



AUSA News



Society of National Association Publications - Award Winning Newspaper · Published by the Association of the U.S. Army

VOLUME 41 NUMBER 4

www.ausa.org

February 2018

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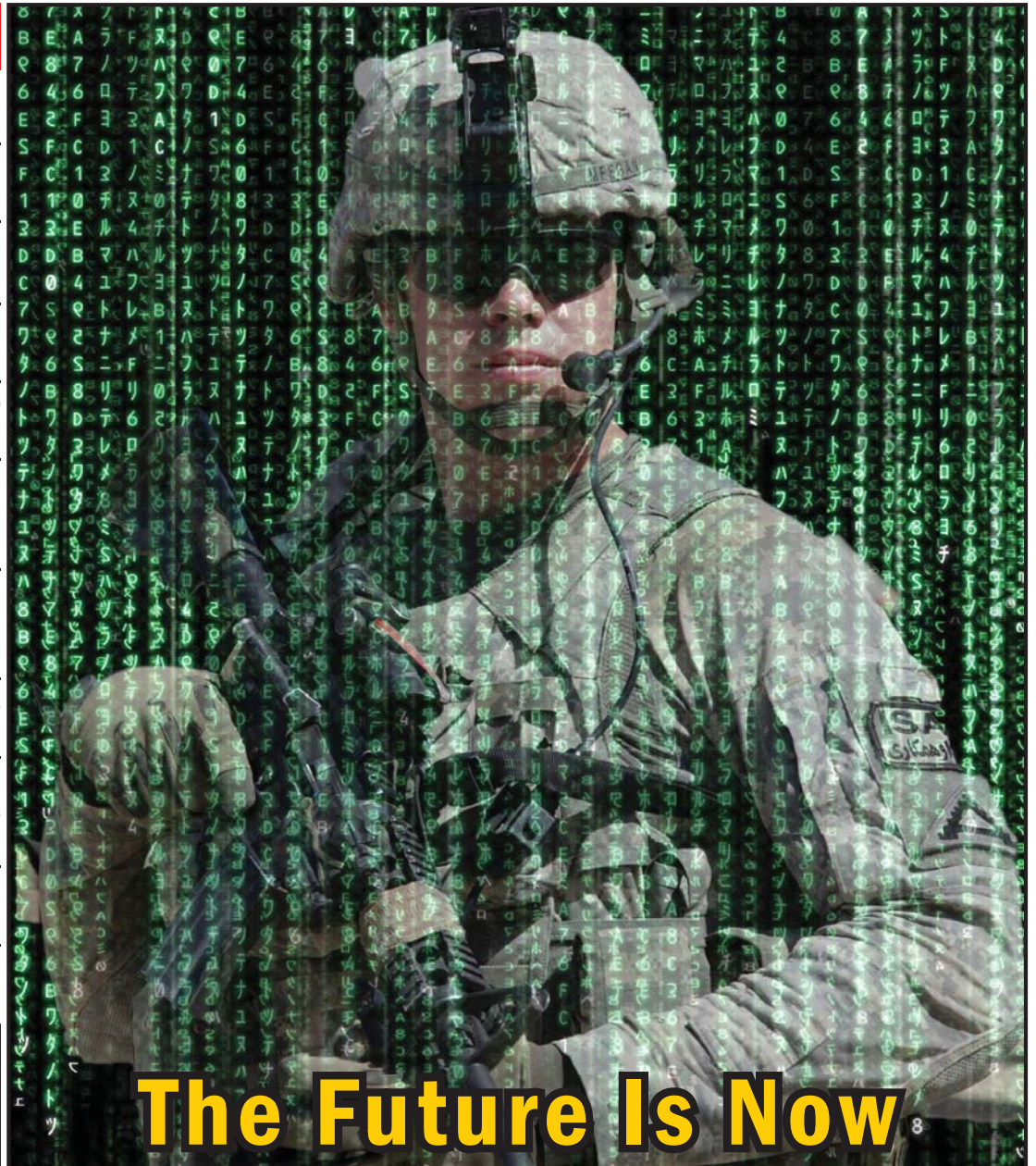
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The Future Is Now

For the Army to gain superiority in the Cyber domain, Cyber operators must be able to communicate their capabilities in language commanders can understand, and the speed of decision-making and action must keep pace with the speed of war. (Cover illustration by Luc Dunn, AUSA News)

See AUSA Special Report: Army Cyber Hot Topic, Pages 10-13

Milley predicts 2018 will be a 'very exciting year' for the Army

AUSA Staff

"This is an important year, 2018, for the Army," Army Chief of Staff Gen. Mark A. Milley said Jan. 17 at the first Institute of Land Warfare breakfast of the year, hosted by the Association of the U.S. Army.

"This is a year of some very exciting things," he added.

"We find ourselves at a big transition point in our history," Milley said, estimating the U.S. is in the middle of a 10- to 30-year evolution in the character of military warfare. It would be "a great strategic mistake" not to recognize the change, he said.

"We do not want a level playing field. We do not want an even fight," he said to a crowd of more than 300.

The Army needs to make 10-fold increases in many capabilities, something that in some cases will need yet-undeveloped leaps in technology.

"Some 10x capability improvements we need do not exist in the world right now but they will," Milley said. "I am not interested in a linear progression in the force."

The Army also must continue making readiness a priority, he said.

"The world is a very dynamic place, a very dangerous place and it is a place where we, the United States, need trained, ready and capable military from all of the forces, not just the Army," he noted.

The focus on readiness should address immediate needs and the future, he said.

The Army needs 66 percent of ground forces to be at the highest level of readiness.

"It is hard to get to that level," he conceded.



Gen. Mark A. Milley, Army chief of staff, said, as he spoke of Army readiness and capabilities to an audience of over 300 attendees at an AUSA Institute of Land Warfare breakfast, 'We do not want a level playing field. We do not want an even fight.' (AUSA News photo by Luc Dunn)

Global Force Symposium features soldier, veteran hiring event

AUSA News

The American Freedom Foundation will host the fifth annual Warriors To The Workforce presented in association with Still Serving Veterans and in conjunction with the 2018 Association of the U.S. Army's Institute of Land Warfare Global Force Symposium and Exposition, March 26 to 28.

This special program will take place on Tuesday, March 27, from 9:00 a.m. to 4:00 p.m. in the North Hall of the Von Braun Center, Huntsville, Ala.

This one-of-a-kind event is part of the American Freedom Foundation's nationwide initiative to help veterans find jobs.

It brings together major companies from throughout the country to profile their services and provide employment opportunities for our veter-

ans, transitioning service members and military spouses.

Attendees will have the opportunity to talk with employers and submit qualifications.

In addition to the hiring event, Warriors To The Workforce will include informative workshops featuring many of the top speakers in the country.

Workshops will provide resources and information for veterans, transitioning military service members and military spouses to help them better transition to civilian life.

Presentations will include subjects such as mental readiness, confidence building, networking and presentation skills, resume writing, interviewing techniques, job searching, career planning through goal setting, translating military skills and training into civilian life and corporate experience among others.

Also, there will be a separate area at the event devoted to "Resume Review" presented by Still Serving Veterans.

Register now online at <http://ausameetings.org/globalforce2018/career-fair/>, or on-site at the Von Braun Center.



The AUSA/Warriors To The Workforce event allows veterans, transitioning service members and military to speak to potential employers. (AUSA News photo)

New legislation benefits wounded warriors, active duty soldiers

Capitol Focus

Julie Cameron Rudowski
Assistant Director
AUSA Government Affairs

Legislation introduced will benefit wounded warriors and active duty soldiers.

AUSA strongly supports two pieces of legislation carried over from the 1st Session of the 115th Congress: The Fair Access to Insurance for Retired (FAIR) Heroes Act and The Credentialing, Educating, and Relevant Training Initiative For Your (CERTIFY) Heroes Act.

The FAIR Heroes Act would allow medically-retired veterans to choose between Medicare and TRICARE for their health care coverage.

Many of the most severely wounded warriors qualify for both Medicare and for TRICARE. They earn TRICARE upon medical retirement, and if they cannot work for a sustained period of time, they qualify for Medicare before age 65.

Current law restricts these severely wounded warriors from using their TRICARE health benefit without incurring higher costs and penalties.

If they want to pay TRICARE Prime's lower premiums, they must decline Medicare Part B. But if they decline Part B, they lose all access to TRICARE For Life health benefits.

Even if wounded warriors decline Medicare Part B and later wants to reverse this decision, they are subject to a late enrollment penalty of 10 percent a year until they reach age 65. This is on top of already higher Medicare Part B premiums.

AUSA, along with the Wounded Warrior Project and other military service organizations, cried foul to this injustice and were instrumental in getting



bipartisan legislation introduced in both the House and the Senate.

The Fair Heroes Act will give medically retired veterans a choice to enroll in either Medicare or TRICARE, allow a one-time opportunity to switch between the programs if their current plan fails to serve their health needs, and authorizes the Defense Department and the Department of Health and Human Services to provide educational opportunities for veterans to make the best health care decision for themselves and their families.

The Senate bill (S. 2117) was introduced by

Sens. Bill Nelson, D-Fla., and Richard Blumenthal, D-Conn.

Reps. Susan Davis, D-Calif.; Joe Wilson, R-S.C.; Tulsi Gabbard, D-Hawaii; Brian Mast, R-Fla.; and Jacky Rosen, D-Nev.; worked together to introduce the legislation (H.R. 4571) in the House.

The Credentialing, Educating, and Relevant Training Initiative For Your (CERTIFY) Heroes Act, was introduced in the House by Reps. Steve Womack, R-Ark.; John Carter, R-Texas; Cathy McMorris Rodgers, R-Wash.; and Sanford Bishop, D-Ga.

This important legislation permits individuals who are eligible for the Defense Department tuition assistance program (TA) to use their benefit for licensing, credentialing, and certification programs offered by entities other than an institution of higher education.

The legislation will allow additional paths to success for service members who are transitioning from the military. Allowing soldiers to use their tuition assistance benefit for licenses, certifications, and credentials other than a four-year college degree will allow them to transition their military job skills to productive careers in civilian life.

Soldiers with professional civilian credentials will be more marketable to employers, helping them secure satisfying jobs and continue their contribution to their community and the nation.

"It is critical that we reduce veteran unemployment rates, and this legislation will help achieve that goal," said AUSA President and CEO Gen. Carter F. Ham, USA, Ret., in a letter to the House leadership.

AUSA will continue to push lawmakers to pass these important bills.

100,000 + 9,500+ = 109,500+ Members

AUSA membership exceeds 2017 goal of 100,000

AUSA Staff

After 12 consecutive months of growth, the Association of the U.S. Army ended 2017 with slightly more than 109,500 members, the highest level since June 2004.

Growth in 2017 exceeded a 100,000-member goal set by retired Gen. Carter F. Ham, AUSA president and CEO, and was made possible by focusing on membership and a novel association program.

AUSA has membership agreements with the Enlisted Association of the National Guard of the United States (EANGUS), the Patriot Project, the U.S. Army Warrant Officers Association, The ROCKS Inc. and the Civil Affairs Association. Other association partnerships are under consider-

ation.

"Our new partnerships, expanded member benefits, new educational programs, and the hard work of our regions and chapters are all reasons for growth last year. These are also great reasons for optimism for continued growth," said retired Lt. Gen. Patricia McQuiston, AUSA vice president for membership and meetings.

Adding, "Our challenge for 2018 is to keep all our current members engaged, while continuing to grow."

In addition to expanding membership, AUSA completed 2017 with a very successful fundraising program that raised more than \$119,000.

Money was donated to support scholarships, AUSA's Institute of Land Warfare, and programs for NCOs, soldiers and families.

Ham receives newly-minted WWI Centennial Silver Dollar



Retired Col. Gerald York, grandson of Medal of Honor recipient Sgt. Alvin York, along with David Hamon, World War One Centennial Commission veteran liaison, and two 'doughboys,' present the WWI commemorative coin to retired Gen. Carter F. Ham, AUSA president and CEO. The U.S. Mint struck the coin for the 100th anniversary of the U.S. entry into the Great War. (AUSA News photo by Luc Dunn)

AUSA News

Voice for the Army – Support for the Soldier

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Published by the Association of the United States Army, a non-profit educational association.

Publication, Editorial and Executive offices:
Post Office Box 101560,
Arlington, VA 22201-0860
Telephone: (703) 841-4300

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GIVE VOICE TO YOUR KNOWLEDGE

The Association of the United States Army's professional education program is designed to identify, discuss and influence the outcome of significant issues that affect the U.S. Army and national defense. AUSA's Institute of Land Warfare accomplishes this goal through the sponsorship of writing programs, for which quality manuscripts are needed.

The Institute would like to invite you—past and present servicemembers, Army civilians, friends of the Army and others with an interest in and knowledge of national defense—to submit a manuscript to one or more of our writing programs. Membership in AUSA, while always encouraged, is not a requirement for participation.

**CLICK HERE
FOR MORE INFORMATION**



Vietnam War books capture essence of controversial conflict

AUSA Book Program

Joseph Craig
Director
AUSA Book Program

On Jan. 30, 1968, the Viet Cong and North Vietnamese Army launched a wave of surprise attacks throughout South Vietnam.

Known as the Tet Offensive, it ended in a major military defeat for the North. Fifty years later, the anniversary offers an appropriate time to examine Vietnam War titles published as part of the AUSA Book Program.

Mark Bowden, bestselling author of *Hue 1968* and *Black Hawk Down*, recently shared high praise for AUSA's *The Lost Battalion of Tet: Breakout of the 2/12th Cavalry at Hue* by Charles A. Krohn.

Bowden said, "The Lost Battalion is the best book written about the U.S. Army's involvement in The Battle of Hue, and one that I found invaluable in crafting my own book on the bloodiest single battle of the Vietnam War. Krohn's firsthand account of his battalion's ordeal in the rice paddies northwest of the city is gripping, tragic, and ultimately heroic."

Krohn, a retired lieutenant colonel who was an Army captain at the time, is proud of the story and "humbled" that Bowden "included our battalion in



The AUSA Book Program offers a full range of titles that examines the conflict while commemorating the service and sacrifice of the men and women who were deployed. (AUSA News photo by Joseph Craig)

his literary masterwork."

Moving from Hue to the Mekong River Delta, *The 9th Infantry Division: Unparalleled and Unequaled* details the fight against the Viet Cong in the South.

Retired Maj. Gen. Ira A. Hunt, Jr., then a colonel and division chief of staff, describes how they used "all-source intelligence coupled with aggressive

night and day tactical operations" to protect the local people as part of the pacification program.

The late Gen. Jack N. Merritt, a former AUSA president, noted that "the book provides fascinating insights into the counterinsurgency war . . . lead[ing] one to understand the successes of the U.S. Army that many thought impossible."

see next page

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Gen. Jack Merritt, 87, a former AUSA president, died Jan. 4

AUSA Staff

Retired Gen. Jack Neil Merritt, a former Association of the U.S. Army president, died Jan. 4 at the age of 87.

A native of Lawton, Okla., Merritt served in the Army for 35 years, starting his career as a private in 1952 at the height of the Korean War.

As AUSA's leader, Merritt warned in 1991 about the risk of cutting the Army after the success in Operation Desert Storm. "The problems lie not only with overall reductions but also with the speed with which they are to be executed," he wrote in a column printed in the Congressional Record.

Adding, "For the Army, the rapid reductions mean that officers and noncommissioned officers, who have clearly demonstrated performance that meet this Army's exacting standards, are going to be eliminated either by raising retention standards or by the more direct solution of elimination board."

Writing about the long-term impact on readiness from postwar cuts, he said, "The need for a robust and ready military has not disappeared. ... The first to pay for this blindness will be our soldiers and their families; and when the next crisis challenges the peace and well-being of the world, we may all be sorry."

Merritt was a distinguished soldier from the start of his career.

In 1953, he was an honor graduate of his Officer Candidate School class. He was also top graduate in the Artillery Advance Course, a distinguished graduate from the Air Command and Staff College and a distinguished graduate from the Industrial College of the Armed Forces.

During his career, he commanded at every level in Field Artillery, beginning with a battery command in Korea.

He served as a gunnery instructor, commanded at the battalion and division artillery levels, and had been the 1st Cavalry Division's chief of staff and later assistant division commander before becoming the two-star commandant of the Field Artillery School at Fort Sill, Okla., in 1977.

He referred to himself as "Mr. Field Artillery,"



but also told soldiers they needed to embrace a changing Army. "Nobody has a corner on anything," he said.

He added, "We cannot afford parochialism in the Field Artillery. Everyone has a right and responsibility to engage at any time in creative thinking in any area."

During the Vietnam War, Merritt commanded the 3rd Battalion, 34th Artillery, 9th Infantry Division, in a unique situation where conventional artillery was mounted on barges to support riverine forces in the Mekong Delta.

He also had a motto: "Get the job done, tidy up the battlefield later."

Merritt was commandant of the Army War College in 1980, and commandant of the Command and General Staff College and commander of the Combined Arms Center at Fort Leavenworth, Kan., in 1982.

Before retiring in 1987, he also served on the Joint Staff, on the National Security Council staff, and was the U.S. Military Representative to the NATO Military Committee.

Merritt became AUSA president in 1988, heading the association for a decade. One of his major accomplishments was the 1989 creation of the Institute of Land Warfare, the association's education arm tasked with scholarly research and a book-

publishing enterprise, functions that remain part of AUSA's mission.

This also marked the expansion of professional leadership symposiums.

"We are first and foremost an educational association," he wrote in August 1988. "We educate ourselves, the public, the Congress and all who are interested in the facts surrounding this nation. We will remind people that history – recent and long past – tells us that peace and freedom require strength, the strength to deter aggression."

The current AUSA president and CEO, retired Gen. Carter F. Ham, said Merritt "was one of the very first people whose advice and insights I sought when I followed Gen. Gordon R. Sullivan as president of AUSA."

"Gen. Merritt moved a little more slowly than in years past but his keen intellect was intact. I learned much from him about AUSA and about our Army," Ham said. "Particularly helpful to me was Gen. Merritt's advice concerning congressional engagement, advice I try to adhere to to this day."

Ham added, "What I will remember forever is Gen. Merritt's unwavering commitment to soldiers and their families. 'Remember,' he would tell me, 'AUSA stands up for soldiers.' A good reminder of who we are and what we are for."

Vietnam books from preceding page

Others came away with a different understanding of Tet. Retired Col. William Haponski, author of *An Idea, and Bullets: A Rice Roots Exploration of Why No French, American, or South Vietnamese General Could Ever Have Brought Victory in Vietnam*, felt that "the scars of Tet '68 were everywhere."

In his view, "we succeeded in combat, but despite our best efforts we fell short in pacification, and sadly, Vietnamization never had a chance."

Retired Lt. Col. Lewis Sorley has a different perspective: "Tet turned out to be highly advantageous

for the South Vietnamese (and the Americans) for a reason seldom mentioned. It precipitated the long overdue and desperately needed replacement of Gen. [William C.] Westmoreland as U.S. commander in Vietnam."

Sorley's *Thunderbolt*, a biography of Westmoreland's replacement, Gen. Creighton Abrams, was a very early addition to the AUSA Book Program.

Responses to Tet were not always visible to the public. The Military Assistance Command, Vietnam Studies and Observations Group (MACVSOG) was a highly classified unit consisting of Army Special Forces, Navy SEALs, Marine Force Reconnaissance units, the Air Force, and the CIA.

In *Black Ops Vietnam: The Operations History of MACVSOG*, Robert M. Gillespie tells the tale of their clandestine work during Tet and other events in Vietnam, ranging from the Gulf of Tonkin incident to the Son Tay POW raid.

Of course, the Vietnam War involved far more than Tet, and AUSA books reflect the full range of the conflict with titles such as *Danger's Dragoons: The Armored Cavalry Task Force of The Big Red One in Vietnam, 1969*; *Team 19 in Vietnam: An Australian Soldier at War*; and *Kontum: The Battle to Save South Vietnam*.

Look for these publications and more at <https://www.ausa.org/books>.

Enemies smile as Congress commits ‘professional malpractice’

View from the Hill

John Gifford

Director

AUSA Government Affairs

Welcome to 2018 – a midterm election year.

Every seat in the House of Representatives, and one-third of those in the Senate are up for a decision by the voters. Between today and Election Day in November, Congress is likely to accomplish very little, as every legislative vote cast will be based on how well it plays in the member's home state.

This does not encourage bold action on major issues.

That doesn't mean there isn't plenty on the Congressional to-do list. Keeping the government open is a pressing concern. Since October 2017, the government has been funded by a series of continuing resolutions (CR).

At the time of this writing, we were hurtling toward the end of the third CR with a Jan. 19 deadline. However, it is likely that by the time you read this, the fourth CR will have been passed and the next government shutdown threat moved to mid-February.

This column has lamented this situation many times before. The longer we are under a continuing resolution, the more our Army suffers.

The inability of Congress to pass appropriations on time has been called “professional malpractice,” and the whole nation suffers for it. The current holdup is the usual one – the Budget Control Act of 2011, or BCA.

As my avid readers know, the BCA imposed caps on defense and non-defense discretionary spending from 2012 to 2021 in order to cut \$1 trillion in projected spending, and also appointed a “super-committee” to find an additional \$1 trillion in cuts.

The BCA included a doomsday device to pressure the committee to find a solution. If they failed, a mechanism called “sequestration” would be enacted that would mindlessly make across-the-board cuts using a formula instead of human judgement. This is a result that was presumed too horrible to allow to happen.

Of course, the super-committee failed to reach an agreement. Sequestration – the mechanism that no one wanted – became the law.

Sequestration hit in 2013, causing significant damage to military readiness and morale. Congress then proceeded to pass some patches to the law, which reduced the sequestration cuts and raised the spending limits for 2014, 2015, 2016 and 2017.

For 2018, there is no deal so far, because Republicans only want to raise the defense discretionary spending cap, and Democrats are demanding parity for non-defense discretionary spending if the defense cap is raised.

Until Congress can agree on how much to raise the caps for both, they can't rewrite the appropria-

tions bills, since they don't know how much money is available to spend.

That's the simplified version of the stand-off.

There are also the complicating issues of immigration reform (DACA/Dreamers and a border wall), disaster relief funding, pensions, Children's Health Insurance Program, tax extenders, the debt limit suspension and health insurance market stabilization.

Meanwhile, as Congress struggles to come to agreement, our government funding is on autopilot with funding levels that were initially set in 2015 when the budget was drafted.

During the first full week of February, the president's Budget Request for Fiscal Year 2019 is due to Congress, yet, at that point the administration won't even know how much was appropriated for 2018.

With our government paralyzed with partisanship, unable to execute its most fundamental task of passing a budget, our enemies smile and feel stronger.

This is no way to run the most powerful nation on Earth. See you on the high ground.



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8 Van Autreve scholarships presented for academic excellence

NCO and Soldier Programs

**Sergeant Major of the Army
Kenneth O. Preston, USA, Ret.
Vice President, Noncommissioned Officer
and Soldier Programs**

Greetings from the Association of the United States Army (AUSA), our Army's and our soldiers' professional organization.

This year your association had the honor and privilege to establish the Sergeant Major of the Army Leon Van Autreve Scholarship.

Thanks to USAA and its contribution to this opportunity to support soldiers and their families across all three components of the Army, AUSA recognized eight very special recipients.

Discussions began in August last year to establish the scholarship named in honor of our Army's 4th Sergeant Major of the Army, Leon Van Autreve.

With a combat engineer background, Van Autreve championed many education initiatives throughout the Army during his tenure which laid the foundation for what is today's noncommissioned officer education and professional development system.

In a 1994 interview, Van Autreve said school was a very important part of his childhood when his family immigrated to the United States from Belgium, and he relished the combination of caring and discipline he received while attending school in Delphus, Ohio.

So, naming this scholarship after Van Autreve was a good fit, and with the approval of his family, the scholarship became a reality.

A total of eight scholarships were planned for the disbursement of \$50,000 with a top award of \$25,000, a second-place award of \$10,000, a third-place award of \$5,000, and five \$2,000 awards.

Receiving more than 100 applications competing for the scholarships, the selection committee had its work cut out for the members to identify the top eight submissions.

The top award recipient was 17-year old Adam Pendry, a high school senior and valedictorian at Oak Mountain High School, Birmingham, Ala.

Adam is the son of Sgt. Maj. Joseph and Rhonda Pendry and, if accepted, plans to attend the Massachusetts Institute of Technology (MIT).

Adam's high school math teacher described him as "one of the hardest working, most gifted students he encountered during in his 22 years as an educator."

"In robotics, I have discovered my passion for all things technical, and the engineering design process has inspired me to pursue a career in physics with the eventual goal of a master's degree in aerospace engineering," Adam said.

Adam carried a grade point average of 5.512, an



Retired Gen. Carter F. Ham, AUSA president and CEO, left, and retired Sgt. Maj. of the Army Ken Preston, AUSA vice president for NCO and soldier programs, right, presented the scholarships to, top, first place winner Adam Pendry (\$25,000) with his family Sgt. Maj. Joseph and Rhonda Pendry, and, bottom, second place winner Staff Sgt. Bryanne Peterson (\$10,000) and her husband, Easton, at a reception held at the association's General Gordon R. Sullivan Conference and Events Center.



SAT score of 1550 and he also received numerous awards and recognitions to include induction into the National Honor Society and becoming an Eagle Scout.

Adam and his family attended the scholarship presentation held in their honor on Dec. 15, at the AUSA headquarters in Arlington, Va.

In attendance were many active and retired senior leaders and dignitaries from across the U.S. Army Military District of Washington.

The excitement and thrill for Adam and his family were felt throughout the evening by those in attendance who had the opportunity to meet this exceptionally bright young man and his Army family.

As Adam received the check from retired Gen. Carter Ham, AUSA president and CEO, one member of the audience was quoted saying: "This is like winning the lottery."

The second-place recipient of the \$10,000 scholarship was Staff Sgt. Bryanne Peterson from Front Royal, Va.

Bryanne is a public affairs specialist in the Army Reserve and is married with three children. She is also a graduate assistant at Virginia Tech where she is working on a doctorate in Integrative STEM education.

In addition to her academic achievements and goals, Bryanne is a Girl Scout leader, robotics coach and a 4-H instructor.

With 16 years in the Army, Bryanne has served in a variety of leadership positions including, drill sergeant, training NCO, squad leader and platoon sergeant.

Bryanne and her husband, Easton, both attended the award presentation.

see page 15

ASSOCIATION OF THE UNITED STATES ARMY'S INSTITUTE OF LAND WARFARE

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Army must address cyberwarfare like any other warfighting

AUSA Staff

Flexibility and trust are required for the Army to gain superiority in the cyber domain, a top Army general said Dec. 13.

The speaker at a cyberwarfare Hot Topic forum hosted by the Association of the U.S. Army's Institute of Land Warfare wasn't a cyber officer.

Gen. Raymond A. Thomas III, commander, U.S. Special Operations Command, said the Army needs to address cyberwarfare just like it does any other warfighting.

It must build flexible and responsive teams, trust commanders to employ capabilities on strategic, operational and tactical levels, and be quicker in approving and executing missions.

The U.S. has a risk of falling behind, Thomas said.

While the Army grapples with adherence to process, laws and regulations, Russia, China and Iran "are not inhibited" in how they attack and exploit their adversaries in the cyber domain, he said.

Thomas praised the Army for cyber capability advances but warned "the limiting factor around cyber effectiveness continues to revolve around policy and process."

The speed of decision-making and action "must keep pace with the speed of war," he said.

"Our approvals are based on old paradigms. There are acknowledged strategic levels of approval which apply, but they should be the exception. It really boils down to trust," he added,



Gen. Raymond A. Thomas III, commander, U.S. Special Operations Command, said at the AUSA Army Cyber Hot Topic forum, the Army's investment in building cyber capability 'speaks volumes,' and is akin to the investments made in special operations. (AUSA News photo by Luc Dunn)

emphasizing the need to give commanders the authorities they need to employ cyber at the strategic, operational and tactical levels.

Thomas, a career special operations officer, said the Army's investment in building cyber ca-

pability "speaks volumes," and is akin to the investments made in special operations forces, who can get the resources and people they need in an acquisition process that enables success because it's fast.

Army cyber has established a pilot program to directly commission cyber experts.

Thomas said this is the "type of innovative model we must use to get the right cyber experts into our force; it recognizes that the right people, the right team members will not always come out of traditional recruiting commissioning programs."

The best cyber person, he said, "may not be a marathon runner or a CrossFit fanatic. We have to be OK with this."

Adding, "The most effective manning of our cyber force will ensure that special operations forces and other maneuver forces conduct their missions more effectively with less loss of life and less collateral damage."

The next AUSA Hot Topic symposium, scheduled for Feb. 28, will focus on Army air and missile defense.

For more information about this symposium, please visit <https://www.ausa.org/events/hot-topic-army-air-and-missile-defense>



Thomas warned that 'policy and the process' should not be limiting cyber effectiveness. (U.S. Army photo illustration by Peggy Frierson)

Hartman: Army must improve its cyber training environment

Luc Dunn
AUSA News

Cyber Electromagnetic Activities (CEMA) support is fundamentally about making the Army more lethal, both for current operations and in planning for the future – provided it can be effectively integrated and utilized by commanders.

Speaking at the Association of the U.S. Army's Hot Topic forum on Army cyber, Col. William Hartman, deputy commander, joint force headquarters – Cyber (Army), U.S. Army Cyber Command, said the Army needs to improve its cyber training environment.

"It's about leader development" and competing with near-peer threats, Hartman said.

Over the last two years, the Army has focused on providing offensive cyber capabilities to combatant commanders, Hartman said, but a number of shortfalls have been identified.

"First, it was much harder to accomplish this in the operational environment than to design a PowerPoint slide," he said. Cyberspace operations must be able to function in spite of adverse weather, extreme heat or cold, or other environmental difficulties.

Cyber operators must also be able to communicate their capabilities in language that commanders can understand. "You have to be able to integrate this into [the commander's] operational process" to be effective, Hartman said.



Col. William Hartman said cyber operators must communicate their capabilities in a language commanders understand. (AUSA News photo by Luc Dunn)

Additionally, different units require different types of cyber support.

"We've supported units to include light infantry, airborne, armor and Stryker brigade combat teams – each is different, and we have to figure out how to integrate with them," Hartman said.

The Army's focus has changed from solely offensive cyber operations to a more holistic combi-

nation of offense/defense, electronic warfare and information operations, he said, adding, "When you hear Army Cyber talk about where we're going, it's the integration of both offense and defense to enable maneuver commanders to accomplish the mission."

Maj. Steven Feigh, who serves as mission team lead for the 152nd Cyber Protection Team, U.S. Army Cyber Protection Brigade, said tactical cyber defense is equivalent to a soldier on perimeter guard duty.

"Having a weak password, for example, would be similar to that guard falling asleep on duty," he said.

Commanders must be aware of the critical cyber assets and information so they can plan to protect them, Feigh said adding that without that knowledge, "priorities will not be in the right locations."

At the tactical level, "war is a struggle between confusion and control," said Col. Robert Ryan, commander, 3rd Brigade Combat Team, 25th Infantry Division.

On the modern battlefield, cyber capabilities must be leveraged to manage confusion and add to control.

Ryan said that as a commander, he struggled to find the proper place for cyber in mission command.

"Cyber is awesome, but cyber by itself isn't," he said, stressing that cyber enablers must be given a key role in planning and decision-making processes to be effective.

Cyber leader development for junior officers, youth is essential

David Vergun
Army News Service

The Army offers a number of cyber programs tailored for youth, even those with no interest in being part of the military, said Col. Andrew O. Hall, director of the Army Cyber Institute (ACI).

Hall said it's important that all soldiers, particularly junior officers, get a grasp of the cyber domain in order to be effective on the battlefield.

Additionally, he said that growing a cyber workforce benefits all Americans, since cybersecurity in government and industry is inextricably linked to national security.

Hall and others spoke at an Association of the U.S. Army Institute of Land Warfare Hot Topic forum that focused on cyber issues where they outlined various cyber entry points for youth.

Cyber leader development

Several years ago, the Army Cyber Institute developed and implemented the Cyber Leader Development Program, or CLDP, for cadets at the U.S. Military Academy at West Point, N.Y.

Hall said that program has now been extended to

ROTC programs at colleges and universities across the country for all military services.

The CLDP is not just a cyber course given in isolation, Hall said. It's a multidisciplinary effort cutting across coursework from math and engineering to legal and ethical topics. That means teachers and



2nd Lt. Ian Reynoso uses a field computer to probe for a targeted wireless network signal during a field training exercise at Fort Gordon, Ga. (Photo by Capt. Sam Thode)

students collaborate across domains.

Researchers at ACI are on hand to provide support to those students, wherever they might be, he added.

Retired Army Col. Dr. Daniel Ragsdale, director of the Cybersecurity Center at Texas A&M University, said his 2,500 ROTC cadets are among the beneficiaries of CLDP.

The program, he said, goes well beyond classroom learning and involves internships with industry, extracurricular activities and cybersecurity competitions.

"We're preparing young officers to rapidly acquire skills," he said. "Half won't seek a commission, but the knowledge and skills they acquire will contribute to federal, state and local governments, nonprofits, the private sector, wherever they're employed."

Cyber competitions

Hall said cyber competitions fuel a tremendous amount of interest in cyber among young people. One example, he said is the All-Army CyberStakes for those in a military service pre-commissioning program.

see next page

Cyber technologies: Must get into soldiers' hands faster

Mark Pomerleau

The Army is changing the way it buys cyber solutions as a way to get new technologies – especially those based on battlefield needs – into soldiers' hands faster.

"There's been a fundamental shift inside the Army on the way we try to do acquisition," Maj. Gen. John Morrison, commander of the Cyber Center of Excellence, said during an event hosted Dec. 13 by the Association of the U.S. Army in Arlington, Va.

In the past, requirements for new solutions were too prescriptive and technical, often outlining maximum and minimum standards solutions had to meet at the extreme ends of each spectrum.

"You're not going to see requirements documents coming out of the Army, at least for the foreseeable future, that are very technical in nature saying we want to be able to do this, this and this up to 5k, very, very prescriptive requirements," Morrison said.

Adding, "What you're going to see inside these documents are operationally based requirements. This is the operational effect that we are trying to achieve."

One way this is bearing out is with the Army's cyber protection brigade. Morrison said the requirements and doctrine writers are embedded inside those operational units to see what operators are doing and then codifying those in requirements documents and in doctrine.

He added that the focus going forward is to put capabilities into the hands of soldiers in order to get feedback and refine requirements from there. Gone are the days of trying to "hit a home run with a monolithic program of record that takes 10 years" to build, he said. The Army is going to follow a "buy, try, decide," approach instead.

This philosophy will allow the Army to do it-



Sgt. 1st Class Dontrell Brown, left, and Staff Sgt. Reginald Alexander conduct training on the Broadband Global Area Network recently while supporting National Training Center rotation 16-01 at Fort Irwin, Calif. (U.S. Army photo)

erative development within the technology space – think cyber and the Army's communication network – where solutions and capabilities are continuously changing.

When it comes to the network, the Army has charted out an "adapt and buy" strategy, that seeks to leverage capabilities that already exist and get them to operational units on the fly.

"In this space everything is going to be evolving over time and we've got to have that inherent flexibility ... because, quite frankly, our adversaries are not following the [Joint Capabilities Integration and Development System] and locking in a program of record for the next 20 years. Neither can we," Morrison said.

Officials, especially when talking about the network, have hinted at doing away with large pro-

grams of record that not only take a long time to write requirements for, but take years to field and can lead to vendor lock making inserting programmatic updates difficult.

"This idea of a program of record is going to migrate to a standards-of-record kind of mindset," Lt. Gen. Bruce Crawford of CIO/G6, which heads Army network modernization, told reporters Oct. 9 at the Association of the U.S. Army's Annual Meeting and Exposition.

"That allows us to take advantage of open architectures. It allows us to take advantage of other commercial and industry standard vice this program of record mindset that we're going to field for 35 or 40 years in our formations."

(Editor's note: This article originally appeared on C4ISRNET.com, a Sightline Media brand.)

Cyber youth

from preceeding page

Challenges include binary exploitation, reverse engineering, forensics, cryptography and web exploitation.

Another example, he said, is CyberPatriot, a national competition involving kids at middle school and high school levels. Students are tasked with finding cybersecurity vulnerabilities in various systems.

Ragsdale noted that cyber competitions started as far back as the 1990s, with the National Science Foundation (NSF) leading the charge. The Army took notice, he said, and the NSF effort led to the Army creating CyberPatriot.

A concern with CyberPatriot, he said, is that as students participate in "capture-the-flag" type cyber competitions that involve offensive aspects, they might become attracted to some of the more criminal cyber activities.

However, that hasn't happened yet, Ragsdale

said. And for now, the benefits of such competitions have so far outweighed any perceived drawbacks.

Other cyber entry points

Ragsdale said the National Security Agency has a National Centers of Academic Excellence in cyber defense, which is an accredited program offered at over 200 universities, leading to degrees in cyber security, cyber defense research and cyber operations.

Col. Robert Kewley, head of the Department of Systems Engineering at West Point, said the Department of Defense has what is called a Collaborative Research and Development agreement.

He explained that this agreement involves the military, academia and private industry.

For example, he said the Army has such an agreement with universities and Lockheed-Martin, involving missile defense, lasers and cyber. That collaboration has been mutually beneficial to all three, with students providing their own research into new innovations that could further advance cyber technology.

Hall said U.S. Army Cyber Command at Fort Gordon, Ga., is reaching out to universities across the country, particularly in Georgia, to collaborate on a number of cyber research initiatives.

Real-world problem solving

Kewley said that while learning theory and doctrine in a classroom setting is valuable, nothing substitutes for the hands-on learning that competitions can bring with real-world challenges.

"That reinforces students' understanding of the value of their education and the value of skills they're learning and gets them fired up."

Timothy D. Bloechl, a retired Army officer who now works in the private sector, said it's important for youngsters to get on keyboards and do operations. "People get excited by that."

He added that everyone experiences cyberattacks, not just the military. The experienced students gain will contribute to national security, whether or not they chose to go into the military, government or the private sector.

Cyber exercises: Involve Army, industry, local government

David Vergun
Army News Service

When the Army, industry and local governments team up in “live-fire” cyber exercises, the results are mutually beneficial, said Col. Andrew O. Hall.

Hall, director of the Army Cyber Institute (ACI), and other cyber experts spoke at an Association of the U.S. Army Institute of Land Warfare Hot Topic Forum on cyber issues.

The reason that robust exercises are beneficial, he said, is that gaps in cyber defense become apparent and leaders of these communities learn what actions they must take to defend themselves.

In turn, lessons learned help the Army to better understand how to defend all the networks, which are all vital to national security, he continued.

A good example of this collaboration, Hall said, is the Jack Voltaic cybersecurity exercise.

In 2016, the exercise brought together representatives from the Army and critical infrastructure sectors in New York City including finance, energy, telecommunications, emergency management, and city government to respond to a two-day simulated cyber-attack against the city.

Participants were also invited to West Point, where they got a crack at using ACI’s cyber simulation center, he added. ACI published a report describing the methodology of the exercise, results, and possible improvements so that other cities may replicate or build upon the exercise.

Natasha Cohen, director, Cyber Policy and Client Strategy, BlueVoyant, pointed to several case studies that show a variety of ways that the military can partner with the private sector and local government to address the diverse nature of the threat, which she said is growing in part because of the proliferation of hacking tools that enable relatively low-skilled users to conduct operations against a variety of targets.

In 2015, the Maryland National Guard responded to real-world, distributed denial-of-service (DDoS) attacks in Baltimore, she said. DDoS attacks occur when multiple computer systems become infected, essentially shutting down targeted systems, in this case, the state of Maryland’s.

The National Guard was able to download tools that malicious actors had used and figured out how to defend against it, she said.

Although the incident ended before the guard was able to share those findings with the targeted organizations, the experience did help to work through the legalities of such action and set the stage for assistance in the future, she said.

While the threat to organizations can be real, not every industry has the resources to conduct some of the more expensive security operations such as penetration testing, Cohen said, explaining that “pen-testing” involves an authorized, simulated attack on a network to evaluate its security.

In 2016, the National Guard conducted a pentest on the Snohomish County Public Utility District network in Washington State, said Cohen.

The guard was specifically trained in supervisory control and data acquisition, or SCADA, and industrial control systems, and was able to highlight a number of areas for improvement in the public utility, she said, noting that SCADA is a control system architecture involving critical services such as electricity, natural gas and transportation.

This agreement between the guard and utility took two years to put together and hasn’t so far been replicated, unfortunately, she said. “If the lessons learned from this experience could be shared and implemented across other states, it might provide a win-win for both sides – training for the guard and testing for critical infrastructure systems.”

When a cyberattack occurs on a civilian organization, there is a need to surge outside resources to defend against it, Cohen said.

Oftentimes, those surge forces, be they military, government or private-sector, are unfamiliar with how the organization does business, the security tools it uses and so on, so they cannot bring the right tactics, techniques and procedures to bear.

Arizona succeeded in attacking this problem by creating a hub for collaborative cyber information-sharing in a neutral environment of trust where partners from industry, academia, law enforcement and intelligence come together, she said, citing the non-profit Arizona Cyber Threat Response Alliance, Inc., or ACTRA, which has led that effort.

Hall lauded the collaborative efforts which Co-



Col. Andrew Hall said robust cyber exercises show leaders how to defend themselves against cyberattacks. (AUSA News photo by Luc Dunn)

hen cited, and said that ACI is working with the Command and General Staff College at Fort Leavenworth, Kan., to create a common cyber language that will facilitate information-sharing among cyber and non-cyber personnel, since many terms can seem cryptic to laymen.

At this time, the 780th Military Intelligence Brigade is testing this common-language concept at the National Training Center at Fort Irwin, Calif., and is working to train the next generation of leaders in being more fluent in the cyber domain.

Tyson B. Meadors, director for Cybersecurity Policy, National Security Council, said it’s often difficult to surge cyber defenders because there’s a shortage of about 300,000 cybersecurity professionals in the U.S. workforce.

Small and mid-sized companies might not even have a cybersecurity expert on staff.

That’s why public-private partnerships and exercises are so important to bridging this gap, he said.

One framework for surging cyber defenses that could be utilized regionally or nationally, Meadors said, is the Defense Support of Civil Authorities (DSCA). DSCA was originally designed as a natural-disaster-response framework for inserting the guard.

Reaction time has traditionally been measured in days, he said. However, a cyberattack on critical U.S. infrastructure would need to be dealt with in hours, since “we’re going to lose all sorts of services at once.”

Modifying DSCA to include cyberattacks, he said, “is a policy tweak that needs to be examined.”

Cohen concluded that relations between the military and industry regarding cooperative cybersecurity measures will need to be based on trust and good relationships. The private sector does not like to give away their own security vulnerabilities, she said, but at the same time, they need actionable intelligence that the military or government might be able to provide.



Live-fire exercises help the Army better understand how to defend networks vital to national security. (U.S. Army photo illustration by Peggy Frierson)



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AUSA chapter members honor National Guard and its soldiers

Chapter Highlight Redstone-Huntsville

Katie Davis Skelley
Staff Writer
The Redstone Rocket

For 381 years, the National Guard has protected the United States – even before those states united.

The National Guard celebrated its history and commitment to service Dec. 13 with a 381th birthday breakfast at the Jackson Center, hosted by the Redstone-Huntsville Chapter of the Association of the U.S. Army.

National Guard soldiers, National Guard retirees, Redstone Arsenal leadership and local officials attended the annual event honoring the National Guard's integral role in the armed services.

"It is critical that we recognize it is the Total Army that defends our country every day," AUSA board member retired Col. Bill Marks said.

On Dec. 13, 1636, the first militia regiments in North America were organized in Massachusetts, based on an order of the Massachusetts Bay Colony's General Court. The date marks the beginning of the organized militia, and the beginning of the National Guard's oldest organized units.

Some 13,000 soldiers are members of the Alabama Army National Guard making it the fifth largest National Guard in the nation.

"Since 9/11, almost every guard and reserve unit has been mobilized, some several times," John Perry, AUSA chapter vice president for National Guard



Sgt. 1st Class Jeremy Thompson, operations and intelligence NCO, 111th Ordnance Group, Alabama Army National Guard, and a recipient of the Soldier's Medal for rescuing a man from a burning car after an accident, spoke about the career opportunities in the guard. (Photo by Bryan Bacon)

and Reserve Affairs, said.

Sgt. 1st Class Jeremy Thompson served as keynote speaker for the event.

Thompson is a noncommissioned officer with operations/intelligence for the 111th Ordnance Group, Army National Guard.

He received the Soldier's Medal for helping save a man from a burning car after a traffic accident in 2013. The Soldier's Medal is awarded to individuals who perform a heroic act that puts their life at risk, but does not involve conflict with an enemy.

He was inducted into the Madison County Mili-

tary Hall of Heroes in 2014.

Thompson spoke about his career path and how a boy raised by a single mom on a farm in Lincoln County, Tenn., became an intelligence officer deployed to Afghanistan in 2002-03, in the wake of the attacks of 9/11.

He talked about the opportunities the National Guard has given him and how those opportunities bring responsibility.

"I hope we are teaching the generations that come behind us the importance of history, patriotism and love of country," Thompson said.

AUSA Scholarships from page 8

The third-place recipient of the \$5,000 scholarship was 2nd Lt. Maria Colompos, a military police officer currently serving in Kaiserslautern, Germany.

Maria is a Chicago native and 2016 ROTC graduate currently working on her master's degree in public policy and administration through Northwestern University.

She is fluent in Greek and Spanish and has served as a Spanish translator for a humanitarian mission in Guatemala.

In her spare time, Maria volunteers at the wounded warrior center in Landstuhl, Germany.

The remaining five recipients of the \$2,000 scholarships were:

Pvt. 1st Class Stacy Allen, a dental specialist assigned to the Dental Health Activity Bavaria Clinic in Grafenwoehr, Germany.

In addition to many of her volunteer activities, Stacy is a volunteer for the American Red Cross and the United Services Organization (USO) in Grafenwoehr.

Spc. Lyle Jensen, a third-generation paratrooper assigned to Joint Base Elmendorf-Richardson, Alaska.

Lyle is attending Colorado State University and is working on a bachelor's degree in health and exercise science.

Tyler Prosser, a high school senior at Gila Ridge High School in Yuma, Ariz., is the daughter of Command Sgt. Major Christopher Prosser.

Tyler wants to become a military officer through the ROTC program at Ohio State or Penn State.

Lluviay Rocio Gonzales, the wife of Staff Sgt. Cesar Gonzalez, currently assigned to Hohenfels, Germany.

She volunteers in support of her local Family Readiness Group and Army Community Service.

1st Sgt. Gerald Rouse Jr., of Abingdon, Md., is currently assigned to the Army's Test and Evaluation Command.

Gerald is enrolled at Ashford University and is working on a bachelor's degree in social and criminal justice.

Celebrating the success of these eight 2017 Van Autreve scholarship awards was the presentation of a \$50,000 check for the 2018 Van Autreve school-

ship fund by retired Command Sgt. Major Robert Winzenried, program director for military affairs (Army) for USAA, was the highlight of the evening.

All of us look forward to the announcement, application submissions, selection and presentation of our 2018 scholarship awardees.

The AUSA staff and many of the evening's attendees donated a variety of gift baskets and special items for a silent and live auction event that followed the scholarship presentations.

All of the donations from the auction were directly deposited into the scholarship fund to support next year's scholastic awards.

Now more than ever America's Army needs AUSA, and AUSA needs your membership support.

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March remembers service of past and present troops overseas

Chapter Highlight Capital District of New York

Spc. Andrew Valenza
New York National Guard

New York National Guard soldiers, airmen, families and community supporters made up more than 1,200 marchers in Glens Falls, N.Y., Dec. 24 as part of a Christmas Eve Road March to remember the service of past and present troops overseas.

This was the 14th time that people turned out for what's become an annual event, organized by retired Sgt. 1st Class Arthur Coon, a former member of the New York Army National Guard.

"We began this event in 2004 with just ten people starting at the Glens Falls Armory," Coon told the crowd before the march began from the Cool Insuring Arena in downtown Glens Falls. "I would never have thought it would grow to the size we have today," he said.

The Christmas Eve Road March was first held for the New York Army National Guard's Company C, 2nd Battalion, and 108th Infantry when the unit was deployed to Iraq over Christmas.

Coon got together with some local soldiers to conduct a road march in their honor starting and finishing at the Glens Falls Armory.

The event has grown every year since, and now includes local veteran organizations, the Association of the U.S. Army (AUSA), Gold Star families and community supporters.

According to Bob Van Pelt, president of the association's Capital District of New York Chapter, AUSA members from his chapter have participated in the march for many years.

"We wanted to make sure they [troops deployed] knew we hadn't forgotten them, at this time when we could be sitting at home in our pajamas," Coon said.

Adding, "To me, [the best part] is the core of the event, sending a message to those deployed, or someone currently serving, it's good for them to know that we remember them."

This year's road march included soldiers in khaki leading the march instead of the more commonplace camouflage.

A special contingent of New York Army National Guard soldiers from the 42nd Infantry Division Headquarters, based in Troy, N.Y., led the road march in replica WWI uniforms, commemorating the service of New York's Doughboys of WWI and remembering their arrival in France in 1917 for combat service.

The 42nd Division was a unique National Guard combat division formed for service in WWI from units across the nation, encompassing 26 states and the District of Columbia.

The unit received the nickname Rainbow Division because it "stretched across the country like a rainbow," according to the division's first chief of

staff, then-Col. Douglas MacArthur.

This year's Christmas Eve Road March was dedicated to those doughboys who also marched from their initial staging areas in France to their combat assembly areas, covering nearly 100 kilometers over 18 days, Coon said.

The history of the 42nd Division refers to the road march from Vaucouleurs to Rolampont as the "Valley Forge Hike."

A winter blizzard struck the troops after Christmas Day for the final leg of their hike, making the march hazardous with temperatures dropping below zero.

Before the four-mile march started in Glens Falls, Coon thanked all the volunteers and presented awards to those participants with the heaviest rucksack, those registered as the largest group, those who contributed the most towards care packages sent overseas and to the person who traveled the furthest distance to participate, this year from South Africa.



Bob Van Pelt, AUSA Capital District of New York Chapter president, said of the Christmas Eve Road March, "We wanted to make sure they [troops deployed] knew we hadn't forgotten them..." (Photo by Spc. Andrew Valenza)

AUSA members vote, approve 'Community Partner/National Partner' titles

AUSA Staff

Bylaws change amending the names of membership categories for national and community business and organization members has been overwhelmingly approved in a vote by Association of the U.S. Army members.

The AUSA Council of Trustees had recommended approval.

With the change, the "sustaining member" and "corporate member" categories have been replaced by a new title, "Industry Partner Members."

The new name covers national and community members from businesses and organizations of all sizes.

Part of the reason for the change was to eliminate confusion about the difference between sustaining and corporate members.

With the change, Community Partners are members affiliated with one AUSA chapter, typically a local or regional group. Community Partners may have up to 10 individual members.

National Partners, typically regional, national or global businesses or organizations, may have up to 50 individual members and be affiliated with three AUSA chapters.

Details about membership categories and benefits are available here: <https://www.ausa.org/membership>

(See ad on next page)





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AUSA: Celebrating the legacy of Martin Luther King, Jr.

AUSA Staff

Striving for a more perfect union and forging a true American brotherhood can be achieved by living up to the values and ideals set forth in the Declaration of Independence and the Constitution, retired Maj. Gen. Fred A. Gorden said in remarks during an event at the Association of the U.S. Army to honor the legacy of Martin Luther King Jr.

Recalling the day 58 years ago that he met King at a church in Atlanta, Gorden said he was pleased to be at AUSA to “remember and celebrate the courageous life and the unparalleled civil rights leadership of this great American.”

“It has great personal meaning for me, especially having gone on from that day when I met Dr. King as a cadet in 1960 to becoming the 61st commandant of cadets at West Point in 1987 and to be the first African-American to hold that position,” said Gorden, who graduated from the U.S. Military Academy in 1962. He was also the only African-American in his class.

In his remarks, Gorden highlighted King’s tireless fight for civil rights, saying it was “symptomatic of the country’s growing pains,” asserting that the U.S. was growing into a “more genuine American brotherhood.”

Gorden said while he commanded troops in Vietnam, a war opposed by King, his senses were “sharply stirred” by the news of the deployment of paratroopers to quell riots in Detroit in 1967.



Retired Maj. Gen. Fred A. Gorden, who met Dr. King 58 years ago, said, recalling his ‘I Have a Dream’ speech, ‘It’s not just me who’s a child of that dream, it’s all of us here as well as across America and many parts of the world.’ (AUSA News photo by Luc Dunn)

“As a paratrooper serving in Vietnam, these events led me to question whether it was here at home or overseas that freedom, justice and peace were to be won; I was conflicted about having volunteered for duty in Vietnam,” he said.

But he stayed on, returning from Vietnam and accepting a teaching position at the U.S. Military Academy where he directed the foreign languages department, the first African-American to lead a department at West Point.

The Army, he said, “seemed like a good deal to me, a little above a hot and a cot, but things got rolling and quite frankly, I still hold the view that our Army and all of our military institutions are much

better and much further along the way with regard to the question of ‘Are we there yet?’ ” he said.

Gorden retired in 1996 after 34 years in uniform, having completed two combat tours in Vietnam, commanding the 25th Infantry Division and serving as commanding general of the U.S. Army Military District of Washington.

Citing King’s iconic “I Have a Dream” speech, Gorden said, “It’s not just me who’s a child of that dream, it’s all of us here as well as across America and many parts of the world today. We’re all children of his dream, of a time when our children will not be judged by the color of their skin but of the content of their character.”

IGNITE – Ignites the spirit for female business entrepreneurs

AUSA Family Readiness

Elissa Gibbs

Tenacity, resilience, grit. These three words can be used to describe service members and their spouses, whose ability to bend but not break under the pressure of serving our country, goes unmatched.

The same words can be used to describe entrepreneurs as they maneuver the highly competitive business world in hopes to sell their product or service.

At the Institute for Veterans and Military Families (IVMF), a large focus has been set on aiding service members, veterans and their spouses to utilize the skills and tools they have gained from their military service and become entrepreneurs.

Thanks to an invitation and support from the Association of the United States Army’s (AUSA) Family Readiness Directorate, one of the IVMF’s newest programs was hosted at AUSA’s Annual Meeting and Exposition in Washington D.C.

The second-ever V-WISE IGNITE immersed more than 70 female service members, veterans,

and spouses into the world of entrepreneurship.

In a first-of-its-kind programming partnership for AUSA, this one-day program seeks to help women explore the opportunity of small business ownership as a career path.

Utilizing nationally acclaimed speakers, expert instructors, resource providers, and successful veteran women and military spouse entrepreneurs, IGNITE allows participants to explore the lifestyle of an entrepreneur, discover pathways to small business ownership, and connect to the community of support that’s available.

This incredible programming opportunity also serves as a precursor to the Veteran Women Igniting the concept of entrepreneurship and how individuals relate to business ownership.

Next, the group listened to a panel discussion of veteran and spouse business owners on the various pathways to entrepreneurship, such as new business startups, franchising, purchasing an existing business and nonprofits.

After the panel, the Small Business Administration’s (SBA) deputy administrator, Althea Coetzee Leslie, not only spoke about her experience and how she was able to transfer her military skills into the corporate sector, but also hosted a Q&A session about the services available to them from the SBA.

During lunch, the women networked with one another with experts at roundtables and learned about topics such as access to capital, personal branding, online marketing and business planning.

After lunch, participants listened to keynote speaker Jamila Payne discuss how to remove your own roadblocks and how to set goals to start your own business.

The day’s program closed with a “fireside chat” moderated by the SBA’s associate administrator, Office of Veterans Business Development, Barbara Carson.

This chat included two successful veteran business owners who discussed their ups, downs and lessons learned as they built their ventures from the ground up.

Overall, the goal of IGNITE is to do just that: Ignite the spirit for entrepreneurship in female service members, veterans and spouses by empowering them to use their experience to start their own businesses.

(Editor’s note: Elissa Gibbs serves as the Program Coordinator for the Entrepreneurship Bootcamp for Veterans (EBV) and the Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE) programs.)

CAPITOL HILL UPDATE

A listing of bills that AUSA is currently tracking

ACTIVE DUTY/GUARD & RESERVE ISSUES

House Action

H.R. 1384 (Reserve Component Benefits Parity Act) Cosponsors: 71

- Amends titles 5, 10, 37, and 38 of the United States Code to ensure that an order to serve on active duty under section 12304a and 12304b of title 10, United States Code, is treated the same as other orders to serve on active duty for determining the eligibility of members of the uniformed services and veterans for certain benefits and for calculating the deadlines for certain benefits.

- Introduced by Rep. Steven Palazzo, R-Miss.

- Referred to Committees: Armed Services; Veterans' Affairs, Oversight and Government Reform

- Language included in the Fiscal Year 2018 National Defense Authorization Act

H.R. 2099 (GI Bill Fairness Act)

Cosponsors: 1

- Amends title 38, United States Code, to consider certain time spent by members of reserve components of the Armed Forces while receiving medical care from the Secretary of Defense as active duty for purposes of eligibility for Post-9/11 Educational Assistance.

- Introduced by Rep. Mark Takano, D-Calif.

- Referred to Committee: Veterans' Affairs

H.R. 4633 (Credentialing, Educating, & Relevant Training Initiative For Your Heroes Act (CERTIFY)) Cosponsors: 7

- Permits individuals who are eligible for assistance under a Department of Defense educational assistance program or authority to use such tuition assistance for licensing and certification programs offered by entities other than an institution of higher education.

- Introduced by Rep. Steve Russell, R-Ark.

- Referred to Committee: Armed Services

Senate Action

S.492 (Servicemember Retirement Improvement Act) Cosponsors: 1

- Amends the Internal Revenue Code of 1986 to allow members of the Ready Reserve of a reserve component of the Armed Forces to make elective deferrals on the basis of their service to the Ready Reserve and on the basis of their other employment.

- Introduced by Sen. John Cornyn, R-Texas

- Referred to Committee: Finance

RETIREE ISSUES

House Action

H.R. 303 (Retired Pay Restoration Act) Cosponsors: 76

- Permits additional retired members of the Armed Forces who have a service-connected disability to receive both disability compensation from the VA for their disability and either retired pay by reason of their years of military service or Combat-Related Special Compensation.

- Introduced by Rep. Gus Bilirakis, R-Fla

- Referred to Committees: Armed Services; Veterans' Affairs

H.R. 333 (Disabled Veterans' Tax Termination Act) Cosponsors: 37

- Permits retired members of the Armed Forces who have a service-connected disability rated less than 50 percent to receive concurrent payment of both retired pay and veterans' disability compensation
- Extends eligibility for concurrent receipt to chapter 61 disability retirees with less than 20 years of service.

- Introduced by Rep. Sanford Bishop, D-Ga.

- Referred to Committees: Armed Services; Veterans' Affairs

Senate Action

S.66 (Retired Pay Restoration Act)

Cosponsors: 11

- Permits additional retired members of the Armed Forces who have a service-connected disability to receive both disability compensation from the VA for their disability and either retired pay by reason of their years of military service or Combat-Related Special Compensation.

- Introduced by Sen. Dean Heller, R-Nev.

- Referred to Committees: Armed Services

SPOUSE/FAMILY ISSUES

House Action

H.R. 578 (Military Residency Choice Act)

Cosponsors: 7

- Amends the Servicemembers Civil Relief Act to authorize spouses of servicemembers to elect to use the same residences as the servicemembers.

- Introduced by Rep. Rob Wittman, R-Va.

- Referred to Committee: Veterans' Affairs

- Passed by the House of Representatives and referred to the Senate for action

H.R. 1796 (Lift the Relocation Burden from Military Spouses Act)

Cosponsors: 39

- Authorizes the military department concerned to reimburse a member of the Armed Forces up to \$500 for "qualified relicensing costs" incurred by the member's spouse as result of a PCS across state lines. "Qualified relicensing costs" are the costs, including exam and registration fees, needed to secure a license or certification to engage in the same profession in the new state.

- Introduced by Rep. Elise Stefanik, R-N.Y.

- Referred to Committees: Armed Services

- Language included in the Fiscal Year 2018 National Defense Authorization Act

VETERANS' ISSUES

House Action

HR 3272 (Veteran Education Empowerment Act) Cosponsors: 71

- Directs the Secretary of Veterans Affairs to carry out a grant program to provide Veteran Student Centers at institutions of higher education to assist veterans in the pursuit of higher education.

- Introduced by Rep. Lois Frankel, D-Fla.

- Referred to Committee: Veterans' Affairs

H.R. 4571 (Fair Access to Insurance for Retired (FAIR) Heroes Act of 2017)

Cosponsors: 4

- Expands eligibility for the TRICARE program to include certain veterans entitled to benefits under the Medicare program due to conditions or injuries incurred during service in the Armed Forces and to waive the Medicare Part B late enrollment penalty for such veterans.

- Introduced by Rep. Susan Davis, D-Calif.

- Referred to Committee: Armed Services, Energy and Commerce, Ways and Means

Senate Action

S.591 (Military and Veteran Caregiver Services Improvement Act)

Cosponsors: 32

- Expands eligibility for the program of comprehensive assistance for family caregivers of the Department of Veterans Affairs, to expand benefits available to participants under such program and to enhance special compensation for members of the uniformed services who require assistance in everyday life.

- Introduced by Sen. Patty Murray, D-Wash.

- Referred to Committee: Veterans' Affairs

- Language included in S. 2193, Caring for Our Veterans Act of 2017

S.1198 (Veterans Care Financial Protection Act) Cosponsors: 3

- Protects individuals who are eligible for increased pension under laws administered by the Secretary of Veterans Affairs on the basis of need of regular aid and attendance from dishonest, predatory, or otherwise unlawful practices.

- Introduced by Sen. Elizabeth Warren, D-Mass.

- Referred to Committees: Veterans' Affairs

S. 2117 (Fair Access to Insurance for Retired (FAIR) Heroes Act of 2017)

Cosponsors: 1

- Expands eligibility for the TRICARE program to include certain veterans entitled to benefits under the Medicare program due to conditions or injuries incurred during service in the Armed Forces and to waive the Medicare Part B late enrollment penalty for such veterans.

- Introduced by Sen. Bill Nelson, D-Fla.

- Referred to Committee: Veterans' Affairs

S. 2193 (Caring for Our Veterans Act of 2017) Cosponsors: 0

- Streamlines and strengthens veterans' healthcare services at the U.S. Department of Veterans Affairs (VA) and in the community to ensure efficient, timely and quality care.

- Introduced by Sen. Johnny Isakson, R-Ga.

- Referred to Committee: Veterans' Affairs

- Passed by Committee on Nov. 29, 2017 and referred to the full Senate

'Eagles Rising' will be unveiled at WO cohort's 100th birthday

Warrant Officer Report

CW4 (Ret.) Jack Du Teil
National Executive Director, USAWOA
United States Army Warrant Officers
Association

On Jan. 5, 2018, renowned military artist Todd Krasovetz delivered the latest painting (the third in a series) commissioned by USAWOA.

Titled "Eagles Rising," it will be unveiled in conjunction with the celebration of the warrant officer cohort's centennial birthday, on July 9.

Ambitious in scope, the painting seeks to encompass 100 years of our history – from our humble beginnings as mine planters in World War I, and through every conflict since, as eagles rising to become the technical experts we are at today's leadership table.

We sincerely hope all who view this work of art will see a part of themselves, or that it evokes a fond memory of someone they have counted on and perhaps loved in the past ... a Warrant Officer – a Quiet Professional®.

The focal point of the painting intentionally seeks to capture the correct role of today's warrant officers, as enumerated above.

Last month's column primarily focused on the apparent erosion of critical Warrant Officer technical skills, and the need for warrant officers to "reclaim [their] logistical, maintenance, and technical footprint, ceded in contracted sustainment plans over more than a decade."

Army leaders such as Gen. Gus Perna, commanding general, U.S. Army Materiel Command, readily



'Eagles Rising,' painted by military artist Todd Krasovetz, shows the warrant officers' beginning as WWI mine planters to becoming technical experts playing an indispensable role at 'today's leadership table.'

acknowledge that to a certain degree, this erosion of skills was an unfortunate byproduct of the OP-TEMPO, character, and duration of recent conflicts.

Regardless, the overriding message from Army senior leaders is clear: Even as we continue to engage in counterinsurgency operations, we need to prepare for potentially larger (perhaps imminent) conflicts. Success in these will in part be dependent on a significant reset in warrant officer technical skillsets (and the price of failure could be measured in lives lost).

Having said this, warrant officers must not in any

way interpret this as a shift away from their commensurate roles as trainers, leaders and advisors.

In a 2016 speech to graduates of the Warrant Officer Candidate School I stated the following:

"I usually refer to warrant officers as 'technical leaders,' because quite frankly the Army expects us to be both technical experts and leaders. The question over which is 'more important' is ridiculous on its face, because it is situationally answered differently, throughout any given career, depending on the demands of various given assignments. The Army expects you to hone your skills in both roles throughout a successful career, and at increasing levels of command and responsibility. The answer really is that plain."

Army Senior Warrant Officer Council Chairman CW5 Richard R. Kunz Jr. pointed to the doctrinal codification of these responsibilities, in a recent article that underscored the paramount importance of consistent Warrant Officer self-assessment, stating:

"First, we must dissect the doctrinal definition of a warrant officer. Department of the Army Pamphlet 600-3, Commissioned Officer Professional Development and Career Management, defines a Warrant Officer as '... a technical expert, combat leader, trainer, and advisor.'"

Adding, "Getting past a simple list of qualities and reaching the heart of the definition will provide a lens to examine how well we assess ourselves, others, and the cohort as a professional segment of the officer corps."

The challenges we face are daunting.

Nonetheless, with the guidance of our current team of senior warrant officer leaders, our cohort will undoubtedly meet these, and continue to be the collective force-multiplier the Army rightly expects it to be.

Are you interested in hearing more from AUSA's NCO and Soldier Programs Directorate?



SOLDIER TODAY

Wisdom and Trivia from AUSA's NCO & Soldier Programs Directorate



From the SMA's Leader Book

"In the eyes of the American public, we have to maintain the image of the professional American soldier."

- SMA Daniel A. Dailey

"Soldier Today" is a bi-weekly email containing words of wisdom from the past and present Sergeants Major of the Army; leadership, training and professional development tips; facts and trivia about NCOs, soldiers and Army history; promotion knowledge; health and fitness information; and humor.

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Institute of Land Warfare paper focuses on the role of land forces in winning wars

AUSA Staff

The Association of the U.S. Army's Institute of Land Warfare (ILW) has recently published a Land Warfare Paper titled "The Importance of Land Warfare: This Kind of War Redux," by David E. Johnson.

This paper should be of great interest to all who would like to know more about the role of land forces – especially U.S. Army forces – in the current and future joint force, and what that means for deterring enemies and adversaries and winning future wars.

In the paper (Land Warfare Paper 117, January 2018), Johnson looks back at developments in U.S. military operations over the past 16 years.

The United States, he argues, was not fully prepared for the irregular and protracted wars in which it has been engaged since 9/11; this has resulted in the rapid evolution of new concepts and capabilities, adaptations which have most significantly affected land forces.

The current generation of soldiers, while at this point well-versed in what it takes to counter irregular forces, is not adequately prepared to face more competent, well-armed adversaries.

U.S. domain supremacy is eroding, if not ending, with the renewal of great power competition with

state actors – principally China and Russia – who can contest U.S. operations to some degree in all domains.

While this generational gap allows our soldiers to believe that their experiences of the past 16 years are relevant to the challenges they will face against very different kinds of enemies, the truth is that significant adjustments need to be made to the status quo to ensure that our land forces are ready to meet future conflicts.

Please share this report with AUSA members and potential AUSA members in your community.

To access "The Importance of Land Warfare: This Kind of War Redux" online, go to <https://www.ausa.org/publications/importance-land-warfare-kind-war-redux>.

To obtain a printed copy of "The Importance of Land Warfare: This Kind of War Redux":

- e-mail ILWResources@ausa.org;
- call 1-(800) 336-4570 or (703) 841-4300, Ext. 4630;

- or write to AUSA's Institute of Land Warfare, ATTN: Publication Requests, 2425 Wilson Boulevard, Arlington VA 22201.

For more information about this and other ILW products, e-mail ncurry@ausa.org or call 1-(800) 336-4570, Ext. 2627.

Fairfax-Lee hosts annual Salute to Soldiers Holiday Celebration

Chapter Highlight Fairfax-Lee

Fairfax-Lee Chapter

AUSA's Fairfax-Lee Chapter hosted its annual Salute To Soldiers Holiday Celebration that rang in the holiday season.

Close to 175 attendees enjoyed a lively evening with Santa and Mrs. Claus, dinner, dancing, raffle prizes, caroling, and gifts for the kids.

The 10th annual event, held at the historic Fort Belvoir Officers' Club is one of the many programs and activities where the chapter shows its appreciation for the many sacrifices our soldiers, Army civilians, Army families and veterans make for all of us.

It was a great evening enjoyed by all.

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★ Eagle Chapters ★

The following chapters attained Eagle Chapter status for October by showing positive membership growth since last month and since the start of the operating year (July 1, 2017). Membership growth for Eagle Chapter is measured by the sum of individual, life and community partner members. The number in parenthesis is the number of months so far this year the chapter has attained this status.

A.P. Hill Rappahannock (5)

Alamo (5)

Braxton Bragg (6)

Buckeye Landpower (5)

Catoctin (4)

Central Ohio (4)

Central Texas-Fort Hood (6)

Central Virginia (5)

Charleston (5)

Chattahoochee Valley-Fort Benning (6)

Columbia River (6)

Corporal Bill McMillan-Bluegrass (4)

Delaware (3)

Des Moines Freedom (4)

Emerald Coast (4)

Ethan Allen (6)

Fires (2)

First Militia (6)

Florida Gulf Stream (5)

Fort Campbell (6)

Fort Knox (5)

Fort Pitt (3)

Fort Rucker-Wiregrass (3)

GA Omar N. Bradley (4)

GEN William C. Westmoreland (5)

Greater Atlanta (4)

Greater Augusta-Fort Gordon (4)

Greater New York-Statue of Liberty (5)

Hawaii (2)

Henry Leavenworth (5)

Indiana (6)

Isthmian (1)

Las Vegas-John C. Fremont (4)

Magnolia (5)

Marne (3)

MG Harry Greene, Aberdeen (5)

MG Robert B. McCoy (3)

Mid-Palatinat (5)

Mission Trails (4)

North Texas (5)

PFC William Kenzo Nakamura (4)

Picatinny Arsenal-Middle Forge (3)

Pikes Peak (6)

Polar Bear (6)

Redstone-Huntsville (6)

Rhode Island (5)

Robert E. Lee (6)

Rock Island Arsenal (6)

San Diego (6)

SGM Jon R. Cavaiani (4)

St. Louis Gateway (3)

Suncoast (6)

Texas Capital Area (3)

Thomas J. "Stonewall" Jackson (5)

Thunderbird (5)

Tobyhanna Army Depot (4)

Tri-State (5)

Tucson-Goyette (5)

UAE (6)

Utah (3)

Virginia Colonial (5)

William Penn (6)



Recent Publications

from the Institute of Land Warfare

ILW Spotlight

- SL 17-3 – Securing the Army's Weapon Systems and Supply Chain against Cyber Attack by LTG(R) Larry Wyche and Greg Pieratt (November 2017)
- SL 17-2 – Integrating Army Robotics and Autonomous Systems to Fight and Win (July 2017)
- SL 17-1 – Army Intelligence: Focus Areas for Science and Technology (April 2017)

Land Warfare Papers

- LWP 117 – The Importance of Land Warfare: This Kind of War Redux by David E. Johnson (January 2018)
- LWP 116 – Fighting for the Land—from the Sea by Brian J. Dunn (December 2017)
- LWP 115 – Satellite and Ground Communication Systems: Space and Electronic Warfare Threats to the United States Army by MAJ Andrew H. Boyd (October 2017)
- LWP 114 – Reconnecting Athens and Sparta: A Review of OPMS XXI at 20 Years by COL Susan Bryant and COL Heidi A. Urban (October 2017)
- LWP 113 – Conventional Munitions Industrial Base by COL(R) Scott S. Haraburda (July 2017)
- LWP 112 – Making Sense of Russian Hybrid Warfare: A Brief Assessment of the Russo-Ukrainian War by MAJ Amos C. Fox and MAJ Andrew J. Rossow (March 2017)
- LWP 111 – Characteristics of Army Reserve Officer Training Corps Leader

Development by Dr. Steven Estes, LTC
Joel M. Miller and LTC(R) Marcus D. Majure
(October 2016)

- LWP 110 – Is India's Military Modernization Evidence of an Aggressive National Security Policy? by COL Christopher L. Budihas (October 2016)

National Security Watch

- NSW 16-1 – African Horizons: The United States Army Working Toward a Secure and Stable Africa by Douglas W. Merritt (February 2016)

Special Reports

- Your Soldier, Your Army: A Family Guide by Vicki Cody (September 2017)
- Profile of the U.S. Army: a reference handbook (October 2016)

Torchbearer Issue Papers

- Delivering Materiel Readiness: From "Blunt Force" Logistics to Enterprise Resource Planning (June 2016)
- The Mad Scientist Initiative: An Innovative Way of Understanding the Future Operational Environment (May 2016)
- Sustaining the All-Volunteer Force: A Readiness Multiplier (April 2016)

Defense Reports

- DR 16-3 – Strategic Readiness: The U.S. Army as a Global Force (June 2016)
- DR 16-2 – National Commission on the Future of the Army: An Initial Blueprint for the Total Army (February 2016)



Landpower Essays

- LPE 17-2 – Afghanistan: A Historical Analysis of Mission Command and its Effect on our Current Security Environment by Chaveso Cook, Awbrey Lowe and Matthew Perovich (September 2017)
- LPE 17-1 – Putin's Multipolar World and What it Means for U.S. Strategy by Elihu M. Abner (June 2017)
- LPE 16-1 – The State of the Cavalry: An Analysis of the U.S. Army's Reconnaissance and Security Capability by Amos C. Fox (June 2016)

All publications are available at:
www.ausa.org/ilw

AUSA Books

The AUSA Book Program offers quality books about Army heritage, military theory and policy, and security in the modern world.

The Art of Command, Second Edition: Military Leadership from George Washington to Colin Powell edited by Harry S. Laver and Jeffrey J. Matthews (University Press of Kentucky, 6 December 2017)

Forward with Patton: The World War II Diary of Colonel Robert S. Allen edited by John Nelson Rickard (University Press of Kentucky, 25 July 2017)

Ranger: A Soldier's Life by Col. Ralph Puckett, USA Ret. (7 March 2017)

The Iasi-Kishinev Operation: The Red Army's Summer Offensive into the Balkans edited by Richard Harrison, Ph.D. (Helion and Company, 6 September 2017)

Architect of Air Power: General Laurence S. Kuter and the Birth of the US Air Force by Brian Laslie, Ph.D. (University Press of Kentucky, 23 August 2017)

At the Decisive Point in the Sinai: Generalship in the Yom Kippur War by Maj. Gen. Jacob Even, IDF Ret., and Col. Simcha B. Maoz, IDF Ret. (University Press of Kentucky, 9 August 2017)

Lossberg's War: The World War I Memoirs of a German Chief of Staff edited by Maj. Gen. David T. Zabecki, USA Ret., and Lt. Col. Dieter J. Biedekarken, USA Ret. (University Press of Kentucky, 9 August 2017)

The Budapest Operation 1945: An Operational Strategic Study edited by Richard Harrison, Ph.D. (Helion and Company, 26 June 2017)

Sabers through the Reich: World War II Corps Cavalry from Normandy to the Elbe by William Stuart Nance (University Press of Kentucky, 18 April 2017)

Army Faces



Army Places



Soldiers with Medical Evacuation, Task Force Marauder, conduct K-9 medical training with a U.S. Army veterinarian in Afghanistan. The MEDEVAC soldiers learned how to diagnose and treat symptoms for the military K-9s in the event they transport or provide medical care to a K-9 or handler. (U.S. Army National Guard photo by Capt. Jessica Donnelly)



Army Reserve Sgt. Wenceslaus Wallace does pushups in the 335th Signal Command headquarters building in East Point, Ga. (U.S. Army photo Staff Sgt. Ken Scar)



A squad automatic weapon gunner with 34th Infantry Division, reads some Dari phrases to two curious young Afghan boys in the Galuch Valley, Afghanistan, during Operation Promethium Puma. (U.S. Army National Guard photo by Staff Sgt. Ryan Matson)



First sergeant of Alpha Company, 307th Brigade Engineer Battalion, 3rd Brigade Combat Team, 82nd Airborne Division, stands focused while his parachute is inspected prior to an airborne operation at Fort Bragg, N.C. (U.S. Army photo by 2nd Lt. Kenneth Herron)