



# AUSA News



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## Army Medicine is there – Anytime, Anywhere

Maj. Manuel Menedez, 44th Medical Brigade, treats a simulated casualty during the 2017 Army Best Medic competition. ‘Army Medicine must continue to be a part of Army culture to remain adaptable and agile,’ said Lt. Gen. Nadja Y. West, U.S. Army surgeon general and commanding general, U.S. Army Medical Command, at AUSA’s Army Medical Symposium and Exposition. (U.S Army photo)

See AUSA News Special Report on Army Medicine, Pages 12 to 14

# U.S. Army Futures Command HQ will be Austin, Texas

Department of the Army  
Army Futures Command

The U.S. Army announced July 13 that, after a months-long review of potential sites, its new Futures Command will be headquartered in Austin, Texas.

Army Futures Command, which began operations on July 1, will lead the Army's future force modernization enterprise.

The command is expected to assess the future operational environment, emerging threats and new technologies in order to develop and deliver concepts, requirements, future force designs, and modern materiel solutions to meet our soldiers' wartime needs.

The Army has worked hard increasing current readiness and strengthening its combat formations. Futures Command will provide that same focus to future readiness by fine tuning and implementing the service's modernization strategy to increase the Army's lethality against near-peer competitors in tomorrow's conflicts.

"The establishment of the Army Futures Command is the best example of our commitment to the future readiness and lethality of the force," said Secretary of the Army Hon. Mark T. Esper.

Adding, "Army Futures Command will help fulfill the Army Vision by addressing the key shortcomings of the current acquisition system, providing unity of command, effort, and purpose to the entire modernization enterprise."

Futures Command will lead the Army's force modernization efforts; it is charged with providing soldiers the weapons and equipment they need, when they need them.

This new four-star command will complement the Army's other four-star headquarters – Forces



**Long range precision fires is the Army's number one modernization priority and falls under a cross-functional team, which is part of U.S. Army Futures Command. Above, an M109 Paladin gun crew with B Battery, 4th Battalion, 1st Field Artillery Regiment, Division Artillery, at Fort Bliss, Texas, fires into the mountains of Oro Grande Range Complex, New Mexico. (Photo by Spc. Gabrielle Weaver)**

Command, Training and Doctrine Command and Army Materiel Command – and is scheduled to reach full operational capability in summer 2019.

"This is a big year for the Army because we believe that we need to significantly reform the way the Army does research and development, testing and evaluation, procurement, and everything else that contributes to the modernization process," said Gen. Mark A. Milley, Chief of Staff of the Army.

Establishment of the command marks the most significant reorganization of the institutional Army since 1973, when it created U.S. Army Forces Command and U.S. Army Training and Doctrine Command (TRADOC).

Unique in structure and design, it is being headquartered in Austin, Texas to better partner with academia, industry, and innovators in the private sector, while providing a good and affordable quality of life for Futures Command personnel.

When it reaches full operating capacity in summer 2019, the headquarters will comprise about 500 personnel.

Sub-organizations, many of which currently reside within TRADOC and AMC, will transition to Army Futures Command in the coming months.

TRADOC organizations currently scheduled to re-align include: Army Capabilities Integration Center; Capability Development and Integration Directorates and associated battle labs (TICMs will remain with TRADOC); TRADOC Analysis Center.

AMC organizations currently scheduled to re-align include: Research, Development, and Engineering Command, Army Materiel Systems Analysis Activity.

The Army has no plan to physically move units or personnel from these commands at the present time. "This is not about moving lots of people from other commands," said Ryan D. McCarthy, Under Secretary of the Army. "Army Futures Command can be best characterized as a restructuring and delayering to maintain the 'best in breed' in all military capabilities."

Army Futures Command also oversees the Army's eight cross-functional teams, which are aligned against the Army's six modernization priorities. Each CFT is expected to facilitate faster acquisition decision making by Army senior leaders in order to meet the needs of the future force, consistent with the Army Vision.

CFTs use experimentation, teaming, agility and rapid feedback to enable the Army to rapidly develop solutions, both with equipment and how to best employ and improve warfighting capabilities for our soldiers.

The CFTs are aligned against the Army's six modernization priorities and includes two additional cross-cutting CFTs designed to support these efforts: Long-Range Precision Fires, Next Generation Combat Vehicle, Future Vertical Lift, Army Network, Air and Missile Defense, Soldier Lethality, Precision Navigation and Timing, and Synthetic Training Environment.

Media queries about this newly established command should be addressed to Col. Patrick R. Seiber, Army Futures Command Communications Director, at [patrick.r.seiber.mil@mail.mil](mailto:patrick.r.seiber.mil@mail.mil) or (703) 545-3560. All other media queries should be addressed to Lt. Col. Monica Womack at [monica.v.womack.mil@mail.mil](mailto:monica.v.womack.mil@mail.mil) or (703) 695-0378.

**Retired Army Gen. Carter F. Ham, president and CEO of the Association of the U.S. Army, congratulated Austin on its selection, saying, "Chosen from a finalist pool of five extraordinary cities, Austin will be a great place for the soldiers and Army civilians of Army Futures Command to live and work."**



**"An array of world-class colleges and universities, innovative businesses, access to an amazingly talented workforce and superb quality of life make city an ideal location for the command that will prepare America's Army for the complex challenges of a rapidly-changing future," Ham said.**

**"All of us at AUSA, and especially AUSA's Texas Capital Area Chapter, congratulate the people of city and we look forward to many, many years of friendship and partnership."**

# Senate Defense Authorization Bill includes dangerous provisions

## View from the Hill

**John Gifford**  
**Director**  
**AUSA Government Affairs**

Imagine you have just reported to your first unit as a second lieutenant. Luckily for you, there is a platoon open, and you will immediately become a platoon leader.

However, while you were at your officer basic course, Congress changed some laws and moved some responsibilities so that what you were taught in your military science classes doesn't necessarily apply anymore.

Bear with me; this is just a thought experiment and not reality – yet. But continue imagining that as you take over the platoon, you find out that you will not be the primary rater for your noncommissioned officers. Instead, a bureaucratic agency back in Washington, D.C., will do that for you.

Instead of you determining the mission essential tasks that you need to train your platoon on, and assessing the state of that training in your platoon, the same bureaucratic agency will take care of that too.

And while your Table of Organization and

Equipment says that you should have X number of soldiers in your platoon to do your mission, the bureaucratic agency will instead get to determine the “total workforce requirements” for your platoon, and if they want, they can reduce the soldiers in your platoon, or even send sailors, airmen or marines as substitutes for your soldiers.

Sounds like a nightmare, because you would be responsible for your platoon and its readiness to perform its missions, but most of your command and control would be removed and sent to a Washington, D.C., bureaucracy.

Actually, this isn't happening at the platoon level, but it is what Congress is trying to do in the Senate version of the National Defense Authorization Act (NDAA) for our Military Treatment Facilities (MTFs).

Sections 711 and 712 of the Senate NDAA for Fiscal Year 2019 transfer seven different authorities

from the military services to the Defense Health Agency in Washington, D.C.

The provisions also disestablish the medical departments of the services, and instead establish “operational medical force readiness organizations” with no command authority.

Sections 711 and 712 strip authorities from the Services and consolidate power in the Defense Health Agency without adding the ability and expertise to enhance operational medical force readiness and total force readiness.

If these provisions make it into the final conference NDAA, it is highly likely that the quality of care in MTFs will degrade rapidly.

MTFs will be reorganized and managed for cost savings, and the health care experience for our soldiers, sailors, airmen and marines, and their families, will be substantially reduced.

Even more alarming, if these provisions are implemented, it is possible that we won't see the full effects of this destructive legislation right away.

Not until our military health care system experiences massive failure on the next major battlefield, and soldiers lose their lives because the Senate preferred to consolidate power in the hands of Washington bureaucrats instead of at the point of the sword.

See you on the high ground.



## Ostrowski: ‘We are going to do business the way industry does’

**AUSA Staff**

The cross-functional teams in charge of Army modernization “have made a huge difference” in the way the Army does business, slashing a bureaucratic system that kept needed equipment from reaching soldiers quickly, the Army’s acquisition, logistics and technology chief says.

“In the past, our lethargic bureaucratic process, the way we wrote requirements, were in a vacuum. They were not informed requirements,” Lt. Gen. Paul A. Ostrowski, principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology and director of the Army Acquisition Corps, said at a breakfast forum hosted by the Association of the U.S. Army’s Institute of Land Warfare.

The process took a minimum of two years. “We know we can’t do that anymore. Technology is advancing too fast.”

The Army Modernization Command’s six cross-functional teams, which Ostrowski’s office supports, “have made a huge difference in putting out requirements that are informed ... so there’s a complete change to the way we’ve been doing business as well as putting soldiers on kit early, experimentation, prototyping, these kinds of things in terms of reforms that we’re getting after today,” he said. “We’re going to do business the way industry does.”



**Lt. Gen. Paul A. Ostrowski told the AUSA audience the Army’s acquisition process took a minimum of two years. ‘We know we can’t do that anymore,’ he said. (AUSA News photo by Luc Dunn)**

Ostrowski pointed out that of 23 million companies in the U.S., only 5,000 are doing business with the Defense Department. “Huge opportunities” are being missed with potential industry partners, he said.

New authorities from Congress give the Army

the flexibility and agility needed to “get after other nontraditional resources.”

“These partnerships between small nontraditionals and larger companies are going to be the keys to success as we go through, no doubt about it,” he said.

# Retired Lt. Gen. Max Noah, 86, Army engineer, died

AUSA News

**L**t. Gen. Max W. Noah, who retired from the Army on June 30, 1988, after 35 years of service, died June 15 at the age of 86 at Fort Belvoir, Va.

He served from July 1984 to his retirement as comptroller of the Army.

An Association of the Army life member, Noah, when retired, served for many years as the chairman of the AUSA Finance Committee.

A West Point graduate, class of 1953, Noah would distinguish himself in peace and war, in all levels of command, as a combat and civil engineer while serving in the United States, Korea, Vietnam and Panama.

As commandant and commanding general of the U.S. Army Engineer School, he had a major impact on the Corps of Engineers' soldiers, noncommissioned officers and officers and their education and leader development in their civil and military missions while serving in the Total Army – active, National Guard and Army Reserve.



**Lt. Gen. Max W. Noah**

## AUSA News

*Voice for the Army – Support for the Soldier*

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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.

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# Lt. Gen. John M. Murray selected to lead Futures Command

AUSA Staff

The Army has selected Lt. Gen. John M. Murray to head the Army Futures Command, a four-star position leading a critical capabilities modernization effort that will be headquartered in a University of Texas building in Austin.

The new command was stood up in October at the Association of the U.S. Army's annual conference in Washington.

Murray's nomination was received July 16 by the Senate Armed Services Committee, which has not yet scheduled a confirmation hearing.

An infantry officer commissioned in 1982, Murray is an Iraq and Afghanistan veteran who is currently serving as the deputy chief of staff for programs, G-8.

He is a native of Kenton, Ohio.

Testifying earlier this year before the Senate Armed Services Committee, Murray said modernization is critical.

"The Army can no longer afford to choose between readiness and modernization," he said. "We can no longer afford to choose between incremental upgrades to equipment and developing new capabilities. We have definitely reached the point where we have got to do both."

A combination of problems has deferred and halted progress on improving capabilities while potential adversaries have made gains, he said.



Lt. Gen. John M. Murray, speaks at an AUSA Institute of Land Warfare breakfast forum. Murray has been selected to lead the new Army Futures Command. (AUSA News photo by Luc Dunn)

Catching up will require a multiyear effort, he said.

"The American people expect their Army to win," Murray said. "Meeting this expectation requires the Army regain and maintain overmatch against any peer threat."

To ensure overmatch against all adversaries, Army Futures Command will oversee the Army's six modernization priorities: Long-Range Precision Fires, Next Generation Combat Vehicle, Future Vertical Lift, Army Network, Air and Missile Defense, and Soldier Lethality.

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# SMA Course graduates 705 NCOs, 59 are international NCOs

## NCO and Soldier Programs

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

**G**reetings from the Association of the United States Army (AUSA), our Army's association for education and professional development, and a major supporter of the Army's Soldier for Life efforts.

The month of June 2018 marked a significant milestone in the history of NCO and soldier education as the United States Army Sergeants Major Academy (USASMA) effectively changed its name to the NCO Leadership Center of Excellence (NCOL CoE) on June 22, 2018.

USASMA was founded July 1, 1972, as a capstone, premier learning institution for senior enlisted leaders with Col. Carl Morton, commandant, and Command Sgt. Maj. William G. Bainbridge, Academy CSM, as the first leadership team.

For the past 46 years, USASMA and the NCO Education System experienced multiple changes and mission growth.

The Sergeants Major Course has evolved over the years, and now manages 27 different programs of record and missions in support of the NCO Professional Development System (NCOPDS) for NCO development.

Over the years, USASMA transformed as needed to provide the Army and our nation world-renowned training and education leader development programs to meet the challenges of an increasingly complex, chaotic and uncertain world, and develop leaders who are fit, disciplined and well-educated professionals.

The NCOL CoE name is now reflective of the broader role and responsibilities supporting NCO professional development, while USASMA continues its original core mission of developing future sergeants major with the Sergeants Major resident, nonresident, Special Forces Senior Enlisted Academy, modified Sergeants Major nonresident Courses, the international military student pre-course (IM-SPC), and the Spouses Leader Development Course (SLDC).

As of 1 March 2018, The NCOL CoE was officially aligned with Army University and the Combined Arms Command, Fort Leavenworth, Kan. and USASMA aligned under the CGSC for academic governance.

Today, when a soldier graduates from initial



**Retired Command Sgt. Maj. Troy Welch, AUSA's director of NCO and Soldier Programs, center, and retired Sgt. Maj. Norma Helsham, NCO and Soldier Programs communications and social media manager, left, present the AUSA Award for Military Writing to Sergeant Major Kenneth E. Farley. (Photo by Spc. James Seals)**

entry training (IET) or One Station Unit Training (OSUT), all are automatically enrolled in the distance learning course Structured Self-Development 1 (SSD I) which must be completed as a prerequisite to attending their first resident NCO PME course.

Coming soon, the Army will transition to a new transformed Distributed Leader Course 1 (DLC I) where the Army will enroll all soldiers when they reach the secondary zone for promotion to sergeant.

As the NCOL CoE develops and implements the six new levels of DLC, these courses will follow the same enrollment policy when soldiers reach the requisite zone of consideration for promotion for each rank.

The NCOL CoE is responsible for the analysis, design, development, delivery and evaluation of all leader core competency course curriculum for five levels of enlisted Professional Military Education (PME) from the Basic Leader Course through the Advanced Leader, Senior Leader, Master Leader, and the Sergeants Major Course.

The NCOL CoE contributes to the curriculum content for the Nominative Leader Course, executed at the Army War College, Carlisle Barracks, Pennsylvania.

For the first time ever, NCO leader development is sequentially and progressively linked across all five levels of NCO PME to provide focus on life-long learning throughout a leader's career.

Additionally, the NCOL CoE includes in its many missions the Battle Staff NCO Course, Commandants Pre-Command Course, USASMA Fellowship program, Staff and Faculty Development, NCOPDS Program Management, Defense Enter-

prise Education Program, the African Military Education Program, and the Soldier's Guide and NCO Guide, to name a few.

For more information about the NCOL CoE go to <http://ncolcoe.armylive.dodlive.mil/>.

The newly named NCOL CoE hosted the graduation ceremony for Class 68 of the 10-month United States Army Sergeants Major Course on June 22, 2018.

Class 68 began their quest last August 15, 2017, culminating on graduation day with 705 senior noncommissioned officer graduates from all three components of the Army, the United States Marine Corps, United States Air Force, United States Coast Guard, and 59 international students from 46 countries.

The guest speaker for the graduation was Sgt. Maj. of the Army Daniel A. Dailey.

"Looking at the next generation of stewards for our profession, it's a great day to be a soldier," Dailey said.

Dailey added, "Special thanks to our international fellows, your participation in this cause symbolizes the commitment we have as nations as we partner around the world. The professionalism and credibility you bring to this course is invaluable."

Each year the students of the Sergeants Major Course historically make significant contributions to the local community through their volunteer efforts.

David Jerome, CEO of the Greater El Paso Chamber of Commerce, unveiled and presented to the USASMA a class scroll listing the graduates of Class 68.

**see next page**

**Graduates  
from preceding page**

“The chamber represents business and we do that because business we believe is humanity’s single greatest creation for the generation of wealth, jobs and productivity in our communities,” said Jerome.

Jerome continued, “The chamber has 1,600 members,” adding, “to comment for all of them, how blessed we are as a nation to have individuals such as yourselves who are willing to stand up for all of us.”

Dailey congratulated the graduates of Class 68 on their accomplishments and provided some guidance and lessons learned through 30-years of service, saying; “this is just the beginning, a sergeant major, the pinnacle of our profession.”

Adding, “Your job is to lead soldiers and win. That’s what we do, and to do that, you have to ensure your soldiers are trained and ready to fight – fight and win our nation’s wars.”

Sgt. Maj. of the Army Dailey, Command Sgt. Maj. Jimmy Sellers, commandant NCOL CoE, and the USASMA leadership presented the student leadership of Class 68 their diplomas first, followed by eight special recognition awards.

The recipient of the Association of the U.S. Award for Military Writing was Sgt. Maj. Kenneth E. Farley, who most convincingly wrote on an item of military interest.

The recipient of the U.S. Army Award for Excellence in Leadership was Sgt. Maj. Mark A. Halliburton, who displayed a strong positive attitude and a professional sense of urgency.

The recipient of the Army Historical Foundation Award for Military History was Sgt. Maj. Ross H. Eastman II, who produced the most thoroughly researched paper concerning an event in military history.

The recipient of the Halbert Physical Fitness Award was Sgt. Maj. Christine E. Selvin, who demonstrated the highest degree of physical excellence, motivation and professionalism.

The Gen. Ralph E. Haines Jr. Award for Research was presented to Sgt. Maj. Theresa R. Coble, who produced the most thoroughly researched paper concerning a contemporary issue facing the U.S. Military. Coble also served as the class public affairs officer.

The recipient of the Sgt. Maj. of the Army William G. Bainbridge Ethics Award was Master Sgt. Scott Obergaywich, who wrote most convincingly about the professional military ethic as exemplified by the personal and professional qualities of the 5th SMA.

The recipient of the Col. Francis J. Kelly Counterinsurgency Writing Award was Sgt. Maj. Mark A. Millarity, who wrote the best 10-15-page paper, over the length of the course, reflective of all five departments as applied to counterinsurgency warfare.

The recipient of the International Student Excellence Award was Warrant Officer Class 1 (Sgt. Maj.) Craig Batty from Australia, who excelled

above all others in field study program participation, academic achievement and essay presentation.

The Association of the United States Army congratulates all graduates of Class 68 on this monumental milestone in their careers and to wish them and their families the greatest success in the challenging assignments to follow.

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

Membership is the volume knob to ensure your voice is amplified many times over and heard throughout the halls of Congress, from sea to shining sea across this country, and throughout every small town and community in-between.

**Keep America’s Army Strong!  
Take a Stand!**

**Still Serving, Still Saluting!**



*United States Army  
Sergeants Major Academy*



*Sergeants Major Course*

*Class #I-17 (68)*

*15 August 2017 – 22 June 2018*

<u>Student Load:</u>	713	International (continued)	<u>Leadership Experience:</u>
AC	578	Saudi Arabia (4)	First Sergeant 610
ARNG	15	Senegal	Operations Sergeant 452
USAR	54	Singapore (2)	Platoon Sergeant 153
USAF	2	Slovak Republic	
USCG	2	South Africa	<u>Civilian Education:</u>
USMC	3	Taiwan (2)	Doctorate 1
International	59	Tanzania	Master Degrees 64
Albania (2)		Tonga	Bachelor Degrees 176
Argentina		Uganda	Associate Degrees 156
Australia			Some College
Belize		<u>Rank:</u>	(60 or more hours) 130
Bosnia-Herzegovina		SGM 47	Some College
Botswana		MSG 660	(less than 60 hours) 120
Brazil (2)		1STSMT 2	High School/GED 66
Bulgaria		SMSMT 2	
Canada		SCPO 2	<u>Time In Service:</u>
Colombia			Longest * 34
Croatia		<u>Branch Breakdown:</u>	Longest ** 35
Czech Republic		Force Sustainment	Longest *** 26
Estonia		Division (FSD) 220	Shortest * 6
Fiji		Operations Division (OD) 274	Shortest ** 14
Georgia		Operations Support	Shortest *** 14
Germany (2)		Division (OSD) 153	Average 21
Ghana		Other Services/	
Hungary		International 66	<u>Age:</u>
Indonesia			Oldest * 53
Iraq (3)		<u>Deployments:</u>	Oldest ** 57
Italy		Operation Just Cause 9	Oldest *** 54
Jamaica		Operation Desert Storm 15	Youngest * 28
Japan		Operation Restore Hope 6	Youngest ** 34
Jordan		Operation Joint Endeavor 26	Youngest *** 34
Kazakhstan		Operation Joint Guardian 21	Average 41
Kosovo		Operation Enduring	
Lebanon		Freedom 358	<u>Gender:</u>
Lithuania		Operation Iraqi Freedom 401	Male 623
Malawi		Others 61	Female 90
Maldives			<u>Family Status:</u>
Netherlands (2)		Master Resiliency Trainer 164	Accompanied 383
New Zealand (2)		Equal Opportunity Advisor 66	Geographic 236
Norway (2)		Inspector General 34	Bonafide 94
Papua-New Guinea		First Sergeant Course 422	
Philippines		Battle Staff NCO Course 201	
Poland			* International
Rwanda			** ARNG/USAR
			*** Active Component

**The 705 senior noncommissioned officer graduates came from all three components of the Army, the United States Marine Corps, United States Air Force, United States Coast Guard, and 59 international students from 46 countries.**

# AUSA president: Defense bill could harm military health care

## Capitol Focus

**Julie Cameron Rudowski**  
Assistant Director  
AUSA Government Affairs

As this issue of AUSA News goes to press, lawmakers from the House and Senate Armed Services Committees continue to work on a final National Defense Authorization Act (NDAA) for fiscal 2019.

AUSA has weighed in on two provisions we believe would have a detrimental effect on military health care.

In a July 13 letter to the committee leadership, retired Gen. Carter F. Ham, AUSA president and CEO, outlined our concern with sections 711 and 712 of the Senate NDAA.

The 2017 defense policy bill moved the military treatment facilities (MTFs) from the services to under the control of the Defense Health Agency (DHA).

Since that time, DHA has worked with each of the services and produced a plan for implementation. However, as Ham states, Senate sections 711 and 712 refute that effort.

“These two provisions would disestablish the Service Medical Commands, require the services to establish an operational medical force readiness organization, but remove the services authorities required to execute them,” Ham wrote.

Adding, “In addition, the language adds another layer of change and risk on the plan to execute NDAA-directed healthcare reform.”

Ham said the “Secretary of Defense and the secretaries of the military departments should retain flexibility to determine command authority for any medical readiness organizations, consistent with the authority of the Secretary of the Army under 10 USC § 3074 to organize the Army and designate commands.”

Further, Ham asserts, the two provisions “strip authority from the services and consolidate power in the Defense Health Agency without adding the ability and expertise to enhance operational medical force readiness and total force readiness.”

Ham said that consolidation of power is contrary to the House effort to scale back DoD’s “Fourth Estate,” the 28 civilian agencies which support the Defense Department but are not part of the armed services.

The Fourth Estate employs over 200,000 civilian personnel and nearly 600,000 contractors and has grown from 7 percent of the DoD budget in 1990 to 18 percent today.

Finally, he urges the lawmakers to “hear directly from the Service Chiefs on this matter before you finalize the FY2019 NDAA.

The Office of the Secretary of Defense, DHA, and the surgeons general all have their views, but it is the service chiefs who bear the legal responsi-

bility and the ethical requirement to man, train and equip forces to the very best of their ability.”

### AUSA, coalition partners: More pay, more troops

AUSA also outlined our position on other provisions contained in the House and Senate authorization bills.

Along with our partners in The Military Coalition, AUSA told House and Senate Armed Services committees in a July 10 letter that we appreciate the 2.6 percent basic pay and drill pay increase endorsed by the House and Senate in their separate versions of the defense bill.

The modest increase would keep pace with private-sector salary growth and would also be the biggest pay increase in nine years. The 2018 raise was 2.4 percent.

The letter also endorses increases in troop levels. “We also strongly support your commitment to increase military personnel end strengths in both the active and reserve components of the services in order to meet national security strategy requirements and dwell-time needs as our forces prepare for and respond to security challenges around the globe,” says the letter.

The House and Senate bills each propose continued increases in Army troop strength, with one slight difference. The House approved the Pentagon’s request to increase the Regular Army by 4,000 to a new end strength of 487,500 on the way to a 500,000 goal.

The Senate bill approves an increase of 2,241,

and reduces Navy and Air Force manpower requests.

One area of concern raised in the letter is a provision of the Senate’s bill that would end up raising TRICARE fees for retirees who in 2017 had been grandfathered from increases.

Coalition members say this change, which the Senate says corrects an inequity in fees, “disregards the intent” of the 2017 defense policy bill that protected those who retired before Jan. 1, 2018.

The effect is to impose “yet another round of significant healthcare cost increases on those who served a full career in uniform and have already endured cost increases following the Defense Health Agency’s unilateral decision last year to implement changes to the fee table,” the letter says.

Adding, “The cumulative impact of higher copays, enrollment fees, higher catastrophic caps and a new non-network deductible would significantly erode the value of the health care benefit earned over many years of service and sacrifice.”

The Senate bill also “does nothing to address the steep copays for physical, speech and occupational therapies, as well as mental health visits, a critical flaw in the new TRICARE copay construct.

Beneficiaries continue to have negative experiences with the managed care support contract transitions which makes this increase even more egregious.

It is apparent to us additional fees collected are not being used to maintain or improve the military health care system, but are instead being used to fund readiness or other unspecified priorities.”



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# Coping with stress – Organizations assist, support families

## AUSA Family Readiness

**Patty Barron**  
**Director**  
**AUSA Family Readiness**

**M**ilitary families are no strangers to stress. With constant transitions, deployments, separations, and at times, isolation, military family members can see a rise in physical and behavioral symptoms that can escalate into disease and poor mental health.

But what can you do when your life feels overwhelming, your schedules are packed full of activities, and you find yourself solo parenting more often than not?

The Department of Defense and many academic and private organizations have banded together to provide you many avenues of support.

Here are a few of our favorites.

### Military One Source

Military OneSource offers a wide range of individualized consultations, coaching, counseling and online resources for many aspects of Military Life.

Service members, their families, survivors and the entire military community have access to Military OneSource resources anywhere in the world at no cost 24/7.

Active duty service members, National Guard and reservists, recently separated service members, military families and survivors are eligible to receive this service.

Connect with Military OneSource – (800) 342-9647 – 24 hours a day, seven days a week, 365 days a year, from anywhere in the world. OCONUS/International? For calling options, visit <https://www.militaryonesource.mil/international-calling-options>.

### FOCUS

FOCUS is a skill-building program that provides lasting results for military families and couples. For the past 10 years, families and couples have received FOCUS services in-person at select military sites across the U.S. and in Japan, and it is now available for active duty couples and families all over the world.

With the launch of TeleFOCUS, this family resilience training is now available to couples and families in the comfort of their own home.

TeleFOCUS uses a secure form of video chat. It promotes strong bonds through interactive sessions for children, adults and the entire family. Families and couples join TeleFOCUS for many different reasons. Just like the in-person FOCUS model, TeleFOCUS sessions are adapted to meet their unique goals.

TeleFOCUS is flexible. Families and couples do not have to be in the middle of a tough time to sign up. In fact, most choose TeleFOCUS because



**Military families are no strangers to stress due to deployments, separations and transitions. Several DoD and civilian organizations are working to address this issue and provide avenues of support. (Photo by Staff Sgt. Shane Klestinski)**

they want to build on their strengths and grow even closer.

During TeleFOCUS sessions, families and couples develop a shared understanding of their experiences.

They also learn about communication, managing emotions and problem solving.

TeleFOCUS is open to all active duty families and couples. Recovering warrior families and couples who are dealing with visible or invisible injuries are welcome, regardless of active duty status.

An internet connected computer or tablet with a camera is required. Training services are free, internet and data rates may apply depending on the individual service provider.

To sign up, call 703-784-0189 or email [TeleFOCUS@focusproject.org](mailto:TeleFOCUS@focusproject.org). TeleFOCUS information is also online at [www.focusproject.org/TeleFOCUS](http://www.focusproject.org/TeleFOCUS).

### Military Family Life Consultants

The Military and Family Life Counseling (MFLC) Program supports service members, their families and survivors with non-medical counseling worldwide.

Trained to work with the military community, military and family life counselors deliver valuable face-to-face counseling services, briefings and presentations to the military community both on and off the installation.

MFLC's can be found at various installations, posts, camps, and stations. They are licensed professional counselors who are there for you in person and in real time. Learn more at: [www.militaryonesource.mil/military-and-family-life-counseling](http://www.militaryonesource.mil/military-and-family-life-counseling).

### PsychArmor

PsychArmor Institute is a non-profit that provides free education and support for all Americans to engage effectively with the military community.

PsychArmor is dedicated to bridging the military-civilian divide through free online education.

Additionally, PsychArmor provides a Support Center staffed with mental health experts that are ready to support you.

PsychArmor recruits nationally recognized subject matter experts to create and deliver online courses about issues relevant to the military and veteran communities.

Their self-paced courses are delivered within nine topic areas geared toward military culture, healthcare providers, employers, K-12 educators, higher education, volunteers, caregivers and families, transitioning service members and communities serving veterans.

Visit <https://psycharmor.org>.

### Give an Hour

Since 2005 Give an Hour (GAH) has focused on providing free mental health care to active duty, National Guard and reserve service members, veterans, and their families.

In 2016, GAH began expanding their efforts to address the mental health needs of other populations.

GAH currently works with numerous local, state, and national mental health associations to engage, recruit, and educate members about the opportunity to serve their communities through Give an Hour. <https://giveanhour.org/>.

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# AUSA News

ASSOCIATION OF THE UNITED STATES ARMY

Special Report: Army Medicine

August 2018

## West: 'Army medicine is always there – anytime, anywhere'

Wesley Elliot

The 2018 Association of the United States Army Medical Symposium (MEDAUSA) was held on June 26-27, in San Antonio, Texas, to educate government, academic, civic and veteran-advocates on Army Medicine initiatives, issues and future plans in today's operating environment.

The event is one of two key annual AUSA-sponsored communication events for Army Medicine.

Lt. Gen. Nadja Y. West, U.S. Army surgeon general and commanding general, U.S. Army Medical Command said, "It is really important as our Army moves forward in the future to remember as our Army goes, so does Army Medicine."

"It's important for all our leaders to get together and focus on how we can ensure we change, morph and adapt so we can be the best capability for the Army," said West.

Gen. Carter F. Ham, USA, Ret., president and CEO of the Association of the United States Army, said, "The way we look at a soldier today is far different than how we thought about soldiers when I enlisted in 1973. The soldier is truly the center piece of all that the Army does, and in a higher-tempo environment, maximizing the potential of each and every soldier becomes increasingly important."

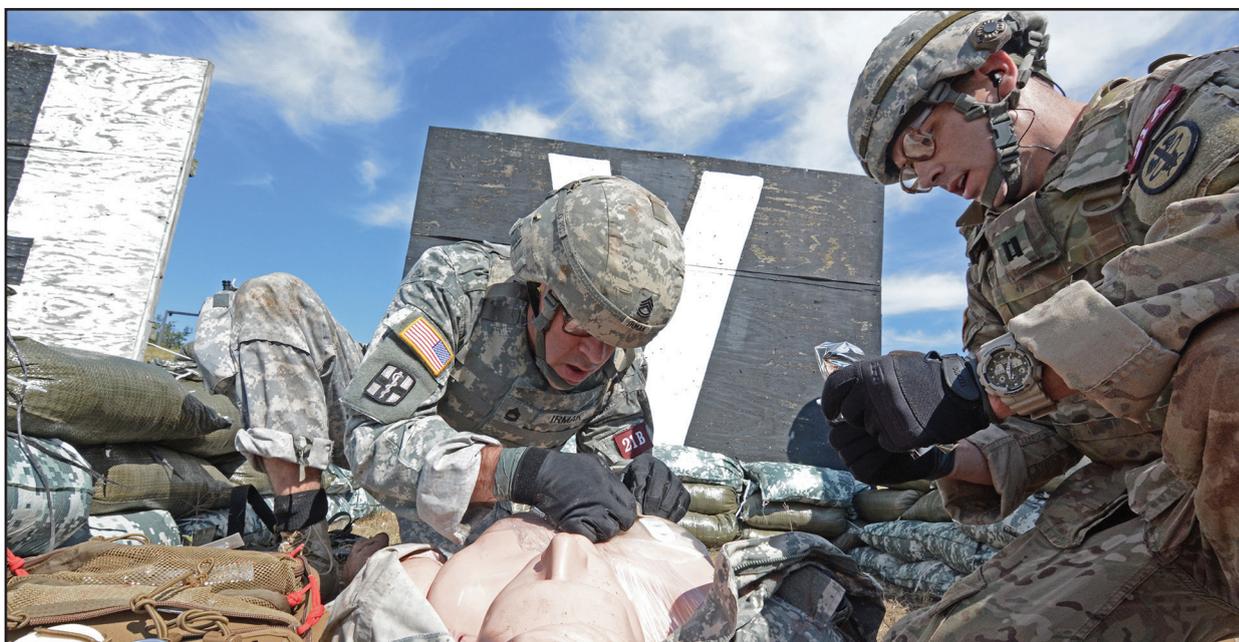
During her opening remarks, West presented a single slide of a soldier being medically evacuated and holding the hand of another injured soldier for comfort.

West then stated, "We have been in a state of change since 1775 but one thing that hasn't changed is what we [do]; that is taking care of our wounded soldiers. The uniforms may change, the platforms on which our soldiers are transported to lifesaving care may change, but our core mission and our core values have never changed."

The photo was given to West by an officer at the Centers for Sustainment of Trauma and Readiness Skills (CSTARS) in Cincinnati, Ohio, and when presented with the photo, she describes breaking down into tears.

"It grabbed me, it shows a soldier getting comfort from his fellow wounded soldier. You can't see the other soldier, just the hand, clasped, and providing support to his fellow comrade who is injured. They are on a transport that is getting them back to definitive care and he will make it," said West.

This photo is the clearest way for West to explain what Army Medicine does for the Army and emphasizes that we are part of the operation and not



'We have to be proficient in our skills,' said Lt. Gen. Nadja West, U.S. Army surgeon general, during the AUSA Army Medical Symposium. Above, Capt. Andrew Fulton and Sgt. 1st Class Ilker Irmak from the U.S. Army Medical Research and Medical Command treat a simulated casualty during a combat stress lane. (U.S. Army photo)

just support. Army Medicine must continue to be a part of Army culture to remain adaptable and agile. Army Medicine personnel must understand where they fit in the big picture to be an effective part of the Army.

"We have to be proficient in our skills, that is what we are asked to be as medical professionals and we have to be proficient in our soldiering or leadership skills. Some of you have heard me use doctors as an example, but it can be any profession-



'I ask the question – are you a doctor in the Army or an Army doctor?' West said. (Photo by Wesley Elliott)

al, I ask the question – are you a doctor in the Army or an Army doctor? Even though the words sound similar there is a world of difference," said West.

West encouraged everyone in Army Medicine to challenge the status quo and ensure that they are making the right changes for the Army and the soldiers who depend on them.

Regarding the Army's recently released mission and vision, "Look at what our Army is asked to do on behalf of our nation, what does that mean for Army Medicine? We are going to go right along with the Army."

"Joint, multi-domain, high-intensity, irregular – we are entering a new era and this vision will see us through a transformation unlike any we have seen in the Army since the development of the Air-land Doctrine in 1986," said West.

West explained that in the next few years, the Army will face changes in manning, training, equipping, priorities and organizational structures, and Army Medicine will be a part of the transition.

In the coming months detailed plans will continue to evolve and this can create uncertainty about the future for organizations and the individuals impacted by the change but West is focused on Army Medicine's continuing mission – support to the Army and joint force.

"[Army Medicine] is always there, anytime, anywhere, period. We have an absolutely no-fail mission," said West.

## Health of the force affects soldier training and readiness

AUSA Staff

The Army has made great progress in improving soldier health and readiness, but 17 percent of the force is considered obese, 14 percent has been diagnosed with a sleep disorder and 24 percent has a behavioral health disorder.

Clearly, there is room for continued improvement, panelists said during a discussion about the health of the force during the Army Medical Symposium and Exposition hosted in San Antonio by the Association of the U.S. Army's Institute of Land Warfare.

This is a challenge because the military remains healthier than the general population, said Col. Mark W. Thompson, command surgeon of the U.S. Army Training and Doctrine Command.

Attrition and injuries can be reduced by requiring prospects to pass physical fitness tests before they are allowed to sign enlistment papers, but "there is going to be injury, no matter how you slice it. Somebody is going to get hurt," Thompson said.

Army medical data shows there were about 1,400 injuries in 2016 for every 1,000 soldiers, with more than half of injuries believed related to physical training.

Providing immediate medical treatment is important to make certain they don't miss out on im-

portant training, Thompson said, a sign Army medicine affects not only the health of soldiers but also their overall readiness.

Efforts are underway to reduce musculoskeletal injuries and concussions, said Col. Matthew B. Garber, rehabilitation and reintegration division director in the Office of the Army Surgeon General, fo-

cused on trying to provide treatment at the lowest possible unit level.

"It is important to provide them care early and get them back to duty," Garber said.

Adding, "It is really the early access, taking care of them where they train and where they work. The outcome is going to be better."



Providing immediate medical treatment is important to make certain soldiers don't miss out on important training, experts said during the Army Medical Symposium and Exposition hosted in San Antonio by AUSA's Institute of Land Warfare. (Photo by Staff Sgt. Eric W. Jones)

## Military medical 'Golden hour,' the 60-minute rule, is a myth

AUSA Staff

The so-called golden hour of military medical care, focused on getting casualties from the battlefield to a treatment facility within 60 minutes to improve survival odds, hurts casualty-care planning for the future, warns an Army Reserve surgeon who is also a University of Cincinnati trauma and critical care professor.

Col. Jay Johannigman, a former Air Force surgeon who is director of the university's Institute for Military Medicine, spoke at the Army Medical Symposium and Exposition in San Antonio hosted by the Association of the U.S. Army's Institute of Land Warfare as part of a discussion about transforming combat care.

The 60-minute rule is "a myth," Johannigman said, suggesting the Army suffers under the "burden of the misunderstanding about the golden hour," which he described as getting wounded to a combat surgical facility because it would have a variety of lifesaving capabilities critical to survival.

Some of those lifesaving procedures can be done closer to the battle, such as using a tourniquet to stop bleeding, providing blood transfusions and opening airways, to gain more than an hour to receive advanced care.

Stopping bleeding might turn the "golden hour"



The key is to provide lifesaving care as close to the front line as possible, and when transport is possible, move casualties to an advanced medical facility while they receive treatment while traveling. (Photo by Spc. Sara Wakai)

into a golden four to six hours, Johannigman said. If you can open airways and provide transfusions, a "golden hour" might be a "golden day."

The key is to concentrate on providing lifesaving care as close to the front line as possible, and

when transport is possible, to move casualties to an advanced medical facility in a way where they receive treatment while traveling, Johannigman said.

Adding, "It is a matter of continuously improving their care while en route."

# Medical Service Corps is an essential part of Army medicine

**Andre Butler**  
Army Medicine

Soldiers of the U.S. Army Medical Service Corps (MSC) paid tribute to its history and accomplishments in supporting the entire Army Family during its 101st anniversary.

For those who are not familiar with the corps and its battlefield and garrison operations, the Medical Service Corps is an essential part of Army Medicine.

“The specialties within the corps include controllers, information technology, logistics, optometry, podiatry and pharmacy,” said Col. Aatif Sheikh, the deputy commander for patient support at Tripler Army Medical Center in Honolulu, Hawaii.

The professionals in this career field are behind-the-scenes soldiers with expertise that helps make Army Medicine one of the world’s largest health care providers and the world leader in battlefield medicine. They are helping to promote medical readiness in support of the entire Army.

The MSC is an important national resource with a long and distinguished history, explains retired Col. Vass Ginn, who documented the genesis of the service in “The History of the U.S. Army Medical Corps.”

Thousands of officers have proudly served in its ranks, selflessly supporting the nation’s defense missions in peace and war throughout the world. With varied academic backgrounds and disciplines, these officers are widely recognized and highly regarded leaders in their fields. They represent more than two centuries of growth in medical science, military medical operations and administration, noted Ginn.

“Because there are so many different specialties within the Medical Service Corps, most of the ad-



**A World War II Army medic assists a wounded soldier. The U.S. Army Medical Service Corps has been supporting the entire Army Family for over 100 years. (U.S. Army photo)**

ministrative support provided at military treatment facilities (MTFs) wouldn’t exist without them,” said Ginn.

The story of the corps is evolutionary, Ginn said in his article.

“The Medical Service Corps contains 23 different Areas of Concentration (AOCs) that fall under Health Service Administrative or Allied Science officers. The services provided cut across a broad spectrum,” said Sheikh, who is a pharmacist. “The range of skillsets is quite wide,” he said.

“We provide medical care to America’s sons and daughters. In wartime, it is our responsibility to en-

sure the best possible care on the battlefield so they can return home to their families,” said Sheikh.

“In peacetime, we are always advancing medical care to prepare for the next conflict. Additionally, we take care of the families of our Soldiers. Knowing that they are being provided the best care possible allows those on the battlefield to focus on defeating the enemy, he said.”

Dr. (Col.) Andrew M. Barr, commander, Tripler Army Medical Center and family medicine physician, agreed without the expertise of MSC warfighters, that Army Medicine physicians, Soldiers and civilians, would have a tough time taking care of those in need.

“You come into the Army Medical Department (AMEDD) thinking about your own discipline,” Barr said, “but it doesn’t take long to realize that there are five other Corps out there, other than your own, to help get your job done each and every day.”

“To take care of patients in whatever form that is, requires the help of all of the other medical corps. It takes a collaborative multidisciplinary approach to provide medicine, and what our Medical Service Corps provides for us is all of the support to the physician or the nurse,” said Barr.

Barr and Sheikh explained that leaders in the MSC have become critical leaders of Army Medicine.

“As a young captain, I remember that the MSC only had one general officer. Today, there are several MSC officers who serve in that capacity,” said Sheikh.

He added that growth in World War II was spectacular. The corps increased from less than 100 officers in 1939 to more than 22,000 by 1945.

“As they progress through a career, they really become the backbone of leadership from an officer’s perspective many times inside the AMEDD. And you see it in our general officers. We have a similar amount of doctors and Medical Service Corps officers and nurses and other branches. From a leadership perspective and all of the support they provide for medicine, they are absolutely critical in what they do,” Barr said.

The Army Medical Corps continues to make history.

“Medical workers are important because they alleviate suffering and bring humanity to the battlefield, along with hope and comfort for the wounded and dying,” said Maj. Gen. Patrick D. Sargent, the commanding general, Army Medical Department and Fort Sam Houston center and school.

Sargent, a Panama City native, is the first black commanding general of the U.S. Army Medical Department Center and School, Health Readiness Center of Excellence, at Fort Sam Houston, Texas, and the first black two-star corps chief of the U.S. Army Medical Service Corps.

The soldiers of the MSC continue to carry out their mission supporting the entire Army Medicine, providing a critical role in the success of Army Medicine.



**Col. David Gibson, commander, Darnall Army Medical Center, 1st Lt. Brooke Hollaway, 187th Medical Battalion, and Col. Terry Lantz, Medical Service Corps, corps specific branch proponent officer, cut the ceremonial cake to honor the MSC on its 101st birthday. (Photo by Jose E. Rodriguez)**



ASSOCIATION OF THE UNITED STATES ARMY

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# Purple Heart Day – Say thank you to those who sacrificed

## AUSA Book Program

Joseph Craig  
Director  
AUSA Book Program

Please take some time on August 7 to reflect on Purple Heart Day, an observance created to commemorate the men and women who have been killed or wounded during military service.

As Peter Bedrossian, program director of the National Purple Heart Hall of Honor, notes: “It is important to say ‘thank you’ to those who served and who sacrificed.”

Why August 7?

On that day in 1782, General George Washington created the Badge of Military Merit. Congress had put a moratorium on promotions in the Continental Army due to a lack of funds; the commander-in-chief created the award as a way to honor enlisted men deserving of recognition.

The award (which had the side benefit of allowing the recipient to pass guards as if a commissioned officer) was “a figure of a heart in purple cloth or silk edged with narrow lace or binding.”

After the Revolution, though, the award was all but forgotten until Douglas MacArthur revived it in 1932 when he was Chief of Staff of the Army.

He changed its name to the Purple Heart and expanded its scope to include receiving wounds as a result of enemy action.

MacArthur put in his own application a few months later for injuries he sustained in World War I.

When the Legion of Merit was created 10 years later, the meritorious service criterion was dropped



On August 7, 1782, General George Washington created the Badge of Military Merit. Douglas MacArthur revived it when he was Chief of Staff of the Army, changing its name to the Purple Heart.

for the Purple Heart, keeping only the requirement of being wounded or killed in battle.

Those WWII years created a heavy demand for Purple Hearts – over 1.5 million were manufactured, many of them intended for the planned invasion of Japan. When the atomic bombs at Hiroshima and Nagasaki made the invasion unnecessary, approximately 495,000 were left on hand.

Remarkably, the medals created for the Greatest Generation were used for generations to come. The specific criteria for receiving the Purple Heart – regarding who is eligible and under what circumstances – has changed over the years, but the surplus physical decorations themselves were still given to wounded soldiers in Korea and Vietnam, right through to those in Iraq and Afghanistan.

The government finally placed an order for 9,000 more medals in the year 2000, but only to refill the inventory at the Defense Supply Center in Philadelphia.

More than 100,000 are still with the armed services, stockpiled for immediate use with combat

units and in field hospitals.

The medics in those field hospitals work hard to ensure that the wounded soldiers under their care receive the Purple Heart themselves (rather than their families).

The Association of the U.S. Army has saluted the achievements of military medicine through events such as the recent Army Medical Symposium and Exposition in San Antonio and the Rogers Forum presentation by Army Surgeon General Lt. Gen. Nadja West.

F. Clifton Berry Jr., coauthor of the AUSA book *Medics at War: Military Medicine from Colonial Times to the 21st Century*, also recognizes the ongoing struggles of the men and women of in the medical departments of the U.S. armed forces.

He said, “Military medics are always at war. Their campaigns are timeless. They save lives; they restore damaged bodies; they fight diseases; they combat epidemics; and much more.”

To order a copy of *Medics at War*, visit [www.ausa.org/books](http://www.ausa.org/books).

## 25 AUSA chapter volunteer leaders attend training at HQ

In late June, the Association of the U.S. Army conducted Chapter Leader Development Training for 25 of our volunteer leaders.

Attendees were trained in the use of the Chapter Leader Portal website and membership databases. They were also briefed on AUSA programs, marketing, fund-raising, national and chapter communications, and on special categories of membership – Community Members, retiree, reserve components and Army civilians.

AUSA’s success is credited to its enthusiastic members. AUSA has chapters worldwide, made up entirely of volunteers. AUSA chapters support our deployed soldiers and the families who are left behind.



# 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: 73

- 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

- **Portions of the bill were 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: 11

- 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**

#### H.R. 5038 (Reserve Component Benefits Parity Act) Cosponsors: 55

- Reduces the age at which a member of the Reserve Component is eligible to receive military retirement pay by three months for every 90 days mobilized under 12304b authority within a single fiscal year; mandates that officers and enlisted members of the Reserve Component receive a monthly allocation for each month they are deployed if they meet requirements written under current law; and, protects the level of pay for federal civilian employees who are members of the Reserve Component once they are mobilized by supplying a "reservist differential" payment that currently exist for other mobilization authorities.

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

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

### 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: 92

- 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: 46

- 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: 12

- 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**

### Senate Action

#### S. 2379 (Military Spouse Employment Act)

##### Cosponsors: 6

- Improves and expands authorities, programs, services, and benefits for military spouses and military families.

- Introduced by Sen. Tim Kaine, D-Va.

- **Referred to Committees: Armed Services**

## VETERANS' ISSUES

### House Action

#### H.R. 3272 (Veteran Education Empowerment Act)

##### Cosponsors: 111

- 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: 9

- 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: 35

- 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**



# 2017-18 Best Chapter Award Winners



## ★ Best Overall Chapters Tie

George Washington  
Monmouth  
Columbia River  
COL Edward Cross  
National Training Center–High  
Desert and Charleston (*tie*)

## ★ Best Overseas Chapter

GEN Creighton W. Abrams

## ★ Largest Overall Membership

Central Texas–Fort Hood

## ★ Chapters of Excellence

Arizona Territorial  
Arsenal of Democracy  
Braxton Bragg  
Central Texas–Fort Hood  
Charleston  
COL Edward Cross  
Columbia River  
Dix  
Fort Knox  
George Washington  
Greater Augusta–Fort Gordon  
Greater Kansas City  
Hawaii  
Indiana  
Major General Harry Greene, Aberdeen  
Major Samuel Woodfill  
Monmouth  
North Texas–Audie Murphy  
Redstone–Huntsville  
Robert E. Lee  
Rock Island Arsenal  
Sunshine  
Thomas J. “Stonewall” Jackson  
Tucson–Goyette

## ★ President’s Club

(Chapters attaining membership goal 12, 11 or 10 months)

*Gold (12 out of 12)*  
Central Texas–Fort Hood

*Silver (11 of 12 months)*

Braxton Bragg  
Charleston  
COL Edward Cross  
Columbia River  
United Arab Emirates

*Bronze (10 of 12 months)*

Indiana  
Rock Island Arsenal  
Pikes Peak

## ★ Greatest Percentage Increase in Community Partner Membership

Hawaii  
Monmouth  
Columbia River  
COL Edward Cross  
Central California and MSG Leroy Arthur Petry (*tie*)

## ★ Greatest Percentage Increase in Membership

Central Texas–Fort Hood  
Monmouth  
Columbia River  
GEN Creighton W. Abrams  
MSG Leroy Arthur Petry

## ★ Greatest Percentage Increase in Government Civilian Employee Membership

North Texas–Audie Murphy  
Monmouth  
Capital District of New York  
Kuwait  
National Training Center–High  
Desert

## ★ Greatest Reserve Component Increase

Hawaii  
Monmouth  
Columbia River  
Arkansas  
MSG Leroy Arthur Petry

## ★ Excellence in Government Civilian Employee Membership

Redstone–Huntsville  
Major General Harry Greene, Aberdeen  
Tobyhanna Army Depot  
Picatinny Arsenal–Middle Forge  
National Training Center–High  
Desert

## ★ Best General Membership Meeting

George Washington  
Major General Harry Greene, Aberdeen  
Greater Kansas City  
Kuwait  
MG John S. Lekson

## ★ Young Professionals

Arizona Territorial  
Arsenal of Democracy  
Braxton Bragg  
Central Texas–Fort Hood  
Columbia River  
First Militia  
GEN Creighton W. Abrams  
George Washington  
Greater Augusta–Fort Gordon  
Greater Kansas City  
Hawaii  
Henry Leavenworth  
Major General Harry Greene, Aberdeen  
Monmouth  
North Texas–Audie Murphy  
Northern New Jersey  
Redstone–Huntsville  
Robert E. Lee  
Rock Island Arsenal  
St. Louis Gateway  
Stuttgart  
Sunshine

## ★ Greatest Percentage Increase in Retired Soldier Membership

North Texas–Audie Murphy  
St. Louis Gateway  
William Penn  
Robert E. Lee  
National Training Center–High  
Desert

## ★ ROTC Institution Awards

*Most Active Company*  
Bison Company  
Howard University

*Largest Company*

Fighting Saints Battalion  
St. John’s University

*Best Activities to Enhance the Community*

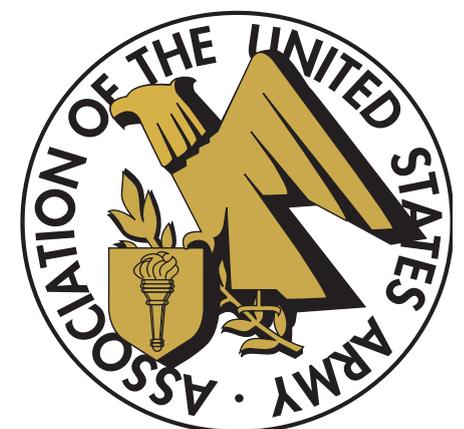
University of North Georgia

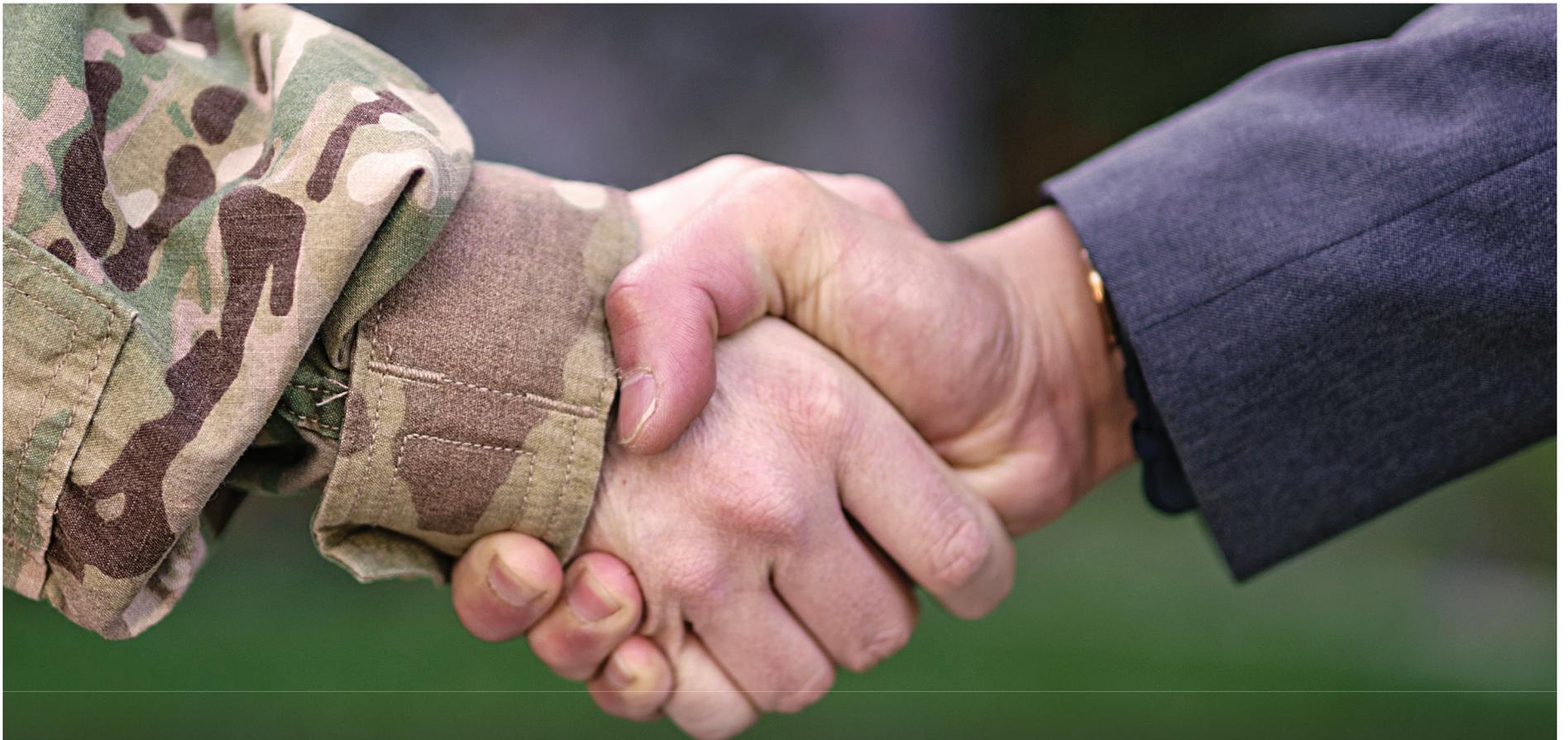
## ★ Division Awards

*Largest Active Duty Division*  
1st Cavalry Division  
Fort Hood, Texas

*Largest National Guard Division*  
29th Infantry “Blue and Gray”  
Division, Virginia and Maryland

*Greatest Support to AUSA by a Major Army Reserve Command*  
80th Training Command, Virginia





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# Chapter supports soldiers, families, veterans, survivors

## Chapter Highlight MG Harry Greene-Aberdeen

**Jim Costigan**  
**President**

**MG Harry Greene, Aberdeen Chapter**

We set out with a vision to remain the premier voice for America's soldiers here in Harford, Cecil, and surrounding counties located in the general area of Aberdeen Proving Ground (APG), Md., and to remain a dedicated team committed to building the best professional and representative association for the world's best Army.

We've done that. Here are just a few of the highlights from the last year.

We remained very active throughout the year, supporting programs ranging from our tradition of holding the Army Birthday celebration – we held one for the Army National Guard as well – to the annual golf outing, to our monthly professional development luncheons and general membership meetings, to those activities supporting the installation, to supporting Young Professionals, to being there for Army Families, to supporting Veteran's organizations and activities, and to supporting local universities and their ROTC programs.

We continue to grow our relationship with the APG Sergeant Audie Murphy Club. We pay for the sabre that they receive, present each inductee with a two-year membership (if they don't have one) a gift card, and great photo of an American Bald Eagle taken by one of our members, retired Lt. Col. Jake Jachens.

We worked with Loyola University and their ROTC program to ensure that the proper Cadet is recognized for their accomplishments during the year. We intend to work more closely with them this year, as well as the Valley Forge Military Academy.

Our Young Professionals program is in its early stages of growth but we have some very energetic individuals involved with it. They consistently reached out to their peers, inviting them to join AUSA, to attend our professional development sessions, and to assist us in running some of our programs.

Our first big event of the 2017-2018 year was our golf outing in August. The money raised enables us to do accomplish our goals throughout the year, such as supporting Wounded Warriors in the APG area, the Tragedy and Assistance Program for Survivors (TAPS), the Fisher House Foundation, and a specific program supporting soldiers and families dealing with drug and alcohol addiction.

We were proud to have the Gold Star Mothers Chapter of Maryland volunteer to help us greet and welcome players. They are a big part of our chapter and our hearts.



At the 'Dancing For TAPS' chapter event, nearly \$15,000 was raised for the Tragedy Assistance Program for Survivors.

In April, we held our inaugural event supporting the Tragedy Assistance Program for Survivors (TAPS) ([www.TAPS.org](http://www.TAPS.org)).

We called it "Dancing For TAPS" and held the event at Dancing With Friends, one of our community partners.

We had three goals that we wanted to achieve. One, provide local TAPS families a night out for fun. Second, raise awareness of the TAPS program for the local area. Third, raise money for TAPS. We hit home runs on all three.

We were hoping to raise \$10,000 but wound up raising nearly \$15,000!

Our last big event of the year was our celebration of the Army Birthday and Flag Day.

The celebration was attended by over 100 people from the entire surrounding community with soldiers, veterans, retirees, families, industry partners, civilians, civic leaders, and citizens from the surrounding counties in attendance. We even had the

mascot from the Aberdeen Ironbirds minor league team there!

June 14 was also Flag Day so we had Staff Sgt. Vega from the APG Sergeant Audie Murphy Club come out with the American flag and the DJ played Johnny Cash's "Ragged Old Flag." You can see the video at <https://www.youtube.com/watch?v=XfzJ8UBr-c0>.

We received numerous positive comments about what they did honoring our flag. A Vietnam veteran was especially moved and made it a point to tell me how much he appreciated them doing that for our nation's colors.

As in years past, this has been a very active one for our chapter and we are incredibly proud of all that we have accomplished.

The leadership of this post know that this chapter can always be counted on to go above and beyond in helping soldiers, veterans, retirees and families of those that serve and have served.



The chapter's Young Professionals program continues to grow. Members consistently reach out to their peers inviting them to join AUSA, to attend professional development sessions and to assist in running programs.



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# Space, Network Symposium: Domains support the warfighter

## Chapter Highlight Greater Los Angeles

AUSA Staff

The recent Space and the Network Symposium hosted by the Association of the U.S. Army's Greater Los Angeles Chapter in Huntington Beach, Calif., provided attendees with an expanded perspective into those increasingly dynamic domains.

Examples of how the Army uses space to expand support to warfighters included two programs underway at U.S. Army Space and Missile Defense Command.

Lt. Gen. James H. Dickinson, commanding general of that command and of U.S. Army Forces Strategic Command, told attendees "all 'Army Space' resides within my command," which includes operational and institutional elements.

Two operational brigades, spanning 11 time zones at more than 23 locations around the globe, provide missile warning, satellite communications and space control.

Institutional/research and development components are in Huntsville, Ala., Dickinson said. They offer representative examples of how those activities are expanding support to the soldier.

The first area involves directed energy, where Dickinson said a 5-kilowatt laser on top of a Stryker combat vehicle has been involved in multiple experiments and demonstrations over the past couple of years.

"I will tell you that's not the objective where we want to be in the future," he said. "But quite frankly, it was a capability we wanted to spin off as quickly as we could to get into the hands of soldiers. And that's where it is.

"We just finished an experiment over in Europe [that was] very successful [and where] we have soldiers that are actually operating that laser, which is phenomenal."

Dickinson said while putting the laser into the hands of soldiers has allowed the start of the process known as DOTMLPF, which addresses critical issues ranging from doctrine to facilities, his command is working on a 50-kW laser in Huntsville.

"We just frankly got it out on the test range as we speak," he said, adding that he personally fired the system, hitting a quarter-inch steel target "at a certain distance."

Another representative activity is the command's work with so-called small satellites.

"We are working right now with a small [low Earth orbit]-based satellite that is charged with providing imagery," he said. "You may think to yourself that we have a bunch of satellites that already do that. The difference here is that particular satellite is able to produce an image and directly feed



**Lt. Gen. James Dickinson, commanding general, U.S. Army Space and Missile Defense Command, told attendees 'all Army Space resides within my command.' (AUSA News photo by Luc Dunn)**

into a warrior's hand, whether it's a brigade combat team leader, or a division commander, or anyone like that in a very rapid manner."

Cautioning "it's not the exquisite images that you would normally be accustomed to," he added, "it's an image that gives what I would call 'good enough' for what a tactical commander needs."

One of the small satellites was sent to the International Space Station atop a SpaceX resupply mission in October and placed into orbit, he said.

"We continue to work with that satellite and we're going to do some demonstrations over the next few months on its military utility," he said.



**Dickinson said a 5-kilowatt laser on top of a Stryker combat vehicle has been involved in multiple experiments and demonstrations over the past couple of years. (Photo by C. Todd Lopez)**

### Anti-access/area denial standoff

Among the keynote presentations was an address by Lt. Gen. Eric Wesley, deputy commanding general, futures, and director of the Army Capabilities Integration Center.

Wesley's presentation began with a quick review of Russian military evolution in the aftermath of that country's 2008 incursion into the former Soviet Georgia.

Characterizing that incursion as "an utter failure," he outlined subsequent changes that set the stage for successful incursions into Eastern Europe, along with expeditionary operations in Syria "just six short years later."

At the same time, he noted that the growth of Russian anti-access/area denial (A2AD) created "a little bit of a dilemma or a conundrum as it relates to our ability to conduct operations and [exert] our will into other theaters."

Wesley said Russia, China and other countries have clearly recognized that the U.S. Army is good in close combat and, as a result, have focused many of their military investments on the creation of "standoff." He pointed to some broad U.S. Army investments over decades, saying, "It's no surprise that we would be very good at close combat. But if you can't get there, then you've got a much larger problem than your competitor."

According to Wesley, the solution to the standoff challenge "is to compete, then penetrate, then disintegrate – disintegrate their system of their A2AD depth – exploit, and then go back to re-compete."

He added that the complete operational concept behind this approach is planned for release in October, likely at AUSA's Annual Meeting and Exposition in Washington, D.C.

Next year's Space and the Network Symposium will be held on June 7, 2019.



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	ROTC Luncheon	\$55	\$75
	President's Reception	\$55	\$75
TUESDAY 9 OCT	Senior Warrant Officer Breakfast	\$35	\$55
	Family Readiness Munch & Mingle Luncheon	\$20	\$30
	Eisenhower Luncheon	\$70	\$90
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# ACFT – Soldiers face physical challenges similar to combat

## U.S. Army Center for Initial Military Training

On July 9, the U.S. Army announced a new physical fitness test – the Army Combat Fitness Test, or ACFT. The test is designed to replace the APFT with a gender- and age-neutral assessment that will more closely align with the physical demands soldiers will face in combat. Field tests for the ACFT will begin in October 2018, and by October 2020 all Regular Army, Army National Guard and U.S. Army Reserve soldiers will be required to take the test.

Here, the U.S. Army Center for Initial Military Training answers some of the most common questions that soldiers, veterans and civilians had about the ACFT following the announcement.

### 1. Why does the Army need a new PT test (ACFT)?

To better measure soldier fitness. Since 1980, the Army has used the current three-event test. The APFT has provided an adequate assessment of two areas, muscular endurance and aerobic endurance.

To perform well across the full spectrum of operations in a complex and unknown battlefield, soldiers must possess significant physical capacity in all areas of fitness including strength, power, speed and agility. The APFT does not measure these components of fitness. The U.S. Army believes the ACFT will measure these areas and significantly enhance combat readiness.



Spc. Efren Gandara performs leg tucks during a pilot for the Army Combat Fitness Test. (Photo by Sean Kimmons)



Sgt. Bruna Galarza demonstrates the deadlift event during a pilot for the Army Combat Fitness Test. (Photo by Sean Kimmons)

### 2. How long does it take to administer the ACFT?

With 15 lanes of equipment, the ACFT can be administered to a group of 60 soldiers in about one hour. The average testing time per soldier is about 50 minutes. A trained company of 120 soldiers can be tested in two hours. The Army will provide the equipment.

### 3. How will the ACFT be graded? Are there tiers based on military occupational specialty?

The grading remains to be determined, but there will be a minimum baseline standard, which aligns with the general physical fitness required for a soldier to perform high physical demand, common soldier tasks. Grading by MOS or by unit type are questions that will best be answered after the field test has gathered more data. Any policy decisions will be made after field testing results and scientific analysis are presented to senior leaders.

### 4. What about soldiers who don't live on a base, like recruiters, National Guard and Army Reserve?

As part of the field test the Army specifically selected USAR, ARNG, USAREC, USACC and other unique dispersed units. This will allow the Army to determine the right locations and methods for remote/dispersed units.

Implementation of the ACFT may require modifications in unit training schedules to allow testing to be conducted during higher level training periods (i.e. Annual Training) or may require additional funding (increased training days). However, the current ACFT does not take a significantly larger amount of time to test than the current PT test.

### 5. Who came up with this test?

This test is a result of over 20 years of research and studies of fitness and health, and the research in

the last six years was specifically focused on just this new test.

The Army researched the baseline physical readiness requirements of high physical demand tasks soldiers perform in combat. The Army asked experts from the Army, combat veterans, active and reserve soldiers, NCOs and officers, from all branches and backgrounds, for their knowledge and expertise on what it takes to be a soldier.

In addition to our own studies, we met with military fitness leaders from the United Kingdom, Canada, Australia, France, the Netherlands and many other fitness experts from civilian universities and centers to discuss U.S. Army soldier fitness. We talked with our sister services: Air Force, Marine Corps, Navy and Coast Guard. We also consulted with the Department of Physical Education (West Point); U.S. Army Research Institute of Environmental Medicine and U.S. Army Public Health Center and the Army Physical Fitness School.

### 6. How much does the ACFT equipment cost?

Final costs will be worked out as part of the field testing phase. However, cost was a factor in considering the equipment needed to complete a balanced fitness assessment.

The equipment is standard fitness equipment, available from many retail and wholesale locations. Since it is not "specialized," there is an added advantage in that the equipment can also be used for everyday physical readiness training.

### 7. Why the 2-mile run?

The simplest and most effective way to measure aerobic endurance with large groups of soldiers is with a distance run.

see next page

# Today's complex challenges demand lethality overmatch

## Chapter Highlight Redstone-Huntsville

**Lira Frye**  
U.S. Army Space and Missile Command  
Army Forces Strategic Command

The demand for space and missile defense capabilities continues to grow in response to the complex array of challenges to our nation from foreign adversaries, said the U.S. Army Space and Missile Command/Army Forces Strategic Command's (USASMDC/ARSTRAT) senior civilian leader.

James Johnson, USASMDC/ARSTRAT's deputy to the commander, discussed the increasingly complex threat environment during the AUSA Missile Symposium in Huntsville, July 10.

"Over the next 10 years we'll no doubt expand the list of threat systems and capabilities we'll need to defend against," he said. "We have to sharpen our technical edge and ensure our lethality overmatch."

Supporting those overmatch efforts, Johnson said SMDC provides critical technologies to address future needs that will enhance warfighter effectiveness. Technologies like the command's high energy laser effort, microsatellite development and threat-representative low cost targets are key projects supporting Army modernization.



**U.S. soldiers and NATO partners conduct a live-fire exercise with Patriot and Stinger missiles in Chania, Greece, during Exercise Artemis Strike 2017. (Photo by Anthony Sweeney)**

"We must remain bold and innovative, offering solutions to ensure our nation's forces are prepared to fight across multiple domains," Johnson said.

Highlighting preparedness, Johnson pointed out that SMDC provides trained and ready missile defense forces and capabilities to the global combatant commands.

SMDC soldiers serving in the United States and in remote and austere forward-deployed locations

operate the Ground-based Midcourse Defense system, the Army-Navy/Transportable Radar Surveillance Forward-Based Mode radars, and the Joint Tactical Ground Stations.

Part of preparing trained and ready missile defense forces includes providing relevant and updated training to those soldiers operating global missile defense systems. The rigor of the command's missile defense courses earned SMDC recertification as an Army Learning Institute of Excellence, Johnson said.

As a recognized Army Center for Analysis, SMDC conducts studies to determine how to best meet the Army's assigned missile defense responsibilities. The command's analyses support the processes the Army uses to document its missile defense modernization needs, and pursue joint and Army validation of its requirements.

Modernization takes money, Johnson told attendees. "We have seen vast improvement with the FY18 budget, with a 100 percent increase for air and missile defense from FY17 to FY18, going from \$1.7B to \$3.6B."

"That's a great move toward what we need," he said. "Sufficient and stable funding to support growth to meet the demand, and a high state of readiness in air and missile defense."

The United States' competitors and adversaries will never stop fielding new types of weapons, Johnson said. "Together we are engaged and poised to respond to the needs of today's forces, to anticipate the future, and to ensure the U.S. Army remains the most dominant land power in the world."

### ACFT

#### from preceding page

We measure and train aerobic endurance to allow soldiers to safely and effectively conduct occupationally-specific training and tasks performance, including moving long distances under load.

A soldier needs to run for a minimum of 12 minutes to get an accurate assessment of aerobic fitness. A 2-mile run ensures most soldiers will need 12 minutes or more.

#### 8. Why the three repetition maximum deadlift?

Conventional wisdom in regards to strength lifts is that reduced load + increased repetitions + proper rest = reduced injuries.

A 3RM deadlift will produce significantly fewer injuries than a 1RM deadlift. Trap (Hex) bars are significantly easier (lower injury risk) for untrained soldiers to learn and execute lifts. Trap bars put the soldier in a more controlled biomechanical posture to promote adherence to precision during the lift.

The trap bar lift exerts less spinal loading due to an upright torso than the regular deadlift. To date we've tested more than 500 untrained soldiers with zero reported injuries. Improvements in grip, core and lower body strength will significantly

improve combat performance while reducing load-carriage injuries.

#### 9. Are there alternate events for the ACFT that soldiers can take? If not, why?

The final policy for alternate events or alternate test is still to be determined. The Army is studying alternate fitness tests for soldiers on temporary and/or permanent profiles. These tests would help determine if you can heal and rehabilitate or if you need to be medically boarded for continued service. We hope soldiers will be able to heal and pass the ACFT.

#### 10. Won't soldiers hurt themselves training for the test?

The Army is committed to a certification and training program for all graders and specifically for Master Fitness Trainers. MFTs are a force enabler who are trained in all the events and training requirements for the ACFT.

Using the train the trainer method, teams from the Army Physical Fitness School will certify master instructors for the ACFT. It is not expected that trained soldiers, properly supervised by their leadership and MFTs, will have any unusual risk of injury taking or training for the ACFT. The renewed emphasis on fitness and the additional resources being provided, along with solid training, minimizes any risk to soldiers.



**Staff Sgt. Joel Demillo demonstrates the standing power throw event during a pilot for the Army Combat Fitness Test. (Photo by Sean Kimmons)**

# ★ Eagle Chapters ★

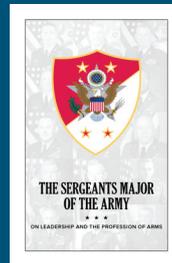
The following chapters attained Eagle Chapter status for June 2018 by showing positive membership growth since last month and since the start of the operating year (July 1, 2017). Membership growth for Eagle Chapter is measured by the sum of individual, life and community partner members. The number in parenthesis is the number of months so far this year the chapter has attained this status.

A.P. Hill Rappahannock (7)	Greater Atlanta (6)	San Diego (8)
Alamo (8)	Greater Augusta-Fort Gordon (9)	Silicon Valley (7)
Arizona Territorial (7)	Greater Los Angeles (7)	St. Louis Gateway (5)
Braxton Bragg (11)	Hawaii (3)	Suncoast (8)
Central Texas-Fort Hood (12)	Henry Leavenworth (8)	Sunshine (3)
Charleston (11)	Indiana (10)	Texas Capital Area (8)
Col Edward Cross (11)	Joshua Chamberlain (4)	Thomas J. "Stonewall" Jackson (8)
Columbia River (11)	Las Vegas-John C. Fremont (5)	Thunderbird (7)
Corporal Bill McMillan-Bluegrass (8)	MG Harry Greene, Aberdeen (9)	Tucson-Goyette (9)
Denver Centennial (7)	Monmouth (8)	Virginia Colonial (6)
Des Moines Freedom (6)	National Training Center-High Desert (9)	White Sands Missile Range (5)
Dix (6)	North Texas (8)	William Penn (9)
Florida Gulf Stream (7)	Northern New Jersey (8)	
Francis Scott Key (7)	Pikes Peak (10)	
GEN Creighton W. Abrams (5)	Rhode Island (6)	
GEN Joseph W. Stilwell (5)	Rock Island Arsenal (10)	



## INSTITUTE OF LAND WARFARE

Founded in 1988, AUSA's Institute of Land Warfare (ILW) is an authority on landpower—working to inform and educate AUSA's members, our local, regional and national leaders, and the American public on the nature and character of land warfare and the U.S. Army. Learn more at [www.ausa.org/ilw](http://www.ausa.org/ilw).



### ILW SPEAKERS' BUREAU

Key to any of our events is securing well-informed speakers who can educate attendees and readily respond to any questions from participants. To that end, our Institute of Land Warfare Speakers' Bureau provides a group of men and women with diverse backgrounds in military history, ongoing national security concerns and anything in between.

Learn more and request a speaker for your event at [www.ausa.org/speakers-bureau](http://www.ausa.org/speakers-bureau).



### CIVILIAN CAREER PROGRAM

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### ILW PROGRAMS LIVESTREAM

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For more information about upcoming livestreams or to view previous events, visit [www.ausa.org/meet](http://www.ausa.org/meet).



### ILW PUBLICATIONS

The Institute publishes a wide variety of professional research papers, essays and special reports. The latest publications are listed below:

#### Army Combat Developments Command: A Way to Modernize Better and Faster than the Competition

by MAJ Hassan M. Kamara, USA  
(Land Warfare Paper 119, July 2018)

#### The Reemergence of the Siege: An Assessment of Trends in Modern Land Warfare

by MAJ Amos C. Fox, USA (Landpower Essay 18-2, June 2018)

#### Velcro Soldiers: Global Professionalism in the Reserve Components

by COL Clarence J. Henderson, USAR  
(Landpower Essay 18-1, June 2018)

#### Regaining Tactical Overmatch: The Close Combat Lethality Task Force

by COL Daniel S. Roper, USA, Ret. (Spotlight 18-2, April 2018)

#### The Sergeants Major of the Army: On Leadership and the Profession of Arms (2018)

(ILW Special Report, February 2018)

#### Modernization for Industrial Age U.S. Army Installations

by COL Patrick M. Duggan (Spotlight 18-1, February 2018)

#### Walks in the Midst of Trouble: Allied Patrols in War Zone C, October 1966

by John M. Carland (Land Warfare Paper 118, February 2018)

#### The Importance of Land Warfare: This Kind of War Redux

by David E. Johnson (Land Warfare Paper 117, January 2018)



## AUSA BOOKS

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

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**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. (University Press of Kentucky, 11 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)

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# Army Faces



# Army Places



CW4 David Lockwood; CW5 Rick Kunz, command chief warrant officer (CCWO), Headquarters, Combined Arms Center; CW5 Hal Griffin, CCWO, Army Reserve; retired Gen. Carter Ham, AUSA President and CEO; CW5 Teresa Domeier, CCWO, Army National Guard; and retired CW4 Jack DuTeil, executive director, U.S. Army Warrant Officers Association, cut the cake at the Warrant Officer Cohort's 100th Birthday Reception at AUSA headquarters. (Photo by Stan Crow)



Soldiers from the 316th Cavalry Brigade participate in several mentally and physically taxing events over a 24-hour period to be awarded the Order of the Spur at Fort Benning, Ga. (Photo by Patrick A. Albright)



Sgt. Maj. of the Army Daniel Dailey and his wife Holly dance at the U.S. Army Birthday Ball in Washington, D.C. (Photo by Daniel Torok)



Sgt. 1st Class Moore, an Army Logistics University cadre member, wears an expression of surprise and joy while passing under a Fort Lee fire department-provided fountain of water for the 243rd Army Birthday run at Fort Lee, Va. (Photo by Patrick Buffett)