



**DEPARTMENT OF DEFENSE EDUCATION ACTIVITY  
HEADQUARTERS  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VA 22350-1400**

**FEB 7 0 2017**

**MEMORANDUM FOR THE DEPENDENTS EDUCATION COUNCIL MEMBERS**

**SUBJECT: Dependents Education Council Meeting Minutes, December 6, 2016**

On December 6, 2016, the Dependents Education Council (DEC) met at the Department of Defense Education Activity (DoDEA) Headquarters located at 4800 Mark Center Drive, Alexandria, VA. The meeting was hosted and chaired by Mr. Todd Weiler, Assistant Secretary of Defense for Manpower and Reserve Affairs (M&RA), and Mr. Thomas Brady, Director, DoDEA, served as the Executive Secretary. A list of attendees is attached.

**DEC Meeting Overview**

Mr. Brady opened the meeting by welcoming Mr. Weiler and attendees in person and around the world. He then asked Mr. Weiler to provide opening comments. Mr. Weiler expressed his appreciation for being in attendance and thanked the DEC members for their support of DoDEA throughout the Restructuring for Student Achievement (RSA) and College and Career Ready (CCR) implementation. He handed the meeting over to Mr. Brady, who proceeded with attendance, a review of the meeting agenda and briefings of new and previous DEC issues. These included:

**DoDEA 2016 Assessment Results**

Dr. Linda Curtis, Principal Deputy Director and Associate Director for Academics, informed DEC members of students' results from the DoDEA 2016 assessments, which are the Benchmark Assessment System (BAS), National Assessment of Educational Progress (NAEP) 2015 Science, TerraNova3 2016, Advanced Placement (AP) 2016, and the SAT 2016 Cohort. She stated that the BAS measures reading proficiency, and approximately 88% of students across grades K-3 had a valid end-of-year reading score. Specifically, of those students with valid scores, 73% of students in grades K-3 scored Proficient (at or above standard), which is an increase of 2.5% from 2015. Dr. Curtis continued that 70% of third grade students scored Proficient, which is an increase of 3% from 2015.

Regarding the NAEP Science, Dr. Curtis stated that it was last administered in 4<sup>th</sup> grade in 2009, and 50% of 4<sup>th</sup> graders performed at or above Proficient in 2015, a 6% increase from 2009, and 10% of 4<sup>th</sup> graders performed Below Basic, a 6% decrease from 2009. She continued that no achievement gap existed between males and females; however, there are gaps between minorities (Black and Hispanic) and White students. Mr. Weiler asked if DoDEA has seen a decrease in the gap internally over the years. Dr. Curtis responded that DoDEA's achievement gaps by minorities are lower than 43 states, and DoDEA is tied with 7 states for the lowest minority achievement gaps. The minority student and White student gap has not changed since 2009, and DoDEA is tied with 9 other states, with the smallest gap between White and Hispanic students. She continued by stating that DoDEA is working on decreasing the gap by purchasing

resources for information centers geared to address the issue. The NAEP was last administered to 8<sup>th</sup> graders in 2011, and the average scores of Black and Hispanic students were lower than that of White students; this gap has not changed since 2009. Dr. Curtis stated that 46% of 8<sup>th</sup> graders performed at or above Proficient, a 6% increase from 2011, and 16% of 8<sup>th</sup> graders performed Below Basic, a 7% decrease from 2011.

Dr. Curtis continued by providing the results of the TerraNova3. In all subjects, except Mathematics, there was a slight increase in the percentage of students scoring in the top two quarters; however, across grade levels and subjects, DoDEA missed its Community Strategic Plan (CSP) goal of 80% in the top two quarters. She then provided the AP results for DoDEA students (grades 9 – 12). Approximately 28% of DoDEA students took at least one AP exam, 2 percentage points shy of the CSP goal of 30%. Dr. Curtis explained that there is no “passing” score on the AP exams; however, students who score 3 or above are considered “prepared for college level work.” Across content areas, 56.2% of DoDEA AP exams administered earned a score of 3 or higher, 4 percentage points below the CSP goal of 60%. AP performance was highest in the Foreign Languages (87.5%) and lowest in Science (49.3%). The largest number of DoDEA students took exams in the Humanities (4,567), and the smallest number is in Fine Arts (135). Dr. Curtis concluded by providing the SAT 2016 results and stated that the majority of student scores were from a SAT taken in either 11<sup>th</sup> or 12<sup>th</sup> grade. DoDEA students scored higher than students nationally in both Critical Reading and Writing, but they scored two points lower than the national average in Mathematics. DoDEA’s mean combined score on the 2016 SAT was 1,511, which is 27 points higher than the national average of 1,484.

Mr. H.L. Larry, Deputy Director, Air Force Services, questioned why only 88% of DoDEA students who took the BAS had a valid end score. Dr. Curtis indicated that some scores were not validated because of a variety of reasons, including computer glitches and human input error. Where sites encountered issues, DoDEA has provided additional technology support and/or increased training for score input to ensure all future scores can be validated. Mr. Larry inquired about parental feedback and available resources for those who assess at Proficient or Below Basic. Dr. Curtis stated that DoDEA uses methods such as parent-teacher conferences to follow up with parents and provide them with at-home resources to assist their child in preparing for forthcoming assessments.

### **College and Career Ready (CCR) Standards**

Dr. Curtis provided an update on the CCR Standards implementation since the last DEC Meeting and thanked Mr. Brady for providing the DoDEA Education Team the resources needed to implement the CCR Standards in a thoughtful and effective way. She stated that since the DEC last convened, DoDEA has adopted additional CCR Standards in Science, Arts, Social Studies, Career Technical Core and World Readiness for Learning Language and continues with the implementation of Mathematics and Literacy. DoDEA’s way ahead for CCR Standards implementation includes applying lessons learned from the first year of Mathematics implementation, ensuring that Literacy is taught across all content areas, implementing a comprehensive assessment system, improving data use starting at DoDEA Headquarters and working down to the classroom, providing relevant professional learning that is standardized across the system, and ensuring the CCR plan is comprehensive and includes strategies that

address all aspects of education. Dr. Curtis then directed DEC members to the DoDEA CCR Timeline (CCR briefing slide 4), which outlines standards implementation and procurement of aligned resources.

Dr. Curtis concluded by explaining the necessity of providing professional development throughout the timeline of implementation to ensure CCR success. She explained that DoDEA will use a combination of early return, late release, adjustments in the school calendar, stipends and professional development days during the school year to train teachers. Dr. Curtis indicated to DEC members that they may hear parents say it seems as if their children are in school less; however, just as the military must train for their work, so too must teachers train for these new CCR Standards. She also stated that to accompany the new CCR Standards, the DoDEA Comprehensive Assessment System is also in progress. Dr. Curtis added that this will be the last year of DoDEA administering the TerraNova3, and the new assessment system will be in place next school year.

Mr. Brady indicated that DoDEA will brief DEC members about the new assessment system at the next DEC Meeting. He emphasized his appreciation for DEC members' support during DoDEA's CCR implementation. DoDEA has found this to be a huge undertaking, and the support of the field commands is appreciated. Major General Timothy Zadalis, Vice Commander, United States Air Forces Europe (USAFE), requested if DoDEA professional development training dates will be coordinated with military family days and inquired if DoDEA is receiving full cooperation to access those dates. He additionally offered his assistance, should DoDEA need any of those dates to ensure effective planning. Mr. Brady confirmed that DoDEA is receiving the full cooperation of all the Services and thanked Major General Zadalis for his offer. Mr. Larry stated that about two years ago, DEC member, Major General Mark Dillon, (then) Deputy Chief of Staff, U.S. Forces Korea, requested that DoDEA continue to inform members of all aspects of student achievement and CCR implementation. Mr. Larry continued by stating that DoDEA has lived up to that commitment, and the thorough overview provided is appreciated.

### **Restructuring for Student Achievement (RSA)**

Ms. Kirsten Webb, Chief, Capabilities and Initiatives, provided an update of the RSA. The RSA has been a three-year effort, and she expressed her appreciation for the dedicated staff and commitment of the agency to the work of restructuring. Ms. Webb explained that RSA is a systems-based approach to change and improving student achievement, which realigns resources based on data and information. A short video was shown to demonstrate how DoDEA has changed and what is different since June 28, 2016, known in DoDEA as Restructuring Day. Ms. Webb described the RSA journey, linking the accomplishments of change to the visual provided in the video. Mr. Brady added that the structure and restructure of instructional positions above school level (district and regional offices) are not additional positions, but rather in-house positions realigned to support CCR implementation. Ms. Webb indicated that RSA is different than other change initiatives within DoDEA because monitoring mechanisms are being put into place to see how changes are working, policies are being edited or created, governance is changing to ensure changes are enduring, and DoDEA employees and stakeholders all have the buy-in as they have been asked for feedback and input throughout RSA implementation.

DoDEA has approached RSA holistically to guarantee that it is sustainable, enduring and not an event, but an ongoing continuous improvement cycle.

Ms. Webb continued by chronicling the RSA journey and accomplishments as follows:

- Establishment of Centers for Instructional Leadership.
- Unified law change(forthcoming) to ensure the sustainability of “One DoDEA,” as currently DoDEA operates under U.S. Code (USC) Titles 5, 10 and 20.
- Conducted a policy gap analysis and review of all DoDEA policies.
- Identified where formal processes are needed. DoDEA is currently a word-of-mouth organization, and that hampers its ability to adapt and stay consistent with a high employee turnover rate.
- Formally identified and documented roles and responsibilities of all functional areas at each echelon, which will result in the first ever DoDEA Organization and Functions Manual.
- All position descriptions have been rewritten and classified by the subject-matter expertise of the Office of Personnel Management.
- Implementation of comprehensive leadership development for all GS 14-15 and Senior Executive Service employees.
- Development of an Organizational Performance and Accountability System.
- Development of key performance indicators for all functional areas to be used for continuous improvement
- Development and implementation of an annual planning cycle.
- Partnership with Virginia Tech University to build professional development capacity and support for administrators.

Ms. Webb continued that moving forward, RSA will be using various workforce-shaping tools, such as Reduction in Force (RIF) and Voluntary Early Retirement Authority (VERA) and/or Voluntary Separation Incentive Pay (VSIP) procedures, to continue the realignment of positions in support of CCR implementation. The RIF, VERA/VSIP processes for the Department of Defense (DoD) are currently undergoing programmatic changes, and as a result, DoDEA must stand ready to incorporate these DoD changes to DoDEA’s process for safeguarding realigned positions. Ms. Webb emphasized that even with position realignment, RSA should be transparent to stakeholders. For example, in some locations district capacity has changed and we have new naming conventions (e.g. ‘community superintendent’). Community superintendents are charged to lead and work within the community and will work with commands in the same fashion as prior to the naming change.

Ms. Webb concluded by listing the numerous benefits of RSA for all stakeholders and stated that military partners will benefit from the focused mission, goals, and implementation of consistent policy and procedures across DoDEA. Mr. Brady discussed the challenges Ms. Webb and her team faced through the RSA journey and thanked her for her steadfast dedication to this important initiative.

## Non-DoD Schools Program (NDSP)

Ms. Erika McCoy, Program Manager for the NDSP, provided an update including an overview of the current enrollment of the program, and the number of locations was shared: 3,602 students in 134 countries at \$80M obligated in Fiscal Year (FY) 2016. The program is experiencing an increase in students who are identified with special needs. While the number of students is nearly the same as last year (137 are currently identified), the quantity of students with moderate to severe needs has increased. Consequently, and as reported at the last DEC meeting in June, the NDSP's education support has increased by one person in the Pacific. The NDSP Team is now a total of six education specialists.

Since the last DEC Meeting, the NDSP Team has been involved in supporting military command briefs such as the NATO Senior Army Leadership Meeting in July and the Air Force Personnel Exchange Program Meeting in August. In addition, DoDEA has conducted several educational assessments to ensure that appropriate supports will be in place for students with identified needs. The NDSP revision to policy, *Provision of Financial Assistance and Support for Education of Eligible Department of Defense (DoD) Dependents in Overseas Locations* (5035.1), is expected to be released by the end of this calendar year. The policy will align DoDEA's practices and DoD policy; it also aligns DoDEA's work to the Department of State Standardized Regulations to the highest degree practicable. The NDSP is working on a new procedural guide to ensure consistent practices program-wide. This will also include a review of policies at the DoD level and will require the support of the DEC, as DoDEA may find the need for updates that reference the NDSP. DoDEA's goal is to have policy alignments so that there is consistency worldwide.

Ms. McCoy highlighted that with the growth of the program, it is important for DoDEA to improve communications. She stated that DoDEA will engage with the Services on determining how the NDSP Team can provide the most relevant information to them, especially with the goal of ensuring that sponsors have the right information when they need it. Ms. McCoy added that DoDEA will be asking DEC members to help identify stakeholders to communicate to, including their ideas on the most relevant information to be communicated. She further stated that there have been a few issues challenging NDSP eligibility because of the definition of command sponsorship, which denotes that the dependent must reside with the sponsor. If orders reflect that a family is authorized to live somewhere other than with the sponsor, then they are not eligible for the NDSP. This compromises educational entitlements, because the Services' written orders allow families to live apart from sponsors.

Lastly, Ms. McCoy requested that the NDSP be included in any planning about new locations, even if the intention is to only have a small contingent. Sometimes, the locations with one or two families can be harder to manage than 30 or 40. She continued that the Services' assistance in keeping DoDEA informed of new locations or current locations that may grow is appreciated.

Mr. Brady added that the proper coordination on overseas screenings and the Exceptional Family Member Program process is a critical point for NDSP and an issue that perhaps needs revisiting for discussion in the future. He underscored that NDSP is an \$80M program that

impacts morale, tremendously. Indicating that DoDEA may see an uptake of NDSP locations, Mr. Brady emphasized the importance of reciprocal communication. He thanked Ms. McCoy for her sensitivity to meeting the needs of special education students and emphasized that he remains committed to ensuring that DoDEA provides the best educational options for children in their sponsor's location.

### **Unification of U.S. Code (Title 10 and Title 20)**

Mr. Michael Godfrey, Chief, Operations, Plans, Policy and Legislation, provided an update on the legislative proposal to combine the use of both Title 10 and Title 20, ensuring DoDEA officially becomes one unified school system. Currently, DoDEA-specific legal provisions are established in Title 10 (stateside schools) and Title 20 (overseas schools). Mr. Godfrey provided the history of DoDEA to inform DEC participants how DoDEA came to operate two separate school systems and the importance of operating as "One DoDEA." He reminded DEC members that unification would provide the Secretary of Defense broader discretion by officially operating a single school system and not a system of schools. The major proposed change is to consolidate, formulate, and organize required content in Title 10, Chapter 88 (Military Family Programs), under its own subchapter; move enduring aspects of Title 20 to USC 10, move combined USC 10 and 20 to Chapter 88, Subchapter III within Title 10, and repeal all of Title 20, Sections 901-907; 921-932 and Title 10, Section 2164. Mr. Godfrey added that the unified law proposal is budget-neutral.

Mr. Godfrey stated that to date, he has outlined the unified law proposal concept to Mr. Peter Levine, Acting Under Secretary of Defense for Personnel and Readiness; Mr. Weiler, Assistant Secretary of Defense, M and RA; the staff from the Senate Armed Services Committee; Senate Committee on Health, Education, Labor and Pensions; and the Senate Committee on Education and Welfare and will continue to socialize with our unions and the Services. He concluded by stating that the initial goal was to introduce this proposal into the Office of Legislative Council process for FY 2018, which may slip to FY 2019 with the change in administration.

### **Strategic Overview of Force Changes Affecting DoDEA**

Mr. Godfrey provided an overview of how military force changes are impacting DoDEA. He began by noting that NATO growth will have a definite impact on NDSP. He continued by extending his appreciation to the Services for continuing to notify and keep DoDEA abreast of communication plans and briefings regarding upcoming force structure changes. This type of collaboration assists DoDEA in proper and timely operational level planning and support. Mr. Godfrey cited the United States Marine Corps troop movement from Okinawa to Guam as a great example of how being notified and involved in Service force movement ensured that DoDEA had the appropriate levels of personnel in place to serve the children of Service members. It was noted that communication is also important because civilian assignment changes are not in the military assignment process. Thankfully, through discussions with the Services, DoDEA has learned of civilian assignment movements and has been able to create viable operational plans. Mr. Godfrey shared that an example of the importance of collaboration

and communication is Area 1 in Korea, where the elementary school may have closed prematurely due to a lack of advanced planning.

Mr. Godfrey further stated that there are no known overseas force structure change processes for CONUS to CONUS; however, Army end-strength reductions and Army stationing decisions need to continue to be communicated to DoDEA to allow for appropriate levels of school operational support. He then thanked the Army for continuing to include him in conversations regarding their force structure. Specific to the U.S. European Command, Mr. Godfrey stated that Sigonella may see an uptick due to NATO growth, which will affect the NDSP. NATO is also planning a multinational division to go to Poland, perhaps increasing the NDSP by as many as twenty new eligible students.

In Turkey, DoDEA closed the school at Incirlik; however, the school in Ankara remains operational. This status is due to force protection levels, and DoDEA will continue to monitor accordingly. As for the U.S. Pacific Command, Mr. Godfrey stated that the biggest change is the United States Marine Corps troop movement from Okinawa to Guam. Looking at Singapore, he stated that DoDEA will be having over 200 students moving to the area due to force structure changes, and DoDEA is exploring if operating a school there would be a more cost-efficient approach. The Singapore situation is in the thinking stage and pre-decisional at this time.

Upon conclusion of the brief, Major General Zadalis informed DoDEA that as a result of the monthly transformation meetings that Mr. Godfrey has with the Services, USAFE was able to make some critical decisions regarding aircraft location. Mr. Brady expressed his appreciation to Mr. Godfrey for his team's efforts in addressing the complex issues surrounding force structure changes. Mr. Brady stated that Ms. Webb and Mr. Godfrey have done a great job giving the overview of the complexity of the DoDEA system.

### **Military Construction (MILCON) Program**

Mr. Robert Brady, Associate Director of Finance and Business Operations, provided DEC members with an overview of the POM-18 for the MILCON and Facility, Sustainment, Restoration and Modernization Programs. Major MILCON challenges include uncertain market conditions in all regions, managing enrollment reductions and force structure changes. The Pacific continues to experience higher than programmed amount (PA) construction contract awards due to the Japanese construction market being saturated by preparations for the 2020 Olympic Games, a tsunami, and a general workforce shortfall among younger workers. For example, the Sasebo Elementary School project was advertised twice and still was awarded significantly over budget. Surprisingly, a recently awarded project for Edgren High School in Misawa was awarded at the PA. In the southeastern U.S., a strengthening construction market has unexpectedly driven prices higher than budgeted, resulting in the reprogramming of five MILCON projects. And as typical, projects in Germany take additional time and effort due to the bureaucracy of working within the German laws and governmental procedure for design and construction. To address this, DoDEA is working earlier than before with the German Bauamts to prevent any redesign that might otherwise occur after the handoff of the project design from a U.S. firm to the German firm.

DoDEA opened six schools for school year (SY) 2015-2016; one in the Pacific, and five in Americas. DoDEA planned to open 16 schools for SY 2016-2017; nine in the Pacific, six in Americas, and one in Europe. Five of the 16 schools are funded and being constructed by the Host Nation; one in Korea, and four at Iwakuni in Japan. The high number of schools opening next year is a direct result of the large MILCON budget that was enacted in FY 2014-2016.

Mr. Robert Brady concluded his briefing by reviewing the FY 2018-2022 prospective MILCON projects. In Japan, the Kinnick High School project will be moved from FY 2018 to FY 2019 due to funding, but the project remains on track for construction contract award and school opening without being delayed. In Puerto Rico, a permit was received by the U.S. Army Corps of Engineers for completing the FY 2018 Ramey Unit School project since the land is owned by the Department of Homeland Security. The FY 2019 program includes some recently added district superintendent office projects; this is necessary because the number of districts has been reduced from 14 to 8 by RSA, so the district office staff has increased in number.

In FY 2020, the Bechtel Elementary School project in Okinawa will be challenging due to the lack of swing space needed for students during construction. In support of the European Infrastructure Consolidation project in Germany in the FY 2021 program, a study has recently been kicked off to look at the Kaiserslautern Area because it is being impacted by unit moves, which drives student population. In the FY 2022 program, the future population of Baumholder is uncertain, and the two projects in that year are placeholders until the situation becomes more certain. Mr. Robert Brady concluded his briefing by reviewing the FY 2018-2021 prospective MILCON projects.

### **DoDEA 2017 Teacher of the Year (ToY)**

Ms. Kelisa Wing, DoDEA 2017 ToY, addressed the DEC members and shared that she is here today as a result of the realization of a dream she had as a child to become an educator and make a difference in the lives of children. Ms. Wing provided a brief overview of her personal background leading to her love of education. She continued by outlining her career path, which includes serving as a non-commissioned officer in the United States Army and holding a variety of positions within DoDEA. She currently teaches at Faith Middle School at Fort Benning.

Ms. Wing provided DEC members with an overview of the DoDEA Teacher Leadership Summit held in September 2016. During the summit, the 2016 and 2017 ToYs from each district convened to develop action plans that they could take back to their districts and DoDEA schools to assist their fellow teachers in providing instruction geared towards improved student achievement. Many ToYs have gone back and put those action plans in place. A teacher from Spain has initiated a plan to change the climate in his school, and another teacher is focused on making their professional learning communities more effective. In collaboration with the Okinawa district, Ms. Wing has initiated a project titled Teachers Encouraging Active Modeling (TEAM). Through the TEAM approach, teachers will have the opportunity to observe peers in action, which is vital to CCR Standards implementation.

Ms. Wing begins her year as the DoDEA 2017 DoDEA ToY with a focus of “Pursue it and Do it” and will be encouraging her fellow teachers to plant positive seeds in everyone they

encounter. She concluded by stating that our words can encourage growth or they can stunt growth, and we must always choose positive seeds. Mr. Brady referred to Ms. Wing's presentation as a sneak peak of what a great year 2017 will be and thanked her for sharing her story with the DEC members.

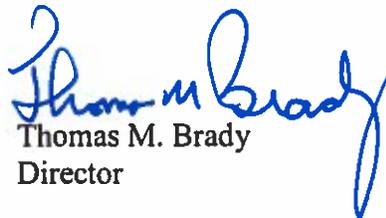
### **Questions and Discussions**

Mr. Brady opened the meeting up for comments. Major General Zadalis indicated that he has been trying to attend the DEC Meeting in person for a year and a half and is glad to finally be able to attend and offered acknowledgements. He thanked Mr. Robert Brady for addressing the safety issues in Sigonella. Major General Zadalis shared that he had recently flown over the Kaiserslautern facility and that it is an amazing facility, and he appreciates the MILCON Team for providing such a fantastic facility. He added that the USAFE Team has nothing but praise for the work Mr. Brady and his team does, and it has been a huge success. Major General Zadalis then thanked Ms. Wing for her presentation and all she does on behalf our military-connected students. Last, he thanked the team that worked on the Homeschooling policy. Major General Zadalis continued that this is a very important and emotional issue and looks forward to getting the policy out quickly.

Mr. Donald Salo, Assistant Secretary of the Army for Military Personnel and Quality of Life, noted that the briefings show the adaptability of DoDEA and the possibility of the military expanding what DoDEA does for all of our families. He noted that several issues (transgender, student meal, diabetes, and medical in general) for DoDEA students are important to address. He requested that the Wiesbaden warrior seal get moved to the new high school, if possible.

In closing, Mr. Weiler thanked everyone for their participation and interest. He noted this is his first DEC Meeting and he enjoyed being present. Mr. Weiler stated that we can all agree on the commitment to our Service member's families and their children. This is important work for the children and for the field. He then expressed appreciation for the commands, the DoDEA Team, and the DoDEA families that meet the needs of military-connected children.

The meeting was adjourned.

  
Thomas M. Brady  
Director

Attachment:  
As stated

## ATTACHMENT

The following were in attendance for the December 6, 2016 DEC Meeting:

### ATTENDEES

Major General Timothy Zadalis, Vice Commander USAFE Air Forces Africa  
Major General Kevin Schneider, PACOM Chief of Staff (VTC)  
Brigadier General Thomas Weidley, Deputy Commander Marine Corps Installation East (VTC)  
Donald Salo (SES) Assistant Secretary of the Army for Military Personnel and Quality of Life  
Larry Gottardi (SES) Deputy Chief of Staff, G1 (VTC)  
John Fedrigo (SES), Office of the Deputy Assistant Secretary of the Air Force (M&RA)  
H.L. Larry (SES), Air Force Director of Services  
Marie Balocki (NF-6/SES) Deputy Director Marine and Family Programs  
Paula Patrick, (SES) Director of Staff AFRICOM (VTC)  
Lynn Simpson (SES) Director, Total Fleet Force Manpower and Personnel (VTC)  
Ed Cannon (NF-6/SES), Executive Director NAVEURAFSWA (Phone)  
Dee Geise (GS-15) Director, Installation Services, Office of the Assistant Chief of Staff,  
Installation Management  
Evonne Carawan (GS-15) Assistant Secretary of the Navy M&RA (phone)  
Jerry Hieb (GS-15) Director, Fleet and Family Readiness (Phone)

### DODEA ATTENDEES

Todd Weiler, Assistance Secretary of Defense, M&RA  
Thomas Brady, Director DoDEA  
Robert Brady, Associate Director, Financial and Business Operations  
Linda Curtis, Deputy Director, and Associate Director of Academics, DoDEA