

## DEOMI News Highlights

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DEOMI News Highlights is a weekly compilation of published items and commentary with focus on equal opportunity, equal employment opportunity, diversity, culture, and human relations issues. The DEOMI News Highlights is also a management tool intended to serve the informational needs of equity professionals and senior DOD officials in the continuing assessment of defense policies, programs, and actions. Further reproduction or redistribution for private use or gain is subject to original copyright restrictions.

### **SEALs reach out to increase diversity [Gidget Fuentes, *Navy Times*, 30 April 2012]**

- Today's force of SEALs and special warfare combatant-craft crewmen (SWCCs) is roughly 85% white—much higher than the Navy overall which in 2010 was 64% white.
- “We absolutely have a need for operational diversity. For us to train with our special operations partner nations, our mission is more easily accomplished if we have people with cultural and racial identities that allow us to create lasting relationships to better understand our partner forces, said Capt. Duncan Smith, a SEAL who heads Navy Special Warfare Command's recruiting directorate.
- A recent directorate from Rear Adm. Sean Pybus, head of Naval Special Warfare Command expanded the range of targeted minorities to young men of Asian and Arab descent, as well as Hispanics.

[SEALs reach out to increase diversity](#)

### **Officials troubled over behavior of U.S. troops [Andrew Tilghman, *Army Times*, 3 May 2012]**

- Defense Secretary Leon Panetta is growing increasingly concerned about the spate of embarrassing misconduct by U.S. troops...
- “The problem with these incidents is that there is a price to be paid. It not only hurts us in terms of lives that are lost, but also sometimes impacts the very mission we are engaged in and also hurts morals,” Panetta said.
- Embarrassing incidents that affect missions and morale have emerged recently in all four services.
- Despite the incidents, Panetta said he does not believe the force has a systematic problem. “What we have to do is just continue...to be vigilant about those few who will do stupid things, who make misjudgments and [show] bad judgment.”

[Officials troubled over behavior of U.S. troops](#)

### **Female drill sgt boss fights removal [Susanne M. Schafer, *Associated Press*, *CBS News*, 1 May 2012]**

- Command Sgt. Maj. Teresa King, the first woman to command the Army's drill sergeant training took legal action to reclaim her job, alleging she was improperly suspended November 29, 2011, because of sexism and racism, and is demanding that two of her superiors be investigated for abuse of their authority.
- Her attorney, James Smith said that the Army has declined to say specifically what it was looking into, beyond a general statement that it involved her conduct.
- He also said that he believes the Army is delaying its investigation in order to force King to take retirement when she becomes eligible later this year.

[Female drill sgt boss fights removal](#)

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# Culture

## 82nd troops helping Afghans find their own solutions

By Drew Brooks, Staff writer

Fayetteville (NC) Observer ([fayobserver.com](http://www.fayobserver.com)), May 1, 2012

LOY KAREZ, Afghanistan -- The village of Loy Karez has had little contact with American troops in recent years, but Fort Bragg paratroopers are aiming to change that. Soldiers with A Troop, 4th Squadron, 73rd Cavalry Regiment visited the town Saturday, talking with the locals and introducing them to officers from an incoming unit. The Fort Bragg soldiers, stationed at nearby Combat Outpost Hupal, will leave the base in the coming weeks. The small base along Highway 1 in the Maiwand district of Kandahar province will be handed over to soldiers from the 2nd Infantry Division, based at Joint Base Lewis-McChord, Wash. The paratroopers, part of the 82nd Airborne Division's 4th Brigade Combat Team, have lived at Combat Outpost Hupal for nearly two months.



*From left, 1st Lt. Daniel Paren, Spc. Kevin Snell, translator Arian and 1st Lt. Dustin Mackie meet with village leaders.*

The 4th Squadron, 73rd Cavalry has the largest area of operations of any unit in the brigade, but its commander, Lt. Col. Jeffrey Howard, said the unit's area of responsibility will soon be cut in half. As part of the transition, 2nd Platoon of A Troop took two officers from the 2nd Infantry Division with them to Loy Karez, a town south of Combat Outpost Hupal that is a candidate for a police checkpoint. There, the soldiers and the Afghan National Police met with town elders and discussed the

problems facing the community, which is surrounded by poppy fields.

Water and electricity were the top concerns voiced by the Afghans, who served the soldiers chai, a spiced tea, outside a small mosque while Kiowa helicopters circled overhead for security. "It seems like almost everyone around here has those same issues," said 1st Lt. Daniel Parten, the platoon leader. Off to the side, groups of children flocked to the soldiers pulling guard, trading high fives and fist bumps. "It's about building and maintaining relationships," Parten said of the mission. "Anything south of us is important."

Parten said enemy fighters often travel from the south. Officials hope a checkpoint could help hamper the influx of insurgents before the start of the annual fighting season, which traditionally follows the poppy harvest. But the villagers were opposed to a checkpoint, saying it would only bring improvised explosive devices to the area. "We don't need a checkpoint down here," one resident said through an interpreter.

Outside, the poppy fields were being harvested by men from outlying provinces such as Zabul and Uruzgan. Poppy harvests are often tied to insurgents, officials said, who use the crop to finance their activities. But the village elders said the workers were not enemies. "They are good guys," one said through an interpreter. "Just workers." The villagers made several demands, with one saying that without aid, some villagers would turn to the Taliban to help support their families. The man backtracked when asked if anyone from the village had joined the Taliban and said that was not the case.

Parten stopped short of promising to fix the village's problems. Instead, he offered to help the residents seek redress from the Afghan government. "We're at a point now where if we're still solving their issues for them, those issues are major ones," Parten said after the mission. "We're encouraging them to solve their own problems because sooner or later, we won't be around."

The meeting wasn't all about business; it turned into a discussion of Afghanistan's future. "I know ya'll have been fighting continuously for a long time," Parten said. "Do you think there will ever be a day when there's no fighting in Afghanistan?" "We hope," an elder responded through an interpreter. "We hope so, too," Parten said. "That's why we're here."

## Afghan general says 'Americans work side-by-side' to build Kabul command

By Adam Ashton

The Republic, 2 May 2012

TACOMA, Wash. - Soviets shaped the Afghan army that Maj. Gen. Mohammad Hashim remembers from his days as an up-and-coming officer. They tended to give the orders, as if his countrymen were working for the Russians.



The Americans assisting him today use a lighter touch as they aim to restore a different kind of army, he said.

*Lt. Matthew Domenech, right, of the 5th Battalion, 20th Infantry Regiment talks with village elders during a foot patrol with Afghan National Army soldiers from Forward Operating Base Sweeney to the nearby town of Shamkheyl in Shinkai District, Zabul Province, Afghanistan on April 9, 2012.*

*PETER HALEY/TACOMA NEWS*

*TRIBUNE/MCT*

"It used to be the other army would tell the Afghans what to do," said Hashim, who counts 31 years wearing his country's uniform. "The Americans just come up with recommendations. The Americans work side by side" with Afghan soldiers.

Hashim's U.S. advisers, including several from Joint Base Lewis-McChord, are cultivating a hands-off approach both to show their respect to distinguished Afghan officers and to instill in them a creativity they say the Soviets lacked.

They're working to build a new ground forces command for the Afghan army that will manage the daily operations of local units all over the country. The command is due to open in October, and it would represent a level between the big picture strategists at Afghanistan's Ministry of Defense and the army units out in the field fighting Taliban insurgents day in and day out.

Educated Afghan soldiers are already manning an operations center modeled after one used by NATO forces at the coalition headquarters in Kabul. It has rows of Afghan soldiers working at computers, monitoring daily incidents and feeding reports to higher-ranking officers.

The U.S. soldiers assisting the Afghans want to leave their mark, but they're not trying to recreate an American command.

Each U.S. officer partners with an Afghan soldier, and in each case the Afghan holds a significantly higher rank than the American. The rank difference alone requires the Americans to attempt to persuade instead of imposing orders.

"You need to sell it," said Col. Lapthe Flora of the Virginia-Maryland National Guard. He is advising a three-star general. "I show what we have. It's up to you to take it."

Flora is the top American officer among a small group of soldiers assigned to build up the Afghan ground forces command. The troops belong to Flora's National Guard unit and to Lewis-McChord's I Corps, which returns to the base south of Tacoma this summer.

It's an assignment that calls on U.S. soldiers to nurture tight relationships and to exercise patience as they operate within another country's customs. They drink a lot of tea with their Afghan partners as they learn more about each other's personal backgrounds.

[http://www.therepublic.com/view/story/USAFGHAN-COMMAND\\_7913820/USAFGHAN-COMMAND\\_7913820/](http://www.therepublic.com/view/story/USAFGHAN-COMMAND_7913820/USAFGHAN-COMMAND_7913820/)

"There's a lot of give and take," said the I Corps' Maj. Ayodele Lawson, 36, of Lacey. "You've got to build relationships."

The Americans and the Afghans have seemingly close ties after the months they've spent creating the new command.

Maj. Ian Bennett of I Corps recently teased Maj. Gen. Hashim about a planned hunting trip to Spain. It was to be Hashim's first break in two years. Hashim laughed off Bennett's suggestions that he would not like the looks of Spanish women.

Over tea, Hashim showed off his diplomas from Soviet military schools. He even kept his report cards. He graduated from an armor academy in 1975 on his way to becoming a two-star general before the Taliban's rise.

Hashim fled Afghanistan in 1996 as civil war toppled his country. He returned to the Afghan army in 2009.

"You should write a book," Bennett told him.

"It is all, sorry to say, classified," Hashim replied through his interpreter.

As with other NATO assignments in Kabul, the close relationships at the ground forces command do not prevent the Americans from keeping up their guard. At least 18 NATO soldiers have been killed by Afghan soldiers this year, and two American officers were slain in Afghanistan's Ministry of Interior while performing an advising mission similar to the one taking place at the ground forces command.

Afghans are prohibited from bringing weapons into the American side of the compound. They're screened with a metal detector. At least one U.S. soldier brings a rifle whenever a party of American officers crosses the compound to the Afghan side.

Flora says his best defense is becoming as close as he can to Afghan leaders.

"If you have a good relationship, they will treat you like family, and they will do anything to protect you," he said.

Bennett finds the assignment rewarding, especially when an Afghan officer independently reaches a conclusion Bennett would have recommended. He's an Iraq war veteran who's planning to return to Lewis-McChord this summer for an assignment with the 17th Fires Brigade.

"Working with the Afghans, much like working with the Iraqis, is one of the most rewarding and difficult jobs there is to be had out here," said Bennett, a DuPont resident. "It can be supremely frustrating at times, but then you have one of those 'eureka' moments and it all clicks, and the feeling is awesome. And then the cycle begins again."

Hashim, the chief of staff for the ground forces command, is looking forward to the day when the Afghan army can confront his nation's insurgency without Western assistance.

He cites three weaknesses that must be overcome: air support to move supplies across Afghanistan's rugged terrain, artillery to pound enemy strongholds, and combat engineers to clear roads of buried bombs.

"If we have the three kinds of support ... we can say, 'You guys can go back home,'" Hashim said. "We'll give you flowers and say, 'We can take this responsibility.' "

<http://ebird.osd.mil/ebfiles/e20120428884499.html> or

<http://hamptonroads.com/2012/04/culture-shock-matter-course-west-point>

# Culture shock a matter of course at West Point

By Samantha Henry, Associated Press

Norfolk Virginian-Pilot (pilotonline.com), April 28, 2012

JERSEY CITY, N.J.--The men and women in crisp U.S. military uniforms walked in close formation through the bustling, traffic-choked streets, passing women in full Muslim hijab, sari-clad Indian mothers pushing strollers, worshippers heading to an Egyptian Coptic church, and small shops with signs in Arabic, Hindi, Korean and a dozen other languages. It wasn't a tour of duty overseas, but a field trip to Jersey City, just 60 miles down the Hudson River from the U.S. Military Academy at West Point, N.Y.

The city of 250,000 is one of the most ethnically and religiously diverse places in America, and the cadets are visiting as part of a class at West Point on peacekeeping and reconstruction called "Winning the Peace." The class ends in a three-day crash course designed to make the future officers - and, ultimately, the soldiers under their command - more sensitive to cultural differences. The program is in its eighth year but has taken on new urgency as the Army deals with the fallout from a string of embarrassing episodes in Afghanistan, including reports of U.S. soldiers posing with the bloody remains of suicide bombers, urinating on Afghan corpses and burning Muslim holy books.

In Jersey City, the 23 cadets in the class sleep at a mosque one night and attend Islamic prayers. They also visit an Egyptian Coptic Christian church, a synagogue and a Hindu religious service, and sample the foods of the cultures they encounter. West Point cadets, who graduate as second lieutenants in the Army, come from every state in the nation. Some hail from small towns.

Senior Megan Kelty, 21, from Urbana, Iowa, a town of about 1,500, said she knows her upbringing didn't offer her much diversity, so she has made a special effort to learn about other cultures and religions. "We talk a lot about how, as officers, we set the tone for those we'll be leading, and the way we behave is going to set the example for how everyone in the unit is behaving," Kelty said. "So if somebody's going to get it right, it's got to be me."

At the Islamic Center of Jersey City, where cadets spend a night, program organizer Ahmed Shedeed said the visit to the city is an eye-opener for some students. "Some of these soldiers have never seen anybody different. Some have never seen a black person or eaten Chinese food, and they come to a place like Jersey City, and they understand they're not the only ones in the world, that there are civilizations and cultures that came before theirs," he said.

Emad Attaalaa of St. George's Egyptian Coptic Church, where the cadets spent an afternoon learning about the history of the church and enjoyed a Middle Eastern-style lunch, said the program has mutual benefits, getting young people from his largely Egyptian congregation interested in the military or a career in law enforcement. "Kids in the church come and ask me after meeting the cadets, 'What do you think about joining the Army?'" he said. At the Islamic Center, congregants explained to the cadets the importance of removing their shoes in prayer areas, and the female cadets were shown the proper way to cover themselves with Muslim headscarves out of respect.

Jersey City sits across the Hudson River from New York. Nearly 40 percent of the population is foreign-born, and more than half its residents speak a language other than English at home, according to census figures. It has a large Muslim population. Some of the plotters of the deadly 1993 bombing of the World Trade Center attended a mosque there. Col. Cindy Jebb, a social sciences professor at West Point who has taught courses on cultural anthropology, as well as terrorism and counterterrorism, said the academy is fortunate to have such a melting pot close by. "When you start to learn about other cultures, it makes you very self-aware, helps create a more adaptable thinker, and it develops empathy," she said. Although this year's visit focused on the Arab Spring uprisings across the Middle East, she said the controversies that have hurt U.S. efforts to gain the trust of Afghans are also discussed with cadets. "We always use such incidents as a learning opportunity," Jebb said. "Looking at it in the larger context of understanding that these actions of a few do not reflect the entire military, we discuss why these actions are so detrimental, and how you go about building a tone within a unit of cultural understanding."

# Diversity





# DEOMI

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE



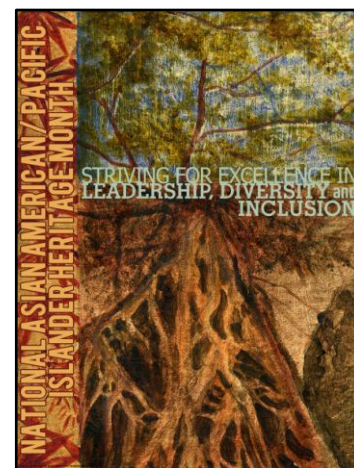
## NEWS RELEASE

**DEOMI RELEASES 2012 ASIAN/PACIFIC  
AMERICAN HERITAGE MONTH POSTER:  
“STRIVING FOR EXCELLENCE IN LEADERSHIP,  
DIVERSITY AND INCLUSION”**

**May 1, 2012  
Release No. 12-05-15**

PATRICK AIR FORCE BASE, Fla. – In observance of Asian Pacific American Heritage Month, celebrated each year during the month of May; the Defense Equal Opportunity Management Institute (DEOMI) proudly announces the availability of original artwork available for download from DEOMI’s public website, [www.deomi.org](http://www.deomi.org). Simply click the poster image to the right to navigate to our poster download page.

Please note that you may download this hi-resolution image file by clicking the “download” link below the thumbnail image for this poster on our website and take it to your preferred printing facility for display in your organization or use during your special observance programs. All DEOMI special observance poster images are of a high enough quality to print posters up to 30 X 40 inches. DEOMI does not have the capability to print posters and mail them out to customers upon request.



### **The artist’s inspiration for this year’s poster**

“In researching this year’s theme of “*Striving for Excellence in Leadership, Diversity and Inclusion*,” released by the Federal Asian Pacific American Council, my inspiration for this poster was actually very simple,” said DEOMI Illustrator Mr. Peter Hemmer. “The tree image came from Angkor Wat in Angkor, Cambodia. I was struck by the structure of the roots and how this can symbolize deep cultural roots as well as diversity & inclusion in the sheer number of roots intertwined to create a diverse whole. The low angle of the tree looking up to the sky speaks of leadership striving for higher and limitless goals. The strip on the left side behind the text is a leaf pattern reminiscent of a Pacific Islander fabric. I was going for an Asian feel in both the layout of three asymmetrical fields and painting on gold leaf,” he said.

### **About the Federal Asian Pacific American Council**

The Federal Asian Pacific American Council (FAPAC) was founded in 1985 as a nonprofit, nonpartisan organization representing the civilian and military Asian Pacific American (APA) employees in the Federal and District of Columbia governments. The primary purpose of FAPAC is to serve as an interagency association within the Federal and District of Columbia Governments, providing a focus for over thirty ethnically distinct groups originating from Asian and Pacific regions as recognized by the United States Bureau of the Census.

*For more information about the Federal Asian Pacific American Council, please visit:*

<https://www.fapac.org/>

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## **Asian/Pacific American Heritage Month Quick Facts**

- "Asian Americans and Pacific Islanders are a vast and diverse community, some native to the United States, hailing from Hawaii and our Pacific Island territories. Others trace their heritage to dozens of countries. All are treasured citizens who enrich our Nation in countless ways, and help fulfill the promise of the American dream which has drawn so many to our shores." —President Barack Obama
- The "Asian/Pacific American" designation encompasses over 50 ethnic or language groups including native Hawaiians and other Pacific Islanders. There are now more Asian and Pacific Islander groups than in the past - with 28 Asian and 19 Pacific Island subgroups representing a vast array of languages and cultures.
- According to the 2010 Census, the estimated number of U.S. residents of Asian descent was 17.3 million, comprising 5.6 percent of the population.
- According to the 2010 Census, the estimated number of U.S. residents who said they were Native Hawaiian or Other Pacific Islander was 1.2 million, comprising 0.4 percent of the total population.
- Asian/Pacific American women first entered military service during World War II. The Women's Army Corps (WAC) recruited 50 Japanese-American and Chinese-American women to the Military Intelligence Service Language School at Fort Snelling, Minnesota, for training as military translators.
- On January 21, 2009, former Army Chief of Staff and now retired Army General Eric K. Shinseki was sworn in as the Nation's Secretary of Veterans Affairs. Born in 1942 on the island of Kauai, Hawaii, Shinseki graduated from the U.S. Military Academy at West Point, N.Y., in 1965.
- The economic profile of Asian Indians has changed dramatically. While the first immigrants were agricultural and manual laborers, today, significant numbers of Asian Indians are engaged in professions such as medicine, accounting, and engineering. A recent study indicated that a higher percentage of Asian Indians are engaged in managerial positions today than any other ethnic group in the U.S.
- Maya Lin rose to fame in 1981. Just 21-years-old and an architectural student at Yale University, Lin won a contest to design the Vietnam Veterans Memorial in Washington, D.C. Her design beat out more than 1,400 entries. The memorial's 594-foot granite wall features the names of the more than 58,000 U.S. soldiers who died during the Vietnam War.

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# SEALs reach out to increase diversity

By Gidget Fuentes - Staff writer

Navy Times, Apr 30, 2012

*Navy SEAL diversity is still elusive, despite outreach efforts.*



SAN DIEGO — The Navy’s special warfare community has grown in size over the past few years but still remains overwhelmingly white. It’s a statistic officials are working hard to change. Today’s force of SEALs and SWCCs, or special warfare combatant-craft crewmen, is roughly 85 percent white, according to Naval Special Warfare Command in Coronado, Calif. That’s much higher than the Navy overall — which in 2010 was about 64 percent white, according to the Defense Manpower Data Center — and is also out of whack with the cultural environments in which today’s SEALs operate.

That gap remains despite concerted efforts by Naval Special Warfare Command to seek more minority candidates and expand its overall recruiting pitch to get more SEALs and SWCCs to fill the

larger force mandated by Congress. But as the community grew in size, the command also beefed up standards and requirements during the 26-week SEAL Qualification Training, causing graduation rates to drop across all ethnicities. “Where we stand today is, we have more work to do,” said Capt. Duncan Smith, a SEAL who heads Naval Special Warfare Command’s recruiting directorate.

“We absolutely have a need for operational diversity. For us to train with our special operations partner nations, our mission is more easily accomplished if we have people with the cultural and racial identities that allow us to create lasting relationships to better understand our partner forces,” Smith said. But recent years’ efforts, which included tailoring marketing to minorities and reaching out to historically black colleges and universities, fell flat in attracting more minorities to the Basic Underwater Demolition/SEAL course and follow-on SQT. So the command is casting the net wide again, getting outside help to market to minority populations and taking a more coherent look at targeting communities with potential minority candidates — not just blacks.

A recent directive from Rear Adm. Sean Pybus, head of Naval Special Warfare Command, expanded the range of targeted minorities to young men of Asian and Arab descent, as well as Hispanics. “We are moving the needle, but it is a slow process. It takes time,” Smith said.

Recent efforts to reach more blacks helped to better understand the community, he said.

“We have really learned or developed a template that allows us to better understand ... a culture that we may not have been heavily engaged in,” he said. “So we built a road map on how to build trust ... and respect in the minority communities.” Don’t expect to see quotas, however.

“We have no numeric goal for diversity. This is not a quota-based operation,” Smith said. “This is really just wanting to make progress and to better prepare our force to conduct overseas operations.” And the command won’t ease its tough standards to become a SEAL or SWCC. “We are trying to become more diverse, but our standards have never been compromised,” he said, “and will not be compromised.”

## Outreach and education

Officials are reaching out to parents, teachers, coaches and other “influencers” to get their message to young men — even those still in middle or high school — that naval special warfare is an exciting place of opportunity, regardless of their upbringing, experiences or ethnic or racial background. “We

<http://www.navytimes.com/news/2012/04/navy-special-forces-seals-diversity-043012/>

as the SEAL team have probably not been as successful as we should be in communicating that there is a direct and very positive impact on success later in life by having served as a SEAL,” Smith said.

“A lot of the diverse or minority communities that we address really view military service and education as two different worlds, as being mutually exclusive.” he said. “The opposite is true.”

With combat and global operations keeping spec ops forces deployed and in demand, the Navy doesn’t have enough SEALs and SWCCs — especially minorities — to send to recruiting districts and scout neighborhoods, schools, sports teams and urban areas. Contractors will help with outreach, and the latest push will concentrate on many minority neighborhoods, said Scott Williams, a command spokesman.

Recruiting and marketing efforts are being stepped up in San Diego and Norfolk, Va., where SEALs and SWCCs have joined in local swim programs geared toward children and young adults, as well as in Detroit and Dearborn, Mich., home to large concentrations of blacks and Arab-Americans. The swim programs provide community service and show that swimming skills can be taught to those who never swam in a pool or in the ocean.

“The swim component of SEAL training and SWCC training across all cultures is one that is a dividing factor,” Smith said, noting those unfamiliar with swimming have the toughest time passing the physical screening test. “We’ve gotten them to increase their performance well beyond our entry standards.

“Our real mission is to make sure the SEAL/SWCC opportunity is open to anyone,” Smith said. “You just have to have the mental toughness to decide that is what you want to do.” This year, the command also extended its reach by participating in nine of the NFL’s regional scouting combines, where prospective players show off their skills.

“As it turns out, what got you here, with your opportunity with the NFL, is a lot about what makes the SEAL program successful,” Pybus told one group at a session supported by members of Naval Special Warfare Group 2. Several SEALs joined in the visits, meeting athletes and sharing their stories, including a SEAL lieutenant who had played college football before enlisting in the Navy.

Nearly 100 of the 1,900 athletes, about 80 percent of whom were minorities, asked for more information about naval special warfare or becoming a SEAL, Smith said, adding, “that is a pool of 100 young talented men. That right there is success for us.”

<http://www.marinecorpstimes.com/news/2012/05/marine-women-infantry-officer-course-richard-mills-combat-050212/>

## **USMC general details women's infantry training**

**By Gina Harkins - Staff writer**

**Marine Times, 2 May 2012 16:51:18 EDT**

MARINE CORPS BASE QUANTICO, Va. — The first female Marine officers to attend infantry training will encounter the same rigorous physical demands men face while learning how to lead ground troops into battle, says an influential Marine Corps general.

Lt. Gen. Richard Mills, the deputy commandant for combat development and integration, told Marine Corps Times that expectations will be the same for all Marines enrolled in the Infantry Officers Course, which later this year will accept some female volunteers for the first time as part of the service's extensive research campaign to determine what additional jobs could be opened to women.

"It's the same exact program of instruction a male lieutenant who's going to go on to become an infantry officer would get — exactly the same," Mills said of the course. "That involves a wide series of classes."

Like their male classmates in the program, female Marines can expect ample physical training, he said. Students spend several days — and nights — in the field, making long marches while weighed down with weapons, ammunition and protective gear.

"They'll go through the same mental and physical tasks common to the duties of the infantry platoon commander out in the fleet," Mills said.

IOC is a 10-week course based here in Quantico. The last class culminated in March with a 20-day field exercise at the Marine Corps' desert training facility in Twentynine Palms, Calif., according to a three-part series produced by the service's public affairs personnel.

There, the all-male class participated in a mountain attack with the student platoon commanders in control of the operation. They also trained alongside Afghan role players representing friendly, enemy and civilian populations, a nod to the leadership challenges Marine officers face in theater.

The female officers' performance at IOC will be monitored closely and used to inform a recommendation the Corps will make to Defense Secretary Leon Panetta, Mills said. That's expected to happen in mid-November.

Marine officials have emphasized that women who successfully complete IOC will not receive the Corps' 0302 infantry officer designation. Defense Department policy still bars the services from assigning women to jobs whose primary mission is direct ground combat, such as infantry and special operations.

The Marine Corps' research plan also calls for sending enlisted volunteers to its Infantry Training Battalions, expected to occur after the IOC experiment, and conducting a two-day fitness test aimed at establishing "gender-neutral" physical standards. Additionally, in the coming weeks, a number of female company-grade officers and staff noncommissioned officers will be assigned for the first time to billets previously open only to men within six types of ground combat battalions.

"It's part of the commandant's experiment to take a look at what those recommendations should be," Mills said of the plan to enroll women at IOC. "We'll take a look at how our female officers do, the physical demands that are placed on them, and go from there. The commandant will develop whatever recommendations he thinks are appropriate."

<http://ebird.osd.mil/ebfiles/e20120430884913.html> or  
[http://www.washingtonpost.com/business/capitalbusiness/women-increasingly-fill-prominent-defense-industry-positions/2012/04/28/gIQAo5XEqT\\_story.html](http://www.washingtonpost.com/business/capitalbusiness/women-increasingly-fill-prominent-defense-industry-positions/2012/04/28/gIQAo5XEqT_story.html)

# Women increasingly fill prominent defense industry positions

By Marjorie Censer, Capital Business Staff Writer  
Washington Post, April 30, 2012

More female executives are rising to the top levels of the largest defense companies, setting a standard that industry officials say may help encourage more women to enter the field. This week, Phebe N. Novakovic is set to become president and chief operating officer at Falls Church-based General Dynamics after serving as executive vice president of the company's marine systems group.

The move puts Novakovic in line to replace Jay L. Johnson, General Dynamics's chairman and chief executive, though the company has not made any formal decision. "That's the start of a very disciplined succession rhythm here," Johnson said of Novakovic's new role during a call with investors last week. "We'll continue to work very closely together."

Novakovic's ascension comes as Bethesda-based Lockheed Martin, the world's largest defense contractor, named Marillyn A. Hewson its new president and chief operating officer, beginning Jan. 1. Hewson heads the company's electronic systems business. Linda Hudson, president and chief executive of BAE Systems' Arlington-based U.S. business, said the rise of female executives could influence young women interested in aerospace and defense, potentially broadening the hiring pool. "With Marillyn's promotion at Lockheed Martin following on the heels of Phebe's promotion at GD, I think it's harder and harder to say these are just individual events," Hudson said. "Trend might be too strong a word, but [we have] certainly a pattern of women moving up at aerospace and defense companies."

The arrival of female executives at some of the most prominent contractors may also influence smaller companies, said Marion Blakey, president and chief executive of the Aerospace Industries Association. "Is it a tidal wave? No, but it is a surge," Blakey said. "I really do feel these [promotions] are an important bellwether for tapping the best talent in our industry."

Hewson, who has spent 29 years at Lockheed, downplayed the role gender played in her success. She has worked in three of the company's four business units, held 18 different leadership roles and moved to eight different Lockheed locations. In 2007, Hewson helped establish a new business for Lockheed called Logistics Services, and she was head of Lockheed Martin's business in Owego, N.Y., when the unit's flagship program, the presidential helicopter, was canceled in 2009. "I know that a lot of women look for role models in different areas so I certainly want to continue to be a role model," she said in an interview. "But I don't think it's necessarily about being a female in our business. I think it's about . . . my track record, my results."

Despite the recent promotions, Jolynn Shoemaker, director of the Center for Strategic and International Studies' women in international security program, said the industry still fails to retain enough of its female employees.

"We still do have a problem with a leaky pipeline," Shoemaker said. The thinking used to be "if we could get enough women entering into these sectors, our problems would just gradually go away . . . but we're seeing that it is actually much more complicated than that."

# **Human Relations**

<http://www.nytimes.com/2012/05/03/us/politics/odierno-seeks-to-reshape-training-and-deployment-for-soldiers.html>

# Army Will Reshape Training, With Lessons From Special Forces

By THOM SHANKER

New York Times, May 2, 2012

WASHINGTON — Gen. Ray Odierno, the Army's top officer, is beginning initiatives to reshape the way many soldiers are trained and deployed, with some conventional units placed officially under Special Operations commanders and others assigned to regions of the world viewed as emerging security risks, particularly in Africa.

The changes reflect an effort to institutionalize many of the successful tactics adopted ad hoc in Afghanistan and Iraq. And as the Army shrinks by 80,000 troops over the next five years, General Odierno also is seeking ways to assure that the land force is prepared for a broader set of missions — and in hot spots around the globe where few soldiers have deployed in the past.

General Odierno's initiatives are a recognition that the role — and clout — of Special Operations forces is certain to grow over coming years, and senior Pentagon policy makers briefed on the plans say they are fully in keeping with the new military strategy announced early this year by Defense Secretary Leon E. Panetta and Gen. Martin E. Dempsey, the chairman of the Joint Chiefs of Staff.

With cuts ordered in the Pentagon budget — and cognizant of public exhaustion with large overseas deployments — the military will focus on working with partner nations to increase their capabilities to deal with security threats within their borders. The goal would be to limit the footprint of most new overseas deployments. Those scenarios would reflect a shift from conventional forces to Special Operations forces, and General Odierno's plans would increase the support of Army general-purpose units to those types of missions.

Creating new sets of formal relationships between Army general-purpose units and the Special Operations Command would be a significant change in Army culture. For more than a generation, the large, conventional Army and the small, secretive commando community viewed each other from a distance, and with distrust. Armor and infantry units trained and operated separately from counterterrorism and counterinsurgency teams.

The attacks of Sept. 11, 2001, changed that. The demands of combining high-end conventional combat and counterinsurgency missions for complementary and overlapping missions in Afghanistan and Iraq pushed conventional and Special Operations forces together. General Odierno, who now serves as Army chief of staff, oversaw many of those tactical initiatives firsthand.

He was a division commander in northern Iraq when Saddam Hussein was captured there in a mission that combined armored units and the elite counterterrorism force. And during his tours as the No. 2 and then the top commander in Iraq, he integrated conventional and Special Operations missions on a daily basis. Under the emerging plans, conventional Army units would train alongside Special Operations units, and would deploy with them, under their command, on overseas missions. Other units would remain in the conventional force, but would be told in advance that their deployments would focus on parts of the world, like Africa, that do not currently have Army units assigned to them. This would allow officers and soldiers to develop regional expertise.

General Odierno foreshadowed his planning in an essay published last week in *Foreign Affairs*, in which he wrote that “the Army will need to preserve and enhance its relationship with joint Special Operations forces.” “The evolution of this partnership over the past decade has been extraordinary, and the ties can become even stronger as we continue to develop new operational concepts, enhance our training and invest in new capabilities,” he wrote. On the effort to prepare Army units with a regional



<http://www.nytimes.com/2012/05/03/us/politics/odierno-seeks-to-reshape-training-and-deployment-for-soldiers.html>

focus, General Odierno wrote, “We must align our forces, both active and reserve, with regional commands to the greatest extent possible.”

The military’s global combatant commanders would guide whether the units focused on high-end combat skills, disaster relief or training missions to improve the capability of militaries within partner nations. “Regional alignment will also help inform the language training, cultural training and even the equipment that units receive,” General Odierno wrote.

The first unit to be designated for this new regional orientation will be a full brigade that will train for missions under the command of the military’s Africa Command, Army and Pentagon officials said. Formalizing what had been impromptu ties between conventional units and Special Operations forces was a focus of official “Warfighter Talks” held last February by General Odierno and Adm. William H. McRaven, who leads the Special Operations Command. The Army has held similar, chief-to-chief talks with the other armed services, but it was not the norm with the commando community’s top officer. General Odierno and Admiral McRaven have pledged to make the formal dialogue an annual event, according to Army officials.

The Army contributes more than half of all personnel to Special Operations Command. But even as the Army shrinks, its Special Operations personnel roster is slated to grow to 35,000 from 32,000, Army officials said. The conventional force can vastly increase the capability of Special Operations units by providing logistical support to those teams in the field. Transportation, security, medical evacuation, food, fuel and other logistics needs are routinely provided to Special Operations units by the conventional force.

More specifically, in Afghanistan today, for example, two conventional Army battalions are assigned in support of Special Operations units carrying out a program called Village Stability Operations, which trains and partners with local security forces.

Formal training linking a conventional unit to a Special Operations unit will begin in June at the Joint Readiness Training Center at Fort Polk, La., Army officials said. The units will join for a training mission that begins at “Phase Zero,” the time when the military hopes to shape the battlefield in advance of combat, and through completion of the training mission. That style of training will be expanded to the larger desert facility, the National Training Center at Fort Irwin, Ca., in the autumn.

The training will focus on what the military calls “hybrid” scenarios, in which a single battle space may require the entire continuum of military activity from support to civil authorities to training local security forces to counterinsurgency to counterterrorism raids to heavy combat.

<http://www.thenewstribune.com/2012/04/26/2122652/jblm-headquarters-to-focus-on.html>

# **JBLM Headquarters To Focus On Mentoring, Training, Not Combat**

**By Adam Ashton, Staff writer**

**Tacoma News Tribune, 27 April 2012**

The Army is building a new headquarters at Joint Base Lewis-McChord, but it will be unlike other commands for two-star generals across the country in that it will not deploy for combat.

Instead, the 7th Infantry Division will focus on mentorship, training and discipline, Secretary of the Army John McHugh said in announcing the division during a Thursday visit to the base.

Those stateside responsibilities have come under scrutiny at Lewis-McChord, the largest military installation on the West Coast, because of a series of high-profile crimes committed by its troops. The misdeeds include the 2010 “kill team” homicides of three civilians in southern Afghanistan and last month’s massacre of 17 Afghan civilians allegedly at the hands of Staff Sgt. Robert Bales.

McHugh could not say whether a division headquarters would have prevented the conditions that may have enabled those incidents.

He did say the base should have a division headquarters to better manage the 34,000 soldiers stationed there after a decade of rapid growth. Lewis-McChord has 15,000 more soldiers following the wars in Iraq and Afghanistan than it did before the conflicts began.

“This is a good news story for Joint Base Lewis-McChord, and an appropriate step for the Army take,” McHugh said.

He said the Army would name the commander of the 7th Infantry Division within the next few weeks. It is expected to be fully operational by Oct. 1.

Washington lawmakers praised the Army’s decision to provide more administrative resources at Lewis-McChord.

Sen. Patty Murray, D-Wash., said the division headquarters strengthens Lewis-McChord’s standing.

“This is the Army’s recognition of the absolutely pivotal role the men and women at JBLM will continue to play in our national security,” she said.

Lewis-McChord has more than 40,000 soldiers and airmen and is the largest employer in Pierce County. But it is unique among the Army’s largest installations in that it does not have a division headquarters.

Lewis-McChord’s top command is the I Corps. A corps is one level above a division in the Army hierarchy. There are four corps in the Army. I Corps has lately been focused on overseas missions, as evidenced by its one-year deployments to Iraq in 2009-10 and currently to Afghanistan.

Normally, a corps manages a division, which in turn oversees combat brigades. That’s the case at two of the Army’s other major posts, Fort Bragg in North Carolina and Fort Hood in Texas.

“This is standard policy,” McHugh said.

The Army currently has eight active-duty divisions based in the U.S.

The 7th Infantry Division was deactivated at Fort Lewis in 1994 after a brief stint in the South Sound. In the past, it has been stationed in South Korea, Fort Ord, Calif. and Fort Carson, Colo.

It fought in the Pacific Theater during World War II and in the Korean War.

McHugh said the Army chose it for reactivation based on the protocol of military historians and an established order in which old divisions are brought back. The last division to call Fort Lewis home for

<http://www.thenewstribune.com/2012/04/26/2122652/jblm-headquarters-to-focus-on.html>

an extended period of time was the 9th Infantry Division, which was stationed there after it fought in the Vietnam War until it was deactivated in 1991.

The 7th Infantry Division will report to the three-star general leading the I Corps at Lewis-McChord. That post is held by Lt. Gen. Curtis Scaparrotti, who is now in Kabul with the corps. He is scheduled to return this summer and be succeeded later this year by Maj. Gen. Robert Brown.

The new division will supervise Lewis-McChord's main combat brigades, which consist of three Stryker brigades, an artillery brigade and a combat aviation brigade.

Its leader will mentor brigade commanders and interact more frequently with lower-level officers than the I Corps presently can.

"You'll have a better opportunity for (brigade and lower-level commanders) to have close oversight from their direct command authority," McHugh said.

The base has 10 other support brigades, including a military police brigade, a sustainment brigade and a combat engineer brigade.

U.S. Rep. Adam Smith, D-Tacoma, said a division headquarters could have helped the base cope with its largest deployments during the wars. They took place in 2009-10, when 18,000 South Sound soldiers fought overseas. The troops came home in the spring and summer of 2010.

Some of the crimes that contributed to Lewis-McChord's recent notoriety took place after those homecomings, including an August 2010 incident in which a Stryker soldier went AWOL and shot a Salt Lake City police officer before being killed by another cop.

But Smith, the ranking member of the House Armed Services Committee, said growth, not crime, necessitated the new headquarters.

# Obama: Executive Order Protects Military, Vet Students

By Donna Miles

American Forces Press Service, 28 April 2012

WASHINGTON, April 28, 2012 – President Barack Obama dedicated his weekly radio and video address today to describing the advantages of a [new executive order](#) designed to crack down on bad actors who prey on service members and veterans considering higher education.

Obama, who traveled yesterday to Fort Stewart, Ga., to unveil the new order, called it vital protection to brave men and women who are often bombarded by schools that provide false or misleading information about things like interest rates on loans, credit transfers, and job placement programs.

The order, he explained, will make it easier for military members and veterans to make informed decisions about financial aid and paying for college and also takes a number of steps to fight deceptive practices by some institutions.

“These men and women have fought with bravery and honor in some of the most dangerous places on the planet,” the president said today, noting that some never returned. “But those who did are now fighting a different kind of battle here at home,” he said. “They’re looking for new jobs, new opportunities, and new ways to serve.”

For many, Obama said, that means returning to school with help from the 9/11 GI Bill and tuition assistance program to help defray costs. Last year, these measures supported more than a half-million veterans and more than 300,000 service members who are pursuing a higher education, he noted.

“That’s progress,” he said. “But it’s not enough to just help our veterans and service members afford school — we need to make sure they have all the tools they need to make an informed decision when it comes to picking the right program.”

Obama recognized the sad truth that some unscrupulous people are “less interested in helping our men and women in uniform get ahead and more interested in making a buck.” They game the system, he said, bombarding potential students with high-pressure tactics and steering them toward high-interest loans and misleading credit transfers and job placement programs.

“That’s appalling. It’s disgraceful,” he said. “And even though the vast majority of schools do the right thing, we need to guard against the bad actors who don’t.”

The new executive order will make it tougher for those who try to prey on service members and veterans. It will ensure they get the straight facts and make it easier to file complaints, he said. The result, the president said, will be more security for service members, veterans and their families.

“When our men and women in uniform succeed, our country succeeds,” Obama said. “They have our back; now it’s our turn to have theirs. And as long as I’m president, I’m going to make sure that anyone who serves this country gets every opportunity they deserve.”

## Unisex cover as push for ‘gender-blind’ fleet

By Mark D. Faram and Sam Fellman - Staff writers

Navy Times, 22 April 2012 9:55:15 EDT

Male and female sailors may soon wear the same hats — both “Dixie cups” and the combination covers worn by chiefs and officers.



*The fleet is planning to test unisex headgear for both officer and enlisted uniforms, eliminating different covers for men and women.*

Uniform officials are preparing to test this premise, and whether female sailors should wear the same blue crackerjacks as their male peers, as part of the Navy’s latest push to make female sailors fit in better — a top priority for the Navy’s top civilian.

Having everyone don the same headgear is symbolic of

Navy Secretary Ray Mabus’ commitment to a service where opportunities are “gender-blind,” said Juan Garcia, his assistant for manpower and reserve affairs.

“It’s a small thing, but separate covers was in some ways emblematic of a two-tiered sea service force,” Garcia said in an April 10 interview, speaking about Mabus. “He wanted to take a look across the force where it was possible, where it made sense, with this study and if there’s an opportunity, to send a signal that our Navy ... reward[s] and keep[s] the best talent, regardless of gender.”

The end goal is a Navy that looks — and feels — more uniform, Garcia said.

### Tests includes crackerjacks for women

The test starts this summer, when women with the ceremonial guard and the Fleet Forces and Pacific Fleet bands will wear Dixie cups and combo covers at performances, according to a Navy official who requested anonymity to discuss policy not yet final.

After the shift to winter uniforms, they will wear blue crackerjacks instead of the suitlike service dress blues women now wear, the official said. In August, female Naval Academy midshipmen and band members will take part in the hat trial.

By January, when the tests are expected to wrap up, roughly 1,050 women — sailors, chiefs, officers and mids — will have taken part in the trial, the official said.

Garcia said unisex covers were part of a much wider review of female uniforms.

“Across the fleet, we’ve had a lot of success in breaking through some of the barriers on female uniforms — their usability and adaptability and comfort,” Garcia said, pointing to the popularity of overblouses, an optional female uniform which is worn untucked.

# Miscellaneous



U.S. Department of Defense  
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## News Release

**On the Web:**

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**IMMEDIATE RELEASE**

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May 03, 2012**

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### **Navy to Christen USNS Cesar Chavez**

The Navy will christen and launch the dry cargo/ammunition ship the USNS Cesar Chavez, Saturday, May 5, 2012, during a 7:30 p.m. PDT ceremony at the General Dynamics NASSCO shipyard in San Diego. The ship is named to honor prominent civil rights activist Cesar Chavez, who served in the Navy during World War II.

Juan M. Garcia III, assistant secretary of the Navy for manpower and reserve affairs, will deliver the ceremony's principal address. Serving as the ship's sponsor is Helen Fabela Chavez, widow of the ship's namesake. The ceremony will include the Navy's time-honored tradition of the sponsor breaking a bottle of champagne across the bow to formally christen the ship.

Continuing the Lewis and Clark class T-AKE tradition of honoring legendary pioneers and explorers, the Navy's newest underway replenishment ship recognizes Mexican-American civil rights activist Cesar Chavez (1927-1993), who served in the Navy during World War II. Chavez later went on to become a leader in the American Labor Movement and co-found the National Farm Workers Association, which became the United Farm Workers.

Designated T-AKE 14, Cesar Chavez is the final of the Lewis and Clark dry cargo/ammunition ships, all of which will be operated by the U.S. Navy's Military Sealift Command. To help the Navy maintain a worldwide forward presence by delivering ammunition, food, fuel, and other supplies to U.S. and allied ships at sea, T-AKEs are serving as combat logistics force (CLF) ships. In support of the enhanced maritime prepositioning ship squadron concept of operations, two T-AKEs are being allocated to the maritime prepositioning squadrons to provide sea-based logistics support to Marine Corps units afloat and ashore.

As part of MSC, T-AKE 14 is designated as a united states naval ship and will be crewed by civil service mariners. This is the first Navy ship named after Chavez. For CLF missions, the T-AKEs' crews include a small department of sailors.

Like the other dry cargo/ammunition ships, T-AKE 14 is designed to operate independently for extended periods at sea and can carry two helicopters and their crews. The ship is 689 feet in length, has an overall beam of 106 feet, has a navigational draft of 30 feet, displaces approximately 42,000 tons and is capable of reaching a speed of 20 knots using a single-shaft, diesel-electric propulsion system.

Additional information about the T-AKE class of ship is available on line at [http://www.navy.mil/navydata/fact\\_display.asp?cid=4400&tid=500&ct=4](http://www.navy.mil/navydata/fact_display.asp?cid=4400&tid=500&ct=4).

## Officials troubled over behavior of U.S. troops

By Andrew Tilghman, Staff writer

Army Times, 3 May 2012

Defense Secretary Leon Panetta is growing increasingly concerned about the spate of embarrassing misconduct by U.S. troops that has tarnished the military's public image and jeopardized the success of missions abroad.



*Haraz N. Ghanbari / The Associated Press* Defense Secretary Leon Panetta is expected to address discipline in the ranks during his remarks Friday at Fort Benning, Ga.

"The problem with these incidents is that there is a price to be paid. It not only hurts us in terms of lives that are lost, but also sometimes it impacts on the very mission we are engaged in and also hurts morale," Panetta said in an April 30 interview in his Pentagon office. "There are a few bad apples out there that can impact by virtue of doing the kind of stupid things that sometimes they do."

Panetta's remarks appear to have been the start of a broader campaign to shore up discipline in the ranks; he is expected to address the issue in remarks Friday at Fort Benning, Ga., reminding troops that they are representing the American people and that America's greatness lies not in its ships and fighter jets, but the character and standards of its armed forces.

Senior Army and Marine Corps commanders are also reinforcing the message in recent talks to midlevel commanders around the country. They say they recognize that part of the problem may be leadership stumbles by the young officers who have shouldered much of the burden of wars in Iraq and Afghanistan.

"Maybe we've gotten overconfident and maybe we've gotten a little bit comfortable in our young leaders," Gen. Ray Odierno, the Army chief of staff, told The Associated Press in an interview Thursday. "Realizing that they are young, they don't have a lot of experiences. We have to continue to assist them so they understand what is expected of them."

Marine Corps Commandant Gen. James Amos was blunter.

"We are allowing our standards to erode," he wrote in a recent letter to his commanders. "A number of recent widely publicized incidents have brought discredit on the Marine Corps and reverberated at the strategic level. The undisciplined conduct represented in these incidents threatens to overshadow all our good work and sacrifice," he wrote. "I expect each of you to hold yourselves and your Marines to the highest standards ... nothing else is acceptable."

The top-level attention to the issue underscores the wave of public-relations crises the U.S. has suffered this year, including videos of Marines urinating on dead bodies, photos of soldiers posing with severed body parts, and reports of troops burning Korans.

"I just think we have to be that much more conscious in making everyone understand how important it is to abide by the rules and standards that we set out there and to just be aware of the importance of good behaviors and good conduct," Panetta said in his interview with Military Times.

The incidents are magnified by the advent of digital photography and social media, he added. "We are living in an era where people are taking pictures of everything, and this stuff immediately goes out on the Internet and ... can become a headline very fast," Panetta said.

It's rare for a defense secretary to weigh in on disciplinary matters typically handled by noncommissioned officers. But the past few months have proved that lower-level misconduct can



<http://www.armytimes.com/news/2012/05/military-panetta-discipline-problems-050312w/>  
become a strategic problem if it drains public support for the U.S. mission or fuels attacks on American troops.

“When you look at the setbacks we’ve had this year [in Afghanistan], all of them are moral rather than operational in nature,” said one senior defense official.

**Bad press for all services:** Embarrassing incidents that affect missions and morale have emerged recently in all four services:

\*Marine Commandant Gen. James Amos has called for a force-wide “ethics standdown” after a video surfaced online in January showing a Marine sniper team urinating on a dead body while making comments such as, “Have a great day, buddy.” In February, Marine Corps officials denounced a photograph of a Marine sniper team posing with a Nazi-era flag with an “SS” insignia.

\*Questions about discipline in the Army arose after reports that Sgt. Robert Bales may have been drunk when he allegedly killed 17 Afghan civilians in Kandahar province on March 11. Also, the Associated Press recently reported that 56 soldiers in Afghanistan were investigated for suspicion of using or distributing heroin, morphine or other opiates during 2010 and 2011. And several high-profile hazing incidents this year prompted Army Chief of Staff Gen. Ray Odierno to post a message on his Facebook page: “I want everyone to clearly understand that hazing is not compatible with Army values.”

\*The Navy has seen an increase in commanders fired for misconduct. For example, a report released in April showed Navy Capt. David Geisler was relieved of command near Manama, Bahrain, last year for, in part, swimming naked with junior officers in a publicly visible canal. He and other skinny-dipping sailors were in plain view of passers-by in the conservative Muslim city. Geisler was in charge of a logistics task force for the U.S. Central Command region.

\*The Air Force inspector general recently investigated a photograph showing an airman on a mortuary pallet with a noose around his neck, pretending to be dead. The IG found no criminal conduct, but many troops were outraged because it came at a time when the Dover mortuary affairs unit was facing criticism for misconduct in handling the remains of fallen troops.

**‘They have to be vigilant’:** Despite the spate of incidents, Panetta said he does not believe the force has a systemic problem.

“The vast majority of the men and women in uniform are people of high character who really are trying to abide by the highest standards, trying to do the job they are told to do. I feel very good about the quality of the men and women who serve this country,” Panetta said. “What we have to do is just continue to make them and others aware that they have to be vigilant about those few who will do stupid things, who make misjudgments and [show] bad judgment.

“What I think all of us are trying to stress ... [including the service chiefs]: We just have to keep conveying the message to the rank and file that they have got to stress character, they’ve got to stress discipline, they’ve got to stress the kind of integrity that has made us the best fighting force on earth.”

Odierno, who has addressed the topic during meetings with his two- and three-star commanders, as well as in talks with younger officers he sees during base visits, acknowledged the increased responsibility being placed on “young leaders, lieutenants and sergeants.” “We just have to remind everybody that we have to put the checks and balances in place, and we have to remind everybody about the importance of culture and the profession,” he said.

He said that overall the force has behaved admirably over the past 11 years of war, and troops understand the importance of standards and discipline. “I think it’s important for them to hear from me and other senior leaders that it’s very important to us as well,” said Odierno. “And that we have to do this together.”

<http://www.floridatoday.com/viewart/20120503/CRIME/305030047/Prosecutors-opt-hazing-charges-FAMU-case?odyssey=tab|topnews|text|Home>

## Prosecutors opt for hazing charges in FAMU case

By Associated Press

Florida Today, 3 Msay 2012

ORLANDO — There was no single blow, stomp or strike to Robert Champion's bruised and battered body that killed him as he was pummeled by fellow Florida A&M University marching band members during a hazing ritual aboard a charter bus last fall.

Instead, his death was caused by multiple blows from many individuals. That inability to pinpoint which blow ultimately caused the 26-year-old drum major's death led authorities to charge 13 defendants Wednesday with hazing rather than more serious counts like manslaughter or second-degree murder.

"His death is not linked to one sole strike but it is attributed to multiple blows," said State Attorney Lawson Lamar at a news conference announcing the charges.

Champion's mother, Pam, said she was glad charges were brought but disappointed they weren't more severe.

"I thought it should send a harsher message," she said.

Some legal experts said they believe Lamar could have filed manslaughter, or even second-degree murder counts against the participants who conducted the hazing after the FAMU marching band had performed at a football game against its rival school.

"The prosecutor in this case had an opportunity to do something, to send a stronger message, a deserved message based on the conduct," said Tamara Lave, a University of Miami law professor. "And the prosecutor didn't."

Lamar said his office didn't have the evidence to bring more serious charges.

"The testimony obtained to date does not support a charge of murder, in that it does not contain the elements of murder," he said. "We can prove participation in hazing and a death. We do not have a blow or a shot or a knife thrust that killed Mr. Champion. It is an aggregation of things which exactly fit the Florida statute as written by the Legislature."

Former Miami-Dade prosecutor Michael Grieco said Lamar's decision not to file the more serious charges may have been influenced by the Casey Anthony trial. Lamar's office charged the Florida mother with first-degree murder for her daughter's death even though the medical examiner couldn't conclusively tell how she died. A jury acquitted Anthony of murder.

"He clearly has learned from the recent prosecutorial missteps on another high profile case in central Florida and kept it appropriate," said Grieco, who is now a defense attorney in private practice.

Eleven defendants were charged with hazing resulting in death, a felony, and misdemeanor offenses that all together could bring nearly six years in prison. Two others face misdemeanor charges.

It was not immediately clear whether those charged were all students or whether they included faculty members or others involved in the road trip.

Their names were being withheld until all of them were arrested. By Wednesday afternoon, two were in custody in Tallahassee: 23-year-old Caleb Jackson and 24-year-old Rikki Wills.

Hazing in Florida was upgraded to a felony in 2005 following the death of a University of Miami student four years earlier. Chad Meredith was drunk and died trying to swim across a lake at the behest of his fraternity brothers. No charges were filed, but a civil jury ordered the fraternity to pay Meredith's parents \$12 million.

<http://www.floridatoday.com/viewart/20120503/CRIME/305030047/Prosecutors-opt-hazing-charges-FAMU-case?odyssey=tab|topnews|text|Home>

Champion had bruises on his chest, arms, shoulder and back and died of internal bleeding, Lamar said. Witnesses told emergency dispatchers the drum major was vomiting before he was found unresponsive aboard the bus.

The prosecutor gave no motive for the beating. But witnesses said Champion might have been targeted because he opposed the routine hazing that went on in the marching band or because he was gay, according to his family's attorney.

While the most sensational hazing cases have typically involved fraternities, sororities or athletic teams, the FAMU tragedy in November exposed a brutal tradition among marching bands at some colleges around the U.S.

"The death ... is nothing short of an American tragedy," Lamar said. "No one should have expected that his college experience would include being pummeled to death."

Champion's death has jeopardized the future of FAMU's legendary marching band, which has performed at the Grammys, presidential inaugurations and Super Bowls and represented the U.S. in Paris at the 200th anniversary of the French Revolution. FAMU, based in Tallahassee, has suspended the band and set up a task force on curtailing hazing.

Hazing has long been practiced in marching bands, particularly at historically black colleges like FAMU in the South, where the band is often as revered as the football team and members are campus celebrities.

Much of the hazing reported at FAMU has involved students trying to get into certain cliques within the band, and it has typically included punching, slapping and paddling.

Richard Sigal, a retired sociology professor at the County College of Morris in Randolph, N.J., who holds anti-hazing workshops at schools, said he could not recall another hazing case with so many defendants. Most cases don't result in criminal charges, and those that do typically end in plea bargains with little or no jail time, Sigal said.

Champion's parents have sued the bus company owner, claiming the driver stood guard outside while the hazing took place. The company said the driver was helping band members with their equipment.

The lawsuit described two types of hazing that took place on the bus.

In one ritual, students ran from the front of the bus to the back while other band members slapped, kicked and hit them. A student who fell was stomped and dragged to the front to run again.

In a ritual known as "the hot seat," a pillowcase was placed over the student's nose and mouth and he or she was forced to answer questions. If the student gave the correct answer, the pillowcase was removed briefly; a student who supplied a wrong answer was given another question without a chance to take a breath, the lawsuit said.

FAMU president James Ammons and board chairman Solomon Badger said in a joint statement that the school was working "vigorously" to eradicate hazing.

FAMU journalism major Victoria McKnight said she thinks the filing of criminal charges will curtail hazing during initiations into campus groups.

"Students on campus are going to be a lot more wary of what they do to pledges and their intake process," said McKnight, 22, of Miami. "Everybody is throwing out ideas on how to end hazing, especially this kind of brutal hazing."

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Associated Press writers Suzette Laboy, Christine Armario and Curt Anderson in Miami, Gary Fineout, Brendan Farrington and Brent Kallestad in Tallahassee contributed to this report.

# **Sexual Assault / Harassment**

[http://www.cbsnews.com/8301-501363\\_162-57424690/apnewsbreak-female-drill-sgt-boss-fights-removal/](http://www.cbsnews.com/8301-501363_162-57424690/apnewsbreak-female-drill-sgt-boss-fights-removal/)

## APNewsBreak: Female drill sgt boss fights removal

By Susanne M. Schafer, Associated Press  
CBS News, 1 May 2012

COLUMBIA, S.C. (AP) -- The first woman to command the Army's drill sergeant training took legal action Monday to reclaim her job, alleging she was improperly suspended last year because of sexism and racism and demanding that two of her superiors be investigated for abuse of their authority.



*AP Photo/Mary Ann Chastain*

Command Sgt. Maj. Teresa King still does not know what exactly her superiors were investigating when they suspended her Nov. 29, according to her attorney, James Smith. He said the Army has declined to say specifically what it was looking into, beyond a general statement that it involved her conduct.

Smith on Monday filed a legal complaint with the Army against two of King's superiors, and wants to have King reinstated to her position. Smith is also asking South Carolina's

two senior members of Congress, Sen. Lindsey Graham and Rep. James Clyburn, for a congressional probe of King's treatment.

Army officials said they wanted to study the complaint first before commenting.

King, who is black, made headlines in 2009 when the Army named her as the first woman to head the Drill Sergeant School at Fort Jackson, the Army's largest training installation.

Smith has statements from King's deputy at the school and an Army colonel who worked with King contending she is a victim of sexism and racism on the part of soldiers who resented her promotion and the national attention it drew.

"It's abundantly clear that there was nothing to warrant her removal. The Army should reinstate her and restore her honorable name," Smith said in an interview with The Associated Press.

The attorney said King, 50, has declined to comment on the actions, saying the complaint stands on its own. But in a rebuttal to the Army, King wrote her superiors, "My instincts tell me that if I were a male, that none of this would have happened."

Smith said he believes the Army is delaying its investigation in order to force King to take retirement when she becomes eligible later this year.

Smith, who has handled military legal cases as an executive officer in the National Guard, said Army regulations require that investigations must be handled "expeditiously" and the one against King has gone on far too long.

After she took charge of the training program, reporters and TV crews descended on King, making much of her background as the daughter of a North Carolina sharecropper who dispensed stern discipline to his 12 children. She was featured on national TV, on newspaper front pages and in women's magazines, sometimes with photos of her car sporting "noslack" vanity plates.

Smith said envy and sexism were at the heart of the investigations which began against her after being named commandant at the school. He produced Army evaluations that showed that up until then, King had excellent ratings throughout her career.

Smith said the complaint is being filed against Maj. Gen. Richard Longo, who ordered King suspended, and his top enlisted aide, Command Sgt. Maj. John Calpena.

[http://www.cbsnews.com/8301-501363\\_162-57424690/apnewsbreak-female-drill-sgt-boss-fights-removal/](http://www.cbsnews.com/8301-501363_162-57424690/apnewsbreak-female-drill-sgt-boss-fights-removal/)

At the time of the decision, Longo was the head of the Army's basic and advanced military training at the Training and Doctrine Command, which has responsibility for the drill sergeant school. He now is serving in Afghanistan.

Emails to Longo and Calpena were not immediately answered.

Harvey Perritt III, spokesman for the Training and Doctrine Command in Fort Eustis, Va., said King's complaint had been received.

"We've got it, and we're examining it," Perritt said.

Smith said the legal action is formally called an Article 138 complaint under the Uniformed Code of Military Justice, which is the law under which the military operates.

Smith, who is a member of the South Carolina House of Representatives, is also a captain in the South Carolina Army National Guard. He trained under King when she was a drill sergeant at Fort Jackson.

King's deputy, Sgt. Maj. Robert Maggard, the former deputy commandant at the school, said he witnessed repeated incidents of sexism and disrespect directed against King in meetings they both attended during her tenure. Maggard said no action was taken after he told his superior, Calpena, about the treatment.

Maggard, 48, who is retiring this week from the Army, said he heard many comments that King had been the subject of "way too much media."

Maggard said that even though only one former commandant of the drill sergeant school out of about a half dozen had been deployed to a combat zone in the past, much was made of the fact that King had not been deployed in combat. Those who serve in a combat zone are allowed to put a special patch on their uniform.

"This all came down to the fact she was female, non-combat patch and possibly envy of a black female," Maggard said in an interview.

Smith also provided an affidavit from Col. John Bessler, who was King's commanding officer when she was a drill sergeant and who visited her at the drill school after she was named commandant.

Bessler said "a good-ole boy `network of disgruntlement'" had led to what he called "a character assassination campaign" against King because "her standards are higher than theirs are."

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# Lawsuit, interviews allege culture of gender intimidation at Naval Academy

By Tina Reed, Staff writer

Annapolis Capital, April 29, 2012

Former Midshipman Anne Kendzior said she had been a plebe at the Naval Academy only two weeks when an upperclassman raped her after she passed out drunk at a house party in Annapolis. "I just got the hell out of there," Kendzior said. "I knew it wasn't consensual. But I didn't really believe someone would do that at the academy. I didn't report it."

The highly recruited soccer player from Texas said she tried to forget the incident. But she said only two months later, when a friend and upperclassman offered to fix her up with another plebe, she found herself drugged and being raped in a hotel room. "You don't expect that to happen in a 'family,'" Kendzior said. Training at the academy, she said, requires younger students to report to and trust senior students. "You are supposed to look up to the upperclassmen."

Earlier this month, Kendzior joined former West Point Cadet Karley Marquet in a lawsuit against Defense Department officials. The lawsuit says the two received little support at the military academies after reporting sexual assaults and that the institutions "have a high tolerance for sexual predators in their ranks and 'zero tolerance' for those who report rape, sexual assault and harassment." Kendzior was dismissed from the academy last summer after reporting the rapes. "I don't know why," she said.

The case has gotten national media attention, with Kendzior appearing in an extended interview on CNN last week. Her lawsuit came just before last week's court-martial of Midshipman 1st Class Matthew Cook, who was cleared of aggravated sexual assault, but found guilty of wrongful sexual contact with a female midshipman during a summer detail. His sentencing is scheduled for this week.

**The culture:** One of the more common nicknames for female midshipmen is D.U.B. It stands for "dumb ugly bitch." That expression is mentioned over and over by female mids in exit interviews obtained through a federal Freedom of Information Act request filed by The Capital. It is recalled even by many who said they didn't encounter gender discrimination at the academy. "In the hall, my female crew team members are subjected to remarks such as 'You have it easy. You're a female,'" one female midshipman 3rd class wrote upon her departure this year. Names of those interviewed were redacted by the academy for privacy reasons.

According to the exit interviews, which date back over the past three years, the vast majority of female mids leaving the academy before graduation said they didn't have a problem with the culture faced by women on The Yard. Most said they'd recommend that other women attend the academy, if they "understood what they were in for." Female midshipmen make up about 19 percent of the current plebe class and 21 percent of the class a year ahead of it.

But many female midshipmen described a culture in which young men regularly harass women, make comments about their inferiority - and, in a small number of cases, sexually assault them. One female midshipman said she was disparaged by male midshipmen after she spoke up for another female in her company who had been intimidated by negative comments about females. "Females in my company," the female midshipman 2nd class wrote in 2011, "have been made to feel by comments and company culture that certain leadership positions are 'male' roles, and that 'female' positions are more the 'administrative roles.'"

Another female midshipman 2nd class said that shortly after starting at the academy, she was sexually harassed by upperclassman. "When I reported it, the case was overlooked and I was blamed for not using the chain of command properly."

<http://ebird.osd.mil/ebfiles/e20120429884695.html> or [http://www.capitalgazette.com/news/lawsuit-interviews-allege-culture-of-gender-intimidation-at-naval-academy/article\\_75fb1c7e-d158-50b6-9f86-acc88b1e94bd.html](http://www.capitalgazette.com/news/lawsuit-interviews-allege-culture-of-gender-intimidation-at-naval-academy/article_75fb1c7e-d158-50b6-9f86-acc88b1e94bd.html)

A female midshipman 3rd class, in an August 2010 exit interview, said she "was sexually assaulted twice and harassed a number of times. I didn't report because, in my experience, other women who reported only made their situation worse." Kendzior said she personally knows another female midshipman at the Naval Academy who was sexually assaulted by a male midshipman. "She doesn't want to talk about it. She doesn't want to report it because you risk your career doing that," Kendzior said.

In their exit interviews, male midshipmen acknowledged that female midshipmen can have a difficult time. One said they should come to the academy "only if they knew how to take a joke and have a tough mentality." Another said he wouldn't recommend that women attend. "There is a culture here where, within a company, support is given to the females of the company. But they are fair game to be looked down upon by others outside the company."

**What's being done:** In December, a report from the Department of Defense found the number of sexual assaults reported at military academies rose to 65 in the 2010-2011 school year, compared to 41 in the prior year. Only one report resulted in a court-martial. The Naval Academy had 22 reports of sexual assault in the 2010-2011 academic year - double the previous year. One female midshipman said she'd been raped by another mid in her Bancroft Hall room. According to DOD data, there were six reports of sexual assault in the 2008-2009 school year and seven reports - including six alleged rapes - in the 2007-2008 academic year.

When the December report was released, the department announced it would begin a new policy that would allow service members who had been the victim of sexual assault and filed an unrestricted report - one that can be given to the police - to request an expedited transfer from their unit or installation.

Officials have said that throughout the academy's four-year program, all midshipmen receive training to prevent harassment and to encourage reporting. This may account for the increasing number of sexual assault cases reported, officials said. And some midshipmen get extra training on responding to reported harassment and assaults. "We want them to recognize what it is," said Cmdr. Lynn Acheson, the academy's sexual assault response coordinator. "... They're coming out of high school with these biases. We call their attention to them."

The biases include believing rape usually occurs between strangers or that a girl wearing certain clothing is "asking for it." There's an effort to educate the mids to find ways to keep themselves safe, such as watching their drinks and not consuming too much alcohol, Acheson said. "I don't think the incidence of sexual assault is any higher" than at other universities or colleges, she said. "It's the same kids," she said.

But those at the academy, Acheson said, are "in a crucible" - put under stress to prepare them for leadership roles in the Navy. And most Navy ships don't have the same resources for reporting or receiving services following a sexual assault that can be found at the academy, she said.

In February, Defense Department officials were targeted by a lawsuit filed on behalf of 15 women and two men who said they were assaulted or harassed while serving in the military. There were nearly 3,200 sexual assaults reported in the military in 2011.

When midshipmen make unrestricted reports, the cases are taken seriously, Acheson said. In September, Midshipman 3rd Class Patrick Edmond was found guilty of raping and sexually assaulting a classmate in Bancroft Hall and of lying to investigators about it. He was sentenced to six months in jail and kicked out of the Navy.

When mids choose to make restricted reports - those they don't want shared with law enforcement - they still get access to individual and group counseling, Acheson said.



<http://ebird.osd.mil/ebfiles/e20120429884695.html> or

[http://www.capitalgazette.com/news/lawsuit-interviews-allege-culture-of-gender-intimidation-at-naval-academy/article\\_75fb1c7e-d158-50b6-9f86-acc88b1e94bd.html](http://www.capitalgazette.com/news/lawsuit-interviews-allege-culture-of-gender-intimidation-at-naval-academy/article_75fb1c7e-d158-50b6-9f86-acc88b1e94bd.html)

**Kendzior's case:** Still, Kendzior said she told several people at the academy about her assaults and no one did anything. "I was depressed. I didn't know what to do. I just wanted to finish up and get my degree."

Kendzior's discharge papers said she was separated from the academy due to a "condition, not a disability." Her honorable discharge last summer was based on what the academy called "insufficient aptitude."

She said she had a 3.0 grade point average and can only think she was discharged for reporting the assaults. Officials said they could not comment specifically on Kendzior's case due to privacy concerns.

Russell Kendzior, Anne's father, said he still considers his family "pro-military" and "pro-Naval Academy." But he said his daughter faced unfair obstacles that are part of a bigger problem.

"She was punished, her career came to an end," he said. "Now those men are in the naval fleet, where they presumably have authority over young women."

Anne Kendzior said she's not pursuing the case against Defense Department officials to win money. She said she wants to help others at the academy and hold former classmates accountable.

"Hopefully, it could change the way things work for other women."