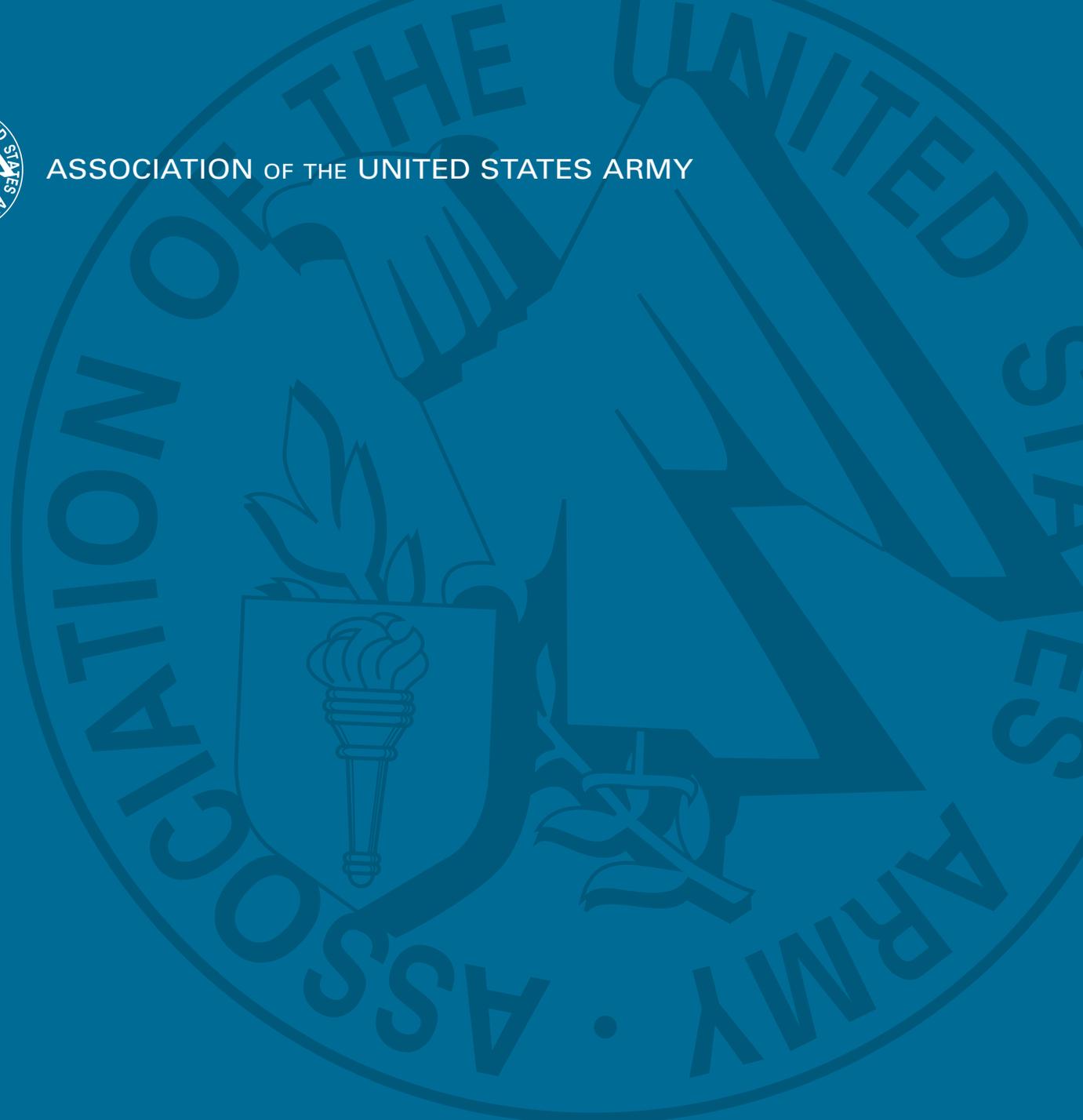




ASSOCIATION OF THE UNITED STATES ARMY



AUSA

2013 ANNUAL REPORT



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Voice for the Army — Support for the Soldier



Letter from the President and CEO

As the year draws to an end, the Association of the United States Army (AUSA) sees a challenging strategic landscape ahead for the United States Army. While the war in Iraq has concluded, American Soldiers remain in combat in Afghanistan, budgets are tightening, sequestration remains a severe impediment to Army readiness and modernization, and the world's hotspots seem farther away from stability than ever before. Uncertainty seems to be the order of the day as the nation and its Army enter into 2014.

However, some things are becoming increasingly clear: first, the United States Army will be smaller in the coming years. The active Army is expected to drop below 490,000 Soldiers over the next five to seven years, with the Army National Guard and Army Reserve taking similar reductions in end-strength. Now, more than ever, the Total Army is rightfully evaluating the invaluable role each of its components must play as it looks to the future.

Second, the demand for land forces—Strategic Landpower—is actually increasing among the geographic combatant commanders and other national security leaders. The Army's global focus is growing and regional engagement will require an Army that is more agile and expeditionary.

And finally, it is clear that in this uncertain security environment it is the people who make up America's Army—its Soldiers—who will be the Army's most critical resource.

AUSA—the United States Army's professional association—is committed to America, its Army and its Soldiers. As the Association continues its mission as the Voice for the Army, both at the national and chapter levels, we remain steadfast in our support for the long-term health and strength of the All-Volunteer Force—something that must not be taken for granted. The Association provides valued professional development opportunities for Soldiers and leaders, fights for their rightfully earned compensation and benefits, works with industry to see that they are the best equipped, and sees that their families receive the respect and support they deserve—all with the singular purpose of maintaining the world's best Army.

In the following pages you will find more information on how AUSA National headquarters achieves all of the above and more. You should be proud of your Association and your membership in it. As the United States Army charts its course ahead, there has never been a time when the resources, volunteers and programs of the Association of the United States Army are more needed.

Sincerely,

A handwritten signature in black ink, appearing to read "Gordon R. Sullivan".

GORDON R. SULLIVAN
General, USA Retired

REGIONAL ACTIVITIES

PROGRAMS

The energy of the volunteers in the Association's 121 chapters remained focused on those programs in support of the deployed Soldiers and civilians and their families. While chapters continue to sponsor arrival and departure ceremonies, support Family Readiness Groups, organize holiday packages and raise funds for memorials, AUSA National has begun to focus its attention on an Army returned from war with many Soldiers and families facing a transition.

Chapters had active programs to support the families of wounded or deceased Soldiers with grants to cover transportation, lodging, and other incidental expenses. Chapters have been helping spread the word of this program through their community and business contacts, letting companies know that there are fully capable disabled Soldiers looking for employment once they leave military service and instructing companies on how they can enroll in the program.

Significant among the chapter activities in 2013 was the Hurricane Sandy support by the New Jersey chapters; the North Texas (Dallas) Chapter's Battle Staff Ride program for cadets from Texas Christian University and University of North Texas; the Fires (Fort Sill) Chapter's work with the city to reach out to the homeless veterans; and the fundraising work by the Greater Los Angeles Chapter to build a Fisher House at the Long Beach VA facility.

In addition to these programs, chapters continue to support a wide array of local programs for Soldiers, civilian employees, and families ranging from scholarships to recognition for outstanding performance. During calendar year 2012 (as reported in their March 2013 Financial Statements), the chapters raised and distributed over \$1,500,000 in support of Soldiers, families, units and community level programs—an 8 percent increase over the previous year. The majority of the contributions this year continued to go toward scholarships, with Support to Wounded Warriors, Family Support Group grants and sponsorship of unit-level events the most supported activities. These figures do not include the hundreds of thousands of dollars in donations in kind and gifts the chapters received and passed along to units and families.

At the 2013 Annual Meeting, responding to an initiative recommended by the Region Presidents, the Chapter Operations

Committee decided to add a Future Leader subcommittee to its structure. The purpose of this subcommittee is to advise AUSA National and the chapters on programs that will increase the involvement of the younger generation. The programs will focus both internally to mentor the future leaders and externally on projects that will make a significant contribution to the community. All of this is geared toward expanding the number of younger members who will be encouraged to add relevance and membership to the Association.

MEMBERSHIP

Figure 1 shows the monthly membership strength. Factors contributing to the overall 11 percent drop since January 2012 and most often cited by the chapters include the continued deployments making membership drives very difficult, the economy, the reluctance of younger Soldiers to join any association (particularly in the face of uncertainty), and the difficulty of



Figure 1. Membership January 2012 – December 2013

reaching Soldiers (real or perceived) imposed by an overly cautious legal system. Figure 2 is a snapshot of the membership categories at the end of the calendar year. Under the President's Club Incentive Program, AUSA National distributed \$14,025 to 40 chapters. In 2013, Regional Activities and Industry Affairs partnered to encourage Sustaining Member companies to donate back to AUSA unfilled designee spaces. These spaces were then allocated to the chapters to support their membership programs. Chapters gave many of the 1,800+ spaces donated as of 31 December 2013 to ROTC cadets and junior enlisted Soldiers. Figure 3 shows the two year history of corporate membership from January 2012 to December 2013. Chapters continue to report that the reason most often given by the corporate members



Figure 2. AUSA Membership on 31 December 2013



Figure 3. Corporate Membership, January 2012 – December 2013

for not renewing, like that for individual memberships, has been the economy, with a number of long-standing members having gone out of business.

In Operating Year 2012–2013 AUSA National distributed a total of \$850 to four chapters under the Corporate Member Incentive Program.

TRAINING

Training chapter presidents and leaders is a continuing priority in our effort to create a future of stronger, more supportive chapters. In August 2013, we conducted our training for chapter leaders in St. Louis and trained 50 leaders from 41 chapters. Featured during this training was Sarah Sattelberg, a member of the Virginia Colonial Chapter whose expertise in generational issues will help lead AUSA’s efforts to reach out to the younger

generation—our future leaders. Again in 2013, over one-third of the class had been members of AUSA for less than two years. In June 2013, there were 27 new region and chapter presidents trained at National Headquarters. AUSA National pays for travel, food and entertainment associated with the above training events. We also conduct a Chapter Presidents and Delegates’ Workshop at the Annual Meeting. This year we had Sarah repeat her presentation to the larger audience of chapter representatives. In 2014 we will shift our Chapter Leader Training to Arlington and reduce the attendance to focus on those leaders identified as the next chapter presidents.

BEST CHAPTERS

The following chapters received Best Chapter awards at the 2013 Annual Meeting: Central Texas–Fort Hood; Redstone–Huntsville; Hawaii; Sunshine; Texas Capital Area; and Rock Island Arsenal. Hawaii also won the Best Overseas Chapter award.

NONCOMMISSIONED OFFICER AND SOLDIER PROGRAMS

Reflecting back on America’s Army in 2013 we saw an Army at war supporting a nation at war in Afghanistan. Throughout this period the Army’s transition to a smaller force continued all while dealing with the fiscal challenges of sequestration and the lack of an established budget. These challenges greatly impacted individual and organizational readiness for the present force and eliminated the ability for commanders and their staffs across the force to plan and provide predictability for our Soldiers, civilians, families and all the force enablers such as our local AUSA chapters.

The NCO and Soldier Programs Directorate (NCOSPD) increased their role, focus and participation as a force provider for the Army and our volunteers throughout the local AUSA chapters. The NCOSPD is seeking out opportunities to support and participate in local AUSA chapter and region activities through combined installation and chapter visits. These combined opportunities provide the forums to reconnect the mission of AUSA to soldiers and their leaders through an education and information focus. An education and information focus provides leaders of all ranks AUSA’s history, its mission and the reasons AUSA exists and is needed now more than ever.

The NCOSPD continued the support for organizing, participating and sponsoring Army-wide programs recognizing Soldier

excellence. The Army's Best Warrior Competition (NCO and Soldier of the Year Competition) was postponed this year due to sequestration and the government shutdown. This competition was originally planned for the week prior to our Annual Meeting but was subsequently executed during the week prior to Thanksgiving. This postponement changed the focus of the Sergeant Major of the Army's Luncheon at the Annual Meeting to recognizing only the Drill Sergeants and Recruiters of the Year. Both the Noncommissioned Officer and Soldier of the Year for the Army and the second and third place runners-up were announced and recognized at a banquet at Fort Lee, Virginia, following the competition in November.

The NCOSPD also continued the support for participating and sponsoring other Army-wide programs that included Best Ranger; Best Military Police Team; Active, Guard and Reserve Recruiters; and Active and Reserve Drill Sergeants; and the Best Sniper competitions. The Army did not execute the Advanced Individual Training Platoon Sergeant of the Year Competition due to sequestration and the fiscal impacts specifically on Training and Doctrine Command's (TRADOC's) budget. TRADOC intends to renew and recognize these platoon sergeants in 2014. Additionally, the Army has requested the NCOSPD to recognize the Army's Retention Noncommissioned Officers of the Year in 2014.

The Sergeant Major of the Army William G. Bainbridge Medal for Distinguished Service was presented to Command Sergeant Major Andrew McFowler, U.S. Army Retired, during the opening ceremony for the Annual Meeting. Additionally, Command Sergeant Major Jimmie Spencer, U.S. Army Retired, became the second enlisted ILW Senior Fellow for AUSA and Sergeant Major of the Army Kenneth Preston, U.S. Army Retired, assumed the role as director for NCOSPD.

The NCOSPD continued support for both the new chapter presidents and chapter leader development training. The NCOSPD provides monthly articles for *AUSA News* focused on Army and chapter activities. *NCO Update* will continue to focus on doctrinal changes and impacts to Soldiers, retired Soldiers, Army civilians and their families. The theme for the Annual NCO Calendar 2013 was "The Army Profession," focusing on the many different occupational specialties that make us America's Army. The NCOSPD continues to support and participate in the Pre-Command Course at Fort Leavenworth, Kansas, for all the new battalion and brigade commanders and their command sergeants major. The NCOSPD supported and will continue to sup-

port in 2014 Soldier recognition programs across the principle Army commands and Army component commands.

The fiscal challenges of sequestration and the government shutdown created an environment of unpredictability and negatively impacted NCO membership. The NCOSPD is optimistic for an improved 2014 based on Soldier and leader feedback in the last several months stemming from the efforts to educate and inform leaders, Soldier concerns over force structure reductions and Soldier pay and benefits, and the small improvement in membership numbers during the month of December. Building relationships between installation leaders and local chapters will be a priority for NCOSPD in 2014.

COMMUNICATION AND PUBLIC AFFAIRS

In 2013, AUSA continued to aggressively exploit both internal and external messaging platforms to tell the Army story, support our Soldiers and their families, inform our membership and actively participate in the national discussion regarding the military and matters of national security.

AUSA continuously provides the media with timely AUSA commentary on current issues and AUSA events and publications.

AUSA continues to ramp up our participation in, and use of, social media to add yet another dimension to our communications efforts. AUSA maintains an active Facebook presence used to informally interact with our extended constituency and to drive traffic to our website. Our number of Facebook "followers" has increased dramatically over the past year. Twitter is used as a tool to alert our followers to important or interesting items relating to AUSA, Family Programs, and Army activities.

In addition to day-to-day information gathering and dissemination, AUSA continues to leverage our showcase event—the AUSA Annual Meeting. Annual Meeting 2013 was a significant achievement in many respects and presented an exciting opportunity to highlight Army messages, interact with our industry partners and, most important, further cement AUSA as the Army's premier professional association.

Press attendance at the 2013 Annual Meeting was strong and included television, radio, print and electronic media. Attendance was driven by extensive AUSA outreach to spark interest in the

event throughout the year. During the 2013 Annual Meeting, Federal News Radio broadcast live from the exhibit floor with a roster of high-profile guests.

In cooperation with the Army, all ILW Forums were live-streamed and appeared on the AUSA website as they occurred (as well as archived for future viewing). AUSA utilized Facebook in real-time to inform our followers of forum highlights and interesting developments, and used Twitter to communicate as well.

Looking to 2014, AUSA remains committed to continuing to actively pursue and create opportunities through which AUSA will maintain and enhance our claim as “Voice of the Army, Support for the Soldier.”

AUSA NEWS

AUSA News continues its strong coverage of national security and defense issues, as well as AUSA activities including the Association’s legislative activities on Capitol Hill. We’ve placed a heavy emphasis on deployed Soldiers and wounded warriors and the stress they and their families are under, including the Army’s move to restore balance to the force. We focus on families, particularly the impact deployments have on them in all three components. The newspaper has been consistently recognized in national competitions for its coverage of Soldiers, their families, retirees and veterans.

Other special reports include the ROTC program; Annual Warrior Games; the Army Birthday; Army National Guard and Army Reserve; noncommissioned officers; Network Integration Evaluation exercises at White Sands Missile Range, New Mexico, and Fort Bliss, Texas; Vibrant Response 13; the AUSA Annual Meeting and exhibits; and membership.

AUSA WEBSITE

AUSA Website content in the Latest Headline News part of the website is updated several times per week. These areas are swiftly reporting on AUSA programs and events, as well as critical Army and defense issues. Information on AUSA symposia and reports on the ILW Breakfast speeches are sent to the website for posting within 24 hours of the event. This was especially useful at the last Annual Meeting. In addition, digital images for these events were posted in near real-time. The website continued its professional development web production that featured video testimonials from the Annual Meeting. It was linked with the *AUSA News* special report on membership that appeared in the March issue.

ARMY MAGAZINE

Throughout the past year, *ARMY* magazine has been publishing monthly updates on Operation Enduring Freedom. *ARMY* has also focused on contemporary Medal of Honor recipients, such as SSG Clinton L. Romesha, and such unsung heroes as CPT Emil Kapaun. In addition, *ARMY* included a number of articles on past, present and future activity in the Pacific to mirror the U.S. Army’s strategic shift toward partnerships there.

Five issues were distributed at AUSA symposia in 2013. The 2013–14 Green Book was distributed at the AUSA Annual Meeting and Exposition.

The Green Book, *ARMY* magazine’s 360-page October issue, included 38 status reports, a command and staff directory, an annotated listing of posts and installations, photographs of Army award recipients, 10 pages of maps, and a directory of weapons and equipment. Functioning as an annual report, it provides a detailed portrait of today’s Army that is used daily as a reference book on Capitol Hill and in the Pentagon. It has high visibility worldwide and is distributed at numerous conferences in the United States and several international military exhibitions.

The magazine’s November issue featured winning photographs from the 2013 Army Magazine Photo Contest. The 2013 AUSA Annual Meeting and Exposition was covered in the December issue.

The articles in “Front & Center” by GEN Frederick J. Kroesen and LTG James M. Dubik continue to resonate with our readers. “Historically Speaking,” a series of vignettes on American military history by former Chief of Military History BG John S. Brown, Jr., is featured monthly, while “CompanyCommand,” a grassroots forum by and for company commanders, will appear every other month in 2014. *ARMY* features a new monthly column, “The Outpost,” by LTG Daniel P. Bolger, who is a new contributing editor. Scott R. Gourley is also a regular contributing editor.

Every issue includes news about today’s Army, reports on congressional action and other Washington activities that affect the Army, updates on military hardware, coverage of military exercises, and reviews of the latest books on strategy and doctrine, military history and global politics. In its role as a professional journal for the Association, the magazine includes articles intended to educate and expand the knowledge of Soldiers with

the goal of enhancing their professional development. The book reviews and op-ed essays in “Front & Center” also serve as a means of professional development for the Soldier. In addition, the significance of Army civilians and retirees is featured.

Articles in *ARMY* are reprinted and used extensively in courses in colleges and universities, especially the Army War College, the Command and General Staff College, the Naval War College and the National Defense University.

A digital edition of each issue continues to be sent to overseas subscribers. In 2013, all members who received the print edition were offered the opportunity to get the digital edition instead.

One reader recently wrote in a letter to the editor, “Thank you for a[n] . . . outstanding magazine. I read it cover to cover every month.” We strive to keep the magazine stimulating and relevant for our readers.

The January 2014 issue was the last issue to be printed under the care of Editor in Chief Mary Blake French, who retired at the end of 2013 after 29 years of service to AUSA.

THE INSTITUTE OF LAND WARFARE

AUSA’s Institute of Land Warfare (ILW) is charged with informing and educating our membership; local, regional and national leaders; and the American public on the critical nature of land warfare and the importance of the United States Army to the nation. In carrying out its mission, ILW manages an educational program of professional publications and forums designed to focus the defense debate on issues of importance to the nation’s security and the critical role of the Army.

ILW publications and the products of the Torchbearer Campaign, all available on AUSA’s website, have become key reference materials for active and reserve component leaders as well as for academia.

In June 2012 AUSA submitted a proposal to the Department of the Army to establish a Non-MEL (Military Education Level) Army Fellowship within ILW. The proposal was accepted, and in June 2013 LTC Frank Turner was assigned as ILW’s first Army Fellow. An Army Strategist (Functional Area 59), LTC Turner is a 1994 graduate of the United States Military Academy. He was commissioned an Aviation Officer. He will remain with ILW until late spring 2014.

ILW PUBLICATIONS

Some ILW publications are researched and written by ILW staff, including ILW Senior Fellows; others are authored by Soldiers as part of their professional military education or on their own time in the pursuit of further professional development. Experts in Army issues and military scholars also contribute monographs and essays for publication. ILW encourages professional education and thought through its writing program and the many contacts made at various professional and academic defense forums. To encourage excellence in military writing, ILW presents student writing awards annually at the National Defense University, Industrial College of the Armed Forces, Army War College and Sergeants Major Academy.

Publications include Land Warfare Papers, Landpower Essays, Defense Reports, Special Reports and National Security Watches. One publication—the *NCO Update* newsletter—is produced specifically for Army NCOs. Among the topics addressed in ILW publications in 2013 are the U.S. Army Capstone Concept; civilian and military leadership in the 21st century; cyberspace operations in support of counterinsurgency operations; institutionalizing stability operations; design, Mission Command and the network; Army leaders and the balance between strategic and institutional imperatives from 1898 to the present; misinterpretation and confusion in regard to Mission Command; politics and the U.S. military professional; strategizing forward in the western Pacific; cavalry in the movement and maneuver warfighting function; the truth about “easy fighting” theories; and the military ethic and the Judge Advocate General’s Corps.

ILW also publishes periodic Special Reports on a wide range of topics. Since its release in October 2005, *Your Soldier, Your Army: A Parents’ Guide*, by Vicki Cody (wife of former Army Vice Chief of Staff General Richard Cody), has proven to be the most successful, most requested publication in ILW history. While demand has decreased along with the number and scope of deployments, ILW continues to provide individual copies to Soldiers and family members, as well as bulk shipments to support organizations Army-wide.

ILW and U.S. Army Training and Doctrine Command’s Army Capabilities Integration Center (ARCIC) collaborated again in 2013 on a writing contest. The winner of the contest, “Design, Mission Command and the Network: Enabling Organizational Adaptation” by LTC Todd A. Schmidt (published by ILW as

Land Warfare Paper 97, August 2013), addresses the contest theme “The Network as a Weapon and Mission Command.” The paper looks at both Army Design Methodology (the Army’s overarching concept for helping its leaders understand the environments and problems they will face in the future) and the philosophy of Mission Command (adopted to provide the underlying fundamentals of how best to enter into conflict with future adversaries and the accompanying challenges that will require continual reassessment and adaptation).

The **U.S. Army War College (USAWC)**, **Command and General Staff College (CGSC)**, **Sergeants Major Academy (USASMA)** and similar institutions have long considered ILW publications (new and not so new) to be a good source of material for use in academic courses. **USAWC**, **CGSC** and the Army’s **Center for Lessons Learned (CALL)** continue to use our publications in several of their courses. In 2013 **NCOES Training Development** at Fort Gordon, GA, sought and was given authorization to include *Historical Lessons Applied to the Current Technical Revolution in Military Affairs* by Benjamin Huebschman (Land Warfare Paper 87, March 2012) in its Military History course.

In 2013 the Claremont University Consortium was granted permission to post three Land Warfare Papers to its online institutional repository. The Society of Civil War Surgeons received authorization to reprint “Hammond and Letterman: A Tale of Two Men Who Changed Army Medicine” by John T. Greenwood (Landpower Essay 03-1, June 2003) in *The Journal of Civil War Medicine*. LPE 03-1 was also distributed by the National Museum of Civil War Medicine at its second annual *Civil War Living Historians’ Workshop* in March and posted to the museum website.

TORCHBEARER CAMPAIGN

The Torchbearer Campaign is designed to highlight critical defense issues that affect our Soldiers and their families. These publications—National Security Reports, Issue Papers, Alerts and Special Reports—reach a widespread audience, from Congress and industry to hometown America. Torchbearer reports in 2013 have focused on the Army’s organic industrial base; strategic mobility; the Army in the Pacific; U.S. Army South and its mission in South and Central America and the Caribbean; military compensation; and the Army’s efforts to mitigate one of the side effects of the advances in communica-

tion technology for Soldier and squad—additional batteries that add weight and consume more space in combat loads.

AUSA BOOK PROGRAM

The following AUSA books were presented by their authors at the 2013 Annual Meeting: *An Unsung Soldier: The Life of General Andrew J. Goodpaster* by Robert S. Jordan (Naval Institute Press (September 2013); *Team 19 in Vietnam: An Australian Soldier at War* by Lt. Col. David Millie, MBE (Ret.) (The University Press of Kentucky, October 2013); *Losing Vietnam: How America Abandoned Southeast Asia* by MG Ira A. Hunt Jr., USA (Ret.) (The University Press of Kentucky, June 2013); *Generals of the Army: Marshall, MacArthur, Eisenhower, Arnold, Bradley* by James H. Willbanks, Editor (The University Press of Kentucky, April 2013); *My Life before the World War, 1860–1917: A Memoir—General of the Armies John J. Pershing* by John T. Greenwood, Editor (The University Press of Kentucky, July 2013); and *Exposing the Third Reich: Colonel Truman Smith in Hitler’s Germany* by Henry G. Gole (The University Press of Kentucky, August 2013).

ANNUAL MEETING 2013

ILW sponsored nine Contemporary Military Forums on a wide range of topics: “The Army After 2020” (lead speaker: GEN Robert W. Cone, Commanding General, U.S. Army Training and Doctrine Command); “Toward a Ready and Resilient Army” (lead speaker: GEN John F. Campbell, Vice Chief of Staff, Army); “Creating Efficiencies and Synergies; Partnering to Succeed in Today’s Economy” (lead speaker: HON Katherine Hammack, Assistant Secretary of the Army [Installations Energy and Environment]); “Regionally Aligned Forces and Global Engagement (lead speaker: GEN Daniel B. Allyn, Commanding General, U.S. Army Forces Command); “Equipment Modernization” (lead speaker: HON Heidi Shyu, Assistant Secretary of the Army [Acquisition, Logistics & Technology] and Army Acquisition Executive); “The Future of the Army Leader Development” (lead speaker: GEN Raymond T. Odierno, Chief of Staff, Army); “Enhancing North American Security/Mission at Home” (lead speaker: LTG Perry L. Wiggins, Commanding General, U.S. Army North/Fifth Army); “Strategic Landpower: Applying Army, Marines and Special Operations Forces to Achieve National Objectives” (lead speaker: GEN Robert W. Cone, Commanding General, U.S. Army Training and Doctrine Command); and “Building the Army’s Cyber Forces . . . Globally Responsive, Regionally

Engaged” (lead speaker: LTG Edward C. Cardon, Commanding General, U.S. Army Cyberspace Command). Each forum also featured a distinguished panel of participants.

In addition to the forums and the AUSA Book Program, ILW also hosted presentations by the authors of three 2013 Land Warfare Papers: *Design, Mission Command and the Network: Enabling Organizational Adaptation* by LTC Todd A. Schmidt (Land Warfare Paper 97, August 2013); *Strategists Break All the Rules* by LTC Adelaido Godinez (LWP 93, January 2013); and *Cyberspace Operations in Support of Counterinsurgency Operations* by COL David W. Pendall, LTC Ronald Wilkes (who presented the paper) and Maj. Timothy J. Robinson, USMC (LWP 95, April 2013).

ILW is also an exhibitor in the AUSA Pavilion, making available to Annual Meeting attendees (free of charge) all of the ILW and Torchbearer products published since the previous year’s Annual Meeting.

ILW staff members also produce the Army Ten-Miler highlights video for presentation at the Opening Ceremony.

GENERAL BERNARD W. ROGERS STRATEGIC ISSUES FORUM

This event, now in its second year, is sponsored by General Dynamics. The first Rogers Forum of 2013 took place in January; it featured General John P. Abizaid, USA (Ret.), whose topic was “Sweeping Away the Old Order in the Middle East: America’s Role in the Middle East’s Changed Strategic Landscape.” The Rogers speaker in September was Admiral James A. Winnefeld, Jr., USN, Vice Chairman, Joint Chiefs of Staff.

LEMNITZER LECTURE SERIES (cosponsored by ILW and the Army Historical Foundation)

The General Lyman L. Lemnitzer lecture series, which dates back to 1998, comprised four events in 2013, each featuring an author discussing his recently published book: In February General George W. Casey, Jr., USA Ret., presented *Strategic Reflections: Operation Iraqi Freedom, July 2004–February 2007*; in April Henry T. Gallagher presented *James Meredith and the Ole Miss Riot: A Soldier’s Story*; in May CNN anchor Jake Tapper spoke about *The Outpost: An Untold Story of American Valor*; and in June Rick Atkinson—a frequent participant in the Lemnitzer series—discussed the final volume in his World War II trilogy, *The Guns at Last Light: The War in Western Europe, 1944–45*.

OTHER EVENTS

The Army War College’s “Industry Day,” cohosted by AUSA, actually took place twice in 2013—the first was held in February and the second in December. The purpose of the event is to provide a forum for students to gain a better understanding of the military–industrial relationship; the Army requirements and capabilities development process; and acquisition processes. It is a unique opportunity for students to consider the complexities of balancing support for the warfighter in an era of persistent conflict.

In May AUSA/ILW cohosted—with IDS International—a panel discussion on “Strategic Landpower and the Human Domain.” The keynote speaker was GEN Robert W. Cone, Commanding General, U.S. Army Training and Doctrine Command.

In September AUSA/ILW cohosted—with the U.S. Institute of Peace and the U.S. Water Partnership—“Global Water Security and Conflict Prevention: Partnerships and Cooperation.”

In November ILW recognized the 20th anniversary of the Peacekeeping and Stability Operations Institute at AUSA headquarters. The event, which began with a reception and ended with a cake-cutting, also featured several prominent speakers and a panel discussion of “The Future of Peacekeeping and Stability.”

ILW continues to present annual briefings to the Tacoma (Washington) Chamber of Commerce at AUSA Headquarters.

ILW also supports the Industry Affairs Department in its efforts with the monthly ILW Breakfast held for Sustaining Members.

GOVERNMENT AFFAIRS

Legislatively 2013 has been another active year for AUSA. We have maintained our visibility on Capitol Hill primarily through personal visits with and letters to members of Congress and their staffs, through the publication of documents distributed to Congress, with testimony before congressional committees and multiple interactions on the Hill.

Several of the goals outlined in the AUSA Resolutions for 2013 were achieved either totally or partially by congressional legislation. Nevertheless, AUSA’s basic message remains the same: in an era of persistent conflict, land forces will continue to be the decisive element of our national defense strategy. Success in future combat and military engagements will require a fully-manned, well-resourced Army. Balanced complementary forces

will ensure future success on the battlefield. Even in a time of national fiscal crisis, Army funding, particularly for reset, must be timely and sufficient to ensure success.

The administration and Congress must continue to make it a priority to maintain parity between military pay and that of the civilian sector; the pay increase projected for Fiscal Year 2013 will not do that, and AUSA and its Military Coalition partners will fight to restore parity. We owe no less to American Soldiers, Sailors, Airmen and Marines and their loyal, supportive families.

AUSA National Headquarters continued its broad outreach to Capitol Hill through our tutorial for incoming Army congressional fellows and through our outreach to Army veterans who currently work for congressional committees or for members of Congress. The Congressional Staff Breakfast, during the Annual Meeting, had record attendance with more than 650 guests, almost 300 of them congressional staffers. AUSA honored Sen. Barbara Mikulski (D-MD) and Sen. Richard Shelby (R-AL) with the AUSA Outstanding Legislator Award.

We also published a new pocket card that succinctly outlines our priorities for this year; along with the Resolutions, it forms the framework for part of the “Legislative Agenda” portion of the AUSA website.

The Government Affairs directorate’s 113th Congress edition of the “Once a Soldier . . . Always a Soldier” book, which profiles each member of Congress who served in the Army, will be updated and published and remains popular. It is distributed widely on Capitol Hill and among centers of influence nationwide and Army-wide.

While Congress has trimmed defense authorizations to address the national fiscal crisis, AUSA, in conjunction with like-minded associations, has won many legislative victories for the Army and our membership. Congress provided sufficient personnel for the Army to respond to the demands of the nation’s security and authorized a military pay raise that keeps pace with inflation and increased Impact Aid funding for schools with military populations. Fee increases for TRICARE Prime access in future years will be modest and tied to military retirees’ cost-of-living increases. For now, Congress preserved the current military retirement system that is vital for sustainable force retention and recruitment. For the reserve component, \$1 billion has been authorized to address equipment shortfalls, and Congress authorized critical funding for such modernization initiatives as the Joint Light Tactical Vehicle, the Ground Combat Vehicle and

network integration. For federal civilians, a one-year extension was authorized to allow premium pay for those deployed to an imminent-danger area of operations. Much has been accomplished; however, much more remains.

AUSA’s vice president for education, LTG Guy C. Swan, USA Ret., submitted testimony to the Joint House –Senate Veterans Affairs Committee hearing focused on veterans’ issues. We supported the need for Montgomery GI Bill benefits for both active and reserve component personnel to keep pace with the escalating costs of higher education. We also supported the need for changes in the new GI Bill for Iraq/Afghanistan veterans—and indeed that battle has been won and new legislation has been signed into law. We also strongly supported preservation of dual eligibility of uniformed services retirees for VA and DoD health-care systems. Along with many other issues, AUSA continues to support legislation that would remove the dollar-for-dollar offset in military retired pay for any amount of VA disability compensation, not just for those with 50 percent or more.

The AUSA website gives our members methods to communicate with members of Congress and to understand the legislative process. AUSA members can use “Contact Congress,” AUSA’s online congressional communications tool (writing their own messages or using those formatted by National Headquarters), to send e-mail messages to their members of Congress.

We continue to expand the distribution and the utility of the AUSA electronic legislative newsletter. Widely read in Washington and across the country, it is another in a series of tools we provide our members to keep them better informed and to urge them to be more involved in the process. Also, we use it when a call to action is needed to send large numbers of messages to Congress urgently addressing a particular issue. During a time of war, the AUSA membership is poised to be an effective force influencing national defense policy at the local and national levels.

FAMILY READINESS

Perhaps our biggest news this year is the renaming of the directorate. We are now known as the AUSA Family Readiness Directorate. We feel this action-oriented title is more reflective of the work we do for AUSA and our Army families.

2013 was also a banner year for reaching out to military spouses in a new and innovative fashion. We have steadily grown our Facebook audience (www.facebook.com/AUSAfamily) and are

close to reaching the 1,500-likes mark. We engaged several members on Twitter (@AUSAfamPrgms) and had great success with our virtual forums during the AUSA Annual Meeting Military Family Forums. We launched the AUSA Military Spouse Membership Category and created new alliances with like-minded organizations.

OUTREACH

Family Programs continued to expand outreach to Army families through:

- Travel to installations for briefings and communicating with families in the field
 - Pentagon – Participate in AFAP/GOSC Meetings
 - Pentagon – MSO/VSO Quarterly Summit
 - Pentagon – Military Family Advisory Council Meeting
 - Washington DC – Elizabeth Dole Foundation launch of Military Caregivers Week
 - Fort Belvoir – Are You Listening? Spouse and Family Suicide Awareness Symposium
 - White House Joining Forces – Military Family Symposium
 - National Child Traumatic Stress Network Advisory Board Meeting
 - Washington DC – MSJDN Launch Event
 - AUSA Family Readiness Month of the Military Child Event
 - USUHS – Military Families in Transition Stress, Resilience, and Well-Being
 - Mark Center – OSD State Liaison Office Workshop
 - Fort Belvoir – Public Hearing: Military Compensation and Retirement Modernization
 - Fort Benning – Congressional Military Family Caucus Event
 - Germany – AWAG Conference
- Supporting chapter events
 - Texas Capital Area Chapter Guest Speaker
 - Pacific Region Meeting – Honolulu, Hawaii
 - 6th Region Meeting – Sacramento, California
 - Chapter Leaders’ Training – St Louis, Missouri
- Creating and joining in collaborative opportunities with other organizations
 - Military Spouse Employment Partnership (MSEP) – Military Spouse Ambassador Network member
 - MSEP Network Advisory Committee
 - Forming Partnership with Early Child Education Consortium
 - Advisor Child Care Aware of America
 - #KeepYourPromise Consortium (repealing COLA Reductions)
 - Blue Star Families Survey Partner
 - United Through Reading Leadership Committee
- AUSA Family of the Year Award
 - We received 25 nominations from AUSA chapters this year. The winning family was the ISG Tommy Flores family from Fort Bliss, Texas, nominated by the GA Omar N. Bradley Chapter.
- Contributions: Family programs was proud to contribute to the following organizations:
 - Army Wife Network
 - Americans Working Around the Globe (AWAG)
 - Backpack Journalists
 - Military Children’s Conference (Partnership for Children)
 - Fort Lewis Officers’ Club Scholarship Fund
 - MOAA Spouse Hiring and Career Event
 - National Military Spouse Network Conference

INFORMATION

We are continuing to explore innovative methods to provide timely and important military family- focused information to our members and Army families. We currently have 1,083 followers on Facebook and 1,418 followers on Twitter.

Our E-newsletter, the Family Readiness Update, was merged into AUSA’s weekly bulletin. We continue to provide the older version of the update to our nonmember distribution list, which currently stands at 2,900.

We continue to provide information packets for Active Duty, Guard and Army Reserve wounded warriors, and surviving families. These packets are requested online and are mailed free of charge by AUSA Family Programs. We have seen a slight decline in requests this year.

EDUCATION

Military Family Forums

Our biggest educational activity is the execution of the Military Family Forums at the AUSA Annual Meeting (AM). The forums have become an integral part of the annual meeting and a trusted and anticipated educational event for family members, the Army Staff, and organizations (both public and private) that support them.

2013's theme centered on self-care and finding what you need, when you need it, where you need it. Family Programs staff created and sent invitations to 27 speakers/panelists via email on June 1, 2013. Of these invitees 11 were Army (uniform, SES, Secretariat, GS) and 16 were civilian.

The following Military Family Fora were presented in 2013:

- AUSA Military Family Forum I
“Senior Leaders’ Town Hall”
- AUSA Military Family Forum II
“The Performance Triad: A Holistic Approach to Self-Care”
- AUSA Military Family Forum III
“Community Resources: It’s a Beautiful Day in the Neighborhood”
- AUSA Military Family Forum IV
“Expanding Our Reach: Our Neighborhood Knows No Boundaries”

Virtual Delegates

Each year during the AUSA Annual Meeting, the Military Family Forums showcase a series of topics pertinent to current issues that impact Army Families. In an effort to keep the field apprised of the resources and topics covered during the Military Family Forums, we again had the ability to live stream all presentations via DVIDS. Approximately 7,500 views online and 1,000 people in house joined us throughout the three days.

Family Pavilion

The family pavilion section of the exhibit floor was established in 2003. Approximately 12 exhibitors participated that first year. Since then the exhibit space has grown to an all-time high in 2012 of 28 exhibitors. In 2013, 24 organizations exhibited in the family pavilion. Half were organizations that had not exhibited with us before.

Although Family Readiness did not manage this exhibit we were still very proud of having introduced the Military Spouse CEO Experience to Industry Affairs. The Military Spouse CEO Experience gave 13 military family businesses the opportunity to be featured on the Annual Meeting floor without cost, thanks to in-kind and cash donations from sponsors interested in engaging the military market segment. The booth garnered so much attention on the Annual Meeting floor that nearby exhibitors came by to see what the buzz was all about. Through an entrepreneur competition, corporate sponsorships, and media partners, their virtual reach was even larger than their on-site exposure: in nine short days they garnered 63,000 unique visitors to their Facebook page, 171,000 Twitter accounts reached, and made 799,000 Twitter impressions. Most important, AUSA's support of 13 military family entrepreneurs launched each of their businesses to new levels of visibility and success.

Family of the Year Award

The AUSA Volunteer Family of the Year Award recipient for 2013 was the 1SG Tommy Flores Family from Fort Bliss, Texas. They were nominated by the GA Omar N. Bradley Chapter. The first runner-up family was the SPC Wentling family, nominated by the Braxton Bragg Chapter. Both families were hosted at the Annual Meeting and received a cash prize, a large gift basket and a framed citation, thanks to the generosity of Express Scripts and Health Net. All other nominees for the award received a coin and a certificate of appreciation.

FUTURE PLANS

We have begun to create a five-year strategic plan that we hope will guide us toward a solid and meaningful relationship with our Army Families. Our strategic plan will be built on the following vision and mission:

Vision

Generate an environment of support that empowers Army families to reach their fullest potential through active engagement with AUSA.

Mission

Provide a platform for Army families to voice system-wide concerns through engagement with association and United States Army leadership and to increase the resilient navigation of the military family lifecycle through education, information, advocacy, and outreach.

INDUSTRY AFFAIRS

The Industry Affairs Directorate had a challenging year in 2013. Our Annual Meeting and symposia program faced many obstacles, including the continued effects of an economic downturn, a declining defense budget, and restrictive Army guidance. These obstacles will continue to have an impact on our industry partners, as well as on Army participation at our events.

SYMPOSIA

Attendance declined at the Aviation, Winter, Mission Command, and Sustainment Symposia in 2013. Exhibits declined in the three shows that featured them. The decline was previously anticipated based on the trend begun last year. We expect this declining trend to continue in 2014 as defense companies continue to retrench and conserve their resources. In response to this decline we have reduced the number of symposia to three: Aviation, Winter, and LANPAC.

We have made adjustments to the schedule and to the rate structure to make more time on the exhibit floor for attendees and to make attendance for Army personnel less costly.

Reviving the Winter Symposium has been a priority for 2014. We changed the location to Huntsville, Alabama, and early indications are that this move is very popular with our customers. Army response has been similarly positive. Exhibit space has already sold out and preregistered attendees have to date been at a significantly higher rate than in the past two years.

In 2013, we introduced our newest symposium, LANPAC, in Honolulu, Hawaii. We had strong participation from the Army and a good agenda for the meeting. While we did not have the number of exhibitors originally anticipated, 26 exhibiting companies at an inaugural event is acceptable. Overall, this new addition to AUSA's Symposium series was considered a success for 2013 and will continue for 2014 thanks to the support of the local defense industry and the Army.

INTERNATIONAL TRADE SHOWS

Our international tradeshow program performed very well in 2013. Participation at IDEX was very strong, with a slight increase over 2011. While DSEI in London matched its performance in 2011, our pavilion was recognized as the show's largest.

In 2014, AUSA will organize a USA Pavilion at SOFEX in Amman, Jordan and Eurosatory in Paris, France.

ANNUAL MEETING

Interest in the AUSA Annual Meeting and Exposition remained strong for 2013. The Army had only one exhibit this year, as in 2012, yet military presence was more noticeable this year by all attendees and exhibitors than last. The show was widely considered very successful by those who attended and exhibited. Overall, attendance numbers were the same as last year, roughly 29,000.

The economic conditions and guidance from the Army concerning their participation in all 2013 conferences continued to have an impact at the 2013 Annual Meeting. We were unable to sell all of the available floor space. We successfully pioneered a new Small Business Pavilion and convinced the Army to conduct its first Small Business Seminar, which was very successful. We also innovated by placing a hiring event hosted by the American Freedom Foundation on the floor. Both of these new additions have been added to the floor plan for the 2014 Annual Meeting. Additionally, we are exploring a similar exhibit floor pavilion/seminar featuring homeland defense.

We have reduced the available exhibit space for the 2014 Annual Meeting. Even with the reduction of floor space, we were not sold out for 2014 at the on-site exhibit space draft, as we have been in past years. We expect additional space to be returned to us as we get closer to our payment deadline in March. We were able to provide meeting space with the Inter-American Defense Board, which brought in senior military officers to discuss coordination efforts in disaster response. This complied with increasing international interest, aiding in the Annual Meeting broadening our and the Army's exposure.

MICROSITES AND TARGETED EMAILS

We made significant strides marketing our events in 2013. We continued our use of microsites, websites that are developed specifically to promote each of our events. These microsites have made a big impact in the way we communicate with our customers and have helped us market our events more effectively.

In connection with these microsites, we also began sending out personalized emails about our events, a technique that allows us to track the recipients' activity once they receive it. This technique has helped us better understand the marketplace and what our customers are interested in.

SUSTAINING MEMBERSHIP PROGRAM

Sustaining Membership declined in 2013 due to the decline of government budget and the effects of sequestration. Our retention rate was lower with newer members but remained high with members who had been with us for five or more years. For 2014, we expect to see a continuing decline in membership; however, it will not be as severe as the decline we saw in 2013 as the majority of remaining members will have had memberships that are three years old or older. We will likely see membership numbers to reflect those seen in 2004.

	2004	2005	2006	2008	2009	2010	2011	2012	2013	Est. 2014
Active Sustaining Members	450	522	558	563	566	565	673	658	523	466

NEW INITIATIVES IN 2013

With considering the loss of attendance and exhibitors at some of our events, we still believe that there is high interest in the content of our programs. AUSA is still considered vital to the defense industry and the Army. To capitalize on this in 2014, AUSA will produce a series of one-day seminars (without exhibits), a series we are calling **AUSA Hot Topics**. Held in May, June, and September, the focuses of these three events are, tentatively, Sustainment, and Medical, with a third topic to be determined. AUSA Hot Topics will be held locally in Arlington, VA.

The Industry Affairs Directorate continues to face a changing mission field and strong headwinds. It is apparent, however, that this is now part of our business landscape. It is going to be more difficult in the future to retain satisfied customers, to say nothing of attracting new ones.

We are working toward focusing our sales efforts to a more customer-specific approach, which includes a phone campaign that targets individual companies, as well as tracking visitors to our website and following up with them.

The Annual Meeting remains strong, although at a reduced level. Our international tradeshow program shows promise of growth, and we are seeking to add additional events.

The Industry Affairs Directorate is well positioned to adjust to the changing market forces and will continue to provide professional customer service to the defense industry and the U.S. Army.

CONCLUSION

The United States Army is indeed facing challenges in the coming years. But with AUSA at its side, our Army will continue to maintain its place as the world's finest Army. There is much work ahead, but our commitment to the "Voice for the Army—Support for the Soldier" keeps us focused on mission.



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