

U.S. Department of Defense



Defense Advisory Committee on Diversity and Inclusion in the Armed Forces



The estimated cost of this report or study for the Department of Defense is approximately \$31,000 in Fiscal Years 2022 - 2023. This includes \$20,000 in expenses and \$11,000 in DoD labor.

Generated on 2023Feb17 RefID: 6-B591F83

Table of Contents

Introduction.....	2
Background.....	2
Mission Statement.....	3
Committee Member Selection Criteria	3
Current Committee Membership	4
Committee Duties and Scope of Activities.....	15
Committee Reporting Structure	15
Estimated Annual Operating Cost	15
Estimated Number and Frequency of Committee Meetings.....	15
Subcommittees	15

INTRODUCTION

In compliance with section 551(d) of the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021, the Department of Defense (DoD) prepared this report, which includes the following elements:

- a. The mission statement or purpose of the Advisory Committee and any proposed objectives and goals of the Advisory Committee;
- b. A description of current members of the Advisory Committee and the criteria used for selecting members;
- c. A description of the duties and scope of activities of the Advisory Committee;
- d. The reporting structure of the Advisory Committee;
- e. An estimate of the annual operating costs and staff years of the Advisory Committee;
- f. An estimate of the number and frequency of meetings of the Advisory Committee; and
- g. Any subcommittees, established or proposed, that would support the Advisory Committee.

BACKGROUND

In a June 2020 memorandum, then-Secretary of Defense Mark Esper stated:

For more than 200 years the U.S. military has fought to defend our great Nation and our interests abroad, earning the reputation as the greatest military force in history. We have reached this apex because we are an all-volunteer force of patriots who believe in the Constitution and the rights it guarantees all Americans. We have also reached this level of mission excellence because we attract the best America has to offer: young men and women from across the land and beyond our shores. They not only love our country and share these values, but also represent a wide range of creeds, religions, races, ethnicities, sexual orientations, and other attributes that distinguish us as individuals, and make us stronger together.

To ensure the morale, cohesion, and readiness of the military it is essential that our ranks reflect and are inclusive of the American people we have sworn to protect and defend.¹

¹ Secretary of Defense Memorandum, “Actions for Improving Diversity and Inclusion in the Department of Defense,” June 19, 2020, <https://media.defense.gov/2020/Jun/22/2002319394/-1/-1/1/ACTIONS-FOR-IMPROVING-DIVERSITY-AND-INCLUSION-IN-THE-DOD.PDF>.

Among other immediate and mid-range initiatives to improve diversity and inclusion within the Department, the memorandum directed a long-range initiative to explore establishment of an enduring Defense Advisory Committee on Diversity and Inclusion (DACODAI) in the Armed Forces to examine any and all issues that will improve equal opportunity, diversity, and inclusion in the military.

Prior to establishment of the DACODAI, in early 2021, Secretary of Defense Lloyd J. Austin III ordered a Zero-Based Review of all DoD advisory committees.

During the Zero-Based Review, the business case for the Advisory Committee was considered to ensure its mission and function relates to DoD strategic priorities and the National Defense Strategy. In September 2021, Secretary Austin authorized the DACODAI to begin operations once members were appointed in accordance with DoD policies and procedures. The DACODAI became operational in August 2022. The DACODAI was renewed when an updated charter was filed on October 23, 2022 and the first meeting was held on October 27, 2022.

MISSION STATEMENT

The DACODAI shall conduct studies, make findings, and provide recommendations to the Secretary of Defense and the Deputy Secretary of Defense, through the Under Secretary of Defense for Personnel and Readiness, on matters and policies relating to improving racial/ethnic diversity, inclusion, and equal opportunity within the DoD, with a primary focus on military personnel.

COMMITTEE MEMBER SELECTION CRITERIA

As provided in the charter, the DACODAI shall be composed of no more than 20 members, including prominent individuals from academia and the public and private sectors with experience in one or more of the following disciplines: defense or national security; organizational or human resources management; constitutional or employment law; and diversity and inclusion. The appointment of Committee members shall be approved by the Secretary of Defense or the Deputy Secretary of Defense (“the DoD Appointing Authority”), for a term of service of 1-to-4 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 Committee, to include its subcommittees, or serve on more than two DoD Federal advisory committees at one time.

CURRENT COMMITTEE MEMBERSHIP

On September 19, 2022, the Department announced the appointment of 20 members to the DACODAI. Committee members are appointed to exercise their own best judgment on behalf of the DoD, without representing any particular points of view, and to discuss and deliberate in a manner that is free from conflicts of interest.

A summary biography for each DACODAI member is listed below.

General (Ret.) Lester L. Lyles, U.S. Air Force - DACODAI Chair

Current Positions: Chairman of the Board, KBR Corp, Jobs Ohio (the economic development entity for the State of Ohio), and Frontier Technologies, Inc.; recently appointed by the Office of the Vice President of the United States as Chairman of the National Space Council's User Advisory Group.

Former Positions: Chairman of the Board, United Services Automobile Association (USAA); Board of Directors for General Dynamics Corp, KBR Corp, and Battelle Labs; Chief of Staff, US Air Force, Pentagon; Commander, Air Force Material Command, Wright Patterson Air Force Base; Chairman, Military Leadership Diversity Commission.



Gen. Area of Expertise: Change Management, STEM, Diversity and Inclusion, Leadership Accountability/Commitment, Partnerships.

Professional Affiliations: Users Advisory Group to the National Space Council; Chairman, National Aeronautics and Space Administration Advisory Council; Member of State Department's International Security Advisory Board; Chief of the Aeronautics and Space Engineering Board for the National Advisory Council. Serves on the following Boards: Frontier Technologies Inc.; Virginia Humanities; Partnership for Public Service; Virginia Academy of Science, Technology and Medicine; and The Smithsonian Air & Space Museum

Education: Bachelor of Science, Mechanical Engineering, Howard University; Master of Science, Mechanical/Nuclear Engineering, New Mexico State University; Honorary Doctorate of Law degrees, New Mexico State University and Urbana University; National and International Security Management Course at Harvard University.

Ms. Kristen Kavanaugh - DACODAI Vice Chair:

Current Position: Senior Director of Inclusion, Talent & Learning, Tesla.

Former Positions: Director of Inclusion, Talent & Learning, Tesla; Senior Manager, Diversity and Inclusion, Tesla; Manager, Human Resources, Tesla; Defense Council Member, Truman National Security Project; Chief Executive Officer, Trident Proposal Management; US Marine Corps Assistant Comptroller and Budget officer

Gen. Area of Expertise: Diversity, Equity, and Inclusion, Transformation, Leadership Development Strategist.

Professional Affiliations: The Truman Defense Council, Service-Disabled Veteran-Owned Small Business and Economically Disadvantaged Woman Owned Small Business; Co-Founder and Advisory Board Member, Military Acceptance Project (MAP), one of the first DoD-supported studies of active duty LGBT service members' behavioral health needs.

Education: Bachelor of Science, English, United States Naval Academy; Master of Social Work, Social Work, University of Southern California.



DACODAI Committee Members

Major General (Ret.) Byron S. Bagby, U.S. Army

Current Positions: Managing Partner of BMB Strategies, Inc., a consulting firm specializing in executive leadership development and coaching, governance, and strategy development. Board of Directors of Ryan Consulting Group (Chair) and Management Support Technology, Inc.; and Trustee Boards of William Woods University and Columbia Southern University.

Former Positions: Chief of the Office of Military Cooperation in Cairo, Egypt; Commandant of Joint Forces Staff College in Norfolk, VA; Chief Operating Officer for U.S. Army, Europe; Director of Operations for Joint Force Command Brunssum (North Atlantic Treaty Organization); Trustee Board of Westminster College.

Gen. Area of Expertise: Executive Leadership Development, Governance, and Strategy Development.

Professional Affiliations: A member of many organizations, including the Veterans of Foreign Wars, The ROCKS, Inc., The American Legion, the Association of the United States Army, and Military Officers Association of America.

Education: Bachelor of Arts, Economics, Westminster College; Master of Education, University of North Carolina; and Honorary Doctor of Humane Letters from Lincoln College.



Fleet Master Chief (Ret.) April Beldo-Lilley, U.S. Navy

Current Positions: Director, Executive Operational Planning, USAA for the Chief Executive Officer / Chief of Staff, USAA.

Former Positions: Director of Human Resources, Kent, Campa & Kate, Inc; Senior Executive Advisor to the Director of Navy Personnel, Director of Personnel, Training and Education.

Gen. Area of Expertise: Human Resources; Education and Training; Organizational Development.

Professional Affiliations: Advisory Committee for Women Veterans National Naval Officers Association Central Region, TX; Navy Talent Acquisition Group Assistance Council, San Antonio, TX (Co-Chairman); Women in Military Service for America Memorial (Women's Memorial).

Education: Master of Arts, Organizational Leadership, American Military University, Charles Town, WV; Bachelor of Science, Liberal Arts, Excelsior College, Albany, NY; National Defense University, Defense Studies, Fort McNair, Washinton, DC.



General (Ret.) Vincent K. Brooks, U.S. Army

Current Positions: Consultant Principal, WestExec Advisors; Visiting Senior Fellow at Harvard Kennedy School's Belfer Center for Science and International Affairs; Distinguished Senior Fellow at the University of Texas' Clements Center for National Security and the Strauss Center for International Security and Law; Class of 1951 Chair for the Study of Leadership (Department of Behavioral Sciences and Leadership at U.S. Military Academy).

Former Positions: U.S. Forces Korea, United Nations Command, Republic of Korea, U.S. Combined Forces Command; Commanding General, U.S Army Pacific, and Commanding General of the Third Army.

Gen. Area of Expertise: Management, Leadership Accountability/Commitment.

Professional Affiliations: Board of Directors of Diamondback Energy Inc., Jacobs, and Verisk Analytics; Vice Chairman of the Gary Sinise Foundation; Chairman and President, Korea Defense Veterans Association; Council on Foreign Relations; Member, Director of Central Intelligence External Advisory Board.

Education: Bachelor of Science, Engineering, U.S. Military Academy at West Point; Master of Military Art and Science, U.S. Army School of Advanced Military Studies; Honorary Doctor of Laws from the New England School of Law; Honorary Doctor of Humanities from New England Law.



Colonel (Ret.) Lisa Carrington Firmin, U.S. Air Force

Current Position: Chief Executive Officer/Founder of Carrington Firmin LLC, on Leadership, Veterans, Transitions, Military Sexual Trauma, and Diversity and Inclusion.

Former Positions: Associate Vice President, Founder of The University of Texas at San Antonio Office of Veteran and Military Affairs; Associate Provost for Faculty/Student Diversity and Recruitment, and Founder of University of Texas at San Antonio Top Scholar program; U.S. Air Force Military Veteran.

Gen. Area of Expertise: Leadership Development, Training, Diversity and Inclusion.

Professional Affiliations: Serves as a member of the Secretary of the U.S. Department of Veterans Affairs Advisory Committee on Minority Veterans; Texas A&M University-Kingsville University's Foundation Board of Trustees; Hispanic Veterans Leadership Alliance; Veterans Healthy Minds Advisory Council; and Veterans of Foreign Wars.

Education: Bachelor of Arts, Journalism, Texas A&M University-Kingsville; Master of Science, Organizational Behavior and Human Resource Management, Chapman University.



Mr. Phillip Carter, Juris Doctor (J.D.)

Current Positions: Senior Director, Corporate Counsel, Salesforce; Adjunct Professor of Law, Georgetown University.

Former Positions: Senior Corporate Counsel, Tableau Software; Member, Agency Review Team for the Department of Veterans Affairs, Biden-Harris Transition Team; Director, Personnel & Resources Program, RAND Corporation's Homeland Security Operational Analysis Center; Senior Fellow, Director of the Military, Veterans, and Society Program, Center for a New American Security; Chief Operating Officer and Counsel, Caerus Associates; Deputy Assistant Secretary of Defense (Detainee Policy); Associate, McKenna Long & Aldridge LLP; Veterans Outreach Director, 2008 Obama-Biden Campaign; former U.S. Army officer.

Gen. Area of Expertise: National Security Law, Civil-Military Relations, Veterans Policy; Military Personnel Policy.

Professional Affiliations: Board of Directors, Agudas Achim Congregation of Northern Virginia; former member, Reserve Forces Policy Board; former member, Journal of National Security Law and Policy.

Education: Bachelor of Arts, University of California, Los Angeles (UCLA), JD, School of Law, UCLA.



Brigadier General (Ret.) Larry Gillespie, U.S. Army

Current Position: International Consultant.

Former Positions: Held a series of prominent positions with Air Transport Association, Hughes Aircraft Company, Raytheon, NCI, and Hampton University; served as Assistant Deputy Commanding General, U.S. Army Material Command.

Gen. Area of Expertise: Aerospace, Security, Mentorship, Partnerships, Leadership Development.

Professional Affiliations: Chairman, ROCKS Inc.; Beta NU BOULE; Kappa Alpha PSI.

Education: Bachelor of Arts, State University of New York; Master of Public Administration, Shippensburg University; Harvard University National and International Security, John F. Kennedy School of Government.



Sergeant Major (Ret.) Gregory Jenkins, U.S. Army

Current Position: Founder and Chief Executive Officer, Greg Jenkins Consulting.

Former Positions: Diversity and Inclusion Senior Partner, In-Quest Consulting; Director, Army Diversity and Inclusion, Human Relations Program, Department of the Army.

Gen. Area of Expertise: Diversity and Inclusion, Organizational Development, Change Management, Education and Training.

Professional Affiliations: Leadership and Social Media & Marketing Co-Chair(s) for the Inclusion Allies Coalition; United Nations Alliance of Civilizations Intercultural Leaders; Advisory board member for Academy Women, Veteran e-Mentor Leadership Program.

Education: Master of Arts, Human Resources Development, Webster University; Bachelor of Arts, General Studies, Columbia College, NY; Graduate, Defense Equal Opportunity Management Institute.



Major General (Ret.) James C. Johnson, U.S. Air Force

Current Position: President and Chief Executive Officer for Operation Gratitude, a nonprofit corporation; Vice Chairman, U.S. Air Force Academy Board of Visitors.

Former Positions: Highly Qualified Expert, Secretary of Defense Independent Review Commission on Sexual Assault in the Military; Governance Chair, Board of Directors for The Flag and General Officer Network; Director, Integrated Resilience Office, Headquarters U.S. Air Force, Pentagon, Arlington, VA; Director, Sexual Assault Prevention and Response, Headquarters U.S. Air Force, Pentagon, Arlington, VA; Commander, U.S. Air Force Recruiting Service, Randolph AFB, San Antonio TX; Director for Logistics, U.S. Africa Command, Stuttgart, Germany; Director, Air Force Colonel Management Office, Headquarters U.S. Air Force, Pentagon, Arlington, VA.

Gen. Area of Expertise: Operations, Logistics, Recruiting, Talent Management, Human Resilience.

Education: Bachelor of Arts, Political Science, University of Puget Sound, Tacoma, WA; Master of Business Administration, Saint Martin's College, Lacey, WA; National Security and Strategic Studies, U.S. Naval War College; Master of Science, National Resource Strategy, Industrial College of the Armed Forces.



Colonel (Ret.) Walter Kaneakua, U.S. Air Force

Current Positions: Adjunct Professor, U.S. Naval War College, Distance Learning Education Program; Adjunct Professor, Pacific Rim Christian University.

Former Position(s): Business Analyst at the Daniel K. Inouye Asia Pacific Center for Security Studies, District Director, United States House of Representatives for Congresswoman Tulsi Gabbard; Executive Assistant for Military Affairs to U.S. Senator Mazie Hirono; and U.S. Senator Daniel Inouye; Former pilot, Captain, Aloha Airlines; Vice Wing Commander, 154th Air Wing, Hickam Air Force Base, Hawaii.

Gen. Area of Expertise: Economics, Partnerships, Leadership Development.

Professional Affiliations: Board, Shriners Hospital (Hawaii); member, Military Affairs Council, Hawaii Chamber of Commerce, Church council member, New Hope Metro.

Education: Bachelor of Arts, Economics, University of Hawaii at Manoa; Master of Arts, Economics, University of Oklahoma; Master of Arts, National Strategy and Security Studies, U.S. Naval War College; Master of Science, Systems Management, University of Southern California; and Doctor of Management, Organizational Leadership, University of Phoenix.



Professor Thomas H. Lee, J.D.

Current Positions: Leitner Family Professor of International Law at Fordham University School of Law; Of Counsel, Hughes Hubbard & Reed; Member of the International Centre for Settlement of Investment Disputes (ICSID) Panel of Conciliators.

Former Positions: Visiting professor at Columbia, Harvard, and the University of Virginia Law Schools; U.S. law adviser to the Constitutional Court of the Republic of Korea; and Special Counsel to the General Counsel of the U.S. Department of Defense; Clerked for Chief Judge Michael Boudin of the U.S. Court of Appeals for the First Circuit and for Associate Justice David Souter of the U.S. Supreme Court; served as an active-duty U.S. naval cryptology officer ashore in Korea, Japan, and Washington DC, and afloat in the Pacific and Indian Oceans.

Gen. Area of Expertise: Constitutional Law, Diversity, Equity, and Inclusion.

Professional Affiliations: Panel of Conciliators, International Centre for Settlement of Investment Disputes; Member of the American Law Institute, Chair of the Association of American Law Schools Federal Courts Section; Executive Board; American Society of International Law; Military Affairs Committee of the Association of the Bar, NY.

Education: Artium Baccalaureus, (*Summa Cum Laude*), Master of Arts (Regional Studies—East Asia), and Juris Doctor degrees from Harvard.



Dr. Nelson Lim

Current Positions: Director, Workforce, Development and Health Program, RAND Project Air Force; Senior Social Scientist; Professor, Pardee RAND Graduate School. Worked with federal and local government agencies to improve their Human Resource Management practices for nearly two decades.

Former Position: As Research Director, led the Military Leadership Diversity Commission to improve the diversity of top military leaders; submitted a report with recommendations to Congress and the President of the United States.

Gen. Area of Expertise: Research and Analysis, Human Resources Management, Organizational Transformation.

Education: Doctor of Philosophy and Master of Arts in Sociology, University of California; Bachelor of Arts, Economics, University of California.



Dr. Jeffrey Means (Enrolled Member of the Oglala Sioux Nation)

Current Positions: Department Chair and Associate Professor of History; Adjunct Faculty and Advisory Council Board Member, American Indian Studies Program, University of Wyoming.

Former Positions: Department Head and Associate Professor, Department of History and American Studies, University of Wyoming; Visiting Assistant Professor, East Central University; Corporal, U.S. Marine Corps.

Gen. Area of Expertise: Native American History, Colonial History.

Professional Affiliations: Organization of American Historians; American Society for Ethno History; Western History Association; N.A. & Indigenous Studies Association; Phi Alpha Theta, History Honors Society.

Education: Doctor of Philosophy, American History, University of Oklahoma; Master of Arts, History, University of Montana; Bachelor of Arts, History, *Summa Cum Laude*, Grand Canyon University.



Mr. Horacio D. Rozanski

Current Positions: President and Chief Executive Officer, Booz Allen Hamilton; Board of Directors, Booz Allen Hamilton; Chairman, Board of Directors for Children's National Medical Center; Board of Directors, Marriott International, and CARE.

Former Positions: Elected President and Chief Operating Officer, Booz Allen Hamilton; Elected Vice President, Booz Allen Hamilton; Chief Personnel Officer, Chief Strategy and Talent Officer, Booz Allen Hamilton.

Gen. Area of Expertise: Business Strategy, Technology and Operations, Innovation, Talent and Diversity Management.

Professional Affiliations: Business Roundtable; U.S. Holocaust Memorial Museum's Committee on Conscience; Kennedy Center Corporate Fund Board; Aerospace Industries Association Finance Committee.

Education: Bachelor of Business Administration, University of Wisconsin Eau Claire; Master of Business Administration, University of Chicago.



Lieutenant Colonel (Ret.) Alfredo A. Sandoval, U.S. Air Force

Current Positions: Founder and Managing Partner, Private Investment Group; and Co-Founder, Creosote Partners.

Former Positions: Chairman, U.S. Air Force Board of Visitors; Chairman, United States Air Force Academy (USAF) Diversity Advisory Panel; USAF veteran.

Gen. Area of Expertise: Business Strategy, Organizational Transformation, Community Engagement, Partnerships.

Professional Affiliations: Founding member, Hispanic Veteran's Leadership Alliance (HVLA); USAFA Falcon Foundation; USAFA Foundation.

Education: Bachelor of Arts, U.S. Air Force Academy; Master of Arts, Finance and Master of Arts, Marketing, Wright State University; Certificate, International Relations, University of Pennsylvania.



Dr. Celia Renteria Szelwach

Current Positions: Professor of Practice for Leadership and Organization Development and Change at Cabrini University; Co-Director, Fulbright Hays “Bridges to Zambia II” Project.

Former Positions: Director of Organizational Development for a local government agency; 20 years of experience in corporate America; Former Captain and Senior-Rated Parachutist, U.S. Army Transportation Corps.

Gen. Area of Expertise: Organizational Development, Leadership Development, Change Management, Education.

Professional Affiliations: International Society for Organization Development and Change; Organization Development Network; Project Management Institute.

Education: Doctor of Business Administration, Management, Argosy University, Sarasota, Florida; Master of Business Administration, International Trade, University of Sarasota (Argosy University), Sarasota, Florida; Bachelor of Science, Spanish, United States Military Academy, West Point, NY.



Dr. / Colonel Heidi A. Urben, US Army

Current Position: Professor of the Practice and Director of External Education and Outreach, Edmund A. Walsh School of Foreign Service Security Studies Program, Georgetown University.

Former Positions: Adjunct Associate Professor for the Security Studies Program at Georgetown University; Commander, 704th Military Intelligence Brigade, Fort Meade, MD; Vice Deputy Director of Current Analysis and Warning, Joint Staff Directorate for Intelligence; Deputy Director for Intelligence, Joint Staff's National Military Command Center; Assistant Professor of American Politics, Policy, and Strategy, Department of Social Sciences at the US Military Academy at West Point.

Gen. Area of Expertise: Civil-Military Relations, National Security Strategy, Military and Defense Policy, and Intelligence.

Professional Affiliations: Council on Foreign Relations, Non-Resident Senior Associate at the Center for Strategic and International Studies.

Education: Bachelor of Arts, Government and International Studies, University of Notre Dame; Master of Policy Management, Master of Arts, and Doctor of Philosophy in Government, Georgetown University; Master of Science, National Security Strategy, National War College.



Major General (Ret.) Linda Urrutia-Varhall, U.S. Air Force

Current Positions: Vice Chair, Board of Directors, National Military Intelligence Foundation; Board of Directors, National Intelligence University Foundation; Member, Secretary of the Air Force Scientific Advisory Board; Advisor, U.S. Strategic Command Strategic Advisory Group Intelligence Panel; Trustee, United States Air Force Academy Falcon Foundation.

Former Positions: Advised three Secretaries of Defense and Senior Executive to Director of National Intelligence; advised Cabinet-level officials, Congress, and the White House; Director of Intelligence, Surveillance, and Reconnaissance, (ISR) U.S.

Southern Command; Director of Operations, National Geospatial-Intelligence Agency and Air Force ISR Agency; J2 Deputy Director for Executive Support, Joint Staff.

Gen. Area of Expertise: Intelligence, Cyber, Space, Diversity, and Inclusion; Leadership and Organizational Development.

Professional Affiliations: Latino Corporate Directors Association; Latina Style; Hispanic Veterans Leadership Alliance; and Military Officers Association of America.

Education: Master of Science, Strategic Intelligence, Defense Intelligence College, Distinguished Graduate; Bachelor of Science, Civil Engineering, United States Air Force Academy.



Dr. / Lieutenant General (Ret.) Frances C. Wilson, U.S. Marine Corps

Current Position: Board of Directors, Sentara Healthcare; Virginia Beach Mayor's Military Economic Development Advisory Committee.

Former Positions: Chairman, Defense Advisory Committee on Women in the Service (DACOWITS); Board of Visitors, Virginia Military Institute; President, National Defense University; Commandant, Industrial College of the Armed Forces, NDU; Director, Manpower Management, Headquarters Marine Corps; Chairman, Board of Directors, Hampton Roads & Central Virginia USO; Board of Advisors, Women's Institute for Leadership, Mary Baldwin College.



Gen. Area of Expertise: Education & Training, Leadership Development, Talent Management.

Professional Affiliations: World Affairs Council of Hampton Roads.

Education: Bachelor of Science, Social Science, Michigan State Univ; Master of Arts, Education, Pepperdine Univ; Master of Arts, Psychology, Univ of Northern Colorado; Master of Science, Business Management, Salve Regina College; Master of Arts, National Security and Strategic Studies, Naval War College; Doctor of Education, Univ of Southern California; Federal Executive Fellowship, The Brookings Institution; PINNACLE and CAPSTONE courses, National Defense University; Senior Executive Course in National and International Security, Harvard Univ's JFK School of Government.

COMMITTEE DUTIES AND SCOPE OF ACTIVITIES

The DACODAI shall conduct studies, make findings, and provide recommendations on matters and policies relating to improving racial/ethnic diversity, inclusion, and equal opportunity within the DoD.

COMMITTEE REPORTING STRUCTURE

The Committee reports to the Secretary of Defense and the Deputy Secretary of Defense, through the Under Secretary of Defense for Personnel and Readiness (USD(P&R)). The USD(P&R), in accordance with DoD policy and procedures, may act upon the Committee's advice and recommendations.

ESTIMATED ANNUAL OPERATING COST

The estimated annual operating cost for the DACODAI, including travel, meetings, and contract support, is approximately \$800,000.00. The estimated annual personnel cost to the Department is two full-time equivalents.

ESTIMATED NUMBER AND FREQUENCY OF COMMITTEE MEETINGS

The Committee will meet at the call of the Committee's Designated Federal Office, in consultation with the Committee's Chair and the USD(P&R). The estimated number of meetings is two per year.

SUBCOMMITTEES

The DACODAI sponsor, the USD(P&R), has established three subcommittees: the Racial/Ethnic Diversity Subcommittee; the Racial/Ethnic Inclusion Subcommittee; and the Racial/Ethnic Equal Opportunity and Treatment Subcommittee. Like the DACODAI, the subcommittees shall be operated in accordance with chapter 10 of title 5, U.S. Code (commonly known as the "Federal Advisory Committee Act" or "FACA"). Subcommittees shall not work independently of the DACODAI and shall report all of their advice and recommendations solely to the DACODAI for its thorough deliberation and discussion at a properly noticed and open meeting. Subcommittees have no authority to make decisions and recommendations, orally or in writing, on behalf of the Committee. No subcommittee nor any of its members may update or report, orally or in writing, directly to the DoD or any Federal officers or employees. If a majority of Committee members are appointed to a particular subcommittee, then that subcommittee may be required to operate pursuant to the same notice and openness requirements of the FACA which govern the Committee's operations.

Racial/Ethnic Diversity Subcommittee: This subcommittee assesses the readiness of the Total Force by examining racial/ethnic diversity integration efforts to determine whether existing initiatives, policies, procedures, practices, and programs inhibit the full integration of racial/ethnic service members into all military career fields, titles, and ranks. In addition, the subcommittee identifies innovative solutions and opportunities for greater integration of racial/ethnic diversity concepts into the Department's strategies and operations.

Racial/Ethnic Inclusion Subcommittee: This subcommittee examines the effectiveness of racial/ethnic inclusion initiatives to attract, recruit, develop, and retain a diverse workforce by reviewing existing policies, procedures, practices, and programs. In addition, the subcommittee will identify innovative solutions to increase career advancement opportunities for underrepresented racial/ethnic populations of military personnel.

Racial/Ethnic Equal Opportunity and Treatment Subcommittee: This subcommittee examines the effectiveness of military policies, procedures, practices, and programs to deter and address disparate treatment activity by or toward racial/ethnic military personnel. In addition, the subcommittee will identify innovative solutions to combat disparate treatment for racial/ethnic service members in the workplace environment.