From: Secretary of the Navy  
To: Presidents, FY-17 Navy Reserve Rear Admiral (lower half) Line and Staff Corps Promotion Selection Boards  
Subj: ORDER CONVENING THE FY-17 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PROMOTION TO THE PERMANENT GRADE OF REAR ADMIRAL (LOWER HALF)  
Ref: (a) FY-17 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept  
Encl: (1) Board Membership  

1. Date and Location  

   a. The promotion selection boards, consisting of you as presidents and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Monday, October 26, 2015, or as soon as practicable thereafter.  

   b. The boards shall proceed in accordance with all guidance in this letter and the FY-17 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-17 Navy Reserve Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.  

<table>
<thead>
<tr>
<th>COMPETITIVE CATEGORY</th>
<th>NUMBER TO SELECT</th>
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<tbody>
<tr>
<td>Unrestricted Line</td>
<td>6</td>
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<tr>
<td>Unrestricted Line (FTS)</td>
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<tr>
<td>Restricted Line</td>
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<tr>
<td>Engineering Duty Officer</td>
<td>1</td>
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<td>Public Affairs</td>
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<td>Staff Corps</td>
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<td>Medical Corps</td>
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<td>Dental Corps</td>
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<td>Medical Service Corps</td>
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<td>Nurse Corps</td>
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<tr>
<td>Judge Advocate General’s Corps</td>
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COMPETITIVE CATEGORY NUMBER TO SELECT

Supply Corps 1
Chaplain Corps 1
Civil Engineer Corps 1

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 demonstrate
   an appropriate level of leadership, professional skills,
   integrity, management acumen, grounding in business practices,
   and resourcefulness in difficult and challenging assignments.
   Their personal and professional attributes include adaptability,
   intelligent risk-taking, critical thinking, innovation,
   adherence to Navy and DoD ethical standards, physical fitness,
   and loyalty to the Navy Core Values.

   (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
   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 is the ultimate test of fitness for promotion. This is the number one factor that should guide your recommendations.

(b) When applying this factor, 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 career paths and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths. Further, these boards are chartered 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 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.

(c) 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 demonstrate exceptional promotion potential and should be given special consideration.

(d) 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.

(e) 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.
1. In this age of limited resources and fiscal constraints, application of energy resource management and technology is of vital importance. Our institution must create energy solutions that make facilities and installations more energy efficient and encourage superior management of energy resources.

2. Likewise, we must not restrict or limit the opportunity of any Navy 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.

(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. You shall favorably consider professional military education (PME), leadership development, and experience in specialized areas. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

(b) Applying advanced education and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes and Navy Officer Billet Classifications (NOBCs) are significant career milestones.

(3) Direct Support of Overseas Contingency Operations (OCO) / Irregular Warfare. The boards should give favorable consideration to those officers who, while serving in leadership positions in the 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.

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

a. **Supply Corps Considerations**

   (1) Future leaders of the Supply Corps should possess:

   (a) Broad experience in the Navy’s operational forces and the Global Logistics Support Network which supports them.

   (b) Acknowledged leadership within one primary line of operation (supply chain management, acquisition, or operational logistics), and experience in one or more other primary and secondary lines of operation (business management, operations analysis, and comptrollership/financial management).

   (c) Exceptional leadership skills with demonstrated integrity and success in command.

   (2) The Supply Corps and Navy require that Flag Officers serve in a broad spectrum of assignments requiring expertise in diverse functional areas. As a result of the Flag Billet Reduction Plan, the Commander, Global Logistics Support (GLS) billet will be filled by a Reserve Flag Officer, making supply chain management experience in direct support of fleet units particularly desirable. It is also important that joint experience be valued highly when selecting future Supply Corps Flag Officers.

b. **Engineering Duty Officer Considerations.** The Navy has a requirement for Reserve Engineering Duty Flag Officers with broad based technical and acquisition business experience with a proven record of flexibility, innovation, and change leadership. Relevant civilian experience should also be considered. Specific experience required includes: Program Management,
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Systems Engineering, Design and Acquisition of Command, Control, Communications, Computers and Information (C4I) Technology, with an emphasis on Cyber Engineering and Cyber Defense.

c. Public Affairs Officer Considerations

(1) The officer you select will serve as the Vice Chief of Information (CHINFO). The CHINFO advises the Secretary of the Navy and Chief of Naval Operations on public affairs and internal relations policies and programs, public awareness and community relations, internal information dissemination, and public events or incidents. As such, the officer you select must be able to provide unvarnished counsel to senior Navy leaders. Experience in challenging billets providing direct support to the Department of the Navy's senior leadership is desired.

(2) The Public Affairs Officer (PAO) community consists of the Navy's professional communicators whose mission is public information, command information, and community engagement activities directed toward audiences with interest in the Department of Navy. The need to effectively inform the public and Naval service personnel about the Navy, its operations, and its value to the nation requires that the officer selected possess a balance of those Public Affairs competencies in addition to superior leadership skills, demonstrated staff skills, and be a trusted strategic counsel. Successful tours as senior communication advisor at headquarters staffs, or large commands in support of the fleet and joint operations, are essential to success. Relevant graduate level civilian education, advanced military education, and proven senior-level writing and speaking skills, are highly valued.

d. Judge Advocate General's Corps Officer Considerations.
The Judge Advocate General's Corps provides commanders, Sailors, and Navy families with targeted legal solutions whenever and wherever required. They deliver military justice capabilities that ensure good order and discipline, protect the rights of all parties, and promote public confidence in our military justice system. They provide commanders with consistent, accurate, and responsive legal advice to support military operations and sound naval administration. They support the Fleet by enabling Sailors and their families to resolve personal legal matters and to remain mission-ready. The Reserve Law Program's judge advocates and legalmen deliver veteran military skills and
unique talents developed through military education and training, and civilian employment. The officer selected must possess superior leadership skills, breadth and depth of legal expertise, and strategic vision. Successful tours in command, post-command, and billets requiring subject matter expertise in our core practice areas are important. Demonstrated strategic vision is highly valued to enable the Reserve Law Program to set a course for future mission success in accordance with the Chief of Navy Reserve's strategic imperatives.

- **Chaplain Corps Officer Considerations.** The Chaplain Corps provides Sailors, Marines, Coast Guardsmen, and their families with the opportunity to practice their faith wherever they serve, and thereby increase their personal resilience. The officer selected must excel in delivering the core capabilities of providing religious ministry to those of their own faith, facilitating for those other faith traditions, caring for all personnel, and providing relevant advice to commanders. The officer selected should also have demonstrated the ability to plan for mobilization readiness of the Reserve Component, Reserve support of active forces, and for the broad delivery of those capabilities at the highest institutional level. The officer selected must have demonstrated exceptional managerial skill, sustained superior performance, and professional competence in executive and senior staff billets, to include supervisory billets in complex operational environments and shore installation religious programs.

- **Civil Engineering Corps Officer Considerations.** As the Navy's shore installation and expeditionary engineers, senior Civil Engineer Corps (CEC) officers should display sustained superior performance and leadership in the three CEC core competencies - Facilities Management and Acquisition; Seabees/Naval Construction Force Units; and fleet/COCOM/joint support. The best qualified officers shall demonstrate successful leadership tours with proven ability to lead people and organizations in tough and challenging environments. CEC officers must demonstrate leadership experience in overseas contingencies, assigned to an operational unit or as an individual augmentee working in humanitarian assistance/disaster response, and/or theater security cooperation program operations. The Navy requires CEC leaders with exceptionally high professional engineer and business competence. Senior officers should be registered as a Professional Engineer (A47: 951) or Registered Architect (A47: 952). JPME and experience,
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along with other technical/professional certifications and/or master's degree are highly valued. Reserve Component officers may not have the opportunity to complete the acquisition certifications expected of the active component, but those qualifications (AQM: AC3/2 and APM) are valued.

[Signature]

Ray Mabus
BOARD MEMBERSHIP
FY-17 NAVY RESERVE
REAR ADMIRAL (LOWER HALF) LINE AND STAFF
PROMOTION SELECTION BOARDS

1. Unrestricted Line

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RADM(S) Lawrence B. Jackson, USNR (SW)
RADM(S) Scott B.J. Jerabek, USNR (SW)
RDML Michael J. Dumont, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Randy B. Crites, USN (SS)
RDML Kyle J. Cozad, USN (AV)
RDML Thomas W. Luscher, USNR (AV)
RDML Thomas G. Reck, USNR (AV)
RDML Linda R. D. R. Wackerman, USNR (AV)
RDML Daniel B. Hendrickson, USNR (NSW)
RDML Kevin C. Hayes, USNR (SW)

2. Full Time Support

VADM Michael T. Franken, USN (SW) - President
RADM(S) Lawrence B. Jackson, USNR (SW)
RDML Michael J. Dumont, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Randy B. Crites, USN (SS)
RDML Kyle J. Cozad, USN (AV)
RDML Thomas W. Luscher, USNR (AV)
RDML Thomas G. Reck, USNR (AV)
RDML Linda R. D. R. Wackerman, USNR (AV)
RDML Daniel B. Hendrickson, USNR (NSW)
RDML Kevin C. Hayes, USNR (SW)

3. Engineering Duty Officer

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Alma M. O. L. Grocki, USNR (ED)
RDML Linda R. D. R. Wackerman, USNR (AV)

4. Public Affairs Officer

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML William K. Davis, USNR (PAO)
RDML Linda R. D. R. Wackerman, USNR (AV)

5. Medical Corps

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RDML Brian S. Pecha, USNR (MC)

Enclosure (1)
RDML David A. Lane, USN (MC)
RDML Linda R. D. R. Wackerman, USNR (AV)

6. Dental Corps

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Priscilla B. Coe, USNR (DC)
RDML Linda R. D. R. Wackerman, USNR (AV)

7. Medical Service Corps

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Victor W. Hall, USNR (MSC)
RDML Linda R. D. R. Wackerman, USNR (AV)

8. Nurse Corps

VADM Michael T. Franken, USN (SW) - President
RADM Thomas E. Beeman, USNR (MSC)
RADM(S) Christina M. Alvarado, USNR (NC)
RDML Michael J. Dumont, USNR (AV)
RDML Linda R. D. R. Wackerman, USNR (AV)

9. Judge Advocate General Corps

VADM James W. Crawford III, USN (JAGC) - President
RADM Janet R. Donovan, USNR (JAGC)
RADM(S) Lawrence B. Jackson, USNR (SW)
RADM(S) Mark L. Leavitt, USNR (AV)
RDML Michael J. Dumont, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Linda R. D. R. Wackerman, USNR (AV)

10. Supply Corps

VADM Michael T. Franken, USN (SW) - President
RADM Ron J. MacLaren, USNR (SC)
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Linda R. D. R. Wackerman, USNR (AV)

11. Chaplain Corps

VADM Michael T. Franken, USN (SW) - President
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Daniel L. Gard, USNR (CHC)
RDML Brent W. Scott, USN (CHC)
RDML Kevin C. Hayes, USNR (SW)
RDML Linda R. D. R. Wackerman, USNR (AV)

2 Enclosure (1)
12. Civil Engineer Corps

VADM Michael T. Franken, USN (SW) - President
RADM Paula C. Brown, USNR (CEC)
RADM(S) Mark L. Leavitt, USNR (AV)
RDML David M. Kriete, USN (SS)
RDML Linda R. D. R. Wackerman, USNR (AV)

13. CAPT Theodore P. LeClair, USNR, will act as recorder with the following personnel acting as assistant recorders:

CDR Lisa M. Gittleman, NC, USNR
CDR Lisa M. Toleno, USNR
CDR Michael S. Richman, USNR
CDR Cheol Kang, USNR
CDR Matthew B. Hawkins, JAGC, USNR
CDR Patrick M. Pardy, CEC, USNR
CDR Charles M. Dayball, SC, USNR
CDR Steven A. Blaustein, DC, USNR
CDR Sara H. Olsen, USNR
LCDR Clinton E. Blankenship, USNR
LCDR Kenneth J. Barnhart, USNR
LCDR Raymond J. Carlson, Jr., MSC, USNR
LCDR Johnathan D. Porco, USNR
LCDR Daniel A. Sorensen, CHC, USNR

The recorder or an assistant recorder will be present during all deliberations.

14. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl
RDML Kenneth R. Whitesell
CAPT Paul L. Dinius
CAPT Mark C. Holley
CAPT Martin L. Pompeo
CAPT Henry P. Roux, Jr.
CDR Howard M. Bryant
CDR Andrew M. McGinly
CDR Matthew F. Phelps
CDR John W. Popham
CDR Steven J. Skretkowicz
CDR Jeffrey R. Vignery
LCDR Price W. Balderson
LCDR Kristopher M. Brazil
LCDR Elizabeth Ellsworth
LCDR Matthew M. Langreck
LCDR Leon M. Leflore
LCDR Stephen P. Milloway
LCDR Timothy D. O'Brien
LCDR Eric A. Polonsky
LCDR Jeremy S. Yarbrough
LCDR Shelley E. Branch
LT Erin T. Janofski
LT Matthew S. King
LT Maura K. Leary
LT Vincent N. Perry
LT Edward R. Polk
LT Christopher N. Pratt
LT Van E. Stewart
LT Donald J. Todorowski
LT Troy L. Wright
LTJG Robert R. Allen
CWO3 Mitchell D. Allen
CWO2 Dawn R. Slayton
PSCM(SW/AW) C. E. Christiansen
PSCM(AW) Robert A. Ferrari
YNCM(SW/AW/EXW) Leo S. Godet
YNCS(SW/AW/IDW) A. Shuttlesworth
PSC(SW/AW) Patrick R. Harris
YNC(SW/AW) Kari A. Betancourt
YNC(EXW/IDW/SCW) Byron J. Capps
YNC(SS) Michael W. Mason
PS1(SW/AW) J. J. Pennington II
PS1(AW) Alexandria C. Werkheiser
LS1(AW/SW) Kedrick D. Cockrell
YN1(SW) Joseph F. Scarlata
YN1 Laura A. Guthridge
LN2 Steven J. Cooney
LN2 Lauren M. Hauck
YN2 Christopher D. Brooks
YN2 Dexter A. Correll
YN2(AW) Britney B. Hassan
YN2(SW/AW) Alexis P. Williams
Mr. Rodger Abernathy
Ms. Jacqueline S. Anderson
Mr. Steve A. Armstrong
Mr. James M. Barlett
Ms. Alison Barnes
Mr. Julion A. Bend
Ms. Wendy Beyer
Mr. Robert C. Black
Mr. Brian D. Bourne
Mr. Doug Burgess
Ms. Patricia O. Boothe
Ms. B. J. Callis
Mr. Clarence Carver
Mr. James C. Clemmons
Ms. Shannon A. Collins
Mr. Joel Cook
Mr. John R. Crotts
Ms. Sonya Y. Cox
Ms. Karen Dapsis
Mr. Bennie Davis
Mr. Richard T. DeRousse
Mr. David L. Dillensnyder
Mr. Bernard D. Dunn
Mr. William C. Eastman
Mr. Jeremy L. Fisher