We are grateful to our sponsoring office for assistance provided as we conducted this research. In particular, Frank Rush shared insights and COL Allan Brendsel and Debra McCorkle (OEPM) facilitated many service coordinations. We are indebted to the many people who participated in interviews, focus groups, and written surveys, as well as to the individuals at each unit location who organized and facilitated this field research. Likewise, we appreciate the officers who assisted us in selecting the units to visit, who provided service policies and information for us, and who conducted prompt and early reviews of the service-specific information. Specifically, we thank CAPT Barbara Brehm and LCDR James Hogan from the Office of the Special Assistant for Women’s Policy, Bureau of Naval Personnel; Maj Dale A. Dicks of the Office of the Manpower Plans and Policy Division, Manpower Policy Branch, Headquarters Marine Corps; COL Barbara Lee from the Office of the Assistant Secretary of the Army (M&RA); LTC Robert Carrington and LTC John Westwood of the Army DCSPER; and LtCol Darrell Jones, Maj Roxanne Lehr, and Maj Tina Rizzo of Force Structure Plans and Policy, HQ USAF. Additionally, Deborah Eitelberg of DMDC was especially helpful providing DoD data.

Cliff Graf was a key member of our research team. Susan Hosek provided valuable guidance, particularly in her review of the report. Jerry Sollinger wrote the summary of this document. Jennifer Kawata helped us manipulate DMDC data. Peter Tiemeyer provided valuable counsel regarding the construction of the questionnaire. Suzanne Newton provided extensive administrative support, and Stephanie Williamson helped in numerous ways throughout this
effort. Additionally, we appreciate the editing done by Phyllis Gilmore. Jennifer Hernandez arranged our considerable travel with little advance notice and without complaint.

This document was improved by the careful reviews of colleagues Sheila Nataraj Kirby, Rebecca Kilburn, Robert MacCoun, Michael Polich, Harry Thie, and Debra Strong.

We would also like to thank the John M. Olin Institute for Strategic Studies at Harvard University for the facilities and support provided to Laura Miller during this effort.