

The Honorable Marsha J. Pechman

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**UNITED STATES DISTRICT COURT
WESTERN DISTRICT OF WASHINGTON
AT SEATTLE**

RYAN KARNOSKI, et al.,

Plaintiffs,

v.

DONALD J. TRUMP, in his official capacity as
President of the United States, et al.,

Defendants.

Case No. 2:17-cv-01297-MJP

**DECLARATION OF MARK J.
EITELBERG IN SUPPORT OF
PLAINTIFFS' OPPOSITION TO
MOTION TO DISMISS**

I, Mark J. Eitelberg, declare as follows:

1. I am a Professor Emeritus at the Naval Postgraduate School in Monterey, California.

I have personal knowledge of the matters stated in this declaration and can competently testify to these facts.

2. I received a Master of Public Administration degree from New York University in 1973 and a Ph.D. in Public Administration in 1979, also from New York University. I joined the faculty of the Naval Postgraduate School as an Adjunct Research Associate Professor in 1982. I was tenured as an Associate Professor in 1995 and promoted to Professor of Public Policy in 1999. I retired from federal service in April 2017. Upon retirement, in recognition of my distinguished service, I was designated Emeritus Professor of the Naval Postgraduate School. I served with the New Jersey Army National Guard and the U.S. Army Reserve from 1970 to 1976, the last two years as Staff Sergeant.

1 3. My teaching and research at the Naval Postgraduate School focused on military
2 manpower and personnel policy analysis and military sociology/psychology. Among my research
3 interests are the following: population participation (“representation”) in the military; the All-
4 Volunteer Force; military force management and manpower policy; military manpower selection,
5 classification, and utilization; and equal opportunity and diversity management. My honors include
6 the Robert M. Yerkes Award (for outstanding contributions to military psychology by a non-
7 psychologist) from the Society for Military Psychology, a division of the American Psychological
8 Association, and the Department of the Navy Superior Civilian Service Award. I have served on the
9 Board of Editors of the journals *Armed Forces & Society* and *Military Psychology*. I was Editor-in-
10 Chief of *Armed Forces & Society* from 1998 through 2001. A true and correct copy of my
11 curriculum vitae and a list of my publications are attached to this declaration as Exhibit A.

12 4. I am aware that, on June 30, 2016, the Department of Defense announced it would
13 begin allowing transgender persons to serve openly in the military. As stated in the official
14 announcement and news release (NR-246-16): “Effective immediately, service members may no
15 longer be involuntarily separated, discharged or denied reenlistment solely on the basis of gender
16 identity. Service members currently on duty will be able to serve openly.” This change in policy
17 followed a careful review by a comprehensive working group that included high-ranking uniformed
18 and civilian personnel as well as medical experts and other highly knowledgeable persons. The new
19 policy assured current service members that they could reveal their gender identity if they chose to
20 do so. The policy also established procedures for transgender service members to receive appropriate
21 medical care for gender transition. Subsequently, many transgender service members informed their
22 chain of command and their peers that they are transgender.

23 5. I am also aware that, in a series of informal comments on July 26, 2017, and later in a
24 formal memorandum on August 25, 2017, President Donald Trump directed that the policy allowing
25 transgender individuals to serve openly in the military “return to the longstanding policy and
26 practice” that prohibited transgender persons from serving in any capacity. Up to this point, for over
27 one year previously, transgender service members were told that the Department of Defense had
28 “ended” its ban on transgender Americans serving in the U.S. military. Under this policy and a

1 forthcoming implementation plan, transgender service members will once again be subject to
2 discharge by the Department of Defense on March 23, 2018.

3 6. Based on my knowledge, experience, and research in the fields of military manpower
4 and personnel policy, military sociology, and military psychology, the newly announced policy is
5 significantly harming service members who have disclosed they are transgender. This is not merely a
6 potential problem or future hardship due to the scheduled March 23, 2018 date on which they will
7 become subject to being separated. The new policy prevents transgender service members from
8 serving equally with their peers; it imposes substantial limitations on their opportunities within the
9 military; and it negatively impacts their day-to-day relationships with co-workers and other service
10 members.

11 7. Military service opportunities are generally structured through career tracking by
12 occupational area within each separate service, with scheduled training and skill-level assessments,
13 operational assignments (or tours) and deployments, windows for advancement, and increased
14 responsibilities based on experience, time-in-service, conduct, and performance. At the same time, as
15 with any occupation, discretionary judgments or decisions within a service member's chain of
16 command can have a strong impact on one's job opportunities or daily life. Naturally, these decisions
17 are influenced by expectations regarding a service member's future in the military. From an
18 operational perspective, commanders understandably are reluctant to invest significant resources in
19 the training or development of individuals who might leave military service in the near future, or to
20 entrust them with important assignments. This dynamic is similar to what occurs in other large
21 organizations when an employee is known to be departing several months in advance. Transgender
22 service members who informed others of their gender identity based on the government's pledge that
23 they could serve openly as of June 30, 2016, believing that "ending the ban" would not be temporary,
24 have no secure future in the military beyond March 23, 2018.

25 8. Transgender service members leaving military service would likely be held in their
26 present duty location, pending a confirmed date of their involuntary separation. Lost opportunities
27 and personal problems would ensue, particularly if the service member has a family, children in
28 school, or other dependents. Previously scheduled training, deployment, change of duty station, or

1 other planned career events would be canceled by the military to save related costs, minimize
2 organizational disruption, and simplify discharge. Some of these service members would continue to
3 work in their present positions until separation; others would be temporarily “stashed” in another
4 work unit; and some might be placed in a “make-work” situation or “holding pattern” while awaiting
5 separation. If the person has a particularly important skill, knowledge, or expertise, she or he may be
6 asked to train a replacement. In other cases, an individual scheduled for discharge may be gradually
7 relieved of duties or assignments as their responsibilities are delegated to others. Depending on the
8 supervisor's views and management style, this might mean the person slated for discharge will be
9 required to perform tasks no one else wants or be assigned less challenging, repetitive tasks that do
10 not enhance their skill development.

11 9. Such reductions in responsibility have an impact even on service members whose
12 departure from the military is voluntary and who have begun to make plans for their post-military
13 life. The impact is much more severe for those who had been planning to remain in the military but
14 are unexpectedly facing the prospect of involuntary separation, because their accumulated efforts to
15 excel or advance and their career aspirations essentially disappear upon discharge. The potential
16 harm to these women and men economically is undeniable; added to this is the psychological distress
17 of being told that their performance in service to the nation is meaningless when measured against
18 their gender identity. They had volunteered to serve their country, to accept the associated risks, and
19 to perform well and honorably. The military considered them qualified to serve when they joined.
20 Surely, many would want to understand why their gender identity now makes them unqualified to
21 serve their country, and to such a degree that they should be removed from the military.

22 10. The President's memorandum also harms transgender service members in another
23 way. According to the memorandum, “the previous Administration failed to identify a sufficient
24 basis to conclude” that terminating the ban on transgender persons “would not hinder military
25 effectiveness and lethality, disrupt unit cohesion, or tax military resources.” Consequently,
26 “meaningful concerns” remain regarding the “negative effects” of removing a ban on transgender
27 persons. In essence, the President's directive reestablishes the reasons for prohibiting military service
28 by transgender persons prior to the policy change of June 30, 2016, negating the conclusions of the

1 comprehensive working group that supported removing the ban as well as any training, guidance,
2 regulations and forms, protocols, and supporting networks developed by the military to facilitate
3 transition.

4 11. In reversing the previous policy, the President's directive instructs commanders and
5 other service members that transgender individuals are detrimental to the military. No further
6 explanation is provided, merely a statement that the present basis for concluding otherwise is
7 insufficient. Although commanders would attempt to ensure that transgender personnel continue to
8 be treated with dignity and respect, as emphasized in training, the President's directive to discharge
9 transgender personnel erodes the value that members serving with them place on their contributions
10 or performance. Reestablishing reasons for discharging transgender personnel legitimizes any bias or
11 prejudice that may have existed among non-transgender members prior to training. As a result, the
12 directive harms transgender personnel and restricts them artificially from being able to serve as
13 equals with their peers.

14 12. In previous cases of involuntary discharge, service members slated for separation are
15 viewed commonly as a nuisance and may be harassed by co-workers or treated differently by
16 commanders prior to the member's departure. Additionally, as a service member approaches
17 involuntary discharge, documented cases indicate that superiors may be less than complimentary in
18 evaluating the member's performance, perhaps motivated to confirm the basis for separation. For
19 transgender personnel facing involuntary discharge under the new policy, this could mean an unfairly
20 low or negative performance rating rather than one based solely on merit. Consequently, the
21 announced ban has the current effect of inducing conscious and unconscious bias among peers and
22 commanders that ultimately harms transgender personnel by limiting their service opportunities and
23 chances for advancement and promotion.

24 13. The President's memorandum identifies the potential disruption of unit cohesion as a
25 key factor in reversing the policy of June 2016 and discharging transgender service members.
26 Clearly, unit cohesion is a critical element in the military. Historically, this purported concern has
27 been used to justify U.S. military policies of racial and gender segregation. More recently, unit
28 cohesion served as a reason for the policy known as "Don't Ask, Don't Tell" (DADT). DADT itself

1 stimulated considerable research by scholars to better understand unit cohesion and how it can be
2 improved in the military. Previous studies have identified “task cohesion” (compared with “social
3 cohesion”) as most important in accomplishing a military mission. Strong bonds among service
4 members are important in undertaking a mission and are particularly apparent in smaller military
5 units, among persons on deployments, and among those who serve under dangerous conditions.

6 14. As noted, the President’s directive places transgender personnel in a “holding
7 pattern,” subject to involuntary discharge on March 23, 2018. Knowing this, military commanders
8 and co-workers are obviously less likely to bond with transgender service members and more
9 inclined to keep them at a distance. Transgender personnel are thus more prone to be viewed as
10 unimportant to a unit’s cohesiveness and treated as such when working with their peers. Mutual trust
11 and respect erode as co-workers see transgender personnel as “them,” on the way out. Clearly,
12 working relationships, as well social relationships, will suffer. Transgender personnel may feel
13 isolated and alone. Added to this is the understanding among co-workers and commanders alike that
14 transgender personnel are identified by the new policy as a potential detriment to military
15 effectiveness and unit cohesion. Based upon current understanding of unit cohesion, the President’s
16 directive will damage the bond between transgender personnel and their co-workers and thus disrupt
17 the very unit cohesion that it seeks to protect. It also puts transgender troops in harm’s way while
18 serving, especially when deployed in active combat.

19 15. Being branded as disruptive or unworthy of service also carries consequences that are
20 unique to the military context and differ from the dignitary harms suffered by those who face
21 discrimination in civilian life. Military service is widely understood as an integral element of
22 citizenship, and many regard it as a civic duty. Historically, the military has served as a path for
23 members of minority groups, immigrants, and social outcasts to gain recognition as true and loyal
24 citizens. When the military adopts a policy that degrades or demeans a group of service members, the
25 message goes out to the larger society that such treatment is acceptable. This is especially observable
26 during times when the military is held in high esteem by the general public. Indeed, according to
27 annual Gallup polling, the U.S. military is “the most trusted institution” in the country. This has been
28 true from 1989 to 1996 and from 1998 to 2017, with 72 percent of adult Americans presently

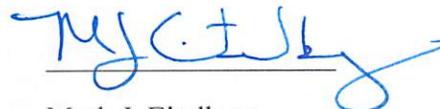
1 expressing “a great deal” or “quite a lot” of confidence in the military. Barring individuals who are
2 physically, medically, intellectually, educationally, emotionally, and morally qualified to serve based
3 on a personal characteristic that is irrelevant to their ability sends a powerful message that the
4 government distrusts or disapproves of the excluded group or sees them as unfit. African-Americans,
5 Japanese-Americans, women, and gay and lesbian people once faced such official disapproval.
6 Barring demographic groups from equal service gives them the overt stigma of civic inferiority.

7 16. Being labeled unworthy to serve also impairs service members’ ability to carry out
8 their duties safely and effectively. Since people serving in the military depend upon each other so
9 much, particularly under life-threatening circumstances, being isolated or mistrusted can have
10 enormous consequences. If personnel see certain members in the unit as not being of equal value,
11 they may not work as effectively with them or protect them as well as they would other unit
12 members. And, unlike in civilian life, it is often difficult to escape the military workplace, which may
13 be on a ship at sea, deployed overseas, or living on a base in close quarters with one’s peers.

14 17. One final harm should be mentioned. The President’s memorandum brands
15 transgender personnel in a way that will follow them well into the future. Stained by the claim they
16 are disruptive or damaging to a working unit’s effectiveness—followed by their consequent
17 separation from the military—transgender personnel may be irreparably harmed in finding post-
18 service employment. Military recruiting advertisements often say that “it’s a great place to start” and
19 that military training and experience are invaluable to those seeking employment in the civilian job
20 market. A natural result of the ban for transgender personnel is to diminish their opportunities for
21 civilian employment following military service.

22 I declare under penalty of perjury that the foregoing is true and correct.

23
24 DATED: October 29, 2017

25 

26 Mark J. Eitelberg

Exhibit A

Mark Jan Eitelberg, Ph.D.

Biographical Summary

Dr. Mark J. Eitelberg is an internationally recognized authority on military human resources policy and America's All-Volunteer Force. In April 2017, he retired from federal service as Professor of Public Policy in the Graduate School of Business and Public Policy, Naval Postgraduate School (NPS), Monterey, California. Upon his retirement, he was designated Emeritus Professor of the Naval Postgraduate School. In nearly 35 years at NPS, he taught courses in policy analysis, military sociology/psychology, and research methods. He advised over 250 Master's theses along with several doctoral dissertations. He held a number of administrative positions, founded and directed a research center, and served on the school's Institutional Review Board for thirteen years. Prior to joining the faculty at NPS in 1982, Dr. Eitelberg was a Senior Scientist with the Human Resources Research Organization (HumRRO), where he directed numerous studies, co-designed a GI Bill educational benefits program, and conducted groundbreaking research for the Department of Defense. Between 1976 and 2017, he directed more than 34 research projects for the Office of the Secretary of Defense and U.S. Defense agencies.

Dr. Eitelberg is the author or co-author of approximately 120 publications and professional papers. Over the past several years, his research and writing have focused on issues related to population participation in the American military, a subject treated in several works: *Military Representation* (1979), *Blacks and the Military* (1982), *Screening for Service* (1984), *Manpower for Military Occupations* (1988), *Becoming Brass* (1991), and *Marching Toward the 21st Century* (edited, 1994). More recently, he coauthored *Profiles of American Youth* (2013), a book on the results of a nationwide administration of the military's enlistment test.

Dr. Eitelberg has been a consultant with a number of government agencies, commissions, and private organizations. These include the Brookings Institution, the RAND Corporation, the Atlantic Council of the United States, The Technical Cooperation Program (TTCP, an international consortium of defense scientists), the Defense Equal Opportunity Management Institute, the National Defense University, the Center for Strategic and International Studies, UC-Berkeley's National Commission on Testing and Public Policy, Grey Advertising, Campbell-Ewald, and several publishers, among many others. He has served on two committees of the National Research Council (National Academy of Sciences). He is the former Editor-in-Chief of *Armed Forces & Society*, a leading scholarly publication and the official journal of the Inter-University Seminar on Armed Forces and Society. He is a recipient of the U.S. Navy Superior Civilian Service Award and the Robert M. Yerkes Award of the American Psychological Association (Division 19), for outstanding contributions to military psychology by a non-psychologist. In 2001-2002, he was a Visiting Scholar with the Office of Population Research, Woodrow Wilson School of Public and International Affairs, Princeton University.

Dr. Eitelberg is a graduate of Franklin and Marshall College, where he majored in Government and in Religious Studies. He holds an M.P.A. and a Ph.D. in Public Administration from New York University. He is a former professional artist and metal sculptor. He served with the New Jersey Army National Guard and the U.S. Army Reserve; his final assignment was senior training coordinator with a basic training battalion of the US Women's Army Corps (WAC), where he gained the distinction of being one of few "male WACs" in U.S. history.

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Selected Career Highlights

- ❖ Early in his career at HumRRO, the Office of the Secretary of Defense (OSD) identified him as one of the nation's leading authorities on "GI Bill" educational benefits, including their importance to the continued success of the All-Volunteer Force (AVF). In May 1976, after President Ford proposed eliminating all GI Bill benefits for new service members, Eitelberg and two associates developed a compromise program to replace the GI Bill (on a napkin in the John Bull Restaurant in Alexandria, Virginia). The U.S. Senate Committee on Veterans' Affairs and OSD were chief advocates of the plan, which became the Post-Vietnam Era Veterans Educational Assistance Program (also known as VEAP). VEAP replaced the GI Bill for new recruits in January 1977; since then, nearly 800,000 veterans have participated in the program. Eitelberg subsequently assisted OSD in further defining its educational benefits policy; he also developed and co-authored four OSD reports to Congress on VEAP, an experimental program with several innovative features.
- ❖ In 1976-1977, the US Army Research Institute for the Behavioral and Social Sciences (ARI) asked Dr. Eitelberg to study population representation in the military, a subject of heated debate prior to the end of the draft. Within a year, he became a national authority on the topic. Bernard Rostker, in his epic history of the AVF (*I Want You!*, RAND, 2006), writes: "Possibly the most rigorous assessment of representativeness came in a 1977 report by Mark Eitelberg of the Human Resources Research Organization for the Army Research Institute." This assessment laid the foundation for Eitelberg's doctoral dissertation at New York University (1979). The Brookings Institution subsequently hired Eitelberg for its Associated Staff, and his dissertation research contributed importantly to a Brookings Study in Defense Policy, *Blacks and the Military* (Binkin & Eitelberg, 1982).
- ❖ *Blacks and the Military*, by Martin Binkin and Mark J. Eitelberg, became an instant "best-seller" for Brookings, since it was the first study of its type and it addressed a topic that was of increasing interest to many. The day after publication, the book's major findings appeared in well over 350 newspapers and other periodicals throughout the world—as well as in all US television network news shows. A *Washington Post* Sunday Book Review featured the book. Coverage later appeared in newspaper editorials, syndicated columns, and in various news and opinion magazines. Binkin was interviewed on NBC's *Today Show* and on several other national television news outlets, such as CNN. Eitelberg, the shy one, declined numerous invitations to appear on popular network television and radio talk shows, including *The Larry King Show*. Many now refer to the groundbreaking book as a "classic" of its genre.
- ❖ Eitelberg's work on population representation in the military led to many other opportunities. By the early 1980s, OSD considered Eitelberg their "go-to authority." He presented papers and wrote extensively on the subject. He ghost-wrote reports to Congress, including several of OSD's annual reports to Congress on population representation in the AVF. In the mid-1980s, OSD asked him to redesign the annual representation report. He developed new statistical indicators and recommended that women be included as a primary focus in the report; apparently, no one had noticed that women were missing entirely from the document up to that point. Soon after Operations Desert Storm/Desert Shield concluded, OSD commissioned Eitelberg to write the official history of population participation in the first Gulf War. Many of Eitelberg's innovations and approaches to studying representation are still used by DoD and continue to appear in their annual report decades later. His expertise on population participation in the military also led to extensive research and writing over the years on equal opportunity, population diversity, gender and minority integration, and other related topics. He consulted

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often with the Defense Equal Opportunity Management Institute and with a number of organizations in OSD. He worked closely with the Defense Advisory Committee on Women in the Services and with various government commissions on integration and equal opportunity. He advised over 100 Master's theses, a few doctoral dissertations, as well as dozens of student projects on population diversity themes. He was also the only person invited to present a paper (later two book chapters) at both DoD conferences celebrating anniversaries of America's All-Volunteer Force (convened at the US Naval Academy in 1983 and in 1993).

- ❖ In the 1980s, Eitelberg also established himself as a national authority on the selection and screening of applicants for military enlistment and commissioning in the officer corps. He was a primary author of DoD's study of national testing data. Publication of the final report, titled *Profile of American Youth: 1980 Nationwide Administration of the Armed Services Vocational Aptitude Battery* (1982), was covered widely by the national media, including *The Washington Post*, where it became the lead story on the front page of a Sunday edition. Eitelberg used Profile of American Youth data for a co-authored book, *Screening for Service* (1984), and a single-authored book, *Manpower for Military Occupations* (1988), which became a "minor classic" among scholars in the field. In 1989, with funding from the National Commission on Testing and Public Policy (UC-Berkeley), Eitelberg led a team of researchers in studying the testing and selection of U.S. military officers. He produced the first (and only) study using the SAT scores of military officers. When the results were published initially in *Becoming Brass*, the *Navy Times* reported the findings in a cover story, "Brains on Board," along with several related articles. Years later, Eitelberg was invited to coauthor a DoD study of the second Profile of American Youth, administered to establish new scoring norms for the military's enlistment test. This resulted in a 300-page, book-length manuscript, *Profiles of American Youth: Generational Changes in Cognitive Ability* (2013), after years of effort.
- ❖ Many scientists and policy analysts over the years have used Dr. Eitelberg's "Population Representation Model," which he developed in the late 1970s. This includes scholars and practitioners from around the world (including the governments of Australia, Canada, New Zealand, and the United Kingdom), the Congressional Budget Office, the Government Accountability Office, the U.S. military services and DoD, among many others. Most recently, his model has served as a central organizing theme in several Master's theses at NPS: two students (individually) from Turkey and students from Greece, the Republic of Korea, and Germany. The model holds a universal appeal for scholars internationally, and Eitelberg often presented seminars on the model for visiting international dignitaries and defense leaders through the NPS Center for Civil-Military Relations (CCMR).
- ❖ In 1992, as part of the "Army Futures" project, Dr. Eitelberg and his colleague, Dr. Stephen Mehay, organized a two-day, major conference in Arlington, Virginia. The conference, chaired by Dr. Eitelberg, featured over 20 speakers, including senior officials from the U.S. Army and Department of Defense, distinguished scholars, and subject area experts from several government agencies. The conference resulted in a book, *Marching Toward the 21st Century*, edited by Eitelberg and Mehay for Greenwood Press (1994).
- ❖ Eitelberg has assisted many organizations and groups, as noted elsewhere. Among the most significant are ten years of service (several appointments from 1990 to 2001) as a DoD representative on The Technical Cooperation Program (TTCP), an international consortium of defense scientists. Additionally, he served on two committees of the prestigious National Academy of Sciences, both of which resulted in the publication of a committee-authored book.

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Dr. Eitelberg also served for nearly 13 years on the NPS Institutional Review Board (IRB). No one has served longer on the NPS IRB.

- ❖ In 1998, Eitelberg was Faculty Team Leader and U.S. Chair for a two-day conference in Moscow. Over 100 senior leaders from Russia's military, civilian defense establishment, and legislature attended the conference. The conference was sponsored jointly by the Council on Foreign and Defense Policy (Russia), the *Independent Military Review* (Russia), and CCMR (NPS). Russian newspapers covered the entire conference and published excerpts from recorded transcripts. The U.S. team was there to assist Russia in determining the feasibility of ending its military draft, and the conference became a significant event in U.S.-Russian relations and military cooperation relatively soon after the end of the long Cold War.
- ❖ In 1999, Eitelberg founded the NPS Center for Recruiting Innovation with significant funding from OSD and the Department of Navy (DoN). The Center's research and development activities supported the Navy's modernization of recruiting with an online presence and improved use of technology. "America's Army," the widely popular U.S. Army interactive game, is based on a concept developed originally for OSD and DoN by Dr. Eitelberg and his associates. Additionally, Dr. Eitelberg co-created the Navy's "Life Accelerator" (an interest inventory similar to DoD's "Interest Finder"), launched on Navy.com in March 2001. He updated the award-winning feature on his own in 2005. The very same interest inventory that Dr. Eitelberg produced in 2005 is still used today as the Navy "Life Ops Test" on Navy.com. It is estimated that well over 8 million young men and women, potential Navy recruiting prospects, have taken the "Life Accelerator" or "Life Ops Test" since it was first introduced in 2001.
- ❖ From 1998 through 2001, Dr. Eitelberg served as Editor-in-Chief of *Armed Forces & Society*, a highly respected, interdisciplinary scholarly journal with subscribers in over 55 countries. The primary editorial office was located at NPS during this time. Eitelberg supervised an editorial assistant, funded by NPS, three book review editors from the NPS faculty, 25 associate editors, and a copy editor who resided in Baltimore, Maryland. Each issue of the quarterly journal typically included six double-blind, peer-reviewed articles and ten book reviews. Eitelberg was invited to continue as editor for another term, but NPS declined to provide the required editorial support.
- ❖ From 1993 through 2014, Eitelberg directed an NPS study of the controversial DoD policy known as "Don't Ask, Don't Tell." A survey of NPS students was developed and first administered in 1994. Thereafter, for the next 20 years, the same survey was re-administered periodically and reported in seven NPS Master's theses. These surveys were sanctioned, yet unique, due to a longstanding DoD prohibition on surveys of active-duty personnel regarding the policy. The last administration of the survey occurred in 2013 to study changing attitudes after removal of the policy. The results are reported in two separate theses by teams of two students on each study. During the 20-year period, Eitelberg advised a number of other Master's theses related to the policy. He served on a University of California Blue Ribbon Commission to estimate the costs of the policy. He also wrote published reviews of two books on the policy, presented conference papers, assisted researchers at several universities, sponsored a speaker's program at NPS, and assisted the DoD Comprehensive Review Working Group, which developed a phased plan to remove the policy.
- ❖ In Dr. Eitelberg's 34+ years at NPS, he advised about 250 Master's theses and taught roughly 3,000 students in resident courses, amassing over 12,000 student-contact hours. He

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created two popular resident courses, MN4114 Foundations of Military Sociology/Psychology and GB4044 Defense-Focused Managerial Inquiry. He created a LEAD Curriculum Course (distance learning at the U.S. Naval Academy), MN4113 Leadership Dimensions of Military Psychology/Sociology. He completely redesigned two other courses at NPS, GB3041 Analytical Tools for Managerial Decisions and MN4106 Military Manpower Policy Analysis, the capstone course in the Manpower Systems Analysis Curriculum. He served as Principal Investigator on many NPS research projects with considerable funding from external sponsors. From 1983-1990, he also served as Contracting Officer's Technical Representative (COTR) for NPS on research contracts worth several million dollars.

- ❖ Trivia: He was hired by NPS in 1982 as an Adjunct Research Associate Professor of Public Administration and the very first member of the newly formed Manpower Research Center. In 1986, the research center disbanded and transformed into the Department of Defense Personnel Security Research and Education Center (PERSEREC), still located in Monterey as part of the Office of Personnel Analytics under the Office of the Under Secretary of Defense (Personnel and Readiness). Eitelberg maintained joint offices in PERSEREC and in NPS for some years thereafter.
- ❖ Trivia: In August 2000, Dr. Eitelberg received the American Psychological Association's (Division 19/Society for Military Psychology) Robert M. Yerkes Military Psychology Award for outstanding contributions to military psychology by a non-psychologist. Yerkes is the "founding father" of military psychology. Other recipients of the annual award include General Maxwell Thurman, Senator Daniel Inouye, Senator Elizabeth Dole, and Senator Kay Bailey Hutchison.
- ❖ Trivia: He developed and supervised the first M-16 rifle training and qualification program for women reservists while serving with the 1st U.S. Women's Army Corps (WAC) Basic Training Battalion, 80th Division (Training), U.S. Army Reserve, Alexandria, Virginia.
- ❖ Trivia: He is a graduate of Columbia High School in Maplewood, New Jersey, where he was School President in his senior year. A large, regional public school (over 2,000 students) with a rich history, Columbia is well-known for its *many* notable alumni: [https://en.wikipedia.org/wiki/Columbia_High_School_\(New_Jersey\)](https://en.wikipedia.org/wiki/Columbia_High_School_(New_Jersey))
- ❖ Trivia: As a junior in high school, he painted a large mural that was placed on permanent display in the New Jersey State Fire Museum.

Education

Ph.D.	1979	New York University (Public Administration: Public Policy and National Security)
M.P.A.	1973	New York University, Wagner School of Public Service (Public Administration Theory and Practice)
A.B.	1970	Franklin and Marshall College (Government and Religious Studies)

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Professional Experience

*Graduate School of Business and Public Policy
U.S. Naval Postgraduate School
Monterey, California*

2017-Present	Emeritus Professor of the Naval Postgraduate School
1999-2017	Professor of Public Policy
1989-1999	Associate Professor of Public Administration and Associate Chair for Research (Tenured, 1995)
1982-1989	Adjunct Research Associate Professor of Public Administration

Major Activities:

- Associate Dean for Faculty Affairs. (2007-2008)
- Founding Director, Center for Recruiting Innovation. (1999-2004)
- Associate Chair (Research), Department of Systems Management, and Charter Member, Naval Postgraduate School Research Board. (1995-1999)
- Academic Associate (Program Director) for the Manpower, Personnel, and Training Analysis Curriculum. (1990-1993)
- Director of research projects for the Office of the Secretary of Defense, the Department of the Army, the Department of the Navy, and other government agencies. (1982-Present)
- Teaching professor (Introduction to Manpower, Personnel, and Training Analysis; Manpower/Personnel Policy Analysis; Manpower/Personnel Seminar; Selected Topics in Management Science; Foundations in Military Sociology and Military Psychology; Research Methods; Defense-Focused Managerial Inquiry). Recognized as among “Top Five Percent” in Award for Teaching Excellence, 1997. (1983-Present)
- Faculty Team Leader, Russia Seminar (Moscow), Center for Civil-Military Relations. (1997-1998)
- Faculty, Center for Civil-Military Relations. Lecturer in several seminar programs. (1997-2005)
- Faculty, Leadership Development and Education Program, United States Naval Academy and Naval Postgraduate School. (1997-1999)
- Thesis advisor in the Manpower Systems Analysis Curriculum. (Over 250 Master’s theses, 1983-Present)

Mark Jan Eitelberg

- Contracting Officer's Technical Representative (COTR) on research contracts totaling several million dollars. (1983-1990)
- Author; consultant in military manpower policy and national security; frequent contributor to national news media; manuscript reviewer for commercial publishers; and reviewer for academic journals in national security and military psychology.

Human Resources Research Organization

Alexandria, Virginia

1979-1982	Senior Scientist
1976-1979	Research Scientist
1975-1976	Research Associate
1975	Research Assistant

Major Activities:

- Research project director and principal investigator; author of numerous technical reports, papers, and government documents. Recipient of Professional Performance Merit Award, "HumRRO Researcher of the Year" (1982).
- Consultant to Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics). Recipient of Office of the Secretary of Defense Certificate of Appreciation for "valuable contributions to military manpower research" (1982).
- Deputy Director of Management Sciences Group. (1976-1979)

Other Positions (Selected)

- Visiting Research Collaborator, Office of Population Research, Woodrow Wilson School of Public and International Affairs, Princeton University. (Sabbatical, 2001-2002)
- U.S. Department of Defense representative on The Technical Cooperation Program (TTCP), an international, cooperative program in the defense sciences and technologies. Member of HUM-TP3 (formerly UTP-3), panel on "Military Human Resource Issues." (1990-2001)
- Editor-in-Chief, *Armed Forces & Society*, the official journal of the Inter-University Seminar on Armed Forces and Society (IUS). Founded in 1974 (the original Board of Editors included Morris Janowitz, Raymond Aron, Samuel E. Finer, and Jacques Van Doorn), *AF&S* now reaches scholars from many disciplines in over 50 countries. The editor supervises an editorial assistant, a managing editor, and three book review editors, and is assisted by 25 associate editors as well as numerous manuscript reviewers from around the world. (1998-2001)
- Member and Contributing Author, Committee on the Youth Population and Military Recruitment: Physical, Medical, and Mental Health Standards, National Research Council of the National Academies. (2004-2005)

Mark Jan Eitelberg

- Member and Contributing Author, Committee on Techniques for the Enhancement of Human Performance, National Research Council, National Academy of Sciences. (1997-2000)
- Consultant, RAND Corporation. (1998-2000)
- Consultant, Campbell-Ewald, Warren, Michigan. (2000-2010)
- Consultant and Author, National Commission on Testing and Public Policy, University of California, Berkeley. (1988-1989)
- Consultant and Author, Global Demographic Trends Group, President's Commission on Integrated Long-Term Strategy, National Defense University, Washington, DC. (1987-1988)
- Consultant, Human Resources Research Organization (HumRRO). (1983-1986; 2005-2010)
- Associated Staff, Foreign Policy Studies Program, Brookings Institution, Washington, DC. (1980-1982)
- Member and Contributing Author, Military Service Working Group, The Atlantic Council of the United States, Washington, DC. (1980-1981)
- Personnel Analyst, State of New Jersey. (1975)

Board and Other Commission Memberships

- Board of Editors, *Armed Forces & Society*. (2001-Present)
- Board of Editors, *Military Psychology*. (2001-2005)
- Board of Directors, Toro Little League and Board of Directors, Toro Pony League (Toro Park, Corral de Tierra, and Salinas, California). (1997-2001)
- University of California Blue Ribbon Commission on Estimating the Costs of Excluding Homosexuals from the US Military. (2005-2006)
- Institutional Review Board, Naval Postgraduate School. (2004-2017)

Current Professional Affiliations and Selected Awards

Department of the Navy Superior Civilian Service Award, April 2017.

Elected Member (formerly, four terms) of Governing Council and Fellow, Inter-University Seminar on Armed Forces and Society, Chicago, Illinois. Founder and Chair of the Pacific Coast Chapter.

Mark Jan Eitelberg

American Psychological Association, Division 19 (Society for Military Psychology), Washington, DC. Recipient of “Robert M. Yerkes Award” for outstanding contributions to military psychology by a non-psychologist, August 2000.

International Military Testing Association, Washington, DC.

Military Service

Honorable Discharge, United States Army (Reserve), 1976.

Staff Sergeant, Command Group, 1st U.S. Women’s Army Corps Basic Training Battalion, 80th Division (Training), U.S. Army Reserve, Alexandria, Virginia. (1975-1976)

From Private to Staff Sergeant, Headquarters and Headquarters Troop, 5th Squadron, 117th Cavalry, 50th Armored Division, New Jersey Army National Guard, Westfield, New Jersey. (1970-1975)

Selected Publications and Presentations

Books

Sackett, Paul R., Eitelberg, Mark J., and Sellman, W.S. *Profiles of American Youth: Generational Changes in Cognitive Ability* (Under Review for Publication).

Committee on the Youth Population and Military Recruitment, National Research Council, *Assessing Fitness for Military Enlistment: Physical, Medical, and Mental Health Standards*. Washington, DC: The National Academies Press, 2006.

Committee on Techniques for the Enhancement of Human Performance, National Research Council, *The Changing Nature of Work: Implications for Occupational Analysis*. Washington, DC: National Academy Press, 1999.

Eitelberg, Mark J. and Mehay, Stephen L., eds. *Marching Toward the 21st Century: Military Manpower and Recruiting*. Westport, CT: Greenwood Press, 1994.

Eitelberg, Mark J., Laurence, Janice H., and Brown, Dianne C. *Becoming Brass*. (See same title under “Chapters in Books.” Subject of cover story, “Brains on Board,” *Navy Times*, 14 August 1989, pp. 14-16.)

Eitelberg, Mark J. *Manpower for Military Occupations*. Washington, DC: Office of the Assistant Secretary of Defense (Force Management and Personnel), April 1988. (Monograph Series)

Eitelberg, Mark J., Laurence, Janice H., and Waters, Brian K. (with Perelman, Linda S.). *Screening for Service*. Washington, DC: Office of the Assistant Secretary of Defense (Manpower, Installations, and Logistics), September 1984. (Monograph Series)

Binkin, Martin and Eitelberg, Mark J. *Blacks and the Military*. Washington, DC: The Brookings Institution, 1982.

Mark Jan Eitelberg

Doctoral Dissertation

Eitelberg, Mark J. *Military Representation: The Theoretical and Practical Implications of Population Representation in the American Armed Forces*. Doctoral Dissertation. New York University, October 1979. (Principal Advisor: Frank N. Trager.) Summarized in *Dissertation Abstracts International*, Volume 40, No. 11, May 1980, p. 6000-A. (Order No. 8010342.)

Chapters in Books

Eitelberg, Mark J. "Women and Minorities in the Military: Charting a Course for Research," in *Managing Diversity in the Military*. Edited by Mickey R. Dansby, James B. Stewart, and Schuyler C. Webb. New Brunswick, NJ: Transaction Publishers, 2001.

Eitelberg, Mark J. "The All-Volunteer Force after Twenty Years," in *Professionals on the Front Line: Two Decades of the All-Volunteer Force*. Edited by J. Eric Fredland, Curtis L. Gilroy, Roger D. Little, and W.S. Sellman. Washington, DC.: Brassey's, 1996.

Eitelberg, Mark J. and Little, Roger D. "Influential Elites and the American Military after the Cold War," in *US Civil-Military Relations: In Crisis or Transition?* Edited by Don M. Snider and Miranda A. Carlton-Carew. Washington, DC: The Center for Strategic and International Studies, 1995).

Eitelberg, Mark J. and Mehay, Stephen L. "The Shape of Things to Come," in *Marching Toward the 21st Century: Military Manpower and Recruiting*. Edited by Mark J. Eitelberg and Stephen L. Mehay. Westport, Connecticut: Greenwood Press, 1994.

Eitelberg, Mark J. and Mehay, Stephen L. "Demographics and the American Military at the End of the Twentieth Century," in *U.S. Domestic and National Security Agendas: Into the 21st Century*. Edited by Sam C. Sarkesian and John Flanagan. Westport, Connecticut: Greenwood Press, 1994.

Eitelberg, Mark J. "Military Manpower and the Future Force," in *American Defense Annual, 1993*. Edited by Joseph Kruzel. New York: Lexington Books, 1993.

Eitelberg, Mark J., Laurence, Janice H. and Brown, Dianne C. "Becoming Brass: Issues in the Testing, Recruiting, and Selection of American Military Officers" in *Testing Policy in Defense: Lessons from the Military for Education, Training and Employment*. Edited by Bernard Gifford and Linda Wing. Boston, MA: Kluwer Academic Publishers, 1991, pp. 1-141.

Binkin, Martin and Eitelberg, Mark J. "Women and Minorities in the All-Volunteer Force," in *The All-Volunteer Force After a Decade*. Edited by William Bowman, Roger Little, and G. Thomas Sicilia. Elmsford, New York: Pergamon-Brassey's, 1986.

Eitelberg, Mark J. and Binkin, Martin. "Military Service in American Society," in *Toward a Consensus on Military Service*. Edited by Andrew J. Goodpaster, Lloyd H. Elliott, and J. Allen Hovey, Jr. Elmsford, New York: Pergamon Press, 1982.

Mark Jan Eitelberg

Journal Articles and Reviews

Eitelberg, Mark J. "Review of *I Want You! The Evolution of the All-Volunteer Force*," *Armed Forces & Society* (Summer 2010): 571-579.

Eitelberg, Mark J. "Review of *Don't Ask, Don't Tell: Debating the Gay Ban in the Military*," *Armed Forces & Society* (Spring 2004): 488-491.

Eitelberg, Mark J. "Review of *Gays and Lesbians in the Military: Issues, Concerns, Contrasts*," *Armed Forces & Society* (Winter 1996): 314-316.

Foster, Gregory D. et al., "Global Trends to the Year 2010: Implications for U.S. Security," *The Washington Quarterly* (Spring 1989): 5-24.

Eitelberg, Mark J. "American Youth and Military Representation: In Search of the Perfect Portrait," *Youth and Society* 10 (September 1978): 5-31.

Notes and Other Short Pieces

Eitelberg, Mark J. "Barbie Selected for QM1 as Role Models Change," *Navy Times*, 10 June 1991, p. 23.

Eitelberg, Mark J. "AVF's Success In War Will Generate Praise and Appraisal," *Navy Times*, 11 March 1991, p. 25.

Eitelberg, Mark J. "Gulf Victory Proves All-Volunteer Force Works," *Air Force Times*, 8 April 1991, p. 23.

Eitelberg, Mark J. "U.S. Military is a Mean Machine, But is it Fit to Fight?" *Air Force Times*, 1 August 1988, pp. 21, 34.

Eitelberg, Mark J. "Fatal Weakness May be Lurking in Our National Armor," *Navy Times*, 25 July 1988, p. 27.

Eitelberg, Mark J. "Test-Scoring Errors May Have Saved All-Volunteer Force," *Navy Times*, 12 September 1988, p. 25.

Eitelberg, Mark J. "'Misnormed' Test Helped Volunteer System Succeed," *Army Times*, 12 September 1988, pp. 25, 50.

Eitelberg, Mark J. "Test 'Misnorming' Helped All-Volunteer Force Succeed," *Air Force Times*, 12 September 1988, pp. 25, 36.

Eitelberg, Mark J. "For Military Manpower, Tough Times Ahead," *Wings of Gold*, Summer 1988, pp. 27-29.

Mark Jan Eitelberg

Conference Papers, Proceedings, and Presentations

Eitelberg, Mark J. "Confessions of a Cranky Journal Editor," Panel on Tips for Academic Writers, Biennial Conference of the Inter-University Seminar on Armed Forces & Society, Chicago, IL, October 2003.

Eitelberg, Mark J. "Spacemen, Scholars, and Sailors: Another Look at the Military's Treatment of Gays." Paper presented at Annual Conference of the American Psychological Association, Toronto, Canada, August 2003.

Eitelberg, Mark J. "America's All-Volunteer Force: Who Serves and Why Should We Care?" Invited paper presented at "Notestein Seminar," Office of Population Research, Woodrow Wilson School of Public and International Affairs, Princeton University, December 2001.

Eitelberg, Mark J. "Bridging the Gap Between Defense and Public Administration." Remarks presented at the Annual Meeting of the American Society for Public Administration, Newark, NJ, March 2001.

Eitelberg, Mark J. "Military Recruiting for the 21st Century: Where Do We Go From Here?" Paper presented at *Symposium on Strategic Approaches to Military Recruiting: An International Perspective*, 41st Annual Conference of the International Military Testing Association, Monterey, CA, November 1999.

Eitelberg, Mark J. "The Demography of Diversity." Paper presented at "Managing Diversity Workshop" for newly-selected Admirals (US Navy) and Generals (US Marine Corps), Washington, DC, January 1999.

Eitelberg, Mark J. "The All-Volunteer Force and Society." Paper presented at *Seminar on Transition to an All-Volunteer Force*, sponsored jointly by the Council on Foreign and Defense Policy (Russia), the *Independent Military Review* (Russia), and the Center for Civil-Military Relations (Naval Postgraduate School), Moscow, Russia, January 1998.

Eitelberg, Mark J. "Women and Minorities in the Military: Research Trends and Future Directions." Invited paper presented at the Equal Opportunity Research Symposium, Defense Equal Opportunity Management Institute (DEOMI), Cocoa Beach, FL, December 1997. In *DEOMI, 1997 EO/EEO Research Symposium Proceedings*, Patrick AFB: DEOMI, April 1998.

Eitelberg, Mark J. "Selected Issues in Defense Human Resources." Series of presentations for HUM-TP3, Panel on Military Human Resource Issues, The Technical Cooperation Program (TTCP), Portsmouth, United Kingdom, July 1997.

Eitelberg, Mark J. "Selected Issues in Defense Human Resources." Series of presentations for UTP-3, Panel on Military Human Resource Issues, The Technical Cooperation Program (TTCP), Victoria, British Columbia, Canada, July 1996.

Eitelberg, Mark J. "Women in the Military: Trends and Data Resources." Presented at Defense Advisory Committee on Women in the Services, Subcommittee on Forces

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- Development and Utilization, Joint-Service Working Group, Monterey, CA, August 1996.
- Eitelberg and Mehay, Stephen L. "NPS Study of Minority Officers: Promotion Outcomes During the Pre-Drawdown and Drawdown Periods." Paper presented at the Biennial Conference of the Inter-University Seminar on Armed Forces and Society, Baltimore, MD, October 1995. (Part of panel, "Minority Officers in the Military: Current Issues and Trends," organized and chaired by the authors.)
- Eitelberg, Mark J. and Little, Roger D. "Influential Elites and the American Military After the Cold War." Paper presented at the Biennial Conference of the Inter-University Seminar on Armed Forces and Society, Baltimore, MD, October 1995. (Part of panel, "The Military, the Media, and Congress: Tensions and Resolve in the Post-Cold War Era," organized and chaired by the authors.)
- Eitelberg, Mark J. "Population Participation in the American Military." Series of presentations for UTP-3, Panel on Military Human Resources Issues, The Technical Cooperation Program (TTCP), Portland, OR, July 1995.
- Eitelberg, Mark J. and Little, Roger D. "Influential Elites and the American Military." Paper presented at conference on "Civil-Military Relations," hosted by the Center for Strategic and International Studies, U.S. Army War College, Carlisle, PA, September 1994.
- Eitelberg, Mark J. "Population Participation in the American Military: Current Issues." Paper presented at international meeting on "Defense Human Resources," Shelly Bay Air Force Base, Wellington, New Zealand, July 1994.
- Eitelberg, Mark J. "The All-Volunteer Force After Twenty Years." Paper presented at *A Military of Volunteers: Yesterday, Today, and Tomorrow*, a conference commemorating the twentieth anniversary of the All-Volunteer Force, U.S. Naval Academy, Annapolis, Maryland, September 1993.
- Eitelberg, Mark J. "A Presidential Politician's Guide to the Defense Downsizing." Paper presented at the Annual Meeting of the Military Testing Association, San Diego, California, October 1992.
- Eitelberg, Mark J. and Mehay, Stephen L. "The Shape of Things to Come." Paper presented at "Workshop on Sociocultural Designs for the Future Army," University of Maryland, March 1992.
- Eitelberg, Mark J. and Mehay, Stephen L. "Demographics and the American Military at the End of the Twentieth Century." Paper presented at "Workshop on U.S. Domestic and National Security Agendas," Cantigny, Illinois, September 1992. (Sponsored by the U.S. Army War College, the National Strategy Forum, and the Robert R. McCormick Tribune Foundation.)
- Eitelberg, Mark J. "Opening Remarks" and "Marching Toward the 21st Century: A Conference on Manpower and Recruiting Issues for the Future," Arlington, Virginia, January 1992. (Conference Chair and Co-Director.)

Mark Jan Eitelberg

- Eitelberg, Mark J. "The Effects of Military Downsizing on Opportunities for Minorities." Paper presented at the Department of Education Conference on "The Role of Education in Restructuring Defense and Other Industries," Washington, DC, May 1991.
- Eitelberg, Mark J. "Preliminary Assessment of Population Representation in Operations Desert Shield and Desert Storm." Paper presented at the Biennial Conference of the Inter-University Seminar on Armed Forces and Society, Baltimore, Maryland, October 1991.
- Eitelberg, Mark J. "Preliminary Assessment of Population Representation in Operations Desert Shield and Desert Storm." Paper presented at the 99th Annual Meeting of the American Psychological Association, San Francisco, California, August 1991. (Appears on "Current Events and Social Representation in the Military," Audiotope No. APA-91-039, Sound Images, Inc., Aurora, Colorado, 1991.)
- Eitelberg, Mark J. "Increased Use of Women and Minorities in Military Aviation," in *Proceedings of the Fourth Federal Aviation Administration Meeting on Human Factors Issues in Aircraft Maintenance and Inspection*. Washington, DC: Office of Aviation Medicine, Federal Aviation Administration, June 1991, pp. 154–178.
- Eitelberg, Mark J. "Your Mother Wears Combat Boots . . . But Should She Pack A Gun?" Paper presented at the 98th Annual Meeting of the American Psychological Association, Boston, Massachusetts, August 1990.
- Eitelberg, Mark J. "Marginal Man and the Military: Past, Present, and Prospects." Paper presented at the 98th Annual Meeting of the American Psychological Association, Boston, Massachusetts, August 1990.
- Eitelberg, Mark J. "A Review of American Military Manpower Issues." Seminar papers presented at the Australian Defence Force Academy, Canberra, Australia, October 1990.
- Eitelberg, Mark J. "War or Welfare: The Military as an Agent of Social Change." Paper presented at the Biennial Conference of the Inter-University Seminar on Armed Forces and Society, Baltimore, Maryland, October 1989.
- Eitelberg, Mark J. "Military Representation: Reflections and Random Observations." Paper presented at the Biennial Conference of the Inter-University Seminar on Armed Forces and Society, Baltimore, Maryland, October 1989.
- Eitelberg, Mark J. "Military Representation: Reflections and Random Observations." Paper presented at the 97th Annual Convention of the American Psychological Association, New Orleans, Louisiana, August 1989. (Appears on "Social Representation in the Military," Audiotope No. APA-89-190, Sound Images, Inc., Aurora, Colorado, 1989.)
- Eitelberg, Mark J. "Aptitude Test Scores of Military Personnel Assigned to C³I Jobs: Trends and Prospects." Presented at the Forty-Third International Convention and Exposition of the Armed Forces Communications and Electronics Association, Washington, DC, June 1989. Summarized in "How to Acquire and Train Skilled Personnel to Employ and Maintain Complex Developing C3I Systems," *Signal*, September 1989, pp. 101–103.
- Eitelberg, Mark J. "Job Placement in Today's Military: Who Gets What and Why (and, Boy,

Mark Jan Eitelberg

- Have Times Changed).” Paper presented at the 94th Annual Convention of the American Psychological Association, Washington, DC, August 1986.
- Eitelberg, Mark J. “And They Shall Turn Their Guns into Umbrellas: Today’s High-Tech Military and Its Changing Workforce.” Paper presented at the Forty-Seventh National Conference of the American Society for Public Administration, Anaheim, California, April 1986.
- Eitelberg, Mark J. “The Implications of Changing Military Enlistment Test Norms in 1985.” Paper presented at the 93rd Annual Convention of the American Psychological Association, Los Angeles, California, August 1985. Also in Department of Defense, *Implications of New Reference Population on Military Manpower: Symposium Proceedings*. Technical Memorandum 84-2. Washington, DC: Directorate for Accession Policy, September 1985.
- Eitelberg, Mark J. “Evaluation of Education Standards for Military Enlistment.” Research paper prepared for Joint-Service Working Group on Enlistment Standards, Directorate for Accession Policy, Office of the Secretary of Defense, November 1983.
- Eitelberg, Mark J. “Population Representation and Military Manpower Policy.” Seminar paper presented at General and Flag Officer Orientation, Institute of Higher Defense Studies, National Defense University, Washington, DC, March 1983.
- Eitelberg, Mark J. “Enlistment Eligibility and Participation in the All-Volunteer Force: Follow the Yellow Brick Road.” Paper presented at the Annual Conference of the Military Testing Association, San Antonio, Texas, November 1982.
- Eitelberg, Mark J., and Doering, Zahava D. “Profile in Perspective: Policy and Research Implications of the ‘Profile of American Youth.’” Paper presented at the Annual Meeting of the American Psychological Association, Washington, DC August 1982. Also in Department of Defense, *The Profile of American Youth: Results and Implications*, Technical Memorandum 82-2. Washington, DC: Office of the Secretary of Defense, September 1982.
- Eitelberg, Mark J., Doering, Zahava D., and Sellman, Wayne S. “Government Scientists Meet the Press: Reactions to the Release of the ‘Profile of American Youth.’” Paper presented at the 90th Annual Convention of the American Psychological Association, Washington, DC, August 1982.
- Doering, Zahava D., Eitelberg, Mark J., and Sellman, Wayne S. “Uniforms and Jeans: A Comparison of 1981 Military Recruits with 1980 National Youth Population.” Paper presented at the 90th Annual Convention of the American Psychological Association, Washington, DC, August 1982.
- Eitelberg, Mark J. and Waters, Brian K. “Relatively Bright and Ready to Fight: A Qualitative Comparison of Military Recruits and American Youth.” Paper presented at the Annual Meeting of the American Educational Research Association, New York, New York, March 1982.

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Laurence, Janice H. and Eitelberg, Mark J. "Subpopulation Analyses of 1980 Youth Population Aptitudes." Paper presented at the Annual Meeting of the American Educational Research Association, New York, New York, March 1982.

Eitelberg, Mark J., Laurence, Janice H., Waters, Brian K., and Sellman, Wayne S. "Subpopulation Analyses of Current Youth Aptitudes." Paper presented at the Annual Conference of the Military Testing Association, Arlington, Virginia, October 1991.

Waters, Brian K., Sellman, Wayne S., and Eitelberg, Mark J. "Military and Civilian Test Score Trends." Paper presented at the Annual Conference of the Military Testing Association, Arlington, Virginia, October 1981.

Eisenman, Richard L., Eitelberg, Mark J., and Hunter, Richard W. "GI Bill Program Analysis." Paper presented at the National Meeting of the Operations Research Society of America and The Institute of Management Sciences (ORSA/TIMS), Philadelphia, Pennsylvania, 1976.

Reports and Selected Research Papers

[Two NPS technical reports in progress for publication in late 2017.]

Belkin, Aaron, Barrett, Frank J., Eitelberg, Mark J., and Ventresca, Marc J. *Discharging Transgender Troops Would Cost \$960 Million*. San Francisco, CA: Palm Center, August 2017.

Eitelberg, Mark J., Aten, Kathryn J., and Smith, Michael K. *Comparison of Women's Policies in Six International Navies*. NPS-GSBPP-15-001. Monterey, CA: Naval Postgraduate School, December 2014.

Sackett, Paul R., Eitelberg, Mark J., and Sellman, W.S. *Profiles of American Youth: Generational Changes in Cognitive Ability*. FR-09-22. Alexandria, VA: Human Resources Research Organization, July 2013 (Revised).

Eitelberg, Mark J. and Flyer, Eli S. "Tobacco Use: A Powerful Predictor of First-Term Attrition." Working Paper Prepared for the National Research Council, June 2005.

Flyer, Eli S. and Eitelberg, Mark J. "Pre-service Cigarette Smoking and Behavioral Adjustment of Navy Recruits." Research Note. Monterey, CA: Naval Postgraduate School, October 2004.

Eitelberg, Mark J. "Evaluation of the Active-Duty Military Officer Cohort File." Report Prepared for the Office of the Undersecretary of Defense for Personnel and Readiness. Monterey, CA: Naval Postgraduate School, December 2003.

Eitelberg, Mark J., Kamel, Magdi, Crawford, Alice, Carney, Diane, and Roberts, Benjamin. *The Online Recruiting Station: Vision, Planning, and Preliminary Requirements*. Monterey, CA: Naval Postgraduate School, August 2000. (Limited Distribution.)

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Eitelberg, Mark J. "A Military of Volunteers: Yesterday, Today, and Tomorrow: Report of a Conference Held at the U.S. Naval Academy." Monterey, CA: Naval Postgraduate School, January 1994.

Eitelberg, Mark J. and Mehay, Stephen L. *The Shape of Things to Come: Trends and Projections Affecting Military Recruiting and Manpower in the 21st Century*. NPS-AS92-023. Monterey, California: Naval Postgraduate School, 1992. Also appears in *Sociological Designs for the Future Army: Workshop Proceedings*. Edited by David R. Segal. ARI Research Note 93-14. Alexandria, Virginia: U.S. Army Research Institute for the Behavioral and Social sciences, March 1993, pp. 67-114.

Wilson, F.P., Eitelberg, M.J., and Fodor, D.B. *Ethnic Participation in the Militaries of TTCP Countries*. Ontario, Canada: The Technical Cooperation Program (TTCP) and the Canadian Forces Personnel Applied Research Unit, July 1993.

Eitelberg, Mark J. *American Demographic Trends and National Security: Issues for the 21st Century*, NPS-54-88-001. Monterey, CA: Naval Postgraduate School, February 1988.

Eitelberg, Mark J. *Representation and Race in America's All-Volunteer Military*. NPS-54-85010. Monterey, California: Naval Postgraduate School, September 1986.

Eitelberg, Mark J. "Historical Data on Hispanics in the U.S. Military," in *Hispanic Subpopulations and Naval Service*, SI/MRAS/TR-11. Edited by H. Wallace Sinaiko et al. Washington, DC: Smithsonian Institution, May 1985.

Lee, Gus C., Flyer, Eli S., Eitelberg, Mark J., and Orend, Richard. *Trends in the DoD High School Testing Program and the Supplementary Use of Commercial Test Information*. FR-MPAD-82-2. Alexandria, VA: Human Resources Research Organization, 1982.

Eitelberg, Mark J. "Characteristics of the Enlisted Force." Background paper for Office of the Secretary of Defense and Interagency Working Group, President's Task Force on Military Manpower, April 1982.

Eitelberg, Mark J. *Subpopulation Differences in Performance on Tests of Mental Ability: Historical Review and Annotated Bibliography*. Technical Memorandum 81-3, Washington, DC: Office of the Secretary of Defense, August 1981.

Eitelberg, Mark J. "The Attitudes, Experiences, and Expectations of VEAP Participants." Paper presented at the Congressional Budget Office Seminar on "Educational Assistance for the Military," Senate Office Building, Washington, DC, October 1980.

Eitelberg, Mark J. and Richards, John A. *Survey of Participants and Inactive/ Former Participants in the Post-Vietnam Era Veterans' Educational Assistance Program: Results and Conclusions*. FR-ETSD-80-11. Alexandria, VA: Human Resources Research Organization, 1980.

Eitelberg, Mark J., Richards, John A., and Rosenblatt, Richard D. *The Post-Vietnam Era Veterans' Educational Assistance Program: Participation during the First Year*. FR-ED78-12. Alexandria, VA: Human Resources Research Organization, 1978.

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Eitelberg, Mark J. *Evaluation of Army Representation*. SR-ED-76-45. Alexandria, VA: Human Resources Research Organization, 1976.

Eitelberg, Mark J. *Evaluation of Army Representation*. TR-77-A9. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences, August 1977.

Purcell, Agnes C., Eisenman, Richard L., and Eitelberg, Mark J. *Army Representativeness: The National Longitudinal Study*. SR-ED-76-1. Alexandria, VA: Human Resources Research Organization, 1976.

Eisenman, Richard L., Eitelberg, Mark J., Purcell, Agnes C., Richmond, Barry M. and Wagner, Curtis L. III. *Educational Benefits Analysis*. SR-ED-75-25. Alexandria, VA: Human Resource Research Organization, 1975. Also in U.S. Senate, Committee on Veterans' Affairs, "Veterans Education and Employment Assistance Act of 1976" (Part 3), Hearings on S969 and Related Bills, 94th Congress, 1st Session, October 1 and 2, 1975. Washington, DC: Government Printing Office, 1977, pp. 2155–2306.

Eisenman, Richard L. and Eitelberg, Mark J. *Conclusions and Implications from the Analysis of Educational Benefits*. Special Report. Alexandria, VA: Human Resources Research Organization, 1976. Also in U.S. Senate Committee on Veterans' Affairs, *op. cit.*, pp. 2307–2343.

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Department of Defense. *Career Progression of Minority and Women Officers*. Washington, DC: Office of the Under Secretary of Defense for Personnel and Readiness, August 1999. (Contributing Author.)

Department of Defense, "Defense Advisory Committee on Women in the Services: Utilization of Women Indicator Report." Monterey, CA: Defense Manpower Data Center/Naval Postgraduate School, September 1996. (Contributing Author and Editor.)

Department of Defense. "Evolution of Policy and Programs," Chapter 2 in *Family Status and Initial Term of Service, Volume II - Trends and Indicators*. Washington, DC: Office of the Assistant Secretary of Defense (Personnel and Readiness), December 1993. (Sole Author.)

Department of Defense, *Human Resource Development in the Department of Defense: Issues and Initiatives for Military Selection*. Washington, DC: Office of the Assistant Secretary of Defense (Force Management and Personnel), September 1991. (Contributing Author and Editor.)

Department of Defense. "A Preliminary Assessment of Population Representation in Operations Desert Shield and Desert Storm," Appendix D in *Population Representation in the Military Services, Fiscal 1990*. Washington, DC: Office of the Assistant Secretary (Force Management and Personnel), August 1991. (Sole Author.)

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Assistant Secretary of Defense (Force Management and Personnel), *July 1990*.
(Contributing Author and Editor.)

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Department of Defense. "ASVAB Testing in Languages Other Than English." Information Paper. Washington, DC: Office of the Assistant Secretary of Defense (Manpower, Installations, and Logistics), 1985. (Sole Author.)

Department of Defense. *Profile of American Youth: 1980 Nationwide Administration of the Armed Services Vocational Aptitude Battery*. Washington, DC: Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics), March 1982. (Principal Author and Editor.)

Department of Defense. *Third Annual Report to Congress on the Post-Vietnam Era Veterans' Educational Assistance Program*. Washington, DC: Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), June 1980. (Principal Author and Editor.)

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