



# AUSA News



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## Inside the News

**Special Report**  
Global Force Symposium  
Futures Command  
- 10 to 15 -

Raddatz Receives  
Marshall Medal  
- 2 -

Capitol Focus  
Army on the Mend  
- 3 -

AUSA Book Program  
- 6 -

Guard/Reserve  
- 7, 26 -

AUSA Family Readiness  
Off-post Childcare  
- 9 -

\*Warrant Officer Association  
\*Infantry Association  
- 20 -

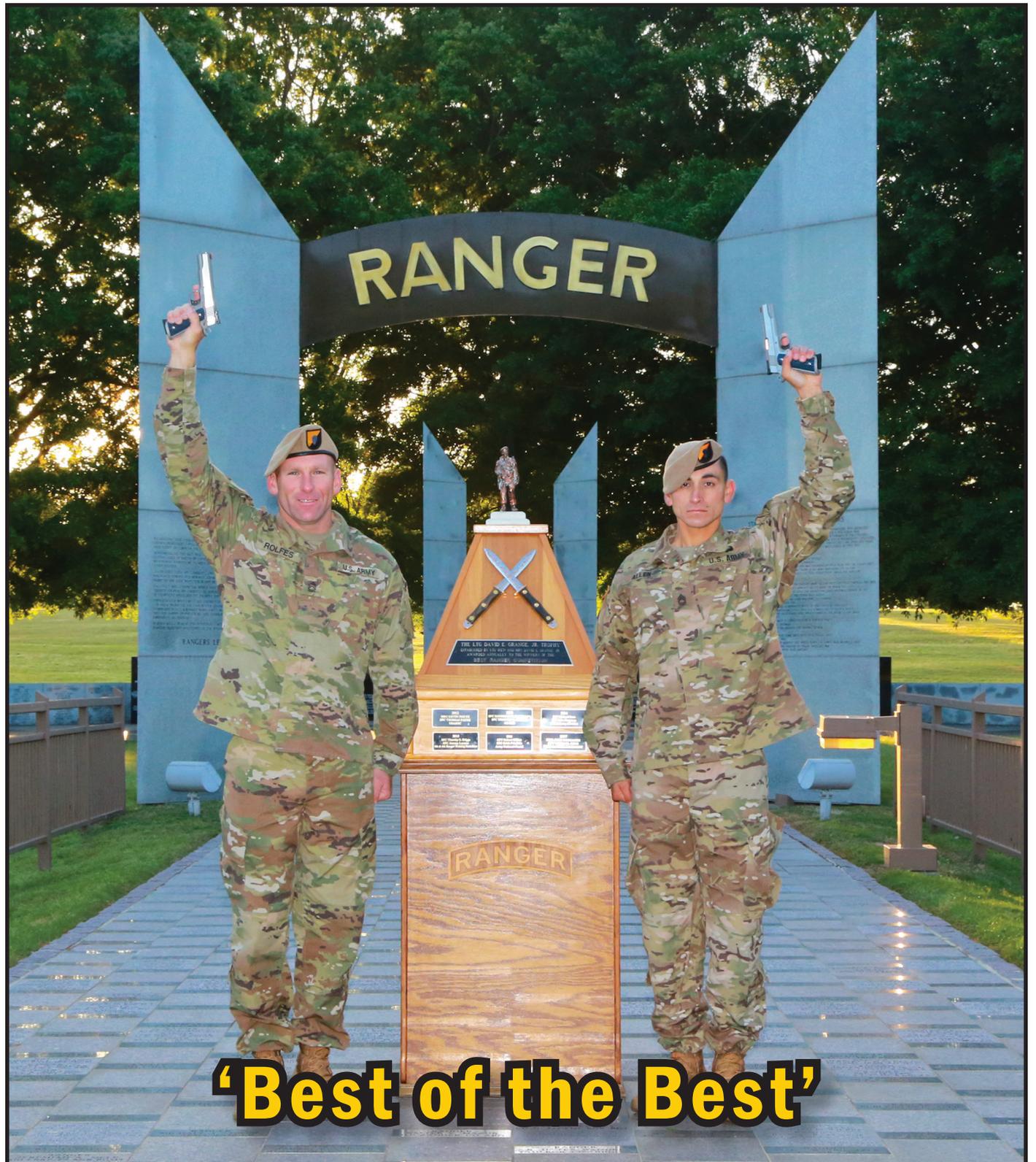
## Chapter/Region Highlights

Third Region  
Cocklin Award to Tilly  
- 4 -

Central Texas-Fort Hood  
Funk Reports on Middle East  
- 17 -

Fires  
AUSA World Tour Begins  
- 22 -

Fairfax-Lee  
Supports 12th Avn. Bn.  
- 22 -



Sgt. 1st Class Joshua Rolfes and Sgt. 1st Class Anthony Allen, Airborne and Ranger Training Brigade, the winners of the 35th Annual David E. Grange Jr. Best Ranger Competition, raise their Colt .45 Caliber Pistols at the Fort Benning, Ga., Ranger Monument as a symbol of victory. (Photo by Markeith Horace)

See story at NCO and Soldier Programs, Page 18



# Martha Raddatz will receive 2018 AUSA Marshall Medal

AUSA Staff

**M**artha Raddatz, ABC News chief global affairs correspondent and “This Week” co-anchor has been selected by the Council of Trustees of the Association of the United States Army as the 2018 recipient of the George Catlett Marshall Medal for sustained commitment to the men and women of America’s armed forces.

This award, AUSA’s highest honor for distinguished public service, will be presented on Wednesday, Oct. 10, at the Marshall Dinner, the final event of the 2018 Association of the U.S. Army Annual Meeting and Exposition to be held in Washington, D.C.

“Martha Raddatz is a perfect choice for this honor,” said retired Gen. Carter F. Ham, AUSA president and CEO. “She has done so much for soldiers and their families, both publicly and privately, but one of the most important things she has done is expand the visibility of the Army and its mission to the general public.”

Adding, “She’s held the Army to task when necessary while helping the Army tell its story and helping the public know more about the honorable men and women who serve this nation.”

Raddatz is a seasoned national security and foreign policy expert who has covered the U.S. military since the 1990s when she was the Pentagon correspondent for National Public Radio (NPR).

At NPR, she reported on the Bosnia crisis.

Since joining ABC in 1999 as a national security correspondent, she covered every branch of the military in combat in Iraq and Afghanistan on multiple assignments.

The Salt Lake City native also has been the network’s State Department and White House correspondent at various points in a career during which she has won four Emmy Awards and many other honorgs.



ABC News Chief Global Affairs Correspondent Martha Raddatz, speaking at an AUSA Gen. Lyman L. Lemnitzer Lecture, said, ‘It has been my greatest privilege to cover the U.S. military.’ (AUSA News photo by Luc Dunn)

She wrote a best-selling book that became a National Geographic Channel miniseries based on a 2004 ambush of a platoon of 1st Cavalry Division soldiers in the Sadr City area of Baghdad.

Her book, “The Long Road Home: A Story of War and Family,” was her retelling of the ambush, of the dead and injured and of their families back home at Fort Hood, Texas.

“After meeting those courageous soldiers and the families, I had to write about it,” she said.

One of the important messages of her book and the miniseries is that soldiers are “people just like us. They could be your neighbor,” she said. “You should respect them. I don’t think yellow ribbons and ‘Thank you for your service’ do enough. I think, at the very least, you should understand what it is they do and what their families go through.”

Adding, “It has been my greatest privilege to cover the U.S. military,” Raddatz said in January at a Salute to Service luncheon, thanking ABC News for sending her to cover wars and thanking her colleagues for supporting that coverage.

“I know that we treat our veterans with respect, but we also cannot forget them,” she said. “Those wounds do not go away. As physical wounds don’t go away, emotional wounds don’t go away, and psychological wounds don’t go away.”

The Marshall Medal, awarded by AUSA since 1960, is named for former General of the Army George Catlett Marshall Jr., a former Army Chief of Staff who also served as Secretary of State, Secretary of Defense and U.S. Special Envoy to China in a public service career that spanned the Spanish-American War through the Truman administration.

“This award truly means more to me than any award I can imagine. My goal has always been to educate the public about the true meaning of sacrifice and service from the battlefield to the home front,” Raddatz said.

Past recipients include Presidents Dwight D. Eisenhower, Gerald R. Ford and George H.W. Bush; General of the Army Omar N. Bradley; and retired Army Gens. Gordon R. Sullivan, Lyman L. Lemnitzer, Colin L. Powell, Bernard W. Rogers, Maxwell D. Taylor and John W. Vessey Jr.

Other recipients include two former defense secretaries who also served as directors of the Central Intelligence Agency, Leon E. Panetta and Robert M. Gates; Duke University head basketball coach and U.S. Military Academy graduate Michael Krzyzewski; and comedian Bob Hope.

Last year’s recipient was Gary Sinise, the actor, director and humanitarian whose nonprofit foundation helps defenders, veterans, first responders and their families.



Col. Mark A. Holler, the 35th Air Defense Artillery (ADA) brigade commander, Martha Raddatz, ABC News chief global affairs correspondent, and Lt. Col. Mark Pelini, commander of 6th Battalion, 52nd ADA Brigade, meet at Osan Air Base, Korea. (Photo by Staff Sgt. Monik Phan)

# Leaders' message to Congress: The U.S. Army is on the mend

## Capitol Focus

**Julie Cameron Rudowski**  
Assistant Director  
Government Affairs

Army leaders painted a mostly upbeat picture as they testified at a recent hearing before the Senate Armed Services Committee.

The hearing focused on the \$182 billion budget request for fiscal 2019.

“The Army’s readiness across its formations is improving and, if called upon today, I am confident we would prevail in any conflict,” said Secretary of the Army Mark T. Esper.

Army Chief of Staff Gen. Mark A. Milley shared Esper’s opinion that the Army is getting stronger. “In short, we have a better Army today than we had just a short time ago,” he said. The 2018 budget “was significant,” Milley said.

Adding, “It has a tremendous impact on the future readiness and the current readiness of our Army and impact on morale of the force.

“What these monies have done is stopped a steep decline. It stopped the bleeding of the Army, and we are on the mend.”

However, along with the positive news came a familiar refrain from the leaders, “Fiscal uncertainty has done a great deal to erode our readiness and hamper our ability to modernize,” Esper said.

Milley said the Army needs consistent and predictable funding to continue to improve.

“You are not going to dig out of a 10-year trough in two years,” he said.

### Top priorities

At the hearing, Esper told the lawmakers that people, values and alliances were the top priorities. Specifically, taking care of soldiers, civilians and families topped his list.

Recommitment to Army Values and the Warrior Ethos was second.

Strengthening relationships with allies and partners came third, according to his April 12 statement.

In a joint statement, Milley and Esper said, “The Army is committed to taking care of our soldiers, civilians, and their families by maintaining opportunities for promotions and schooling, providing attractive career options, and continuing quality of life programs.

“We ensure the well-being of our people through world-class medical services, quality facilities to live and work, and child care and youth services.

“New civilian hiring initiatives for spouses promise to accelerate work opportunities on Army installations, while other reforms may allow them to sustain careers by reducing the frequency of moves.

“The cumulative effect of these programs is to increase retention through increased satisfaction with Army life,” they said.

□ **House authorization panel releases fiscal 2019 ‘views and estimates’ letter.** The chairman and ranking member of the House Armed Services Committee released the details of their recently submitted “views and estimates” letter to the House Budget Committee.

The letter, authored by committee chairman Mac Thornberry, R-Texas, and ranking member Adam Smith, D-Wash., urged the Budget Committee to adhere to Congress’ two-year spending deal on defense, provide the Pentagon with timely funding and emphasized their intent to focus on “restoring readiness shortfalls.”

The letter said, “Supporting the funding levels for current and future requirements will be necessary to recover readiness shortfalls, and this support should be specifically identified in the upcoming budget resolution.”

The letter also outlined gaps across aviation, ground and naval forces, as well as unmet needs for munitions, facilities maintenance and space capabilities and also mentioned Defense Secretary Jim Mattis’ testimony that the effects of budget caps are worsened by multiple stopgap funding patches.

One area singled out for attention in the letter was the Survivor Benefit Plan/Dependency and Indemnity Compensation (SBP/DIC).

Dependency and Indemnity Compensation (DIC) is a benefit paid out by the Department of Veterans Affairs to a surviving spouse and dependent children if a member dies of a service connected cause.

The Survivor Benefit Plan (SBP), a form of insurance provided by the Department of Defense to military retirees, does not require service-connected death or disability for survivors to receive payments.

This includes deaths while on active duty and after retirement if the cause of death is due to an injury or disease contracted while the member was on active duty. However, Congress expanded the coverage to the survivors of individuals who die while on active duty, effective September 10, 2001.

Under these provisions, the surviving spouses of active duty personnel who die are provided an annuity, but do not contribute any payments to receive that annuity. If the survivor of a military retiree is also eligible for and receives DIC, the SBP payment is reduced dollar for dollar by the DIC amount.

As the letter notes, the committee, whenever possible, has attempted to bridge the gap by creating payments known as the Special Survivor Indemnity Allowance (SSIA).

“While this was a major achievement, this was only done internally by significantly increasing TRICARE pharmacy co-pays through FY 2026. This source of mandatory spending is unavailable to our committee for any future adjustments,” the committee leaders wrote.

Adding, “Repeal of the offset is currently estimated to cost approximately \$8 billion in mandatory spending over the next 10 years. As you are aware, we have no flexibility to generate this amount of savings within the mandatory allocation of funds for National Defense, so we would like to work with you to increase direct spending levels for the committee to resolve this issue.”

The letter was released as the Armed Services Committee announced it will begin consideration of the fiscal 2019 Defense Authorization Bill with its full committee markup set for May 9.



# Tilley receives 3rd Region Robert F. Cocklin Award



The 12th Sergeant Major of the Army, Jack Tilley, second from left, accepts AUSA's 3rd Region Robert F. Cocklin Award for service to the nation from Jorge Rodriguez, Suncoast Chapter president, left; Kris McBride, Third Region president; and retired Gen. Carter F. Ham, AUSA president and CEO.

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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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# AUSA Book Program: Hunting for new books in Kentucky

## AUSA Book Program

**Joseph Craig**  
**Director**  
**AUSA Book Program**

The AUSA Book Program traveled to Kentucky in early April – not to visit the Louisville Slugger factory or the Patton Museum (which, sadly, remains closed for repairs) – but in search of new books.

The setting was the annual meeting of the Society for Military History that brought together hundreds of researchers and historians.

The halls were filled with people from the United States Military Academy, the Center for Military History, the National WWII Museum, and dozens of other universities and institutions.

It was a good time to catch up with current AUSA authors such as Brian Laslie (*Architect of Air Power*) and James Willbanks (*Generals of the Army*) and to scope out potential new ones.

Over the course of three days, 94 panels discussed subjects ranging from “Failed Military Leadership through the Ages” (sorry, Nathan Bedford Forrest) to “The U.S. Army in the 1990s.”

Over two dozen publishers featured their books in the Exhibit Hall, including AUSA partners Naval Institute Press, Casemate, and University Press of Kentucky.

Paul Merzlak, editorial director of Naval Institute Press, joined three representatives from university presses in a roundtable discussion of what publishers are looking for when they decide to acquire a book.



**James Willbanks, author of *Generals of the Army*, and AUSA Book Program Director Joseph Craig.**

He emphasized that authors need to say up front what their book is about and what makes it worth reading.

At the same panel, Jay Dew from Texas A&M University Press noted that the majority of submissions he receives are memoirs, followed by stories of battles or campaigns, biographies, and “big picture” histories – but his interest in publishing them is in the reverse order.

However, he and the others noted that telling a good story is the most important factor.

The publishing experts also agreed on the important elements to include in a book proposal, which mirrored those requested for

the AUSA Book Program:

- A brief description of the book
- Table of contents/outline
- Author’s biographical information
- A review of comparable titles
- Sample chapter(s)

The next Society for Military History meeting will take place May 9–12, 2019, in Columbus, Ohio.

The following year, our friends at the Army Historical Foundation will host the meeting in Arlington, Va., on April 30–May 3.

To get more details on how you can submit a proposal for the AUSA Book Program, see our webpage: <https://www.ausa.org/books>

## Dailey says our Army ‘has the best NCO corps in the world’



**‘No weapon design ... would ever replace them.’**  
**(AUSA News photo by Luc Dunn)**

### AUSA Staff

The Army has the best NCO corps in the world, and our adversaries are taking note.

That makes it more important than ever to step up the investment in their professional training and education, Sgt. Maj. of the Army Daniel A. Dailey said.

The Army has boasted for years that it has the best NCO corps in the world, a statement Dailey asserted is still true today.

“But there is an issue. We’re no longer the country in the world that has recognized the value of a trained and educated enlisted force,” Dailey said at a recent forum hosted by the Association of the U.S. Army’s Institute of Land Warfare.

America’s potential adversaries “have studied our schools, they’ve come and visited our institutions, and there’s potential adversaries that are investing in replicating the resource we call the non-commissioned officer,” Dailey said.

Adding, “They want to make it happen, they know it’s successful, so we can’t stand and stay that

we are the best and we will automatically just be the best because we are.”

Pointing out that the Army is investing heavily in modernization as it looks toward a more complex future battlefield, Dailey said the human aspect of conflict will always begin with a battle of wills between people. The Army’s soldiers, he said, “are the most powerful weapon and our greatest resource.”

Investing in the NCO professional development system is a priority for Dailey, who has pushed forward on dozens of initiatives to improve training and education with academically challenging curriculums accompanied by the accreditation and certification NCOs will need to be on a par with their civilian counterparts.

NCOs will need the right training for today’s fight, along with what is expected to be a more complex future operational environment, he said.

“The greatest gift that’s given to us and the intangible measurement of our Army is its soldiers. There’s no weapon design that would ever replace them,” Dailey said.

***AUSA Hot Topic*****Army Guard & Reserve reach highest degree of readiness**

**Luc Dunn**  
AUSA News

In the face of a changing and dangerous world, the reserve components of the Army (Army National Guard and U.S. Army Reserve) are achieving higher levels of readiness than ever before, senior leaders said at the Association of the U.S. Army's Hot Topic forum on Army Installation Management.

"Today, some 30 percent of Army Reserve forces are charged with maintaining a higher level of peacetime readiness to offset the risk to the nation," said Stephen Austin, assistant chief of Army Reserve.

This contingent, known as Ready Force X, is comprised of roughly 600 units of all types, and must be ready to deploy within 90 days. The units are split into four categories, Austin said: a "fight fast" force (0-60 days), an "operational depth" force (61-90 days), and "strategic depth" forces that, if needed, will deploy beyond 120 days.

Lastly, "mission force" units are those currently operational in Iraq, Afghanistan, and other parts of the world, he said, adding "all of that fits into readiness."

The infrastructure at each of the more than 800 Army Reserve installations is critical to maintaining this ready posture, Austin said. "Ranges, training facilities, maintenance, equipment storage – these are all platforms that support individual and collective training."

The challenge, Austin said, is to connect all of the geographically dispersed units to training resources. That's where resilience comes in, he said.

"To increase the capability and capacity of our infrastructure, and enable mission resilience, we have to develop sustainable infrastructure – both resource- and energy-efficient," Austin said.

In fiscal year '16, the Army Reserve reduced energy use by almost 18 percent, he said. That translated to about seven million dollars in savings – money that could instead be used for training and readiness.

Lt. Gen. Timothy Kadavy, director of the Army National Guard, said that the Guard's current model is about sharing soldiers with families and communities.

"The Army National Guard is a dual mission organization; we support both the nation and the states," Kadavy said.

Adding, "We provide the Army with trained and ready forces, and also provide state governors in times of emergency with a wide range of capabilities."

Currently, 343,500 soldiers make up the Guard, and they drill monthly at 2,312 readiness centers across all U.S. states and territories, he said. Of those centers, nearly 2,000 are state-owned.

"Our readiness centers provide administrative,



**Mississippi National Guard Sgt. Bryan Husband, an intelligence analyst with the 155th Armored Brigade Combat Team, pulls security during an entry control point training exercise at Camp Shelby by Joint Forces Training Center, Miss. (U.S. Army National Guard photo by Spc. Jovi Prevot)**

logistic, and training space for Army National Guard units. They are considered critical infrastructure by our adjutant-generals and the chief of the National Guard Bureau," Kadavy said.

Adding, "They are the foundations of our ability to respond to domestic emergencies."

Problems stem from the age of most readiness centers, which averages at over 40 years, he said. Additionally, decades of changing demographics have altered where the Guard recruits and where Guard soldiers serve.

"The end result is that many of our readiness centers are not geographically aligned or are functionally obsolete," Kadavy said.

In 2015, the Readiness Center Transformation Plan was released to Congress, he said. During development of the plan, the Guard worked closely with each state to consider unique geography, topography, and population.

The biggest lesson learned, Kadavy said, was the importance of partnership and collaboration. Each state adjutant general and governor balanced their state capabilities, characteristics and resources against the overarching goal to provide the Guard with trained and ready soldiers.

"The resulting readiness center plan aligned inventory with both the state and federal mission requirements, enhancing the Army National Guard's ability to perform its dual mission," Kadavy said.

Kadavy also thanked AUSA for hosting the Hot Topic forum, saying, "These events do so much for us as an Army by enabling us to come and talk about key issues that are impacting our ability to generate readiness."



**U.S. Army Reserve Spc. Aaron Manteau, 94th Military Police Company, assembles an M2 machine gun during Operation Cold Steel II at Fort McCoy, Wis. (U.S. Army Reserve photo by Sgt. Robert Farrell)**

Association of the United States Army's Institute of Land Warfare

# ARMY MEDICAL

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# Army off-post childcare programs are available, affordable

## AUSA Family Readiness

**Patty Baron**  
**Director**  
**AUSA Family Readiness**

**T**here is a childcare crisis in the United States. Quality, affordable childcare can be hard to find and when your family income and well-being depend on it, it can be a frustrating and elusive search.

Luckily, Army families do have other options: the Army Fee Assistance Programs administered by Child Care Aware of America.

These programs were created to provide authorized Army personnel with assistance in locating, selecting and offsetting the cost of civilian childcare when on-post childcare is not available or is not a viable option for a soldier and his or her family.

But selecting civilian childcare providers can be daunting, especially for military parents who have not used civilian providers before.

Worry no more. Here are five steps to choosing safe and healthy childcare, as provided by [www.Childcareaware.org](http://www.Childcareaware.org):

**1. Look.** Visit the childcare programs you are considering.

Are children watched at all times, including when they are sleeping? Do adults and children wash their hands (after using the bathroom, changing diapers, eating, etc.)? Is the play space organized and are materials easy to use? Are materials available at all times? Is the outdoor area a safe place for children to play? Are positive behavior guidance techniques used?

**2. Check.** Are medications labeled and out of children's reach? Are cleaning supplies and other poisonous materials locked up, out of children's reach?



Army Fee Assistance Programs help locate and offset the cost of off-post childcare needs. (U.S. Army photo)

Is there a plan to follow if a child is injured, sick or lost?

Are first aid kits readily available? Are nutritious foods and beverages served to children?

**3. Count.** Count the number of adults and the number of children they supervise.

In centers and family childcare homes, children should be in groups of no more than:

- One caregiver per three or four infants.
- One caregiver per three or four young toddlers.
- One caregiver per four to six older toddlers.
- One caregiver per six to nine preschoolers.

**4. Ask.** Have the adults been trained to care for children? Is there always someone present who has current CPR and first aid training?

Are the adults continuing to receive training on caring for children? Have satisfactory criminal history background checks been performed? Has the program been inspected by the licensing agency within the last 12 months?

Will you be given a copy of the program's policies?

**5. Be informed.** If you wish to use the Army Fee Assistance Programs, contact Child Care Aware at (800) 424-2246.

A military fee assistance specialist will assist you with determining your eligibility, starting your application online, and giving you an enhanced childcare referral, if desired. Child Care Aware of America's enhanced referral specialists will ask questions to learn about your childcare needs, and a personalized search will be conducted for your family. Referrals will be sent via email within three business days.

If you are not eligible or would not like to apply for military fee assistance, your local Child Care Resource and Referral agency can provide you with a list of state licensed childcare referrals. To find your local agency, visit <http://childcareaware.org/families/>.

## Manuscripts are needed for ILW presentation, publication

**AUSA Staff**

**T**he Association of the U.S. Army's Institute of Land Warfare (ILW) will host a special program to hear presentations of essays from its Land Warfare Paper Series on Nov. 6 at AUSA's Gen. Gordon R. Sullivan Conference and Event Center in Arlington, Va.

ILW invites you – past and current service members, Army civilians, and friends of the Army – to submit a manuscript to the ILW writing program June 1 to be considered for publication and presentation.

Manuscripts submitted after the deadline will be considered for publication, but not for the presentation program.

Manuscripts must be original and unpublished; should not exceed 10,000 words; and any accom-

panying graphs must be reproducible in black and white.

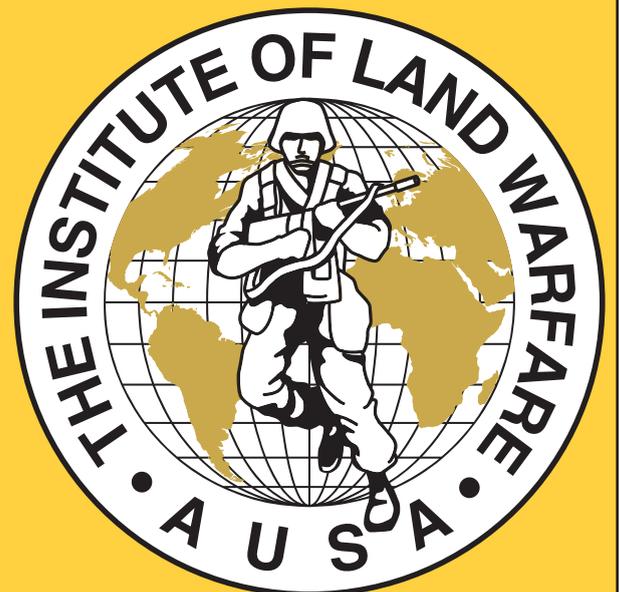
The Land Warfare Papers Series accumulates research on defense and national security matters to be used to inform AUSA members and to assist the association and its goal to better inform key decision makers.

Submissions will be reviewed by an editorial board and selected for publication and or publication based on overall quality, scholarship and significance of the subject matter.

Manuscripts must include a one-page synopsis and a brief biography of the author. Submissions should be made via email to Nzinga A. Curry, director of ILW Programs, at [ncurry@ausa.org](mailto:ncurry@ausa.org).

(See ad on Page 4 of this issue of AUSA News.)

For more information, visit: <https://www.ausa.org/ilw-writing-program>





# AUSA News

ASSOCIATION OF THE UNITED STATES ARMY

Special Report: AUSA Global Force Symposium and Exposition – Futures Command

May 2018

## Modernizing for joint, multi-domain, high-intensity conflict

Devon L. Suits  
Army News Service

**B**y 2028, the U.S. Army will be fully ready to deploy, fight and win decisively against any adversary, anytime and anywhere in a joint, multi-domain, high-intensity conflict, Army secretary said.

Moreover, while doing those things, the Army will also be able to simultaneously deter the aggression of adversaries and conduct irregular warfare.

Secretary of the Army Mark T. Esper laid out his vision of U.S. Army capabilities during opening session of 2018 Association of the U.S. Army (AUSA) Global Force Symposium and Exhibition in Huntsville, Ala.

“The Army will do this through an employment of modern, manned and unmanned ground combat vehicles, aircraft, sustainment systems and weapons coupled with robust combined arms formations and tactics based on a modern warfighting doctrine and centered on exceptional leaders and soldiers of unmatched lethality,” he said.

Also helping achieve that goal will be the Army Futures Command.

That new command was announced in October at the AUSA Annual Meeting and Exposition in Washington, D.C., and is expected to stand up this summer.

It will be the Army’s fourth command and will have equal footing with U.S. Army Forces Command, U.S. Army Training and Doctrine Command, and U.S. Army Materiel Command, said Under Secretary of the Army Ryan D. McCarthy, during his own opening remarks.

The creation of the new command requires the Army to rewire and de-layer itself to support the new command structure, McCarthy said.

As the initial operating capability of Futures Command continues to be defined, McCarthy said, the Army’s integration, research and development, acquisition, and science and technology communities should expect to see some changes in their organizational alignment.

However, the under secretary emphasized that realigning under the Futures Command organizational structure does not suggest that existing organizations will physically move to a new location.

He also said the Army will need to be judicious with existing funding if it wants to meet its modernization goals.

“The budget control act looms large in 2020,” McCarthy said. “In order to maintain momentum



**Secretary of the Army Mark T. Esper briefs the over 6,000 attendees at the AUSA Global Force Symposium and Exposition on the Army Futures Command and its mission. He stated that while U.S. adversaries are bolstering their militaries, the U.S. Army must do the same. (AUSA News photo by Luc Dunn)**

and not fall off the pending fiscal cliff, we will initiate a robust reform effort that will require a comprehensive relocation of resources within our portfolios to support modernization efforts.”

### Futures Command location

Eventually, the Army will name a location for the Futures Command headquarters. Right now, Army leaders are in the process of narrowing down a list of about 150 possible locations to ten.

McCarthy said the location decision for the new command will be based on proximity to talent, the private sector and academia. The Army is also looking at quality-of-life measures, cost, time assessment, as well as civic and regional support.

Once the Army determines those 10 cities, McCarthy said, he and Vice Chief of Staff of the Army Gen. James C. McConville will visit each location to decide which one will best support the Army’s newest command.

“We will then announce the Futures Command location, with initial operating capability, this summer,” McCarthy said. “As much as the location is important, so is selecting the right leaders.”

McCarthy said the Army expects to announce the commander for Futures Command within the next few weeks.

### Necessary change

While the Army has been focused on fighting and winning in the Middle East, Esper said, “China

and Russia have invested in advanced technologies, professionalized their militaries ... and have reduced our military advantage.”

Even if the U.S. never faces either of those nations on the battlefield, Esper said, the effects of their military advancement will be felt.

“We should expect to see their weapons and equipment and tactics used by adversaries against us,” Esper added.

“This brings to mind North Korea and Iran, (which) will continue to threaten regional stability, our allies, and U.S. security interests.”

While U.S. adversaries are bolstering their own militaries, Esper said, the U.S. Army is doing the same.

That effort, he said, currently involves modernization focused on six areas, which include long-range precision fires, a next-generation combat vehicle, future vertical lift platforms, a mobile and expeditionary Army network, air and missile defense capabilities, and soldier lethality.

Supporting those modernization efforts are eight newly-created cross-functional teams, which will eventually be a part of Army Futures Command.

In addition to those six modernization priorities, Esper outlined five areas of consideration for the Army as it faces the threats posed by an increasingly complex global security environment. Those areas include doctrine, organization, manning, training and equipping.

see next page

## Futures Command from preceding page

### Doctrine

“Doctrine is how the Army fights, and it’s fundamental to transforming the Army of 2028,” Esper said.

“Much like a transmission synchronizes inputs through gears and produces a stronger output, doctrine synchronizes the Army’s core functions to produce greater lethality.”

According to Esper, the doctrinal concept of multi-domain battle must be embedded at all levels of leadership and propagated at all levels of Army education.

And, with the implementation of Futures Command, all Army leaders will need to understand the new command’s purpose, application, and impact on the global force.

With the goal of developing and improving Army doctrine, the Army has slated to prototype a multi-domain task force in 2019 within the Pacific region. This is an area Esper said Army senior leaders have identified as “truly a multi-domain fight.”

Moving forward, the development of the multi-domain battle construct also helps to establish more interoperability between U.S. and coalition partners.

“We all recognize that we could benefit through greater collaboration,” Esper said.

### Organization

Moving forward, the Army must be organized appropriately to reach its 2028 goals, Esper said.

“A decade from now, our formations must be more robust, agile and lethal,” he said. “We’ve already begun making these organizational changes.

“For example, we are increasing the capability of our formations, returning short-range air defense and multiple launch rocket systems battalions to our divisions.”

### Manning

By 2028, the total Army will need to reach 500,000 active soldiers, with similar growth in the Army National Guard and the Army Reserve.

Most importantly, the future Army must “focus on recruiting and retaining high quality, physically fit, mentally tough soldiers, who will deploy, fight and win decisively on any future battlefield,” Esper said.

However, the force is facing a more significant



**Under Secretary of the Army Ryan D. Murphy and Army Vice Chief of Staff Gen. James C. McConville discuss the site selection process for the new Futures Command. (AUSA News photo by Luc Dunn)**

issue as only 29 percent of Americans can meet the standards to enter the U.S. Army, McCarthy said. Although the Army is doing what it can to ensure it receives the best soldiers possible, Army leaders should be doing more to connect the nation with the all-volunteer Army force.

Moving ahead, the Army is also looking into new ways to manage and leverage its current pool of talent.

One way the Army will do that is with the Integrated Personnel and Pay System-Army (IPPS-A), McConville said. Currently, the Army relies on three separate systems to track active, National Guard and Army Reserve personnel.

Additionally, under the current systems, the Army is only able to track soldier by rank, service affiliation, career field, and other Army career-related identifiers.

With IPPS-A, the service hopes to identify soldiers with different certifications and credentials, which aren’t tied to their MOS (Military Occupational Specialty). In addition, the Army will be able to track other skills and attributes that could be used support the warfighter.

For example, these skills could range from proficiencies in other languages, to having an understanding of farming, engineering, and crisis management, McConville said.

### Training

The future of Army training will be “tough, realistic, and dynamic,” Esper said, with a focus on urban operations – to include operating in megaci-

ties – and electronically harsh environments.

To accomplish this, Futures Command must expand upon the synthetic training environment and implement a broad distribution of inter-connected simulation capabilities, Army-wide.

Reforms to training also include a decrease in “mandatory training” and additional duties unless it had a direct tie to readiness and lethality, Esper said.

### Equipping

The modern Army must be equipped with the most advanced, capable and survivable combat systems industry can provide, Esper said.

“A decade from now, preferably sooner, we will see our formations begin to fill with a variety of manned and unmanned combat vehicles, aircraft, sustainment systems and weapons,” Esper said.

Adding, “Greater use of autonomous systems, robotics, and artificial intelligence promises to make our units more lethal, our Soldiers less vulnerable, and the Army far, far more effective.”

To accomplish this, the Army challenges industry partners and academia to generate ideas that apply to future operating environments, McCarthy said.

McCarthy said the Army recognizes that the private sector outpaces the Army when it comes to innovation. The Army, he said, must efficiently connect with the private sector and optimize its decision-making process to ensure the Army receives the best equipment in the shortest amount of time possible.

The Army Futures Command will be a large part of that effort, he said.

## 2018 AUSA Global Force Symposium & Exposition By-The-Numbers

### Attendance History

- 2018 – 6,470 (Record Breaking)
- 2017 – 5,455
- 2016 – 6,126
- 2015 – 5,583
- 2014 – 6,347

### 2018 Registration

- Attendee total – 4,244
- Exhibitor total – 1,715
- Active duty military personnel – 680
- General officers – 83  
(6 Generals, 9 Lt. Generals, 35 Maj. Generals, 32 Brig. Generals)

### 2018 Exhibits

- Total number of exhibitors – 203
- Exhibit space square footage – 61,800 (Includes the outdoor area. Does not include networking lounge or Innovators Corner)
- First time exhibitors – 68
- Returning exhibitors – 135

# Army athletes, coach of the year honored at Global Force

## AUSA News

Three soldiers, selected as the 2017 Army athletes and coach of the year, were honored at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Ala.

Sgt. 1st Class David L. Moore, a squadron maintenance management noncommissioned officer, with the Regimental Engineer Squadron, 2nd Cavalry Regiment, Grafenwoehr, Germany, and a member of the All-Army Softball Team, was honored as the 2017 Male Army Athlete of the Year.

Sgt. Latoya N. Marshall, Wilmington Recruiting Company, Raleigh, N.C., and a member of the All-Army Volleyball Team, was recognized as the 2017 Female Army Athlete of the year.

Capt. Jeffrey J. Fearing, company tactical officer, United States Military Academy Corps of Cadets, West Point, N.Y., and the coach of the All-Army Hockey Team, was named the 2017 Army Coach of the Year.

The awards were presented at the symposium by Gen. Gustavo Perna, commanding general, U.S. Army Materiel Command.

## Soldier-Athletes

Moore, who has served in the Army for 19 years, deployed during the initial surge into Iraq in 2003-2004.

He has played Army softball for five years and has won four gold medals and one silver medal. He was also selected to be a member of the Armed Forces Team three years in a row, and was the team captain in 2017.

He had an impressive batting average of .667 with six home runs, 24 RBIs and a .941 fielding percentage during 2017 Armed Forces Softball Tournament.

Moore is also a softball ambassador. He was selected to the winning All Star Team in the Almere Netherlands Softball Tournament, where he had a .742 batting average, seven home runs and 15 RBIs.

He also led the Europe Slow Pitch Softball League Tournament team to victory with a .721 batting average, five home runs and 18 RBIs.

Off the field, he volunteered 96 hours during the Annual German/American Volksfest which strengthened the relationship between American soldiers and German citizens. He also volunteered to assist with coaching a youth soccer team.

The citation read: "His display of professionalism and sportsmanship is one that should be emulated by others."

"He is a true soldier-athlete-ambassador who has improved the relationship between the United States and several of our NATO Allies."

Marshall has played on the All-Army Volleyball Team for five years.

She has been selected every year to the Armed Forces Volleyball Team, and has won gold medals for the Army during Armed Forces tournaments.



Gen. Gus Perna, commander, Army Materiel Command, left, presented awards to, left to right, Capt. Jeffrey J. Fearing, coach of the year; Sgt. 1st Class David L. Moore, male athlete of the year; and Sgt. Latoya N. Marshall, female athlete of the year. (AUSA News photo by Luc Dunn)

She has a national gold medal from USA Volleyball, and a gold medal from her island while playing for the American Samoa National Volleyball Team.

She attended the University of Nevada on an athletic scholarship playing volleyball and basketball for the Wolfpack.

During her college years she received numerous accolades and honors, and recently she was inducted into University of Nevada Sports Hall of Fame.

While stationed in Korea, she devoted her time to a local orphanage where she read books to children, supervised arts and crafts and learned the Korea culture. She was the U.S. Army Garrison Humphreys Female Athlete of the Quarter in 2017, a member of the Osan Holiday Basketball Classic Women's All-Tournament Team, the 2017 Korea-Wide Peninsula Basketball Champions and the 2017 Guam March Madness Invitational Championship.

In the United States she volunteers at a local high school athletic program by performing individual workouts, scouting other teams and being involved in the professional development of the high school student athletes.

The citation read: "As a top Army recruiter, she has demonstrated exceptional leadership skills teaching soldiers and students life lessons through sports."

"Her devotion to volunteering has supported high school student athletes with scholarships, and encouraging them to join the U.S. Army."

Fearing graduated from West Point in 2008 as a field artillery officer who deployed to Afghanistan as a member of Task Force Brawler from December 2012 to September 2013.

In July 2017, he was selected as the head coach of the first ever All-Army Hockey Team, an initiative of the Army chief of staff, Gen. Mark Milley.

Fearing was directly involved in standing up the

team, from determining the necessary equipment needed, to selecting the personnel to attend a three week training camp at Fort Drum, N.Y. He planned, led, and played – as a player-coach – in the three-week training camp.

The team came together quickly and throughout the training camp competed in games against the West Point Club Hockey team, winning 6 to 4, and twice against the Watertown Wolves professional hockey team, winning both games 8 to 6 and 9 to 7.

The All-Army Hockey Team then competed in a game against the Royal Canadian Armed Forces Flyers, before a sold-out Watertown Municipal Arena, and won 4 to 2.

The team then represented the United States Armed Forces at the 5th Annual Baltic Winter Games in Vilnius, Lithuania, and won the tournament by defeating Estonia 9 to 0, Latvia 6 to 4, and Lithuania 2 to 1 – winning the gold medal for the United States.

Fearing also led the USA team in goals to include scoring a hat trick and the eventual game-winning goal against Latvia in the semi-finals. He also set up as many community engagements as the team's busy schedule allowed, and the team conducted over twelve total volunteer hours of on-ice instruction to local youth teams in northern New York.

The citation read, "Captain Fearing's leadership, mentorship, and critical thinking were instrumental in standing up the Army Chief of Staff's All-Army Hockey Team – and it's off to a great start."

Lt. Gen. Guy Swan, USA, Ret., AUSA vice president for education, said at the ceremony, "These three outstanding soldier-athletes represent the best of America's Army as they serve in their assigned duties and also compete in athletic competitions for our Army and our nation. We are very proud of you."

## High-energy laser technology displayed at Innovator's Corner

**Jason Cutshaw**  
USASMDC/ARSTRAT  
Public Affairs

The U.S. Army Space and Missile Defense Command/Army Forces Strategic Command showed attendees of the Association of the U.S. Army's Global Force Symposium and Exposition March 26-28 why the command is the Army's lead in high-energy laser technology and space operations.

At the symposium's Innovator's Corner, USASMDC/ARSTRAT leaders and team members demonstrated through various venues how the command enhances operations, supports the warfighter, explores new technologies, and anticipates the future of integrated air and missile defense and global space operations.

"The presence here in Innovator's Corner is an opportunity to interact with the attendees here at AUSA and to show what innovative science and technology projects the Space and Missile Defense Command's Technical Center is doing to advance the state of the art in current and future developments," said Adam Aberle, SMDC High Energy Laser Division technology development and demonstration lead.

Adding, "Our goal is to be value added to the warfighter to make them more effective in their missions and objectives. We are developing basic and applied research as well as integrated demonstrations in an effort to support the warfighter and we are here to explain how we accomplish that."



**Kestrel Eye, an electro-optical nanosatellite developed by USASMDC/ARSTRAT Technical Center, was the focus of one display at the AUSA Innovator's Corner. (U.S. Army graphic)**

The Innovator's Corner featured presentations and exhibits that show how science and technology support the warfighter and looks to the future for Department of Defense science and technology organizations. SMDC programs were spotlighted and offered visitors an up-close and personal look at the Army's research and development efforts and the opportunity to hear from the engineers who work on the technologies.

One display was the Kestrel Eye, which is an electro-optical microsatellite-class imagery satellite for tasking by the tactical ground component warfighter.

Capable of producing tactically useful imagery, Kestrel Eye's data can be downlinked directly to the same warfighter.

Kestrel Eye was launched to the International Space Station as a part of a cargo resupply mission in August 2017 and deployed from the ISS in October.

"The importance of being here is the ability to showcase the type of work we do at SMDC," said Dr. Matthew Hitt, SMDC Technical Center general engineer.

"Our innovations allow us to promote our contributions to the nation and the warfighter in technical areas, specifically dealing with space and Kestrel Eye," he added.

Also participating were members of SMDC's high-energy laser team who explained how the command's efforts are looking to provide operational capability for forward-deployed forces as well as other applications for directed energy technologies.

"Innovator's Corner is important for people here at AUSA to understand the Army's cutting-edge technologies," said Amanda Clark, a physicist with the SMDC Tech Center High Energy Laser Division.

Adding, "We are here to educate attendees about what we are doing in the Technical Center, especially dealing with high-energy lasers."

## Goal is to have stronger, closer Army-industry relations

AUSA Staff

The Army wants to be a better partner with the defense industry, isn't opposed to them making a profit and doesn't mind guarding their intellectual property, the assistant Army secretary for acquisition, logistics and technology said

in a keynote speech at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Ala.

Bruce Jette, who became the Army's acquisition chief in December, said Army leaders "recognize the need to collaborate closely with industry partners" and are making efforts to have closer relations.



**Bruce Jette, assistant secretary of the Army (acquisition, logistics and technology) and the Army acquisition executive, said, 'I'm very open to look at how we can improve your profit as long as you can improve my deliverables.'** (AUSA News photo by Luc Dunn)

An example, he said, is Secretary of the Army Mark T. Esper, a former Raytheon executive, who "wants us to reach out to industry, and he meets at least once a week with industry."

In the past, talking with industry has raised ethical concerns, but Jette said this doesn't have to be a problem.

"As long as we understand there is a difference between talking and contracting, we are good," he said, adding industry also needs to understand that a senior Army official describing something as "good doesn't mean there is a contract."

Jette said the Army is supportive of industry making a profit and of holding onto intellectual property. About profit, Jette said the current Defense Department structure has an incentive for companies to have long contracts to secure profit.

He'd like that to change.

"I'm very open to look at how we can improve your profit as long as you can improve my deliverables," he said.

Jette said he supports the idea of companies holding onto their intellectual property, but protection might require changes in law and regulation.

His view is, "If I pay for it, I own it. If you pay for it, you own it."

# TRADOC will improve NCO, soldier educational programs

Devon L. Suits  
Army News Service

The U.S. Army Training and Doctrine Command (TRADOC) is refining the Noncommissioned Officer Professional Development System to prepare personnel for the multi-domain battlefield, and provide soldiers with the maximum amount of college credit for their professional military education.

After receiving extensive feedback from Army personnel at all levels, TRADOC learned that soldiers felt professional military education (PME) was irrelevant to them, redundant, lacked synchronization between courses and played little to no role in preparing them for the multi-domain battlefield, said Command Sgt. Maj. David O. Turnbull of the Combined Arms Center.

Turnbull spoke at a special panel presentation titled “Training, Educating, and Progressive Development of our Soldiers for Today and Tomorrow,” convened at the Association of the U.S. Army’s Institute of Land Warfare Global Force Symposium and Exposition in Huntsville, Ala.

Moving forward, Turnbull said, TRADOC will make changes across all levels of Army professional education – from the Basic Leader Course to the Sergeant Major Academy.

Each course, he said, will build upon six core competencies.

Those core competencies are communications,

leadership, program management, operations, training management, and readiness.

TRADOC is also refining their training and education curriculum to meet college accreditation standards, said retired Command Sgt. Maj. John Sparks, who serves now as special assistant to Sgt. Maj. of the Army Daniel A. Dailey.

One change TRADOC will make to reach the goal of elevating standards within Army PME, Turnbull said, is to require written responses during testing rather than multiple choice. Additionally, Structured Self-Development (SSD) courses will see some changes by June 1st, Turnbull said.

Each course will be about 40 hours in length and will support the course material offered at a physical facility. Most importantly, SSD is no longer considered a “pass or fail” course. It will generate a grade point average, which will be included on a



Command Sgt. Maj. David Turnbull

Soldier’s Service School Academic Evaluation Report, or DA Form 1059.

## Credentialing

The Army is also exploring improved credentialing opportunities for all soldiers.

“These are not simply credentials for a soldier to receive before they get out of the Army,” Turnbull said. “They will be used to improve a soldier’s professionalism ... their abilities, and skills, while they perform their current job.”

To support this initiative, the Army prioritized credentials into three separate categories.

The first category includes required credentials for a soldier’s military occupational specialty. The Army will continue to fund credentials in this category, as they are embedded in a career field’s program of instruction and are considered to be necessary for promotion.

The second category will include MOS-enhancing credentials. These credentials must be proponent-recommended and seek to increase soldier readiness, retention and professionalism, Turnbull said.

The last category – self-development credentials – aims to provide soldiers with more training opportunities before they leave the force.

Currently, there are over 11,000 self-development credential opportunities available to soldiers.

However, the Army is working to reduce that number to a more manageable size, Turnbull said.

## Perna tells SROTC and JROTC cadets: ‘Know your job’

Megan Gully  
Army Materiel Command

Joining ROTC was a life changing moment for the Army’s senior logistician.

Gen. Gus Perna, commander of the Army Materiel Command, closed out the 2018 Association of the U.S. Army’s Institute of Land Warfare Global Force Symposium and Exposition by sharing words of wisdom at a ROTC luncheon with cadets from two universities and JROTC cadets from more than 10 local high schools.

He told students that ROTC changed his life. The program at Valley Forge Military Academy gave him the discipline to focus, created a family and support system around him and allowed him to determine what he wanted to do in his life.

“Not everyone here will become a soldier. You have to figure out what your own purpose in life is, but what ROTC does is provide you opportunity,” he said.

To be successful, Perna encouraged the cadets to follow three tenets: be committed, be competent and be of high character. No matter their career choice, Perna said the cadets should be 100 percent committed and strive to be the best.

“Whether you are a soldier, a doctor or a police officer, you will be judged on your competence,”



At an ROTC luncheon during the Global Force Symposium hosted by AUSA’s Redstone–Huntsville Chapter, Gen. Gus Perna, commander, Army Materiel Command, said to the cadets, ‘Be committed, be competent and be of high character.’ (AUSA News photo by Luc Dunn)

he said. “People will know you by how well you know your job.”

Having high character is easy to say but hard to do, Perna said. “Do not take the easy road in life,” he said. “The example you set will better yourself, the people around you and the country as well.”

While the Army has changed a lot in 243 years

of existence, one thing has not – the soldier, Perna said. “From the Revolutionary War to today, our soldier has been at the core of the U.S. Army. That has not changed,” he said, adding, “You represent that core and illuminate all we are as an Army. You will take the mantle and that is why we are here today, because we are excited about your future.”

# Symposium focused on restructuring of Army modernization



Retired Gen. Carter F. Ham, AUSA president and CEO, right, said, ‘This was a great three days for us.’ With so many Army leaders present, the symposium showed attendees ‘a clarity of mission and a clarity of purpose.’ The commander of Army Training and Doctrine Command, Gen. Stephen J. Townsend, left, said we owe our soldiers the training and equipment that overmatches our enemy’s. (AUSA News photos by Luc Dunn)

## AUSA Staff

The Association of the U.S. Army’s three-day Global Force Symposium and Exposition wrapped up March 28 with a discussion about the importance of improving the performance and fighting power of soldiers, a fitting conclusion to an event focused on the Army’s future.

More than 6,400 people attended the conference in Huntsville, Ala., the most people ever at the 5-year-old event held in the Von Braun Center.

There was a strong and high-level Army presence, including Secretary of the Army Mark T. Esper, Under Secretary of the Army Ryan D. McCarthy, Vice Chief of Staff Gen. James C. McConville and general officers from around the globe in attendance to focus on a historic restructuring of Army modernization.

“This was a great three days for us,” retired Gen. Carter F. Ham, AUSA president and CEO, said.

Ham noted that it was special to have so many Army leaders present to discuss plans to establish the U.S. Army Futures Command this summer. Their frank talks and meetings with industry representatives showed “a clarity of mission and clarity of our path forward,” Ham said.

About 1,000 more people attended AUSA Global Force 2018 than attended in 2017.

Ham also announced that AUSA would return to Huntsville in 2019 for another Global Force Symposium and Exposition to be held March 26–28.

In one of the final panel discussions, Gen. Stephen J. Townsend, commander of the U.S. Army Training and Doctrine Command, said American close combat soldiers, squads and platoons have lost the overmatch they once had over adversaries, creating an urgent call to action.

“Our adversaries have access to weapons and technology that have enabled them to close the gap with our armed forces,” Townsend said, noting that other than a few improvements to equipment soldiers carried and wore in Vietnam and in later years.

He noted, “We’ve really mostly relied on physical fitness, superior training and combined arms to prevail in the close fight for the last number of years. I would say in the final 100 yards, that edge is inadequate.”

Among the Army’s approximately 100,000 dismounted soldiers are infantry, cavalry, engineers, medics and the field officers who accompany them, a grouping Townsend called the “close combat 100,000.”

They are the soldiers who close with and destroy the enemy in close combat and they need the capabilities to increase their lethality, mobility and survivability, Townsend said.

Addressing those needs is the Army’s soldier le-

thality cross-functional team, for which Townsend is the senior mentor.

He cited the parallel organization established by Defense Secretary Jim Mattis, the Close Combat Task Force, as a multiplier whose mission to increase squad lethality is nested with the soldier lethality effort.

Townsend spoke of the critical need to advance the synthetic training environment being developed by the U.S. Army Combined Arms Center-Training at Fort Leavenworth, Kan., as the only way to give soldiers the repetitive training they need when and where they need it.

The current trainers, he said, “are antiquated, they’re fixed and they lack the architecture to rapidly upgrade.”

“It’s our soldiers who set us apart from our adversaries,” Townsend said.

Emphasizing, “We owe them the equipment and training that matches their courage and determination and overmatches our enemy’s.”



The Global Force Symposium and Exposition attendees included 83 general officers and over 6,000 total participants.



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# Funk reports on 71-nation coalition to defeat Islamic State

## Chapter Highlight Central Texas-Fort Hood

David Bryant  
Killeen Daily Herald

**L**t. Gen. Paul Funk II, III Corps and Fort Hood commander, took time during his mid-deployment leave to address members of the the Association of the U.S. Army's Central Texas-Fort Hood Chapter during the chapter's general membership luncheon on Fort Hood.

Funk, who is currently the commander of Combined Joint Task Force-Operation Inherent Resolve – a 71-nation coalition to defeat the Islamic State (IS) – deployed with approximately 350 soldiers with the corps' headquarters in August 2017 for a year-long deployment in the Middle East.

"We're in a lot better shape [against IS] now. The physical caliphate in both Iraq and Syria has been defeated," he said.

"There is still a lot of work to do, though, against pockets of ISIS. So there are some enemy we need to take on. What's great is now the local security forces can manage that part of the process in Iraq – with our help, but that's OK. They are, in fact, on the leading edge now."

Funk said the mission of the coalition will continue to be the same in the foreseeable future to ensure the complete destruction of ISIS. However, Turkish aggression along their border with Syria has had an impact on the coalition's ability to conduct operations.

"How we measure that (impact) I'm not sure yet, but I think our Syrian Democratic Force partners, are having to deal with that issue," he said. "That's not in my area, so I don't really have a great answer on (the impact of Turkish aggression in the region)."



A U.S. Army engineer works with a member of the Syrian Democratic Forces to help maintain a bridge near Raqqa. (Photo by Sgt. Mitchell Ryan)



Lt. Gen. Paul Funk, commander, III Corps and Fort Hood, briefs members of AUSA's Central Texas – Fort Hood Chapter on his headquarters' year-long deployment to the Middle East and Operation Inherent Resolve. (Photo by Eric Shelton)

The general added that the people in Iraq and the northeastern part of Syria where the coalition has authority are happy that the U.S. soldiers are there in the region.

The training of Iraqi forces by the coalition has worked wonders on the Iraqi military, however.

"If you look at the remarkable turnaround in the last three and a half years the coalition has been able to do when it's applied to the Iraqi Security Forces, they have changed the culture of an entire military to take on a pretty determined enemy," Funk said.

"It's an incredible change in their demeanor, their skill and their determination."

Funk said the training provided to the Iraqi military has taken a force who was retreating from ISIS in 2014 to sustaining division and corps level combat operations.

Part of that training has been the development of a noncommissioned officer corps within the ISF.

"The NCO corps is fledgeling: The challenge is cultural," he said. "They don't understand providing for (NCOs), everything is dictated. They don't have the flexibility our NCO corps has to make things happen on the battlefield, to really get after mission command.

Adding, "Nor do they really have this care and concern for the men and women they are responsible for. It's coming, but it's generational. We didn't get to this great NCO corps overnight, either, so in a fledgeling democracy of 13 years, they are starting to make some progress there.

"As a matter of fact, Command Sgt. Maj. (Michael) Crosby is working on that in theater right

now with the inspector general of the Iraqi Security Forces," Funk added, "to develop and implement an NCO corps program. It's really a leader development course, from junior officer level and NCO level on up that's going to be remarkable in how it changes. I predict the Iraqi army will be the best army Iraq has ever seen in the next five to 10 years and will challenge the finest armies in the region."

The coalition is of vital importance to the Iraqi government and will continue to be for the foreseeable future, Funk said. "It brings them legitimacy, brings a sense of urgency and brings a set of competencies that they need," he said.

"It means air, it means intel ... I think Prime Minister (Hamoodi Alwardah) al-Abadi would say, 'I don't need your actual foot soldiers; I need your advisors, I need your air power, I need your intel and I need you to drive the force.' I think he's got a vision."

The determination and grit of the Iraqi forces has been the determining factor in liberating Iraq from IS, Funk said.

The Iraqi military has been in constant combat since the retaking of Mosul prior to III Corps arriving to take over the coalition and is still in combat now.

Funk also praised the Syrian Democratic Force troops the coalition is training, especially because of the full inclusion of female fighters.

"ISIS is terrified of the (Syrian Democratic Force) because according to their belief, if you get killed by a woman then you don't go to heaven," he said.

"They are terrified of them. By the way, I'm a little scared of them myself. They are tough."

Funk will return to Iraq after his short vacation and is expected to return with the III Corps command team by October.

(Editor's note: This article is published with permission of The Killeen Daily Herald.)

# Army Rangers Rolfes and Allen are the ‘Best of the Best

## 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 35th Annual David E. Grange Jr. Best Ranger Competition started in the dark of the morning on April 13, with 50 two-man buddy teams competing to be the best of the best at Fort Benning, Ga.

The multi-day event tests the mental and physical stamina, and the tactical and technical proficiency of the competing teams.

Team 23, consisting of Sgt. 1st Class Joshua Rolfes and Sgt. 1st Class Anthony Allen, representing the Airborne and Ranger Training Brigade (ARTB), won this year’s competition.



Both Rolfes and Allen competed together as a team in the 2013 competition, finishing 24th out of the competing field. While Allen did not compete in the 2014 to 2016 competitions, Rolfes teamed with another Ranger for these three competitions, finishing second in 2016.

Rolfes and Allen partnered again for the 2017 competition finishing in fourth place.

Their persistent, dedicated and yearlong commitment resulted in their successful quest to be recognized as the “best of the best.”

Rolfes, 36, hails from the Los Angeles, Calif., area, while Allen, 31, is from Brighton, Colo.

The first event of the competition, a mass run over an unknown distance to an unknown destination, and knowing each buddy team would receive points based on their finishing order – first place 50 points, second place 49 points, etc., – set the tone for each of the 26 events in the competition.

Historically, in this competition, it is unusual for a team to know how many points each event is worth, because Best Ranger scoring has always been kept a secret.

“We’re all about transparency, so we let the competitors know the weight of each event – what it’s worth,” said Col. Douglas Vincent, the Airborne and Ranger Training Brigade (ARTB) commander.

Adding, “So they can surge and rest as required, where they want to.”

Each year the competition evolves and changes from the previous year’s competition.



**Sgt. 1st Class Joshua Rolfes, left, and Sgt. 1st Class Anthony Allen race to assemble an 81 mm mortar system on Todd Field at Fort Benning, Ga., during the Best Ranger Competition. (Photo by Markeith Horace)**

This year the buddy run increased from 5 miles to 8, the road march increased from 15 miles to 17, pushing the distance traveled over the 60 hours of competition to more than 65 miles.

After the first day of competition, the competitor field was cut from 50 to 24 teams, and then cut again to 16 teams for the final phase on Sunday.

The competition is run over a period of three days and two nights. “The Sunday events are more heavily weighted,” Vincent said, adding “requiring the final teams to keep their momentum going and allowing for come-from-behind victories.”

All the teams competing in the 2018 competition represented organizations from across the Army and this year, one sister service, a Ranger qualified team from the U.S. Coast Guard’s Helicopter Interdiction Tactical Squadron, participated.

In addition to the Regular Army divisions, competing teams from the National Guard; the 3rd Cavalry Regiment; 173rd Airborne Brigade Combat Team; the 3rd U.S. Infantry Regiment (Old Guard); 75th Ranger Regiment; U.S. Army Special Operations Command; Airborne Ranger Training Brigade; U.S. Army Alaska; the 193rd and 198th Infantry Brigades; U.S. Military Academy; U.S. Army Chemical, Biological, Radiological, Nuclear School; Cyber Protection Brigade, and the Intelligence Center of Excellence competed.

The competition is named for Lt. Gen. David E. Grange Jr. who served from 1942 to 1984 and was a combat veteran of 20 campaigns from World War II, the Korean War and the Vietnam War.

During his 42 years of service to America’s Army, Grange served as a Ranger instructor and director of the Ranger Department. He also commanded Fort Benning, the 2nd Infantry Division, and the United States Sixth Army.

The competition began in 1981 to identify the best two-man Ranger buddy team in the Ranger Department at Fort Benning.

The competition grew and expanded over the years to include all Ranger qualified soldiers serving in all three components of the Army, sister services and partner nations around the world.

For those considering competing in a future competition, competitors must be Ranger qualified, have no adverse personnel actions pending, complete a Ranger Physical within the last 12 months and submit a competitor packet with a letter of intent from the competitor’s chain of command.

All of this year’s competitors arrived three days early where they were billeted on Camp Rogers and participated in an orientation and training itinerary on the course.

Finishing in second place was team 32 with Capt. Matthew Thwaites and 1st Lt. Kendall Ward representing the 75th Ranger Regiment.

In third place was team 33, also from the 75th Ranger Regiment with 1st Lt. Jeremy Dettmer and Cpl. Tyler Taormina.

All three teams had outstanding performances throughout the competition, consistently maintaining one of the highest scores on each event.

“At about midnight Saturday night while going into the final day of the competition, the Georgia skies opened and dumped ample amounts of water and lightning on the Rangers,” said Army Ranger Command Sgt. Maj. Jimmie Spencer, U.S. Army, Ret. “By Sunday morning the rain had slowed, but it had not stopped.”

He added, “A constant reminder of the conversation each Ranger had with himself or herself years ago: ‘Go ahead, volunteer for the Infantry and while you are at it, go to Ranger school, it will be fun.’”

The competing teams were tested on their day and night land navigation skills, extended road marches, weapons firing on six different ranges to include small arms, machineguns, and establishing an 81mm mortar firing point.

**see page 26**

# 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: 72

- 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: 10

- 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: 42

- 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: 86

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

- Introduced by Rep. Gus Bilirakis, R-Fla

- **Referred to Committees: Armed Services; Veterans' Affairs**

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

- Permits retired members of the Armed Forces who have a service-connected disability rated less than 50 percent to receive concurrent payment of both retired pay and veterans' disability compensation

- Extends eligibility for concurrent receipt to chapter 61 disability retirees with less than 20 years of service.

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

- **Referred to Committees: Armed Services; Veterans' Affairs**

### Senate Action

#### S. 66 (Retired Pay Restoration Act) Cosponsors: 11

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

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

- **Referred to Committees: Armed Services**

## SPOUSE/FAMILY ISSUES

### House Action

#### H.R. 578 (Military Residency Choice Act) Cosponsors: 7

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

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

- Referred to Committee: Veterans' Affairs

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

#### H.R. 1796 (Lift the Relocation Burden from Military Spouses Act) Cosponsors: 39

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

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

- Referred to Committees: Armed Services

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

### Senate Action

#### S. 2379 (Military Spouse Employment Act) Cosponsors: 3

- 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: 92

- 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: 6

- 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: 34

- 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**

# AUSA, Warrant Officers Assn. work together as Army team

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

**A**s the warrant officer cohort of our Army's larger officer corps prepares to celebrate its 100th birthday in July, I thought it might be appropriate to discuss the strong partnership that has been built between AUSA and the United States Army Warrant Officers Association (USAWOA).

For decades, our two great organizations have partnered on issues of common interest, as active members of The Military Coalition (TMC).

In so doing, our representatives have worked together on various TMC committees, to ensure the Army's voice is well represented, together with other great organizations.

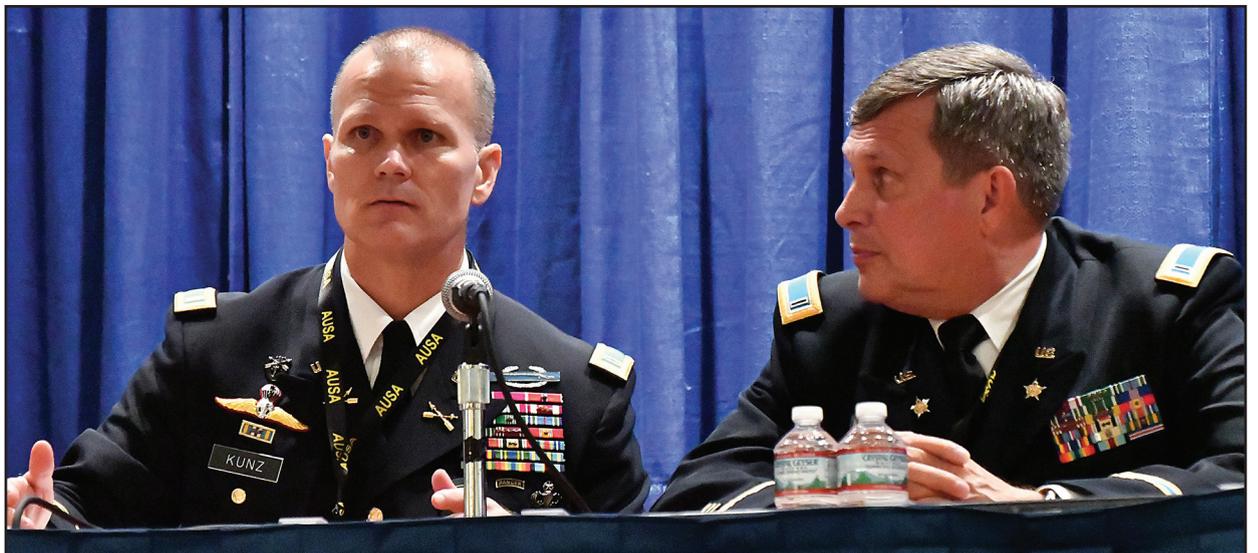
Shortly after assuming duties as USAWOA's executive director in the spring of 2012, I was contacted by members of AUSA's great staff.

AUSA wanted to open a dialog with USAWOA to explore additional ways to partner and build on warrant officer participation in both our organizations.

That year, AUSA hosted their first warrant officer birthday reception for the members of the Army Senior Warrant Officer Council (ASWOC) in July at their headquarters – this has since become an annual, jointly-hosted tradition.

In October 2012, AUSA added a warrant officer seminar to its program at the AUSA Annual Meeting and Symposium. This too has become an annual event, growing in popularity every year. In 2015 a warrant officer breakfast was added and held prior to the seminar.

In 2017, AUSA provided space at the Walter E. Washington Convention Center, three days prior to AUSA's meeting, where USAWOA conducted its 45th Annual Meeting of the Members (AMM).



**CW5 Richard Kunz Jr., command chief warrant officer, Combined Arms Center and Fort Leavenworth, left, and CW5 Russell Smith, command chief warrant officer, U.S. Army Reserve, speak at the 2017 AUSA Annual Meeting and Exposition. (AUSA News photo)**

Exhibit space was mutually shared at these meetings on a complimentary basis, and USAWOA welcomed AUSA's president and CEO, retired Gen. Carter F. Ham, and AUSA's vice president for membership and meetings, retired Lt. Gen. Patricia E. McQuiston, as keynote speakers to open the meetings on two of our three 45th AMM days.

At the 45th AMM, USAWOA conducted an aviation panel led by senior warrant officer leaders from the aviation community. A similar panel will be conducted again in 2018, this time as part of the Tuesday afternoon business agenda.

This will mean that with the warrant officer breakfast, seminar and aviation panel, warrant officers will enjoy cohort-specific programs at the AUSA's 2018 meeting.

Also, just a few miles away, they can then attend USAWOA's 46th AMM that begins the following day.

From the first meeting between USAWOA and AUSA in the spring of 2012, a joint association

membership arrangement was discussed. In June 2017, an agreement was reached by which warrant officer members from both organizations were mutually honored. There are many other examples of our two organizations working together for mutual benefit, and the benefit of our warrant officers.

For example, last year AUSA also offered to share the cost of coffee mugs that USAWOA makes available to all warrant officer candidates at Fort Rucker, Ala. In return, AUSA's logo joins USAWOA's on each mug, raising awareness of both associations.

On July 7, 2018, USAWOA will host the Warrant Officer Centennial Ball, at the Sheraton Pentagon City Hotel. Army Vice Chief of Staff Gen. James C. McConville will deliver the keynote address, and unveil USAWOA's third official painting "Eagles Rising," in honor of our cohort's 100th birthday.

As this article is written there are only 70 seats left to attend this gala, but key members of AUSA's great leadership team were among the first to register.

Featured in the April 2018 edition of USAWOA's Newsliner magazine is the final article written by the association's beloved founder, retired CW4 Don Hess.

It was a brilliant history piece and his last gift to the cohort, handed to me personally only days before he died.

In describing early reasons for founding USAWOA he stated, "[Another] reason for creating a separate warrant officer association was to confront our history of being non-joiners in existing professional organizations from our inception. Warrant Officers were also neglected by existing military associations, because their representation in them was very limited."

An AUSA life member, Don was thrilled with the burgeoning partnership of our two great organizations – he made reference to it more than once in his final days.

More importantly, he left this world knowing that – as stated in the final words of his article – "The best is yet to come!"

## The National Infantry Association becomes newest AUSA team member

**AUSA Staff**

**A**s an integral part of the Association of the U. S. Army's program of teaming with other military associations to broaden the opportunities for professional development and membership benefits, the National Infantry Association (NIA) has joined AUSA as an association member.

Over 9,300 members of the National Infantry Association will receive a one-year membership in AUSA through as a result of this program.

The 1,200 NIA members, already AUSA members, will see no change to their current AUSA membership status.

NIA members will receive digital versions of AUSA News and ARMY Magazine and are eligible to participate in all AUSA membership benefit programs.

The addition of these members will strengthen AUSA's "Voice for all Soldiers" – Regular Army, Army National Guard, U.S. Army Reserve; active, retired and Veterans – and their families, Army civilians, and those who support them.

The Association of the U.S. Army looks forward to a long and mutually beneficial relationship with our newest association member team – The National Infantry Association.

Do you have suggestions? Let us know at [comments@ausa.org](mailto:comments@ausa.org).

Association of the United States Army's Institute of Land Warfare

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# AUSA World Tour begins at association's Fires Chapter

## Chapter Highlight Fires

**Christine Lathrop**  
Deputy Director  
Membership

In 2018, the AUSA membership team will travel on a World Tour.

The association's national staff will visit one chapter in each of AUSA's nine regions.

The chapter to be visited in each region will be selected by the region president, determined by having the most membership potential.

Once selected, national staff members will work with the selected chapter and plan a member recruitment event and travel to the chapter to assist the chapter in executing the event.

On March 29, the national team went on the first of these trips to Lawton, Okla., the home of Fort Sill, to visit AUSA's Fires Chapter, led by its president Karen Bailey.

Karen and her team of volunteer leaders worked with the AUSA staff and planned two concurrent events – a Community Partner Recognition Reception and Mentor Minutes, a speed-networking event.

At Mentor Minutes, more than 70 individuals, community leaders and members of the Young Professionals of Lawton, attended this session that allowed younger members of the community to meet with successful individuals for five minutes to ask questions. When the bell rang, it was time to move on to the next mentor.

The event was covered by the local news, and



**More than 79 individuals, community leaders and members of the young Professional of Lawton, Okla., attend Mentor Minutes, a speed-networking event to meet successful individuals for five minutes.**

those who attended – both mentors and mentees – found it very beneficial.

This session allowed the Fires Chapter to partner with the Young Professionals of Lawton, a relatively new and fast-growing organization with a mutual interest in mentoring and in the local community.

During the two-day trip, retired Lt. Gen. Patricia McQuiston, AUSA vice president for membership and meetings, spoke to the graduating classes of at Fort Sill's Advanced Individual Training (AIT) course and the Basic Combat Training (BCT) course. She also visited with leaders from the Field Artillery Association and the Lawton Constitution Editorial Board.

McQuiston, along with AUSA staff members and the chapter executive board, were briefed by Jervis Jackson from the Southwest Oklahoma Continuum of Care (SWOKCOC), an organization working to end veteran homelessness in the Lawton area.

Assisting homeless veterans in Lawton has been a long-time initiative and goal of the Fires Chapter.

For more information on the SWOKCOC program, visit [swokcoc.org](http://swokcoc.org).

For information on the Fires Chapter's programs and projects and what our AUSA chapter members are doing to support the Army, its soldiers and families, visit [ausa.org/chapters/fires-chapter](http://ausa.org/chapters/fires-chapter).

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# Wilkie, Scales discuss close combat lethality at AUSA forum

AUSA Staff

A new Pentagon effort to improve lethality and performance of close combat units “is one of the most important issues any of us have ever undertaken,” said Under Secretary of Defense Robert Wilkie during a discussion hosted by the Association of the U.S. Army’s Institute of Land Warfare.

The Close Combat Lethality Task Force ordered by Defense Secretary Jim Mattis has a long-term assignment of looking at the manning, training, operational planning and equipment of Army, Marine Corps and special operations ground combat units.

The task Force is attempting to address a vulnerability in U.S. forces where front line troops who make up 4 percent of the active force and get just 1 percent of the budget suffer 90 percent of the casualties.

Wilkie is responsible for overseeing the effort.

“We are not starting from scratch,” Wilkie said, but added, “There are no shortcuts.”

Retired Army Maj. Gen. Robert Scales, a former Army War College commandant who heads a task force advisory board, said he expects 60 to 70 percent of improvement in close combat units would be from human performance rather than technology.

One key effort may come from improved training methods using artificial intelligence to greatly improve simulators.



Under Secretary of Defense Robert Wilkie and retired Army Maj. Gen. Robert Scales focus on the important effort to improve the lethality of close combat units. (AUSA News photo by Luc Dunn)

Defense and service officials have described their goal as having soldiers take part in 25 bloodless battles on simulators before facing their first real one.

This would require 23,000 simulated battles a year, a massive advance over current numbers, Scales estimated.

Scales described ground combat as “the only place on the battlefield today where we risk a fair fight,” which is not what the U.S. wants. Front line infantry units should have the same overmatch as every other part of the U.S. military force, Scales said.

In many parts of the Defense Department, success is measured by finding a silver bullet improvement that gives the U.S. superior technology over an adversary. Wilkie said that doesn’t necessarily apply for close combat units.

Success might be measured, instead, by improving unit cohesion by having units stay together longer, giving infantry units more time for combat training by eliminating administrative chores that could be done by others, and improving quality of life for soldiers and their families.

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## Army Museum: 'Extensive progress'

### Army Historical Foundation

Retired Maj. Gen. Russ Fuhrman, chairman of the Army Historical Foundation's (AHF) Construction Committee, recently reported that extensive progress has been made at the museum construction site since Clark Construction, the Shirley Contracting Company LLC, and the Army Corps of Engineers were given the notice to proceed with site preparation and construction 13 months ago.

"The corps' work on the site prep has progressed smoothly and on schedule as expected. Construction-wise, the museum's exterior walls and roof are up and waterproofed, and tradesmen have begun hanging the more than one million pounds of stainless steel needed to envelope the 185,000 square foot structure," Fuhrman said.

Adding, "By September, doors will be added to make the Museum fully watertight, meaning that the climate can be controlled and interior finish work can begin."

According to Charles Clutterbuck, Clark Construction's senior project manager, the building's mechanical, electrical, and plumbing systems continue testing, and late last month workers were able to temporarily condition the interior cooling and heating airflow so construction of the interior can soon begin.

The different trades will then be able to go about their work installing fire suppression piping, dry-wall, and flooring. Meanwhile, mock-ups of certain museum elements have been created for review and approval, including the glass campaign streamers sponsored by members of AHF's The 1814 Society for the lobby's ceiling, a proposed commemorative brick display for the promenade, and a sample restroom.

The 20-foot-tall mock-up of the museum's building envelope is still being used to assess coping and durability of areas where the stainless steel meets the roofline.

"The building was assessed at 59 percent complete as of April 1, 2018, and Clark Construction's estimated completion date for the Museum building is in early April 2019," said retired Lt. Gen. Roger Schultz, AHF's president. "Meanwhile, Tammy Call, museum director, will oversee fabrication and installation of the exhibits in the building until the Army's opening in about two years."

Schultz reported that the Shirley Contracting Company has paved Liberty Drive with a base coat of asphalt up to the parking lots and to the Service Drive located at the loading docks of the Museum. Shirley expects to complete its work later this summer.

To learn more about the project or to become a Founding Sponsor, go to [www.armyhistory.org](http://www.armyhistory.org).

## Chapter supports 12th Aviation Bn.

### Chapter Highlight Fairfax-Lee

On April 2, the Association of the U.S. Army's Fairfax-Lee Chapter supported the soldiers, civilian employees and family members of the 12th Aviation Battalion, U.S. Army Military District of Washington and Joint Force Headquarters, National Capital Region.

The battalion was celebrating its Organization Day with a Family Day on Davidson Army Airfield, Fort Belvoir, Va. A packed hangar was the perfect venue on a cool and blustery day as attendees enjoyed movies, face painting, a pie-in-the-face auction, and a bounce house funded by the AUSA chapter.

The event, which lasted from 11 a.m. to 2 p.m., was also attended by Col. Prescott Farris, commanding officer, The U.S. Army Aviation Brigade, and Command Sgt. Maj. Stephen McCabe, the brigade's command sergeant major.

According to chapter officials, over 150 attendees enjoyed a great day celebrating their unit and the esprit de corps that goes along with being a member of the 12th Aviation Battalion.





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# Higher readiness equals higher training demands for Guard

AUSA Staff

As some Army National Guard soldiers begin training under a new system that increases the number of days on the range, the chief of the National Guard Bureau predicts “some changes” if the greater demands are not sustainable over the next few years.

In remarks at a forum hosted by the Association of the U.S. Army’s Institute of Land Warfare, Air Force Gen. Joseph L. Lengyel said the Sustainable Readiness Model put in place in fiscal 2017 as a means of reaching a higher level of readiness across all components makes higher training demands on reserve forces.

It may not be sustainable for individual soldiers whose “civilian lives won’t be able to tolerate it,” he said. “I predict there will be some changes.”

Adding, “Those heavy brigades are going to do 39 days one year, 48 days next year, 60 days in that third year and to sustain that readiness they’re going to do 51 days the following year,” Lengyel said.

“That’s a lot of training days. A lot of days,” he emphasized.

The jury is still out on whether it will work because it is only the first cycle in the new program, and while National Guard leaders tend to think it is sustainable, Lengyel said, “The trick for us is,



**Air Force Gen. Joseph L. Lengyel, chief of the National Guard Bureau, said greater training demands may not be sustainable while speaking at an AUSA Institute of Land Warfare breakfast. (AUSA News photo by Luc Dunn)**

how are we going to be able to sustain this in Cycle 2 and 3 and beyond?”

He highlighted the benefits of the old Army Force Generation system, which he said was a “cycle of knowing when you’re training and deploying, gave us predictability, did amazing things for us” and has “made us a better National Guard.”

Lengyel recalled a similar uptick in training and continuous deployments in the Air National Guard in the 1990s with Operations Northern Watch and

Southern Watch in Iraq.

It led to a wave of personnel changes among people who wouldn’t or couldn’t keep it up.

In today’s Army National Guard, he said, some troops will be able to adapt “and as we recruit new people into the bottom of this organization, they won’t know any different and it will be the new way that the Army National Guard works and that these formations are doing business. I think we’re going to see more and more of that in the future.”

## Best Ranger from page 18

The competition included a host of obstacle course challenges to include the famous Darby Queen Obstacle Course, rappelling, multiple technical and tactical tasks, and to keep the Rangers focused on the unknown, a variety of mystery tasks.

This competition represents, in many ways, what is expected of our very best soldiers in uniform who wear the Ranger Tab.

Gen. Mark A. Milley, Army chief of Staff, recognized the Best Ranger Competition winners at the end, emphasizing their strength, resilience and ability to ignore pain collectively as a team, and accomplish the mission, no matter how difficult.

Calling the competition, “the Ranger Olympics,” he praised those competitors who volunteered to compete and the pride every individual should feel for finishing this competition.

For the Ranger legends in attendance, these words touched their hearts, knowing the next generation of Rangers continues to uphold the essence and traditions of the Ranger’s Creed:

*Recognizing that I volunteered as a Ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor and high esprit de corps of the Rangers.*

*Acknowledging the fact that a Ranger is a more elite Soldier who arrives at the cutting edge of battle by land, sea or air, I accept the fact that as a Ranger, my country expects me to move further,*

*faster and fight harder than any other Soldier.*

*Never shall I fail my comrades. I will always keep myself mentally strong and morally straight and I will shoulder more than my share of the task whatever it may be, one-hundred percent and then some.*

*Gallantly will I show the world that I am a specially selected and well-trained Soldier. My courtesy to superior officers, neatness of dress and care of equipment will set the example for others to follow.*

*Energetically will I meet the enemies of my country. I shall defeat them on the field of battle for I am better trained and will fight with all my might. Surrender is not a Ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.*

*Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission through I be the lone survivor.*

*Rangers Lead the Way!*

These outstanding soldiers are trained to stand up against insurmountable odds and challenges, and expected to complete their mission.

This competition is “super-tough” by design, and ultimately separates and identifies the very best soldiers of this elite group.

For those who witnessed the competition and watched all 50 two-man Ranger qualified buddy teams compete, it was evident these competitors are truly world-class athletes who at the end of the

competition, remain loyal to their nation and return to their formations to train and mentor the next generation of Rangers.

What is amazing today throughout our formations, is these professional development events are occurring all the time, around the Army across the nation and around the globe.

If any of the discussions on professional development in this column, in AUSA News and ARMY magazine, on our webpage or in our social media coverage are of interest and educational value to you, then you need to be a member of the Army’s professional association.

There is no substitute for the knowledge and wisdom gained through experience.

When you are a young up-and-coming Army professional, associating with other members of your profession with varied experiences creates a unique opportunity to learn through the eyes of others.

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.

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# 2018 AUSA

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# ★ Eagle Chapters ★

The following chapters attained Eagle Chapter status for March 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.

Buckeye Landpower (8)	Greater Augusta-Fort Gordon (7)	Robert E. Lee (8)
Central Ohio (6)	Greater Kansas City (7)	Rock Island Arsenal (9)
Central Texas-Fort Hood (9)	Henry Leavenworth (7)	San Diego (7)
Charleston (8)	Indiana (9)	San Francisco (3)
Columbia River (9)	Isthmian (3)	Silicon Valley (6)
Connecticut (6)	Mid-Palatinat (7)	Space Coast (7)
Corporal Bill McMillan-Bluegrass (6)	Minutemen (6)	Sunshine (2)
Denver Centennial (6)	Mission Trails (6)	Texas Capital Area (6)
Emerald Coast (6)	National Training Center-High Desert (7)	Thomas J. "Stonewall" Jackson (7)
Ethan Allen (8)	North Texas (7)	Thunderbird (6)
Fairfax-Lee (6)	PFC William Kenzo Nakamura (6)	Tucson-Goyette (7)
Fort Pitt (5)	Picatinny Arsenal-Middle Forge (4)	UAE (9)
Francis Scott Key (6)	Pikes Peak (8)	Utah (6)
Gem State (4)	Polar Bear (9)	William Penn (8)
George Washington (7)	Puerto Rico (5)	
Greater Atlanta (5)	Redstone-Huntsville (8)	



## Recent Publications

from the Institute of Land Warfare

### ILW Spotlight

- SL 18-1 – **Modernization for Industrial Age U.S. Army Installations** by COL Patrick Duggan (February 2018)
- SL 17-3 – **Securing the Army's Weapon Systems and Supply Chain against Cyber Attack** by LTG(R) Larry Wyche and Greg Pieratt (November 2017)
- SL 17-2 – **Integrating Army Robotics and Autonomous Systems to Fight and Win** (July 2017)
- SL 17-1 – **Army Intelligence: Focus Areas for Science and Technology** (April 2017)

### Land Warfare Papers

- LWP 118 – **Walks in the Midst of Trouble: Allied Patrols in War Zone C, October 1966** by John M. Carland (February 2018)
- LWP 117 – **The Importance of Land Warfare: This Kind of War Redux** by David E. Johnson (January 2018)
- LWP 116 – **Fighting for the Land—from the Sea** by Brian J. Dunn (December 2017)
- LWP 115 – **Satellite and Ground Communication Systems: Space and Electronic Warfare Threats to the United States Army** by MAJ Andrew H. Boyd (October 2017)
- LWP 114 – **Reconnecting Athens and Sparta: A Review of OPMS XXI at 20 Years** by COL Susan Bryant and COL Heidi A. Urben (October 2017)
- LWP 113 – **Conventional Munitions Industrial Base** by COL(R) Scott S. Haraburda (July 2017)

- LWP 112 – **Making Sense of Russian Hybrid Warfare: A Brief Assessment of the Russo-Ukrainian War** by MAJ Amos C. Fox and MAJ Andrew J. Rossow (March 2017)
- LWP 111 – **Characteristics of Army Reserve Officer Training Corps Leader Development** by Dr. Steven Estes, LTC Joel M. Miller and LTC(R) Marcus D. Majure (October 2016)

### Special Reports

- **The Sergeants Major of the Army: On Leadership and the Profession of Arms** (February 2018)
- **Your Soldier, Your Army: A Family Guide** by Vicki Cody (September 2017)
- **Profile of the U.S. Army: a reference handbook** (October 2016)

### Torchbearer Issue Papers

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

### Defense Reports

- DR 16-3 – **Strategic Readiness: The U.S. Army as a Global Force** (June 2016)

### Landpower Essays

- LPE 17-2 – **Afghanistan: A Historical Analysis of Mission Command and**



its Effect on our Current Security Environment by Chaveso Cook, Awbrey Lowe and Matthew Perovich (September 2017)

- LPE 17-1 – **Putin's Multipolar World and What it Means for U.S. Strategy** by Elihugh M. Abner (June 2017)
- LPE 16-1 – **The State of the Cavalry: An Analysis of the U.S. Army's Reconnaissance and Security Capability** by Amos C. Fox (June 2016)

All publications are available at:  
[www.ausa.org/ilw](http://www.ausa.org/ilw)

## AUSA Books

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

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

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

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

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

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

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

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

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

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

# Army Faces



# Army Places



A little girl holds her father's hand during the 1-214th General Support Aviation Battalion's annual Family Safety Day in Hesen, Germany. (Photo by Paul Hughes)



Secretary of the Army Mark T. Esper, center, is with the Army coach of the year, Capt. Jeffery Fearing; the male athlete of the year, Sgt. 1st Class David Moore; and the female athlete of the year, Sgt. Latoya Marshall, at the AUSA Global Force Symposium and Exposition in Huntsville, Ala. (See story, Page 12)



A maintenance supervisor from the 145th Field Artillery Regiment gives commands to his platoon following its departure from a UH-60 Black Hawk near Camp Buehring, Kuwait. (Photo by Spc. Joshua P. Morris)



Spc. Madeline Jones, a military policeman with 287th Military Police Company, 97th Military Police Battalion, 89th Military Police Brigade, Fort Riley, Kan. prepares to provide security during a convoy in Hohenfels Training Area, Germany. (Photo by Spc. Dustin Biven)