



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

OCT 27 2022

From: Secretary of the Navy  
To: President, FY-24 Navy Reserve Rear Admiral (lower half)  
Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-24 PROMOTION SELECTION BOARDS TO  
CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE  
RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT  
PROMOTION TO THE GRADE OF REAR ADMIRAL (LOWER HALF)

Ref: (a) FY-24 Active-Duty and Reserve Navy Flag Officer  
Promotion Selection Board Precept

Encl: (1) Board Membership  
(2) Board Recorders and Administrative Support

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers and individuals listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Wednesday, 16 November 2022, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-24 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-24 Navy Reserve Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
<b>Unrestricted Line</b>	6
<b>Restricted Line</b>	
Information Warfare	1
Public Affairs	1
<b>Staff Corps</b>	
Supply Corps	1
Chaplain Corps	1
Civil Engineer Corps	1

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3. **Best and Fully Qualified Selection Standard**

a. **Fully Qualified.** All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers that do not meet this standard shall not be recommended for promotion.

(1) Officers fully qualified for promotion should show a readiness for leading and solving problems at larger and larger scales.

(a) Their performance must reflect Navy Core Values: Honor, accountability for my behavior, mindful of the privilege to serve my fellow Americans; Courage, the moral and mental strength to do what is right, with confidence and resolution even in the face of temptation or adversity; and Commitment, joining together as a team to improve the quality of our work, our people, and ourselves.

(b) Upon this foundation of Navy Core Values, they must show a mindset of continuous self-improvement, a desire to Get Real and Get Better every day. This includes the ability to: Self-Assess, to be absolutely honest, humble and transparent in determining the actual performance of themselves and their teams; Self-Correct, to apply problem solving frameworks to pursue root cause and solve Navy's hardest problems in a lasting way; and Always Learn, to pursue knowledge and apply learning from diverse sources in order to make themselves and their teams better.

(c) In applying this mindset, they must demonstrate an ability to build teams and rapidly collaborate across diverse organizations to solve problems and achieve lasting outcomes. In doing so, they will model the belief that our people and culture are the Navy's asymmetric advantage, showing dignity and respect for everyone, regardless of background or rank. In addition, they will measure themselves by creating opportunities to remove barriers to individual, team, and Navy warfighting excellence.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while

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executing the Navy's strategic diversity initiatives and  
effectively retaining the right quality and quantity of  
performance-proven personnel.

b. **Best Qualified**. Among the fully qualified officers, you  
must recommend for promotion the best qualified officers within  
their respective competitive category. The following core  
considerations should guide your recommendations. Members  
assigned to brief individual records are expected to use these  
considerations to guide the review and structure of their  
briefs. Each board member is expected to apply this guidance  
when deliberating and voting. Considerations are:

(1) **Proven and Sustained Performance**

(a) You are statutorily required to pick the best  
qualified officers. Proven and sustained superior performance  
in command and leadership positions in difficult and challenging  
assignments, including those in the diplomatic/foreign service  
arena, is the ultimate test of fitness for promotion. This is  
the number one factor that should guide your recommendations.

(b) Command, whether at sea or ashore, is  
fundamentally about preparing for and leading in combat. You  
should select those officers who seize absolute ownership of  
their assigned mission and all that goes into its  
accomplishment. A command's mission is absolutely essential to  
the Navy's ability to fight and win. Look for those officers  
that imbue this belief in their team. Look for those that take  
fierce pride in this obligation. Select the Commanders that are  
the example their team reflects and those that embody humility,  
selflessness, and complete transparency.

(c) You must consider that the future Navy and joint  
force leadership will be comprised of a mix of officers that  
have excelled in both traditional and alternate career paths.  
You must consider the critical competency/skill sets developed  
by officers who have excelled in alternate career paths. You  
must seek those officers that have been relentless in building a  
culture of the highest character... a tough, resilient team that  
wins. Our nation needs and expects their Navy to remain above  
reproach, as a force they can admire and rely upon. Further,  
these boards' charter is to select the future leadership of the  
Navy. Superior leadership skills may be developed in a variety  
of assignments, and may be found across the Navy from various

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communities, platforms, and career paths. There are no expectations that flag officers must be selected from only certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officers to serve as the future leaders of the Navy. Seek those officers that acknowledge the value of every Sailor and civilian. Seek those that take care of themselves and their families, embrace diversity of thought and background, and foster inclusion and connectedness. Seek those that always do the right thing, especially when it is hard. Consider those that keep close watch on their own mental, physical, and emotional health, and the health of those they lead.

(d) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrates exceptional promotion potential and should be given special consideration.

(e) You should also consider for promotion those men and women possessing the education, experience, and language skills that help improve the Navy's gender and cultural awareness and those who demonstrate mentoring skills that enhance the professional development of the Navy's future male and female leaders and the wide and varied diversity of the Navy.

(f) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers. Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk-taking, and effective business practices may reflect a variety of backgrounds.

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(2) **Education / Personal and Professional Development**

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. Completion of JPME I (AQD JS7) is required for selection by the line boards. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

(b) Applying advanced education in subspecialty tours and achieving specialized skills as reflected in Additional Qualification Designator codes are significant career milestones.

(3) **Demonstration of Core Attributes.** The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated, as an individual or as a team member, when an officer displays conduct that is upright and honorable, and works to strengthen the resolve of their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest Navy and deserve your careful consideration when selecting officers who are best and fully qualified.

4. **Equal Opportunity Guidance**

a. Diversity is the strength of Our Nation. The Navy benefits when we capitalize on the diverse experience,

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perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

c. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of assigned duties.

d. Impermissible Considerations. Promotion boards are prohibited from considering the following:

(1) The marital status, civilian employment, religion, or volunteer service of an officer;

(2) Any information regarding an officer's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, national origin, and volunteer service;

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(3) An officer's previous decision to opt out of a promotion selection board; and

(4) An officer's previous participation in the Career Intermission Program.

e. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, diversity officers, recruiting, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

f. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin.

**5. Competency and Skill Guidelines (Unrestricted Line (URL)/Restricted Line (RL)/Staff Corps).** Per section 14107(b)(4) of title 10, U.S. Code, all promotion selection boards convened by this order to consider eligible officers in the URL, RL and Staff Corps shall apply the following guidelines relating to the Navy's need for rear admirals (lower half) who possess the competencies and skills indicated.

**a. Indo-Pacific Area Expertise Considerations.**

(1) As indicated in the National Defense Strategy, China is leveraging military modernization and predatory economics to coerce neighboring countries to reorder the Indo-Pacific region

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to their advantage. As China continues to seek economic and military ascendance, it will continue to pursue a military modernization program that tries to displace the United States to achieve global preeminence in the future.

(2) Recognizing this challenge to U.S. national security interests, special consideration shall be given to officers who have excelled in their knowledge of the political-military affairs and U.S. strategic interests in the Indo-Pacific region.

b. **Direct Support of Overseas Contingency Operations (OCO) / Irregular Warfare.** The boards should give favorable consideration to those officers who, while serving in leadership assignments in the grade of O-5 or above, have displayed superior performance in direct support of OCO or in Irregular Warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

## 6. Competency and Skill Guidelines

a. **Unrestricted Line.** Per section 14107(b)(4) of title 10, U.S. Code, the URL promotion selection board shall apply the following guidelines relating to the Navy's need to fill FY-24 critical vacancies with specified numbers of URL rear admirals (lower half) who possess the competencies and skills outlined in Table 1. In most cases, critical vacancies are identified in the Tables by officer designators, which themselves reflect the particular competencies and skills possessed by officers in the respective communities. You shall apply these guidelines in conjunction with the best and fully qualified selection standard, and in no case shall the Navy's need for specified numbers of officers to fill the vacancies be interpreted as a quota. As such, when applying the best and fully qualified standard, give strong consideration to those officers who possess the competencies and skills necessary to fill the FY-24 critical vacancies, as outlined below.



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**TABLE 1**

**GUIDELINES RELATING TO NAVY'S NEED FOR SELRES URL REAR ADMIRALS (LOWER HALF) WITH PARTICULAR COMPETENCIES AND SKILLS**

<b>FY-24 CRITICAL VACANCY</b>	<b>NUMBER OF OFFICER(S) NEEDED</b>	<b>COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY</b>
Submarine Warfare (1125)	1	Vacancy in O-7 1125 billet requires an experienced submarine warfare officer with proven performance while assigned to significant leadership position(s) at Navy/Joint command(s) and type commander experience in materiel and operational readiness.

7. **Information Warfare Community.** The Navy needs one Information Warfare Community (IWC) officer who is agile, flexible, and capable of leading across the broadest range of IWC disciplines in support of employing joint and/or naval task forces in military operations worldwide. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to serve as an IWC flag officer. In making your determination give strong consideration to those officers who have demonstrated success in O-6 command, experience in Major Headquarters staff billets and mobilization as a senior officer (O5/O6) in direct support of Overseas Contingency Operations. Must have in-depth knowledge of Navy Reserve and Naval Information Forces Reserve. Specific requirements:

a. The Navy needs one officer who is capable of leading cyberspace/network operations and has experience in information-intensive specialties across IW disciplines.

b. The selected officer will fill Navy and joint positions and requires experience in cyber operations, cyber security, information operations, electronic warfare, space, and IT/cyber compliance.

8. **Public Affairs.** The officer you select will serve as the Navy's Vice Chief of Information and the Navy Reserve Public Affairs community manager. This officer must be able to provide expert, high-level public affairs counsel to senior Navy leaders at the Pentagon and around the fleet. Demonstrated mastery of the full range of public affairs skills as it applies to

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maritime operations and warfighting indicates strong potential for future success. The ideal candidate possesses public affairs expertise in addition to superior leadership skills and relevant operational experience through fleet operations and/or fleet exercises. Sustained superior performance in public affairs leadership billets advising flag officers is essential to success. Successful O6 command of public affairs units at large commands such as fleet commander or numbered fleet units is particularly valued. Experience and familiarity with SECNAV and OPNAV staffs should be given favorable consideration. Relevant graduate level civilian education, advanced professional military education, proven senior-level writing and speaking skills and superior performance in an individual augmentee assignment, particularly in support of combat operations, are highly valued.

9. **Supply Corps**. The Supply Corps requires flag officers to serve in a wide range of assignments requiring expertise in diverse functional areas. Joint experience is highly valued when selecting future Supply Corps flag officers. Officers selected for flag rank in the Supply Corps must have demonstrated the ability to lead the Navy of the future. The board shall favorably consider those Supply Corps officers who possess the following skills:

a. Demonstrated integrity and exceptional leadership skills and success at command or executive staff positions of equivalent responsibility.

b. Acknowledged leadership within one primary line of operation (supply chain management, contracting/financial management, or operational logistics).

10. **Chaplain Corps**. The officer you select will serve as the Deputy Chief of Chaplains for Reserve Matters; and must have, to the greatest extent practicable, the following broad base of qualities and experience:

a. The officer you select must possess impeccable professional ethics, must be of the highest moral character, and must represent the qualities of Professional Naval Chaplaincy such that his or her credibility is never doubted. This officer should demonstrate a bias to mentor other chaplains in Professional Naval Chaplaincy.

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b. You must consider that CHC officers serve in diverse assignments across the Navy, Marine Corps, Coast Guard, and Merchant Marines. There are no expectations that CHC flag officers must only be selected from a particular assignment. However, sustained superior performance in a senior leadership position(s) (e.g., command, Fleet/Claimant Chaplain, on senior-flag officer/general officer staff, CHC Division Director, etc.) is a significant test for all top CHC officers.

c. The officer you select should have experience in, and practical knowledge of, procedures and practices at the headquarters level of the Department of the Navy, and be familiar with the inner workings of the Chief of Chaplains headquarters. Accordingly, they must be able to work effectively with senior military or civilian leadership in the Department of the Navy, the Office of the Secretary of Defense, Service Chiefs, and civilian leadership.

d. The officer you select must demonstrate a mastery of leadership in a complex organization and in support of three sea services, understand and balance competing equities to enhance the CHC's reputation to organizational leaders, effectively advise senior executives and commanders in support of mission priorities, and indicate an ability to build teams, to cooperate across lines, and to sustain healthy relationships.

e. The North Star of the Navy Chaplain Corps is the Spiritual Readiness of the Marines, Sailors, Coast Guardsmen, and families entrusted to our care. The officer you select should be a champion of Spiritual Readiness.

11. **Civil Engineering Corps (CEC)**. As the Navy and Marine Corps' Civil Engineer, the CEC manages and directs the Navy's expeditionary engineering and infrastructure life-cycle efforts for the shore across the globe through all phases of military operations. Reserve CEC billets develop three broad skill sets: Facilities management, construction, and acquisition; Navy or Joint Staff; and Naval Construction Force and Expeditionary Leadership/Contingency-Theater Engineering.

a. Service in Facilities Engineering Commands develops technical acquisition competency. Staff assignments typically draw upon all three skill sets. Service in operational/expeditionary units (Seabees, SPECWAR, USMC, or other NECC commands) develops contingency engineering expertise and

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tactical proficiencies. Officers are expected to develop competence in all three skill sets through ever increasing job responsibility, attainment of professional qualifications and Command or Officer in Charge assignments.

b. Officers are required to earn a warfare qualification; earn licensure as either a Registered Professional Engineer (AQD 951) or Registered Architect (AQD 952); and a Master's-level degree in engineering or architecture, construction management, or business management. Officers with exceptional engineering and business acumen, or program management are highly valued.

c. Officers who display excellence at the O-5 or O-6 level in either Command, an Officer in Charge billet at a COCOM, or a flag staff assignment are strong indicators of an officer's ability to meet the increased demands of community flag leadership.

d. Officers may not have the opportunity to complete the acquisition certifications expected of the active component, but those qualifications (AQD AC2, AC3, ACA, and APM) are significant and valued.

e. Service in overseas contingencies, either in an operational unit or as an individual augmentee working in humanitarian assistance/disaster response, and/or theater security cooperation program operations are valued. JPME experience and other technical/professional certifications are valued.



Carlos Del Toro

**BOARD MEMBERSHIP  
FY-24 NAVY RESERVE  
REAR ADMIRAL (LOWER HALF) LINE AND STAFF  
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

VADM William J. Houston, USN (SS) - President  
RADM Yvette M. Davids, USN (SW)  
RADM Michael J. Steffen, USNR (AV)  
RADM Jacquelyn McClelland, SC, USNR  
RADM Thomas S. Wall, USNR (SS)  
RDML Stephen D. Barnett, USN (AV/NFO)  
RDML Darryl L. Walker, USN (AV/NFO)  
RDML Marc J. Miguez, USN (AV/NFO)  
RDML Donald M. Plummer, USNR (NSW)  
RDML Bradley D. Dunham, USNR (AV)  
RDML Joaquin Martinezdepinillos, USNR (SW)  
RDML Kimberly A. Walz, USNR (SW)  
RDML Calvin M. Foster, USNR (SW)

2. Restricted Line (Public Affairs)

VADM William J. Houston, USN (SS) - President  
RADM Yvette M. Davids, USN (SW)  
RADM Jacquelyn McClelland, SC, USNR  
RDML Darryl L. Walker, USN (AV/NFO)  
RDML Bradley D. Dunham, USNR (AV)  
RDML Ryan M. Perry, USN (PAO)  
RDML Joaquin Martinezdepinillos, USNR (SW)  
RDML Kimberly A. Walz, USNR (SW)  
RDML Calvin M. Foster, USNR (SW)

3. Restricted Line (Information Warfare)

VADM William J. Houston, USN (SS) - President  
RADM Yvette M. Davids, USN (SW)  
RADM Jacquelyn McClelland, SC, USNR  
RDML Darryl L. Walker, USN (AV/NFO)  
RDML Stephen D. Donald, USNR (IWC)  
RDML Kimberly A. Walz, USNR (SW)  
RDML Calvin M. Foster, USNR (SW)

4. Staff Corps (Supply Corps)

VADM William J. Houston, USN (SS) - President  
RADM Jacquelyn McClelland, SC, USNR  
RDML Marc J. Miguez, USN (AV/NFO)  
RDML Joaquin Martinezdepinillos, USNR (SW)  
RDML Kimberly A. Walz, USNR (SW)

5. Staff Corps (Chaplain Corps)

VADM William J. Houston, USN (SS) - President  
RADM Yvette M. Davids, USN (SW)  
RDML Marc J. Miguez, USN (AV/NFO)  
RDML Terry W. Eddinger, CHC, USNR  
RDML Joaquin Martinezdepinillos, USNR (SW)  
RDML Kimberly A. Walz, USNR (SW)  
RDML Calvin M. Foster, USNR (SW)

6. Staff Corps (Civil Engineering Corps)

VADM William J. Houston, USN (SS) - President  
RADM Yvette M. Davids, USN (SW)  
RDML Christopher A. Asselta, CEC, USNR  
RDML Joaquin Martinezdepinillos, USNR (SW)  
RDML Kimberly A. Walz, USNR (SW)