

## 2025 Current Fiscal Year Report: Defense Advisory Committee on Women in the Services

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### 1. Department or Agency

Department of Defense

### 2. Fiscal Year

2025

### 3. Committee or Subcommittee

Defense Advisory Committee on Women  
in the Services

### 3b. GSA

### Committee No.

407

### 4. Is this New During Fiscal Year?

No

### 5. Current Charter

04/22/2024

### 6. Expected Renewal Date

04/22/2026

### 7. Expected Term Date

### 8a. Was Terminated During Fiscal Year?

No

### 8b. Specific Termination Authority

### 8c. Actual Term Date

### 9. Agency Recommendation for Next Fiscal Year

Continue

### 10a. Legislation Req to Terminate?

Not Applicable

### 10b. Legislation Pending?

Not Applicable

### 11. Establishment Authority

Agency Authority

### 12. Specific Establishment Authority

Agency Determination

### 13. Effective Date

08/11/1951

### 14. Committee Type

Continuing

### 14c. Presidential?

No

### 15. Description of Committee

### 16a. Total Number of Reports

### 16b. Report Date

12/10/2024

### Report Title

DACOWITS 2024 Annual  
Report

### Number of Committee Reports Listed: 1

### 17a.

Open

1 17b. Closed0 17c. Partially Closed0 Other Activities0 17d. Total 1

### Meetings and Dates

Purpose

Start

End

The purpose of the meeting is for the DACOWITS to receive briefings and have discussions on topics related to the recruitment, retention, employment, integration, well-being, and treatment of women in the Armed Forces of the United States.

12/10/2024 - 12/11/2024

**Number of Committee Meetings Listed: 1**

	<b>Current FY</b>	<b>Next FY</b>
<b>18a(1). Personnel Pmts to Non-Federal Members</b>	\$0.00	\$0.00
<b>18a(2). Personnel Pmts to Federal Members</b>	\$0.00	\$0.00
<b>18a(3). Personnel Pmts to Federal Staff</b>	\$0.00	\$0.00
<b>18a(4). Personnel Pmts to Non-Member Consultants</b>	\$0.00	\$0.00
<b>18b(1). Travel and Per Diem to Non-Federal Members</b>	\$16,111.00	\$0.00
<b>18b(2). Travel and Per Diem to Federal Members</b>	\$0.00	\$0.00
<b>18b(3). Travel and Per Diem to Federal Staff</b>	\$2,866.00	\$0.00
<b>18b(4). Travel and Per Diem to Non-member Consultants</b>	\$0.00	\$0.00
<b>18c. Administrative Costs (FRNs, contractor support, In-person/hybrid/virtual meetings)</b>	\$0.00	\$0.00
<b>18d. Other (all other funds not captured by any other cost category)</b>	\$49,016.00	\$0.00
<b>18e. Total Costs</b>	\$67,993.00	\$0.00
<b>19. Federal Staff Support Years (FTE)</b>	4.00	0.00

**20a. How does the Committee accomplish its purpose?**

All DACOWITS work, including subcommittee

work, are 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. The DACOWITS accomplishes its purpose by providing the Secretary of Defense 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. The advice and recommendations are generated by gathering information from multiple sources, to include briefings and written responses from Defense Department, Service-level military representatives, and subject matter experts. In addition, the Committee collects qualitative data from focus groups and interactions with Service members during installation visits.

**20b. How does the Committee balance its membership?**

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 are appointed for a 4-year term of service (renewed annually), and serve without compensation. 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. In evaluating candidates for the DACOWITS, the DoD considers

the education, life experience, and professional credentials of individuals as they relate to the subject matters anticipated to be tasked to the DACOWITS. The DoD has found that viewing the complex issues facing the DoD through a multidisciplinary advisory committee provides the DoD and, more importantly, the American public with a broader understanding of the issues informing subsequent policy decisions.

Membership shall be fairly balanced to provide variety of background, experience, and thought in support of the DACOWITS' mission. The DACOWITS' membership balance is not static and the DoD Appointing Authority may change the membership based upon work assigned to the DACOWITS by the DoD Appointing Authority or the USD(P&R), as the DACOWITS' Sponsor.

Each member is appointed to exercise his or her own judgment on behalf of the DoD, without representing any particular point of view, and to discuss and deliberate in a manner that is free from conflict of interest. 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. Those 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 regular government employee (RGE) members. The DoD, unless otherwise required by statute or Presidential directive, does not use representative members on DoD-established or supported advisory committees.

## **20c. How frequent and relevant are the**

### **Committee Meetings?**

The Committee holds four business meetings per year. At the meetings, the Committee receives briefings and written responses from the Defense Department and the Military Services on policies, research, and programs specifically aimed at the Committee's annual study topics. Additionally, the Committee uses the meetings to review the and discuss the received data, and discuss their experiences learned from focus groups results during installation visits. They also interact with guest speakers and subject matter experts on relevant topics. At the end of the year, the members use the meeting time to review and discuss gathered information, develop and vote publicly on recommendations, and write their annual report to the Secretary of Defense. Meetings also allow required public input in reference to the Committee's current study topics.

### **20d. Why can't the advice or information this committee provides be obtained elsewhere?**

The Secretary of Defense has determined that the independent advice the Committee provides is essential in the management of DoD's officer and enlisted force management, addressing issues unique to women who serve in the Military Services, and the integration of women into newly opened military occupational specialties or career opportunities.

### **20e. Why is it necessary to close and/or partially closed committee meetings?**

N/A

### **21. Remarks**

DACOWITS provides advice and recommendations in an annual report to the Secretary of Defense. These recommendations

are generated from information/data gathered during quarterly meetings and from formal literature reviews. Additional information is gathered during Committee travel to military installations to perform in-person focus groups with Service members. DACOWITS receives research support from a contractor. The contractor performs comprehensive focus group training with DACOWITS members; conducts an Institutional Review Board (IRB) to test the protocol parameters for subjects; records, compiles, and analyzes both the qualitative and quantitative data the Committee collects from focus groups during installation visits; supplements current research materials on the various issues analyzed; and compiles a comprehensive report detailing the installation visit data, analysis, supplemental research, and conclusions; all of which assist the Committee to develop recommendations to the Secretary of Defense.

### **Designated Federal Officer**

Seana M Jardin Military Director, DACOWITS

<b>Committee Members</b>	<b>Start</b>	<b>End</b>	<b>Occupation</b>	<b>Member Designation</b>
Anderson, Nancy	06/22/2022	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Barrett, Kenneth	06/22/2022	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Braun, Robin	03/22/2022	03/21/2025	Retired Military	Special Government Employee (SGE) Member
Combs, Peggy	06/20/2024	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Cox, Catherine	06/22/2022	04/25/2025	Retired Military	Special Government Employee (SGE) Member

Eder, Mari	06/20/2024	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Ferguson, Trudi	06/22/2022	04/25/2025	Women's Workforce	Special Government Employee (SGE) Member
Harris, Octavia	03/22/2022	03/21/2025	Retired Military	Special Government Employee (SGE) Member
Hunter, Kyleanne	06/20/2024	04/25/2025	Military Veteran	Special Government Employee (SGE) Member
Kelleher, Robin	06/22/2022	04/25/2025	Women's Workforce	Special Government Employee (SGE) Member
Maness, Angela	06/20/2024	11/21/2024	Retired Military	Special Government Employee (SGE) Member
Sanborn, Jarisse	03/22/2022	03/21/2025	Retired Military	Special Government Employee (SGE) Member
Scholz, Dawn	06/22/2022	12/31/2024	Retired Military	Special Government Employee (SGE) Member
Schwartz, Mark	06/20/2024	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Smith, David	06/20/2024	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Tutalo, Patricia	06/20/2024	04/25/2025	Retired Military	Special Government Employee (SGE) Member
Van Winkle, Elizabeth	06/20/2024	04/25/2025	Women's Workforce	Special Government Employee (SGE) Member
Weeks, Samantha	06/22/2022	11/04/2024	Retired Military	Special Government Employee (SGE) Member

**Number of Committee Members Listed: 18**

## Narrative Description

The Under Secretary of Defense for Personnel and Readiness (P&R) is responsible for the recruitment and retention of highly qualified and professional females to serve in the armed services. Women add diversity to our military. This diversity maximizes the value of building a team comprised of multiple backgrounds and talent sets. It allows the services to take advantage of unique life experiences which develop different problem solving approaches. This adds to our corporate strength, which ultimately improves our military readiness. DACOWITS provides support to P&R's mission by identifying, studying and providing recommendations on issues such as recruitment, retention, employment, integration, well-being, and treatment, to name a few, which may impact a woman's decision to either initially join or remain in the military.

## What are the most significant program outcomes associated with this committee?

Checked if  
Applies

Improvements to health or safety	<input checked="" type="checkbox"/>
Trust in government	<input type="checkbox"/>
Major policy changes	<input checked="" type="checkbox"/>
Advance in scientific research	<input type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input type="checkbox"/>
Increased customer satisfaction	<input checked="" type="checkbox"/>
Implementation of laws or regulatory requirements	<input type="checkbox"/>
Other	<input type="checkbox"/>

## Outcome Comments

Not Applicable

## What are the cost savings associated with this committee?

Checked if Applies

None	<input type="checkbox"/>
Unable to Determine	<input checked="" type="checkbox"/>
Under \$100,000	<input type="checkbox"/>



\$100,000 - \$500,000	<input type="checkbox"/>
\$500,001 - \$1,000,000	<input type="checkbox"/>
\$1,000,001 - \$5,000,000	<input type="checkbox"/>
\$5,000,001 - \$10,000,000	<input type="checkbox"/>
Over \$10,000,000	<input type="checkbox"/>
Cost Savings Other	<input type="checkbox"/>

### Cost Savings Comments

NA

**What is the approximate Number of recommendations produced by this committee for the life of the committee?**

1,102

### Number of Recommendations Comments

The 1102 recommendations cover the period of 1951 to 2024. The total of all recommendations that have been fully or partially implemented is 94%.

**What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?**

72%

### % of Recommendations Fully Implemented Comments

The staff has validated that 775 (73%) of its recommendations have been fully implemented.

**What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?**

22%

### % of Recommendations Partially Implemented Comments

The staff has validated that 233 (22%) of its recommendations have been partially implemented.

**Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?**

Yes ☐ No ☒ Not Applicable ☐

### Agency Feedback Comments

The agency is not required or directed to provide feedback. Per the DACOWITS Charter, the agency “may” act upon the DACOWITS’ advice and recommendations.

**What other actions has the agency taken as a result of the committee's advice or recommendation?**

Checked if Applies

Reorganized Priorities	<input checked="" type="checkbox"/>
Reallocated resources	<input checked="" type="checkbox"/>
Issued new regulation	<input checked="" type="checkbox"/>
Proposed legislation	<input checked="" type="checkbox"/>
Approved grants or other payments	<input type="checkbox"/>
Other	<input type="checkbox"/>

**Action Comments**

NA

**Is the Committee engaged in the review of applications for grants?**

No

**Grant Review Comments**

NA

**How is access provided to the information for the Committee's documentation?**

Checked if Applies

Contact DFO	<input checked="" type="checkbox"/>
Online Agency Web Site	<input checked="" type="checkbox"/>
Online Committee Web Site	<input checked="" type="checkbox"/>
Online GSA FACA Web Site	<input checked="" type="checkbox"/>
Publications	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>

**Access Comments**

All meeting documentation is available on the Committee's web site (<https://dacowits.defense.gov>) or by contacting any of the DACOWITS staff. The website includes an organizational email address with which the public can contact the staff. We can provide information electronically or by hard copy.