17.8	796	19.0
E9	4	30.8	13	28.9
E8	7	29.2	32	26.4
E7	32	23	91	17.2
E6	32	17.6	113	16.1
E5	50	20.5	148	17.0
E4	37	22.2	124	20.4
E3	19	25.3	156	22.7
E2	1	33.3	39	29.5
E1	0	0	22	21.4
Enlisted Total	182	21.5	738	19.4
Total	324	19.7%	1,534	19.2%

Note: The Space Force was founded on December 20, 2019. Data for the Space Force was not provided for 2020.

Table E.10. Distribution of Women in the Coast Guard by Service Component and Rank, 2018–2022

Rank	2018						2019						2020						2021						2022								
	AC		RC		%		AC		RC		%		AC		RC		%		AC		RC		%		AC		RC		%				
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
O10	0	0.0	N/A	N/A	0	0.0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	1	16.7	N/A	N/A	1	50.0	N/A	N/A	1	50.0	N/A	N/A	1	50.0	N/A	N/A	
O9	1	16.7	0	0.0	1	25.0	0	0.0	1	20	0	0	0	0	0	0	4	15.4	0	0	4	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
O8	2	11.1	0	0.0	3	14.3	0	0.0	4	19	0	0	0	0	0	15	15.2	0	0	15	11.1	0	0	2	11.1	1	100.0	0	0.0	0	0.0	0	0.0
O7	3	16.7	0	0.0	2	11.8	0	0.0	1	5.9	1	100	1	5.9	1	100	10	11.5	2	50	4	20.0	1	50.0	4	20.0	1	50.0	4	20.0	1	50.0	
O6	46	11.7	10	27.8	51	12.7	11	28.2	58	13.8	11	29.7	251	12.5	56	29.2	74	17.8	194	28.2	214	22.1	47	29.9	74	17.8	15	41.7	74	17.8	15	41.7	
O5	167	18.7	35	25.0	162	18.0	40	29.2	190	20.1	45	31	884	19.4	194	28.2	214	22.1	884	19.4	214	22.1	47	29.9	214	22.1	47	29.9	214	22.1	47	29.9	
O4	287	19.5	81	25.6	317	21.7	74	23.3	326	21.7	71	24	1,519	20.5	367	24.5	357	22.5	1,519	20.5	367	24.5	69	26.7	357	22.5	69	26.7	357	22.5	69	26.7	
O3	542	24.1	73	24.3	554	24.4	75	26.7	563	25.1	74	26.8	2,789	24.7	373	25.2	556	26.5	2,789	24.7	373	25.2	83	28.8	556	26.5	83	28.8	556	26.5	83	28.8	
O2	251	28.3	17	28.3	273	28.9	12	17.9	285	28.9	15	20	1,361	28.8	86	25.1	343	30.6	1,361	28.8	86	25.1	25	26.3	343	30.6	25	26.3	343	30.6	25	26.3	
O1	230	32.3	9	13.6	243	30.6	18	26.5	278	32.7	16	22.5	1,232	32.1	73	19.5	262	32.8	1,232	32.1	73	19.5	26	21.5	262	32.8	26	21.5	262	32.8	26	21.5	
Officer Total	1,529	23.0	225	24.4	1,606	23.6	230	25.2	1,706	24.4	233	25.8	8,066	23.7	1,151	25.1	1,813	25.8	8,066	23.7	1,151	25.1	267	27.9	1,813	25.8	267	27.9	1,813	25.8	267	27.9	
W5	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
W4	21	4.3	1	2.6	23	4.8	2	5.3	24	4.8	4	11.4	117	4.9	13	7.4	27	5.9	117	4.9	13	7.4	3	12.5	27	5.9	3	12.5	27	5.9	3	12.5	
W3	34	7.0	5	13.2	45	8.5	4	11.1	39	7.9	2	7.7	185	7.3	19	11.7	38	7.9	185	7.3	19	11.7	3	17.6	38	7.9	3	17.6	38	7.9	3	17.6	
W2	74	9.8	8	25.0	73	9.8	6	23.1	75	10	12	24.5	369	9.8	47	23.7	97	11.9	369	9.8	47	23.7	11	18.6	97	11.9	11	18.6	97	11.9	11	18.6	
W1	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Warrant Total	129	7.5	14	13.0	141	8.1	12	12.0	138	7.9	18	16.4	671	7.7	79	14.7	162	9.3	671	7.7	79	14.7	17	17.0	162	9.3	17	17.0	162	9.3	17	17.0	
E9	27	7.9	11	15.1	29	7.9	9	13.2	34	9	9	14.3	155	8.6	48	14.3	32	8.9	155	8.6	48	14.3	15	24.2	32	8.9	15	24.2	32	8.9	15	24.2	
E8	50	7.2	17	13.7	45	6.4	23	17.2	57	7.5	26	20.8	272	7.5	108	17.1	72	9.4	272	7.5	108	17.1	20	15.7	72	9.4	20	15.7	72	9.4	20	15.7	
E7	323	9.1	112	16.5	325	9.3	116	16.1	355	10	109	15.1	1,701	9.6	539	15.5	390	11.2	1,701	9.6	539	15.5	96	13.6	390	11.2	96	13.6	390	11.2	96	13.6	
E6	801	12.2	232	15.1	840	12.8	231	14.5	908	13.6	243	14.9	4,274	12.9	1,170	14.9	1,017	15.0	4,274	12.9	1,170	14.9	244	15.8	1,017	15.0	244	15.8	1,017	15.0	244	15.8	
E5	1,195	15.3	291	17.7	1,244	15.8	268	16.6	1,258	15.8	237	15.1	5,987	15.2	1,344	16.5	1,161	14.9	5,987	15.2	1,344	16.5	248	15.3	1,161	14.9	248	15.3	1,161	14.9	248	15.3	
E4	1,083	14.9	144	15.4	936	12.9	141	15.0	867	12.2	136	14.9	5,107	14.2	727	15.4	985	14.2	5,107	14.2	727	15.4	145	16.5	985	14.2	145	16.5	985	14.2	145	16.5	
E3	689	12.7	18	17.1	776	15.4	45	22.6	797	17.9	51	19.8	3,608	15	193	21.6	574	15.2	3,608	15	193	21.6	35	19.3	574	15.2	35	19.3	574	15.2	35	19.3	
E2	109	12.8	0	0.0	126	18.6	0	0.0	91	15	0	0	543	13.9	2	66.7	75	14.0	543	13.9	2	66.7	2	66.7	75	14.0	2	66.7	75	14.0	2	66.7	
E1	30	9.2	0	0.0	45	15.0	0	0.0	34	12.2	0	0	206	12.8	0	0	38	12.2	206	12.8	0	0	0	0.0	38	12.2	0	0.0	38	12.2	0	0.0	
Enlisted Total	4,307	13.1	825	16.2	4,366	13.5	833	15.8	4,401	13.8	811	15.4	21,853	13.6	4,131	15.9	4,344	14.1	21,853	13.6	4,131	15.9	805	15.7	4,344	14.1	805	15.7	4,344	14.1	805	15.7	
Total	5,965	14.5	1,064	17.4	6,113	15.0	1,075	17.1	6,245	15.4	1,062	16.9	30,590	15.0	5,361	17.2	6,319	16.0	30,590	15.0	5,361	17.2	1,089	17.6	6,319	16.0	1,089	17.6	6,319	16.0	1,089	17.6	



Chief Master Sgt. Karmann-Monique Pogue, Senior Enlisted Leader for Space Delta 10, Space Training and Readiness Command, participates in the U.S. Space Force STEM to Space panel at the Space Symposium Teacher Liaison Workshop April 4, 2022.

Appendix F

Abbreviations and Acronyms

Appendix F | Abbreviations and Acronyms

ACFT	Army Combat Fitness Test
ACWV	Advisory Committee on Women Veterans (Department of Veterans Affairs)
AFRS	Air Force Recruiting Service
AFSC	Air Force Specialty Code
CDC	child development center
DA&M	Director of Administration and Management
DACOWITS	Defense Advisory Committee on Women in the Services
DAF	Department of the Air Force
DFO	Designated Federal Officer
DHA	Defense Health Agency
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DoDI	DoD Issuance
DOPMA	Defense Officer Manpower Personnel Management Act
FACA	Federal Advisory Committee Act
FAP	Family Advocacy Program
FY	fiscal year
GC	General Counsel
JAMRS	Joint Advertising Market Research & Studies
MASH	mobile Army surgical hospital
MC&FP	Military Community and Family Policy
MCRD	Marine Corps Recruit Depot

MHS	Military Health System
MOS	military occupational specialty
MSA	Military Service Academy
MTF	military treatment facility
NDAA	National Defense Authorization Act
NFO	Naval Flight Officer
ODEI	Office for Diversity, Equity, and Inclusion
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OPA	Office of People Analytics
PPE	personal protective equipment
RFI	Request for Information
ROTC	Reserve Officers' Training Corps
SecDef	Secretary of Defense
SGE	special government employee
SOF	Special Operations Forces
SSS	Selective Service System
SWAN	Service Women's Action Network
ToR	Terms of Reference
USA	United States Army
USAF	United States Air Force
USCG	United States Coast Guard
USMC	United States Marine Corps
USN	United States Navy

USSF	United States Space Force
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
WASPs	Women Air Force Service Pilots
WIT	Women's Initiative Team (Department of the Air Force)
WRHS	Women's Reproductive Health Survey
WWII	World War II
ZBR	Zero-Based Review



Sgt. Christina Chee, a water treatment specialist assigned to Alpha Company, 46th Aviation Support Battalion, poses for a photo with a traditional gourd and necklace while showcasing symbolic Navajo items during National Native American Heritage Month at Joint Base Lewis-McChord, Wash., Nov. 8, 2021.



U.S. Army Staff Sgt. Courtney Gonzalez, assigned to the Joint Communication Support Element, packs up her MC-6 parachute after completing a airborne jump on Camp Santiago, Ponce, Puerto Rico., Nov. 8, 2021.

Appendix G

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