



DEPUTY SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1010

MAR 23 2021

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP  
COMMANDERS OF THE COMBATANT COMMANDS  
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Independent Review Commission on Sexual Assault in the Military Structure and Membership

On February 26, 2021, the Secretary of Defense announced his intent to establish a 90-day Independent Review Commission (IRC) on Sexual Assault in the military. Today, I am pleased to provide additional details on the structure of the IRC and designate the personnel that will be participating in this critical effort.

The IRC structure is tiered to ensure its independence, while also providing its experts with access to the support and resources of the Department at every stage of the process. These tiers include the following:

- Executive IRC
- IRC Advisory Support Team
- Line of Effort (LOE) Working Group Consultative Teams
- LOE Working Group Subject Matter Experts (SME) and Support Teams

The Executive IRC is led by the IRC Chair, Lynn Rosenthal, and is the deliberative body of the IRC that will ultimately provide recommendations to the Secretary of Defense and the President of the United States. The Executive IRC is composed of Highly Qualified Experts (HQE) and a Detailee that have been chosen by Ms. Rosenthal to participate in this effort. The Executive IRC will also include experts from a limited number of other Federal agencies as well as participation from the Deputy Secretary of Defense. Additional information about the HQEs and Detailee who will be a part of the Executive IRC is provided at TAB A.

The IRC Advisory Support Team is structured to ensure the IRC has the support of the highest levels of DoD leadership. Additional information on the membership of the Advisory Support Team, as well as the IRC structure and full membership, is provided at TAB B.

The Working Group Consultative Teams includes the Department leadership who oversee the offices of primary responsibility in the Office of the Secretary of Defense (OSD) for sexual assault and harassment prevention and response. These OSD Component leads are complemented by the Military Department and Service leaders who will be responsible for implementing the IRC's ultimate recommendations.



The Working Group SMEs and Support Teams include at least two personnel from each of the military Services and Joint Staff, along with OSD personnel, to support the work of the IRC on a full-time basis. These SMEs were nominated by the military Services and selected in consultation with the IRC Chair based on their expertise in preventing and responding to sexual assault and harassment in the military. This group will also include a military sexual assault survivor to provide the critical lived-experience and perspective from this community. The full list of SMEs supporting the IRC is also included at TAB B. The IRC Chair may appoint additional personnel to the IRC at her discretion.

The IRC will commit to making recommendations that will, with the support of the Department, result in meaningful and lasting progress on this persistent and corrosive problem across the military.

A handwritten signature in black ink, appearing to read "Kathleen H. Fisher". The signature is written in a cursive, flowing style.

Attachments:  
As stated

TAB

A



# **Independent Review Commission (IRC) on Sexual Assault in the Military**

## **HQE and LOE Leads Face Chart**

## LOE 1: Accountability



**Cindy Dyer:** Ms. Dyer is a nationally recognized expert on violence against women, who recently served as Vice President for Human Rights at Vital Voices, an international NGO dedicated to advancing the rights of women and girls globally. Between 2007 and 2010, she served as the Director of the United States Department of Justice, Office on Violence Against Women. Ms. Dyer was nominated to this position by President George W. Bush on August 2, 2007, and confirmed by the United States Senate on December 19, 2007. Ms. Dyer is also an experienced prosecutor and recognized expert on sexual assault and domestic violence. Prior to her service at the Justice Department, Ms. Dyer was Chief Prosecutor of the Family Violence Division of the Dallas County District Attorney's Office. She has received numerous awards and honors for her service to victims, including Prosecutor of the Year from the Greater Dallas Crime Commission.



**Brig Gen James Schwenk:** Brigadier General James Schwenk (retired) was commissioned as an infantry officer in the Marine Corps in 1970. He attended law school at the Washington College of Law, American University, and became a judge advocate. As a judge advocate he served in the Office of the Secretary of Defense, the Office of the Secretary of the Navy, and Headquarters, Marine Corps; as Staff Judge Advocate for Marine Forces Atlantic, II Marine Expeditionary Force, Marine Corps Air Bases West, and several other commands; and participated in several hundred courts-martial and administrative discharge boards. Upon retirement in 2000, BG Schwenk joined the DoD Office of General Counsel as an associate deputy general counsel, retiring after 49 years of Federal service in 2014.



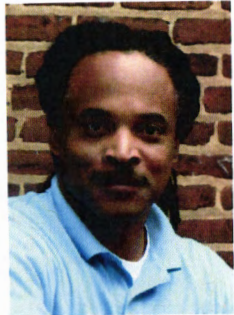
**Meghan Tokash:** Ms. Tokash is an Assistant United States Attorney at the U.S. Department of Justice serving the Western District of New York as the Supervisor of the District's Special Victim Unit. Previously, she served as an active duty judge advocate in the U.S. Army Judge Advocate General's Corps for 8 years, prosecuting cases related to homicide, rape, sexual assault, domestic violence, and child abuse. Ms. Tokash was selected to serve as one of fifteen Special Victim Prosecutors where she worked in the Army's first Special Victim Unit at the Fort Hood Criminal Investigation Division Office. She deployed to Iraq as the Senior Trial Counsel for USF-I, and prosecuted sexual assault cases across U.S. Army Europe and U.S. Army Central Command in courthouses from Kuwait to Afghanistan to Shaw Air Force Base. Ms. Tokash was an attorney advisor for the Judicial Proceedings Panel prior to her 2017 appointment by Secretary of Defense Ash Carter to serve on the Defense Advisory Committee on the Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces. Ms. Tokash served as a member of the Case Review Working Group whose work culminated by issuing a comprehensive report and recommendations in October 2020 pertaining to investigative case file reviews for military adult penetrative sexual assault offense cases closed in FY 2017.



## LOE 2: Prevention



**Dr. Debra Houry:** Dr. Houry is the Director of the National Center for Injury Prevention and Control at CDC, where she leads innovative research and science-based programs to prevent injuries and violence and to reduce their consequences. Dr. Houry previously served as an associate professor and emergency physician at Emory University. She has authored more than 90 peer-reviewed publications and book chapters on injury prevention and violence. She has received many national awards including the first Linda Saltzman Memorial Intimate Partner Violence Researcher Award from the Institute on Violence, Abuse, and Trauma and the Academy of Women in Academic Emergency Medicine's Researcher Award. She was recently elected as a member of the National Academy of Medicine (NAM), which is considered one of the highest honors in the fields of health and medicine



**Neil Irvin:** Mr. Irvin is the Executive Director of Men Can Stop Rape, an internationally recognized organization that mobilizes men to use their strength for creating cultures free from violence, especially men's violence against women and girls. Prior, he served as the Vice President of National Programs for MCSR and was the architect of the Men of Strength Club, an award-winning, CDC-evaluated primary prevention program for boys, paving the way for Strong Moves, the country's largest primary prevention program for boys. As Executive Director, he has spearheaded innovative programs and initiatives for the organization such as the Healthy Masculinity Action Project, which reached over 62 million people, and the ASK smartphone technology platform, which has served over 82 million people. Neil has served on the Department of Justice's National Advisory Committee, the Biden Foundation's Leadership Committee, and as a member of the U.S. Delegation at the United Nations 25th Commission on the Status of Woman, the NBA's Domestic Violence Committee, the steering committee for It's On Us, The George Washington University's Global Women's Leadership Council, and the NoVo Foundation's Move to End Violence initiative.



**Maj Gen James Johnson (ret.):** Maj Gen Johnson presently serves as Governance Chairman for The Flag and General Officers' Network, a not-for-profit veterans corporation, enabling Admirals and General Officers to network and provide public service. He is also an independent leadership consultant, and a Mission Readiness advocate, promoting evidence-based, bipartisan public policy solutions to prepare youth for life. Between 2015-2018, Maj Gen Johnson served as the Director for Air Force Sexual Assault Prevention and Response and then as Director of the Integrated Resilience Office, Headquarters U.S. Air Force. The Integrated Resilience Office provides strategic solutions for optimal well-being and resilience, with special focus on the most effective primary prevention and response to interpersonal and self-directed violence.

### LOE 3: Climate & Culture



**Lt Col Bridgette Bell:** Lieutenant Colonel Bridgette Bell graduated from West Point in the Class of 2004. She is a combat veteran with over 16 years of service as a leader in Human Resources. Her military career includes positions with the 108th Air Defense Artillery Brigade and the Special Troops Battalion of the 4th Brigade Combat Team, 1st Cavalry Division. While deployed to Mosul, Iraq, she dealt with trauma survivors first-hand as her unit's primary responder for sexual assault victims. As a Company Commander at Fort Myer, VA, she provided for the welfare and unique needs of over 240 assigned and 1200 attached Soldiers in the Military District of Washington. She attended the Naval Postgraduate School, then returned to West Point to teach Engineering Psychology in the Department of Behavioral Sciences & Leadership. She continued serving in higher education as the Executive Officer for the Army ROTC at Jackson State University. LTC Bell's research includes a Master's thesis on the Army Suicide Prevention Program and working with the Trauma Recovery Program at the G.V. (Sonny) VA Medical Center in Jackson, MS. She is a 2017 Pat Tillman Foundation Military Scholar pursuing a Ph.D. in Clinical Psychology from Jackson State University. She plans to specialize in trauma, grief, and multicultural psychology and apply the intersection of Human Resources and Psychology to solve complex problems.



**Kris Fuhr:** Ms. Fuhr is a 1985 graduate of the United States Military Academy at West Point. As a Captain in the U.S. Army, she was the first woman to command a forward deployed ground based Intelligence Company on the Inter-German border. Ms. Fuhr is a Senior Volunteer Leader for the Ranger School Support Group at Fort Benning Georgia providing virtual and in-person support to students and over 6,000 family members. She is also a volunteer Senior Mentor with the U.S. Army on issues regarding the integration of women into Combat Arms and the leader of a mentorship network for over 700 women who serve as Infantry and Armor officers and Ranger candidates.



**Dr. Kyleanne Hunter:** Dr. Hunter is an Assistant Professor of Military and Strategic Studies. She is an Adjunct Senior Fellow at the Center for a New American Security, co-Director of the Athena Leadership Project and a Nonresident Fellow at the Brute Krulack Center for Creativity and Innovation at Marine Corps University. Dr. Hunter is a Marine Corps combat veteran with multiple combat deployments as an AH-1W "Super Cobra" attack pilot. She finished her active duty time in the Marine Corps' Legislative Liaison Office in the House of Representatives. She holds a Bachelors of Science in Foreign Service from Georgetown University's Walsh School of Foreign Affairs Service, and a Masters of Arts and a Doctorate from University of Denver's Josef Korbel School of International Studies. She was the former Chair of the Employment and Integration Subcommittee for the Defense's Advisory Committee of Women in the Services (DACOWITS).



## LOE 4: Victim Care & Support



**Indira Henard:** Ms. Henard is the Executive Director of the DC Rape Crisis Center, which is the oldest rape crisis center in the country. She has been involved in the violence against women movement for 20 years. Ms. Henard's direct service experience in various gender based violence programs has helped to inform her policy analysis that has led to coordinating public policy initiatives, organizing and planning space for survivor led advocacy , and educating local and International communities around civic participation within the violence against women movement. Prior to joining the DC Rape Crisis Center, Ms. Henard served as a Senate Aide for then Senator Barack Obama D-IL on Capitol Hill, as well as Special Assistant on his Presidential Campaign. She was most recently awarded the 2020 Washingtonian of the Year Award, as well as Mayor Muriel Bowser's 2020 Washington Women of Excellence Award.



**Kristina "Kris" Rose:** Ms. Rose has more than 35 years of experience working on crime victimization and criminal justice issues in government, non-profit, and corporate environments. During her 19 years at the Department of Justice, she served as the Deputy Director at the Office for Victims of Crime, as the Acting Director and Deputy Director for the National Institute of Justice, and as the Chief of Staff for the Office on Violence Against Women. In 2016, Ms. Rose was invited to work at the White House as a Senior Policy Advisor on violence against women in the Office of the Vice President. Prior to that, as part of a DOJ leadership program, she had the opportunity to spend nearly a year as a victim advocate in the US Attorney's Office in Washington, DC, working hands-on with victims of all violent crimes. She most recently served as the Director of Strategic Partnerships for Healing Justice and Executive Director for End Violence Against Women International. She received her B.A. in sociology from George Mason University and her M.S. in criminal justice from Northeastern University.



**Kayla Williams:** Ms. Williams is the Assistant Secretary, Office of Public and Intergovernmental Affairs at the Department of Veterans Affairs. Prior to that, she was a Senior Fellow and Director of the Military, Veterans, and Society Program at the Center for a New American Security focused on issues facing Veterans, military readiness, and civil-military relations. Previously, Ms. Williams served as the Director of the Center for Women Veterans at VA, where she was the primary adviser to the Secretary on department policies, programs, and legislation affecting women Veterans. Ms. Williams was enlisted for five years as an Arabic linguist, serving in a Military Intelligence company of the 101st Airborne Division.



TAB  
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## INDEPENDENT REVIEW COMMITTEE

EXECUTIVE IRC		
IRC Chair	Lynn Rosenthal	IRC Lead HQE
	Cindy Dyer	Accountability Co-Lead
	Brig Gen James Schwenk (ret)	Accountability Co-Lead
	Meghan Tokash	Accountability Co-Lead
	Dr. Debra Houry	Prevention Co-Lead
	Neil Irvin	Prevention Co-Lead
	Maj Gen James Johnson (ret)	Prevention Co-Lead
	Lt Col Bridgette Bell	Climate and Culture Co-Lead
	Kris Fuhr	Climate and Culture Co-Lead
	Dr. Kyleanne Hunter	Climate and Culture Co-Lead
	Lindsay Church	Victim Care and Support Co-Lead
	Indira Henard	Victim Care and Support Co-Lead
	Kristina "Kris" Rose	Victim Care and Support Co-Lead
	Kayla Williams	Victim Care and Support Co-Lead
OSD	Dr. Kathleen Hicks	Deputy Secretary of Defense
ADDITIONAL IRC MEMBERS		
OSD/P&R	Ms. Virginia Penrod	Acting Under Secretary, Personnel and Readiness
OSD/OGC	Ms. Beth George	Acting General Counsel
OSD	Mr. Bishop Garrison	Senior Advisor to Secretary of Defense for Human Capital
IRC ADVISORY SUPPORT TEAM		
<i>Joint Staff</i>	<i>Gen Mark Milley</i>	<i>Chairman of the Joint Chiefs of Staff</i>
<i>Army</i>	<i>Hon John Whitley</i>	<i>Acting Secretary of the Army</i>
	<i>Gen J. McConville</i>	<i>Chief of Staff of the Army</i>
<i>Air Force</i>	<i>Hon John Roth</i>	<i>Acting Secretary of the Air Force</i>
	<i>Gen CQ Brown</i>	<i>Chief of Staff of the Air Force</i>
<i>Space Force</i>	<i>Gen John Raymond</i>	<i>Chief of Space Operations</i>
<i>Navy</i>	<i>Hon Thomas Harker</i>	<i>Acting Secretary of the Navy</i>

## INDEPENDENT REVIEW COMMITTEE

	<i>Adm. Michael Gilday</i>	<i>Chief of Naval Operations</i>
<b><i>Marine Corps</i></b>	<i>General David Berger</i>	<i>Commandant of the Marine Corps</i>
<b><i>NG</i></b>	<i>Gen D. Hokanson</i>	<i>Chief of the National Guard Bureau</i>
<b><i>ASD(LA)</i></b>	<i>Mr. Louis Lauter</i>	<i>Acting Assistant Secretary of Defense, Legislative Affairs</i>
<b><i>ASD(PA)</i></b>	<i>Mr. John Kirby</i>	<i>Assistant to the Secretary of Defense, Public Affairs</i>
<b><i>ASD(SO/LIC)</i></b>	<i>Christopher Maier McMenamin</i>	<i>Acting Assistant Secretary of Defense, Special Operations and Low Intensity Conflict</i>
<b><i>OSD/OFR</i></b>	<i>Dr. Elizabeth Van Winkle</i>	<i>Executive Director, Office of Force Resiliency</i>
<b><i>OSD/OGC</i></b>	<i>Mr. Paul Koffsky</i>	<i>Acting Principal Deputy General Counsel</i>
<b><i>DHRA/SAPRO</i></b>	<i>MG Clem Coward</i>	<i>Director, Sexual Assault Prevention and Response Office</i>
<b><i>OSD/P&amp;R</i></b>	<i>Ms. Beth Foster</i>	<i>Senior Advisor, USD(P&amp;R)</i>



# INDEPENDENT REVIEW COMMITTEE

## LINE OF EFFORT WORKING GROUPS

*(Green Highlight is full-time/75%)*

LOE 1: ACCOUNTABILITY WG		LOE 2: PREVENTION WG		LOE 3: CLIMATE AND CULTURE WG		LOE 4: VICTIM CARE AND SUPPORT WG	
LEAD	Cindy Dyer	LEAD	Dr. Debra Houry	LEAD	Lt. Col. Bridgette Bell	LEAD	Indira Henard
LEAD	Brig. Gen James Schwenk (ret)	LEAD	Neil Irvin	LEAD	Kris Fuhr	LEAD	Kris Rose
LEAD	Meghan Tokash	LEAD	Maj Gen James Johnson (ret)	LEAD	Dr. Kyleanne Hunter	LEAD	Lindsay Church
						LEAD (VA Rep)	Kayla Williams
WG CONSULTATIVE TEAM		WG CONSULTATIVE TEAM		WG CONSULTATIVE TEAM		WG CONSULTATIVE TEAM	
Dr. Nathan Galbreath, Deputy Director, SAPRO		Ms. Andra Tharp, Senior Advisor, OFR		Maj Gen Clem Coward, Director, SAPRO		Dr. Nathan Galbreath, Deputy Director, SAPRO	
Mr. Dwight Sullivan, DoD OGC Representative		Maria A. Fried, DoD OGC Representative		Maria A. Fried, DoD OGC Representative		Ms. Maria Fried, DoD OGC Representative	
Mr. Mark Lewis, Army M&RA		DoD SAPRO Representative		Lt Gen Gary Brito, Army G-1		Director, Army Resilience	
Ms. Catherine Kessmeier, Navy M&RA		Mr. Jim Helis, Director, Army Resilience		VADM John Nowell, Navy N-1		Ms. Melissa Cohen, DON SAPRO Director	
AF M&RA		RDML Putnam Browne, Director 21st Century Sailor Program		Lt Gen Brian Kelly, Air Force A-1		Director, Air Force Resilience	
Joint Staff Legal, COL Eric Widmar		Brig Gen Claude Tudor, Director, Air Force Resilience		LtGen David Ottignon, USMC M-1		Ms. Marie Balocki, Director, USMC Family Programs	
COL Traci Winston, NGB		Ms. Marie Balocki, Director, USMC Family Programs		Brig Gen Shawn Campbell, Space Force S-1		COL Stephanie Navas, NGB SAPR	
		RADM Matt Kleiman, NGB SAPR		MG Eric Little, NGB J1		Military Sexual Assault Survivor (SAPRO)	
		Joint Staff / VCJCS Special Asst, Ms Lisa Arfaa		Joint Staff DJ-1, Maj Gen Lenny Richoux		Joint Staff Surgeon, Lt Col Tom Brockman	
				Mr. Christopher Maier, PDASD(SO/LIC)			
				Joanne Bass, Chief Master Sergeant of the Air Force			
WG SUPPORT TEAM		WG SUPPORT TEAM		WG SUPPORT TEAM		WG SUPPORT TEAM	
LTC Rebecca Farrell, OTJAG	Army SME	Dr. Eren Watkins, APHC Behavioral Health	Army SME	Dr. Jenna Newman DCS G-1	Army SME	Ms. Angela Pate, HQDA SHARP	Army SME
CDR Daniel Leary, JAGC, USN	Navy SME	Dr. Monique Clinton-Sherrod	Navy SME	Dr. Monique Clinton-Sherrod	Navy SME	Tonya D. McKennie	Navy SME



## INDEPENDENT REVIEW COMMITTEE

Maj Ryan Lipton, OJAG	USMC SME	Dr. Linda Love, Marine & Family Programs	USMC SME	LtCol Anne Braden	USMC SME	Maj John Lewis	USMC SME
TBD	Air Force SME	Maj Leah Pound	Air Force SME	Ms. Marci Curry	Air Force SME	Maj Lauren Shure	Air Force SME
TBD	Space Force SME	Ms. Amber Spotten	NGB SME	LtCol Erik Anker	NGB SME	Paula Krause	Space Force SME
TBD	Army CID SME			Yuko Whitestone	ASD (SO/LIC) SME	Ms. Amber Spotten	NGB SME
TBD	NCIS SME					Dr. Kimberly Lahm	DHA SME
TBD	AF OSI SME						

### WORKING GROUP SUPPORT STAFF

ADMIN/LOGISTIC SUPPORT		REPORT WRITING/BRIEFING DEVELOPMENT		STRATEGIC COMMUNICATIONS	
Schedulers/Note Takers	DHRA	Lead Report Manager	DHRA/SAPRO		OFR
Moderators	DHRA	Report Writers	DHRA	SAPRO Strat Comms	DHRA/SAPRO
Military Admin	Mil Services – Admin/level	Editor/Formatter	DHRA	CDR Candice Tresch	OSD PA
<b>Cailin Crockett</b> <i>Senior Advisor the IRC Chair</i>				Jason Jenkins	OSD LA