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Inside the News



View from the Hill

Congress Passes CR

- 2 -

Hot Topic

Army Aviation

- 3, 8 -

AUSA Medals & Awards

- 6, 16, 17, 18 -

AUSA Member Benefits

Office Depot, SAT/ACT Materials

- 9 -

ARMY Green Book

- 18 -

Institute of Land Warfare Papers

- 25, 26, 27 -

Chapter Highlights

Fort Leonard Wood-Mid Missouri

Military Appreciation Day

- 4 -

Redstone-Huntsville

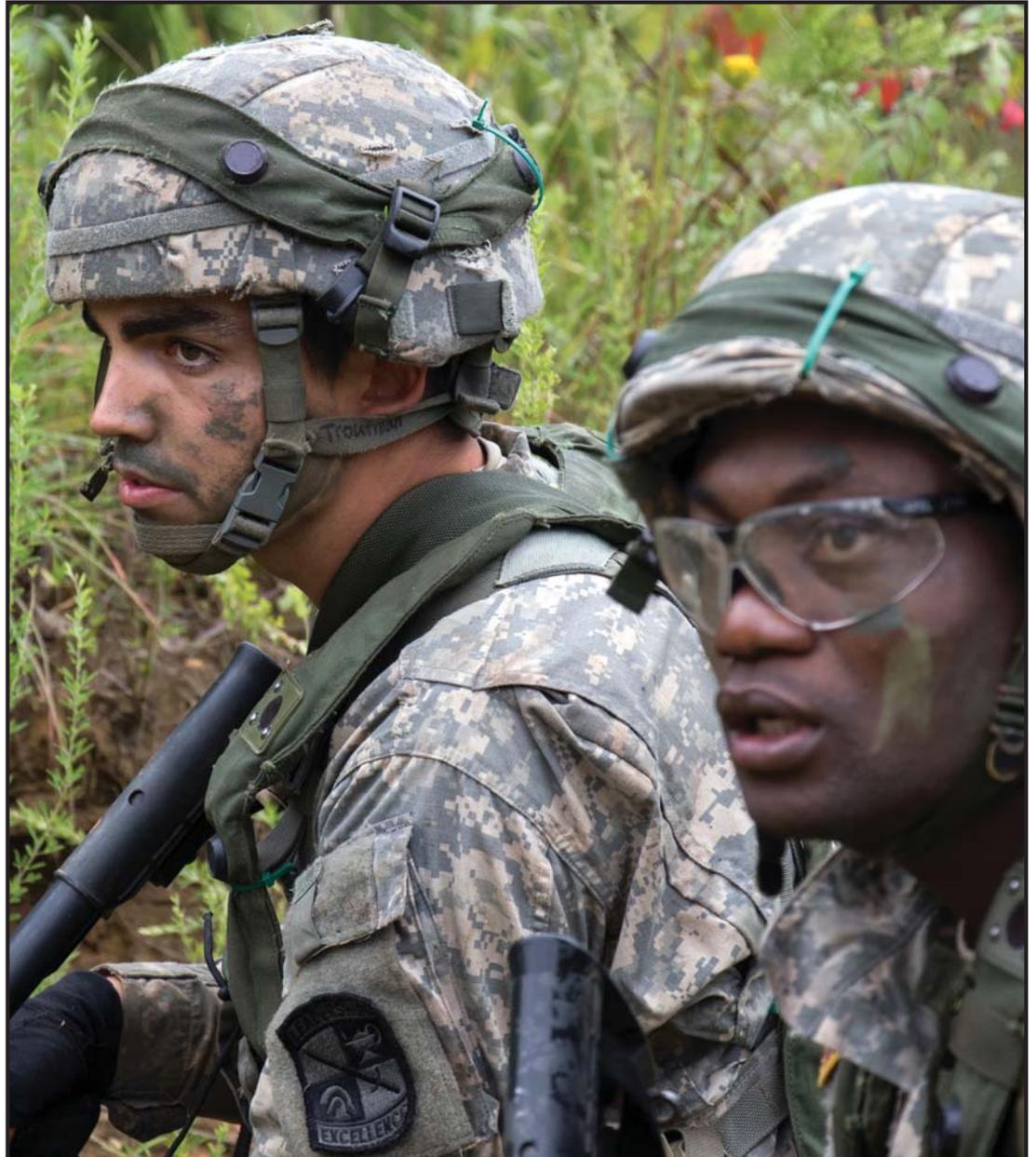
Ordway Leadership Awards

- 8 -

Charleston

Chapter Reorganized, Revitalized

- 25 -



The U.S. Army Cadet Command trains, teaches and grows the service's officer corps by commissioning over 5,000 second lieutenants every year for the Regular Army, Army National Guard and the U. S. Army Reserve.

(Above) Two ROTC cadets from 10th Regiment participate in a field training exercise while attending Advanced Camp at Fort Knox, Ky.

See AUSA News Special Report: Reserve Officers' Training Corps, Pages 10 - 14



Congress passes CR -- Appropriations bill kicked down the road

View from the Hill

John Gifford
Director
Government Affairs

I have good news and bad news.

The good news is that on Oct. 1, the government will not shut down and the United States will not default on its financial obligations. Congress passed a continuing resolution (CR) and suspended the debt limit through Dec. 8.

The bad news is that, once again, Congress passed a CR instead of passing a defense appropriations bill before the start of the new fiscal year. They “kicked the can” down the road instead of fulfilling their most basic constitutional responsibility to provide for the common defense.

Although CRs temporarily keep the government open at last year’s funding levels, they are inefficient and costly, and increase the risk to our service members.

The money is in the wrong buckets, at the wrong amounts, and starting new programs isn’t allowed. The capabilities that our soldiers need will be delayed once again. The defense industrial base is also damaged every time contracts must be delayed because of a CR.

Secretary of Defense James Mattis sent a letter to



Senate Armed Services Committee Chairman John McCain clearly detailing the damage that a CR will do to readiness, training, maintenance and national security.

However, the die is cast, the CR passed and now the crisis shifts to December. Let’s hope our potential enemies hold off on any provocations or hostilities until an FY18 defense appropriations bill can be passed.

In other news, at the time this column was written, the Senate was debating their version of the FY18 National Defense Authorization Act (NDAA).

The defense policy bill would authorize funding above the level of the President’s budget request, and even further above the defense budget cap in the Budget Control Act (BCA). Passage of the NDAA is a first step toward achieving adequate defense funding, but many additional steps need to follow.

A bipartisan budget act is needed to allow defense appropriations to exceed the cap mandated by the BCA. Currently there is no Congressional movement on this front, but without this new law, sequestration would be triggered to nullify any funds that exceed the cap.

Additionally, a defense appropriations bill needs to be passed by the Senate, and a conference agreement must be reached with the House. Then, a compromise bill must pass both the House and the Senate, and be signed by the President before we can start rebuilding our military.

All this needs to happen in the limited legislative days remaining before Dec. 8.

Meanwhile, Congress will be struggling to put together a tax reform bill and find a compromise on immigration, the Dreamers and the border wall.

While we have temporarily “dodged the bullet” of a government shutdown, there is potential that a Congressional meltdown in December could produce a year-long CR, which would be dangerous and disastrous for defense.

Your AUSA Government Affairs team will be monitoring the situation, meeting with key staffers and Members, and working to prod the Congress to do their job. However, given the unpredictable nature of politics in Washington these days, who knows how this will all play out.

See you on the high ground.

And at AUSA’s Annual Meeting and Exposition Oct. 9 –11.

Murray: ‘A lot of unknowns’ for modernization strategy

AUSA Staff

The Army will continue to make incremental upgrades in weapons and equipment while determining the future of expensive capability upgrades, said Lt. Gen. John M. Murray, the deputy chief of staff for program development and justification.

Speaking at the 300th breakfast hosted by the Association of the U.S. Army’s Institute of Land Warfare, Murray said the Army faces a fundamental shift in modernization strategy, but the outcome is not yet clear.

There are, he said, “a lot of unknowns.”

The biggest unknown is how much the Army can spend on modernization and when it might get the money, he said, noting the modest \$600 million increase it has received is earmarked for munitions purchases.

In the short term, the Army can expect to continue to make incremental upgrades in current weapons and equipment while waiting for a new defense strategy and long-term modernization plan to be approved.

Murray sees an advantage to getting early input from soldiers. He said, “You’ll see the Army try to put prototypes in the hands of soldiers as quickly as we possibly can to gather their input and feed-



Lt. Gen. John M. Murray, speaking at an Institute of Land Warfare breakfast, said ‘we will not solve those [modernization] problems without the partnership of industry and of AUSA.’ (AUSA News photo by Luc Dunn)

back, and do experimentation all before we write requirements documents.”

Also expected are efforts to sustain support and combat service support fleets for as long as possible, and the divestment of old, obsolete and excess equipment.

“We will look for opportunities to take risks to free up resources by either canceling programs or

scaling down procurement objectives, and we will look for opportunities where we can take risk for higher priorities,” Murray said.

He thanked industry and AUSA for their support in facing the Army’s challenges, saying, “I have no doubt we will not solve those problems without the partnership of industry and the partnership of AUSA.”

Hurricane relief: One of many Army aviation commitments

David Vergun
Army News Service

Recently 110 helicopters headed out of Fort Rucker, Ala., to avoid storm damage that might come from Hurricane Irma, said Maj. Gen. Bill Gayler.

Gayler, who serves as commander of the U.S. Army Aviation Center of Excellence, spoke at the Association of the United States Army's Army Aviation Hot Topic forum.

Even as those helicopters are moved to safety, Army National Guard aviation assets from 20 states are still in Texas and Louisiana, assisting with recovery efforts there, post-Hurricane Harvey, he said.

Those missions, while vital and in the current spotlight, are just a drop in the bucket so to speak, of Army aviation's global commitments, Gayler noted.

In all, an astonishing 88 percent of all Army aviation assets are committed, he said, explaining that "committed" is defined as actively participating in operations or training missions.

Those commitments include training missions at the combat training centers as well as the several combat aviation brigades operationally deployed to Afghanistan, Iraq, Kuwait, Korea and Europe.

In Europe, he said, units are stretched from Estonia to Romania.

Gayler, who participated in Operation Desert Storm, recalled that at that time, Army aviation consisted of about 9,000 helicopters. Today, that number is less than 4,000.

The Army of today, Gayler said, is doing a lot of heavy lifting with a lot less rotor-winged lifting power.

Looking ahead, Gayler said he sees those commitments continuing to grow in coming years, even though the Army's budget took a nosedive following sequestration, and with eight years of back-to-back continuing resolutions.



Maj. Gen. Bill Gayler, commander, Army Aviation Center of Excellence, said at the AUSA Hot Topic forum that 88 percent of all aviation assets are committed in operations or training missions. (AUSA News photo by Luc Dunn)

Maj. Gen. John A. George, who serves as director of force development with the Army G-8, put into context the effect of continuing resolutions on Army aviation.

Continuing resolutions, he said, "mean we have to operate at the previous year's funding level. It prohibits us from starting new programs. It stops us from entering useful multi-year contracts. And, it prohibits increasing production rates or reprogramming funds. For Army aviation, that's 18 new starts and eight production rate increases that will not happen in FY18."

Gayler said as a result of continuing resolutions, and with the effects of the 2011 Budget Control Act that produced sequestration, Army aviation's buying power "has come down almost 42 percent since 2012. We absolutely have to address that, as it gives little room to fund readiness today and modernization for the future."

Fielding obsolescence

The Army currently has no new programs in the works for aviation – that is, there are no completely new aircraft systems planned for the Army.

But even if there were new programs in the works, Gayler said that historically as new programs make their way through the various phases of development and acquisition to eventual production, it can take 40 years to completely field a new system.

In effect, as technology progresses, "we are fielding obsolescence," he candidly said.

The mindset needs to change to "introducing new capability, not replacing legacy systems," he said.

Currently, with the Army not buying new helicopters, the strategy is to make incremental improvements to existing platforms, he said.

One of the problems with that approach is that the increments usually require that the helicopter be taken off the flight line and sent to the manufacturer for the install.

That process is bringing U.S. Army Forces Command "to its knees," he said.

He explained that the non-availability of those aircraft means that combatant commanders don't have the lift needed to perform essential missions.

The solution, he said, is for the Army to insist on "plug and play" standards that allow increments to be installed without taking the aircraft away from its unit.

If and when the Army does get the funds needed to acquire new aircraft, Gayler said the requirements should be flexible enough to do a smart cost-benefit analysis of the tradeoffs that result in an effective aircraft that may not be perfect in terms of everything – range, speed, lift, size, fuel consumption, survivability, lethality and cost.

The entire range of capabilities need to be understood in the context of the threats and future threats, rather than single variables, he said.



A medevac helicopter of the 36th Combat Aviation Brigade, Texas Army National Guard, participates in Hurricane Harvey rescue efforts. (U.S. Army photo by 36th Combat Aviation Brigade)

Chapter sponsors annual Military Appreciation Day



Brig. Gen. Donna Martin, U.S. Army Military Police School commandant, second from left, is introduced on the field at Busch Stadium with Command Sgt. Maj. Jon Stanley, Maneuver Support Center of Excellence and Fort Leonard Wood command sergeant major, left; Maj. Gen. Kurt Ryan, commanding general of the Military Surface Deployment and Distribution Command, Scott Air Force Base; and retired Lt. Gen. Patricia McQuiston, vice president for membership and meetings, Association of the United States Army (AUSA); during the St. Louis Cardinals Military Appreciation Day pre-game ceremony. This annual event is sponsored by AUSA's Fort Leonard Wood-Mid Missouri Chapter. (Photo by Mike Curtis)

AUSA News

Voice for the Army – Support for the Soldier

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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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Sgt. Maj. Todd B. Hunter receives AUSA Bainbridge Medal

NCO and Soldier Programs

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

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

Across the total force, Army leaders, soldiers, Army civilians, retired soldiers, veterans, industry leaders and Army families are all excited about this year's Association of the United States Army Annual Meeting and Exposition.

One of the highlights of this year's Annual Meeting is the opportunity to recognize and celebrate the selection of a great noncommissioned officer as our 2017 Sergeant Major of the Army William G. Bainbridge Medal recipient.

Sgt. Maj. Todd B. Hunter, USA, Ret., served in the United States Army from 1983 to 2005.

Throughout his 22 years of service, Sergeant Major Hunter served in numerous infantry assignments with the 3rd Infantry, 29th Infantry (Light) and 1st Cavalry divisions.

Additionally, he served two tours in the 3rd U.S. Infantry Regiment (The Old Guard) at Fort Myer, Va., and a tour with the United States Army Personnel Command.

Sgt. Maj. Hunter now works in the office of the assistant secretary of the Army for installations, energy and environment serving as a program manager for the Capital Ventures Directorate.

"Sergeant Major Hunter is a superb communicator, leader, and team builder," said Katherine Hammack, then-assistant secretary of the Army, installations, energy and environment.

He also serves as the acting deputy executive director with the Department of Veterans Affairs Accountability and Whistleblower Protection.

After leaving the Army, Hunter sought opportunities to volunteer and continue his life of selfless service to the nation and the soldiers he served while in uniform.

Volunteering to serve with AUSA's George Washington Chapter enabled Sgt. Maj. Hunter to maintain his all-important connection with the Army and his continuity of service to soldiers and their families.

Working in multiple leadership positions in the George Washington Chapter, Sergeant Major Hunter continually pursued programs directly benefitting soldiers and family members.

Ultimately, he served as the chapter's president

in 2014, and he continues his service to this chapter and the association as a member of the chapter's Advisory Board of Directors.

Hunter was instrumental in helping his chapter raise more than \$150 thousand annually to support its dynamic scholarship program.

As part of his fund raising efforts, he had a leading role in establishing the chapter's largest fundraiser – the annual golf tournament – to support financing not only the scholarship program, but also wounded warrior activities, soldier and unit awards, the Arlington Ladies and other essential community programs that support members of the Army and our civilian workforce.

In his role as fundraising chairman, Hunter helped raise almost \$1 million to support service members, Department of Defense employees and their families in the National Capital Region.

Sergeant Major Hunter is a passionate volunteer who has given thousands of hours of his personal time and resources to support his chapter's activities.

With his prior service in the Old Guard, he continues to be able to provide magnificent and meaningful tours of Arlington National Cemetery and historic Fort Myer to visiting soldiers, dignitaries and families visiting the National Capital Region.

On many occasions, he uses his leave time or weekends to provide service members and their families with tours of local national landmarks in the Washington metropolitan area including the Pentagon, Arlington National Cemetery, Bethesda Walter Reed Hospital, the U.S. Capitol and other historic landmarks.

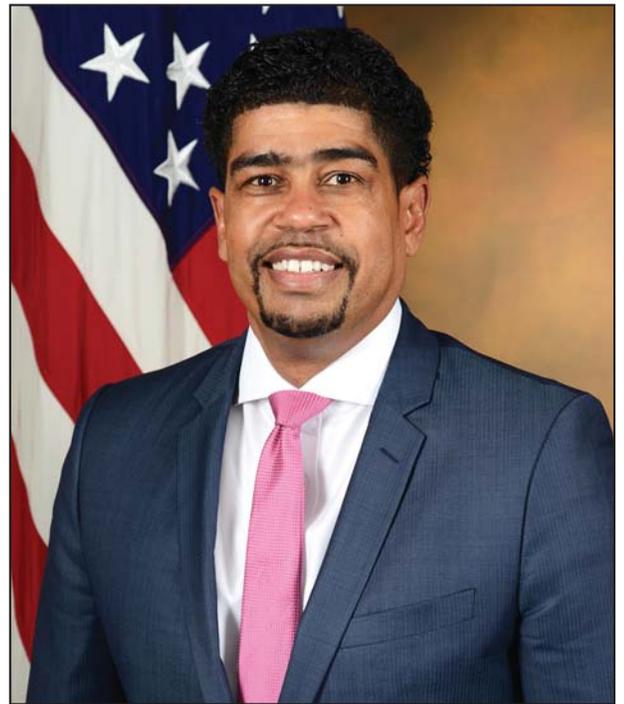
Every Christmas holiday, Hunter is instrumental in organizing the chapter's Project Hooah Christmas Party to benefit more than 200 wounded warriors and their families from the Regular Army, Army National Guard and Army Reserve recovering and living in the area.

His direct contributions to this annual event include organizing the buffet dinner, coordinating for Santa Claus and his helpers to support the event, and a visit by several Washington Redskin cheerleaders.

He also helps the chapter meet the financial challenge of providing Christmas gifts to the attendees with thousands of dollars of donated toys and gifts for the more than 200 children.

"Todd has worked zealously to make AUSA and the Army a better place for our soldiers and young professional families," said William Glenn Yarborough, Jr., president of the George Washington Chapter.

He also volunteers as the chairman of the Governance and Nominating Committee for the American Freedom Foundation, Inc.



His support of this foundation allows for the continued support of America's armed forces by providing funding for various veterans organizations with special emphasis on the education and welfare of those wounded in action, amputees, and families of members of the military killed in action in Iraq and Afghanistan.

While these examples of his many and meaningful contributions reflect the result of a great military and civilian career, they also represent his life-long dedicated service to our Army, our soldiers and Army civilians, and their families.

"Sergeant Major Hunter's leadership of AUSA's George Washington Chapter and his numerous contributions to our Army and our soldiers in the 12 years since his retirement, are a compelling testament to his leadership and love for soldiers and soldiering," said retired Col. Gregory Gardner.

A "Soldier for Life," Sgt. Maj. Todd B. Hunter's dynamic and continuous support of the goals of the Association of the United States Army and the Non-commissioned Officers Corps are in keeping with the highest traditions of our Army and make him the truly deserving recipient of the 2017 Sergeant Major of the Army William G. Bainbridge Medal.

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Gabram: Aircraft, equipment must be fully mission capable

Luc Dunn
AUSA News

The U.S. Army's aviation force is working on improvements to sustainment and maintenance, but it will respond immediately with all available resources if and when the call to action comes, a panel of Army leaders said at the Association of the U.S. Army's Hot Topic forum on Army aviation.

"If there is a platoon of four Black Hawks, and we can't get one or two off the ground, we're going with the remaining two," said Maj. Gen. Douglas Gabram, commanding general, U.S. Army Aviation and Missile Command.

Adding, "But, we have to be able to get there, and to do that, our aircraft and equipment have to be in Fully Mission Capable (FMC) condition."

Each morning, Gabram said, he receives a status report on the condition of all Army aircraft worldwide.

The current FMC rate for the AH-64 Apache is 71 percent, the UH-60 Black Hawk is 75 percent, and the CH-47 Chinook is 77 percent. While these numbers could be higher, they meet the standards set by the Department of the Army, he said.

Aircraft that are not mission capable and require a part for repair rely on supply availability, Gabram said. He noted that right now, supply availability is approximately 85 percent, up from the mid-70s six months ago.

That translates to a significant decrease in aviation supply back orders, down from 7,000 to 4,600

in half a year, Gabram said, adding, "We're working on it – but the goal is 100 percent."

Aviation capabilities have to deploy on short notice, conduct combat operations upon arrival, be prepared to move multiple times, and sustain themselves with the smallest possible footprint, said Maj. Gen. Paul Hurley, Jr., the commanding general of U.S. Army Combined Arms Support Command and the Sustainment Center of Excellence.

The environment of the future fight will greatly affect logistics support, Hurley said.

Brig. Gen. Dave Francis, commander of the U.S. Army Combat Readiness Center, stressed the importance of sustainment in providing more maneuver options to combatant commanders.

"As you try to generate maneuver options for the commander, the most flexible force you have is Army aviation," Francis said.

When multiple cross-domain operations are taking place simultaneously, sustainment becomes a challenge, he said. Across the aviation force, logistics support needs to be tailored for each specific mission and operating environment. "One size fits all doesn't actually fit all," Francis said.

As the Army looks for future aircraft options, maintenance and trainability are key concerns, Francis said.

The best way to defeat a threat is to be highly trained and proficient, said Command Sgt. Maj. Greg Chambers, command sergeant major, U.S. Army Aviation Center of Excellence and Fort Rucker.

"You have to have a highly trained force, and



Maj. Gen. Douglas Gabram said, "The goal is 100 percent" for aviation supply availability.

most of that force comes from enlisted personnel," Chambers said. "17 years of the global war on terrorism has eroded some of our proficiency when it comes to aviation maintenance."

To improve helicopter maintenance proficiency, the aviation branch is redesigning its professional military education to produce more effective non-commissioned officers, Chambers said.

Adding, "We're developing a maintenance trainer proficiency program, and we're looking at our AIT [Advanced Individual Training] instruction to ensure we're teaching the most relevant tasks to young soldiers going into the branch."

3 first sergeants receive Sgt. John Ordway Leadership Award

Chapter Highlight Redstone-Huntsville

Katie Davis Skelley
The Redstone Rocket

They are first sergeants who put their soldiers and their soldiers' families first.

Three first sergeants were recognized for their leadership at an annual Association of the U.S. Army's Redstone-Huntsville Chapter luncheon at the Jackson Center.

First Sgt. Roland Lueras, 128th Military Police Company, Army National Guard; 1st Sgt. Brigitte Pierce, 5th Medical Brigade, U.S. Army Reserve; and 1st Sgt. Lachelle Wiggins, U.S. Army Aviation and Missile Command, were recognized and were presented the Sgt. John Ordway Leadership Award.

The 13th annual award ceremony, sponsored by the AUSA chapter, recognizes a first sergeant from each of three Army components – Regular Army,



Alabama Adjutant General Maj. Gen. Sheryl Gordon said awardees 'are great examples of Army leadership.' (Photo by Brian Bacon)

Army Reserve and Army National Guard.

Wiggins was unable to attend the luncheon because of her duties.

Maj. Gen. Sheryl Gordon, adjutant general and commander of the Alabama Army and Air National Guard, was the keynote speaker.

She commended the awardees for being "truly great examples of Army leadership."

"It is already an accomplishment being a first sergeant, but this award sets you apart from your peers," Gordon told the recipients.

She also commended the chapter for recognizing all three Army components.

"It seems that today, probably more than ever, we are a united entity serving a unique role in the total Army force," Gordon said.

The Sgt. John Ordway Award was created by the Redstone-Huntsville Chapter in 2005 on the 200th anniversary of the Lewis and Clark Expedition. It is named in honor of 1st Sgt. John Ordway who served as first sergeant for the expedition.

With the consent of Ordway's descendants, the award is presented in recognition and appreciation of soldiers who go above and beyond in taking care of their fellow soldiers and their families.

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Benefits Highlight

Susan Rubel
Director
AUSA Affinity Programs

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Dec. 2, 2017

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News

Special Report: U.S. Army Reserve Officers' Training Corps

October 2017

ROTC Corps of Cadets – The quality ‘has never been better’

U.S. Army Cadet Command
Fort Knox, Ky.

In the June 2016 issue of *ARMY* magazine, we provided an update on how the senior Reserve Officers' Training Corps program (SROTC) has changed from what many who are reading this article experienced when they were a college student in ROTC.

We continue to refine our curriculum and cadet summer training as well. The Army's newest lieutenants have never been more ready to lead and train our soldiers.

For those reasons and more, Army ROTC has never been healthier.

With over 31,000 cadets enrolled, we produce over 5,000 second lieutenants annually for the Regular Army, Army National Guard and U.S. Army Reserve – exceeding our Department of the Army-directed mission numbers for the last five years.

We produce more officers for our nation than the three service academies and the Naval and Air Force ROTC programs combined.

We bring unparalleled diversity to our officer corps, with host or partnership programs on nearly 1,000 university and college campuses nationwide, including most of America's most prestigious universities.

Funded by the Army, U.S. Army Cadet Command awards more than \$270 million in collegiate scholarships annually to over 13,000 college students.



A cadet from 10th Regiment, Advanced Camp participates in STX (situational tactical exercise) Lanes during summer training at Fort Knox, Ky. (Photo by Brendan Schmidt)

We've also started a Congressional Scholarship initiative this year to offer scholarships to those highly qualified applicants to West Point but who were not appointed to the service academy due to the limited number of seats.

Further, the quality of our Corps of Cadets has never been better.

Last year, almost half of our four-year scholarship winners were in the top 5 percent of their high school classes. Twenty-six percent of our cadets are pursuing science, technology, engineering, or mathematics (STEM) majors.

Perhaps most remarkably, the average GPA of a cadet going on active duty is 3.4 – a strong indicator that things are indeed going well in Army ROTC.

The same can be said for Junior ROTC.

We currently have over 319,000 cadets in more than 1,700 junior ROTC programs in high schools across the country. This citizenship program is one of the largest youth organizations in our nation, and the cadets benefit from this program – having higher GPAs and less behavioral problems than their non-cadet peers. We also boast a near 100 percent graduation rate.

Improvements in cadet quality can be attributed in many ways to the Army's deliberate decision to invest in the cadre at Cadet Command.

No longer is being a Professor of Military Science (PMS) a retirement job. Our PMSs are now centrally selected by a Department if the Army opt-in board.

Cadet Command has also instituted a Master Educators Course, which provides educational credit toward an MA or BA in adult education. This affords better instruction for our cadets while broad-

see next page



Cadets participate in the Advanced Camp Field Training Exercise as Opposing Forces during Cadet Summer Training at Fort Knox, Ky. (Photo by Emily Peacock)

‘Victory Medics’ provide training during Saber Guardian

Cadet Alegra A. Van Rossum

As a cadet I am participating in the largest multinational exercise in history in Europe with the “Victory Medics” of 30th Medical Brigade.

Typically during Cadet Troop Leadership Training, cadets shadow a platoon leader.

However, I was given the opportunity to work with the 30th Medical Brigade headquarters company during the Saber Guardian 17 exercise [in Romania], and shadow a variety of brigade staff officers and noncommissioned officers.

One of my most significant observations was how passionate and involved the brigade senior leadership was. Maj. Dorian Walton, the officer in charge of signal operations, was a steadfast presence in the brigade’s signal support.

I was able to talk with him, when we spoke with the Balkan Medical Task Force, about setting up communications between our teams.

We were able to establish tactical communications, utilized during the peak periods of the Saber Guardian exercise. This passion trickles down to the lowest levels, and greatly contributes to the strong sense of pride and motivation clearly visible in the unit’s junior enlisted.

“Being in the military, you are constantly confronted by challenges,” Walton said. “I love being able to solve a problem. When you see things through to the end, there’s no greater feeling. I love being able to utilize technology, to enhance and enable mission command.”

Some of the strongest leadership was from junior noncommissioned officers.

Sgt. Nelson Smith was the unit’s only intelligence soldier present during the exercise. As a sergeant, he was placed in a job as the noncommissioned officer in charge, a position usually filled by a sergeant first class.

Additionally, he was performing a job usually held by three soldiers.

“Ever since I got promoted, I’ve never worked



Cadet Alegra A. Van Rossum meets Lt. Gen. Nadja West, surgeon general of the Army, and Lt. Gen. Ben Hodges, commander, U.S. Army Europe, during her Cadet Troop Leadership Training at exercise Saber Guardian 17. (Photo by Sgt. Jeffrey Wadford)

at a [sergeant] position,” Smith said. “Staff is a whole other beast. Everything you learn is on the job. So it’s definitely taught me a lot from working in the past year, but with everyone leaving, it’s been accelerating a lot. It definitely weighs on you.”

The battle captain, Capt. Dymon Washington, also worked outside her own expertise. As a chemical officer in a medical brigade, there were times when her expertise was applicable, but most of the time she had to wear a variety of hats.

“As an officer, it’s important to be extremely well-rounded,” she said. “You have to analyze the battlefield from all angles and at this point, it’s just second nature to do things outside of my expertise.”

The greatest quality of the Victory Medics was their ability to pull all their skilled and dynamic leaders into a cohesive team. They drew in soldiers from all sorts of nationalities for the exercise, and integrated them into a cohesive team.

cadets to obtain credit for advanced camp, they now must pass/complete seven events and are evaluated on no less than four leadership positions throughout camp.

We have also re-instituted competition for the coveted “RECONDO” badge in advanced camp.

We’re also striving to mobilize our alumni into an active organization focused on preserving the history of Army ROTC.

Last year, we established the Army ROTC National Hall of Fame to commemorate our centennial anniversary and to recognize our most distinguished alumni.

For our inaugural celebration, we honored more than 300 former cadets, including Gen. George C. Marshall and former Secretary of State Collin Powell. This year, seven more inductees joined this elite group. (See related story on Page 12)

We are working with the Patton Museum at Fort

The unit’s liaison officer, British Army Maj. Raza Jaffrey, 22 Field Hospital, was a key component forging a multinational team.

“You need to be personable,” Jaffrey said. “First impressions count. There needs to be a common goal and understanding. All parties need to gain something from the team. It requires a person who’s a real self-starter, because nobody’s going to tell you how to do the job. Finally, and crucially, you need to be dynamic in your thinking.”

Lt. Col. Doug Clay, chief of operations, was at the head of day-to-day planning throughout the exercise. He wrote the original order for Saber Guardian, and had to plan out how everything would come together.

“Trust and relationships are your key to strong teams,” Clay said. “You’ve got to know you’ve got each other’s backs, and do the small things right consistently.”

Knox to house our Hall of Fame and we are coordinating with the General George Patton Foundation to establish an Army ROTC Foundation. We invite you to get involved and lend your influence and expertise to secure the posterity of Army ROTC and the service of the officers commissioned from this program.

Finally, we ask you to consider becoming involved in our ROTC program.

Help us by visiting and mentoring cadets. Offer them the wisdom and benefits of your experience.

Most importantly, we hope you’ll prioritize spreading the message about the unique opportunity of Army ROTC to high school students and young enlisted soldiers in your community.

Our nation continues to need strong and capable leaders, and you are in a position to identify students and soldiers who demonstrate a propensity for leadership.

ROTC cadets from preceding page

ening our cadre members, who are no longer just trainers but educators as well. (See related story on Page 14)

We also offer Red Team Critical Thinking and Emotional Intelligence education to our cadre. These courses are designed to create cadre who are experts in leader development and organizational management – skills that make them highly-valuable to the operational force.

We have also revamped cadet summer training. Both basic and advanced camps are now consolidated at Fort Knox – enabling significant efficiencies – and we have made both camps considerably tougher.

They are now field-focused crucibles that stress our cadets and allow us to assess their character. For

7 alumni inducted into ROTC National Hall of Fame

Seven Reserve Officers' Training Corps' alumni were honored as they were inducted into U.S. Army Cadet Command's ROTC National Hall of Fame during a ceremony at the Sabre and Quill, Fort Knox, Ky.

The inductees were: Maj. Gen. (Ret.) William F. Dean, a Medal of Honor recipient; U.S. Senator Joni Ernst; Gen. (Ret.) John M. Keane, a former Army vice chief of staff; Bennett LeBow, an entrepreneur and philanthropist; Gen. (Ret.) Dan McNeill, a former commander of the Coalition Forces, Afghanistan; International Security Assistance Force in Afghanistan; Lt. Gen. Stephen Twitty, commander of First United States Army; and Lt. Col. (Ret.) Jona McKee, a former professor of military science.

■ Maj. Gen. (Ret.) William Dean, an ROTC graduate from the University of California, Berkeley, as the commander of the 24th Infantry Division was the commander of all American commanded all American forces in Korea during North Korea's initial invasion.

He received the Medal of Honor when he destroyed an enemy tank while armed only with a hand grenade.

He was eventually captured and was a prisoner of war for three years until he was repatriated in 1953.

He retired from the Army in 1955 after 32 years of service, and died at 82 in 1981.

■ Sen. Joni Ernst, an ROTC graduate from Iowa State University, served in the military for 32 years and won her senate seat in 2014 as the first woman to be elected to a federal elected office from Iowa,

and the first combat veteran to serve in the Senate.

She is on the House Armed Services and Homeland Security and Government Affairs committees.

First serving in the U.S. Army Reserve, she then became a company commander in Iraq and Kuwait, leading 150 Iowa Army National Guard troops during Operation Iraqi Freedom.

She retired from the Guard as a lieutenant colonel.

■ Gen. (Ret.) John M. Keane, an ROTC graduate from Fordham University, commanded the 101st Airborne Division (Air Assault), and XVIII Airborne Corps.

He has served on the Defense Policy Board Advisory Committee and is a national security analyst for Fox News.

He is now the executive chairman of AM General, and sits on the board of directors of General Dynamics.

■ Bennett Lebow, an ROTC graduate from Drexel University, is the chairman of the board of directors of Vector Group Ltd., and the former board chairman of Signal Genetics, Inc.; and former chairman and CEO of Borders Group, Inc., and New Valley Corp.

He was also the president of LeBow Industries and he enabled the development of LeBow College of Business, The LeBow Engineering Center and the construction of Gerri C. LeBow Hall.

A Signal Corps officer, he was the assistant to the assistant Army vice chief of staff.

■ Gen. (Ret.) Dan McNeill, an ROTC graduate from North Carolina State University, commanded

airborne infantry units at the company, battalion, brigade, division and corps levels.

During his career, he served in Vietnam, Korea, Italy, Saudi Arabia, Iraq, and as commander of International Security Assistance Force in Afghanistan, in addition to numerous state-side assignments.

■ Lt. Col. (Ret.) Jona McKee, an ROTC distinguished military graduate from Virginia State University (VSU), served for 28 years during three wars – World War II, Korea, Vietnam – in France, Japan, Korea and Germany, with a combat tour in Vietnam.

Returning to VSU as the professor of military science, he commissioned 210 second lieutenants, and founded the VSU Military Alumni Chapter.

■ Lt. Gen. Stephen M. Twitty, a distinguished military (ROTC) graduate from South Carolina State University, has served as the commander, 1st Armored Division; deputy chief of staff, U.S. Army Forces Command; and as chief of staff, U.S. Central Command, during Operation Iraqi Freedom, Kuwait.

He holds a master of science degree in political administration from Central Michigan University and a master of science in national security strategy from National Defense University.

Maj. Gen. Christopher Hughes, commander of U.S. Army Cadet Command and Fort Knox, said the day was exceptional for several reasons.

"This is a very special day for all of us here at Cadet Command. Today we induct seven leaders of character," he said.

Adding, "It just seems fitting to me that the service for outstanding Americans should be recognized during the Army's birthday. It's fitting to recognize these men and women who are here, and their families, because these individuals have actually added to the story and history of the United States Army."

Hughes went on to praise the inductees for their commitment to soldiers, the Army and the officer corps.

"Each of these inductees has rushed to danger many, many times throughout their careers," he said.

He added, "They have led soldiers during complicated and chaotic situations. They have led their units during times of great challenge, and in every instance they persevered. They are all elite, extraordinary people – mentors, warriors and highly successful ROTC cadets.

"Because of people like them, Army ROTC has had and continues to have a positive and lasting impact on our nation and our world."

The U.S. Army Cadet Command is the largest single source of new officers for the Army, commissioning the majority of the Army's new officers each year through the senior ROTC program.

Since 1960, Army ROTC has commissioned more than 675,000 Army officers.

(Editor's note: This article is based on a story by Michael Maddox, U.S. Army Cadet Command.)



Maj. Gen. Christopher Hughes, commander of U.S. Army Cadet Command and Fort Knox, left, presents a certificate to Lt. Gen. Stephen Twitty, commander of First United States Army, signifying his induction into the ROTC National Hall of Fame at Fort Knox. (Photo by Michael Maddox)

JROTC teams compete in Leadership and Academic Bowl

Michael Maddox
U.S Army Cadet Command

After three days of competitions among Junior Reserve Officers' Training Corps (JROTC) cadets from across the world, two Army JROTC teams were named the victors in their respective categories during the JROTC Leadership and Academic Bowl (JLAB), held on the campus of The Catholic University of America, Washington, D.C. in June.

JLAB brings together hundreds of JROTC students to participate in challenging leadership activities and the largest academic bowl in the country.

Out of the 1,498 Army JROTC Academic teams that competed from around the world, only 24 teams earned top scores to advance to the National Academic Bowl competition.

Out of the 1,378 U.S. Army JROTC leadership teams that competed from around the world, only 40 teams earned top scores to advance to the National Leadership Bowl competition.

The Army JROTC team from Francis Lewis High School, Fresh Meadows, N.Y., was the winner of the leadership portion of JLAB, and the team from Cocoa Beach High School, Cocoa Beach, Fla., took the top spot for the Army in Academics competition.

Nicolena Weaver, team captain for the Cocoa Beach High School Academic Team, said the teachers at her school prepared the team well, but it was still an unexpected surprise to win Army-wide.

"We really didn't expect it, so it's been incredible and I'm very proud of my team," she said. "I think the biggest thing that helped us is finding a team that works well together. You also need to be willing to give up some things you think you are confident at to allow other people's strengths to show."

Terry Wilfong, president of the College Options Foundation, that co-sponsors the event with Army JROTC, said JLAB is about much more than the weekend of competition.

"This is the culmination of a yearlong activity – it starts with about 74,000 students to reach the 360 that come to D.C.," he explained.

Adding, "Because this is so big, so fun and full of so many activities, we think this is the event, but the event is what they do all year. It's the afternoon study hall periods, meeting together at friends' houses on Sunday afternoons to study ACT and SAT prep. They are increasing their ACTs and SATs 12 to 15 percent – that means scholarships and good colleges."

Wilfong said while the academic portion of the competition was similar to last year's, the leadership challenges were made a little more "challenging."

"We tried to put a little more emphasis on the



Cadets (from left) Rex Hoffman, Joseph Lee, Vi Dihm, and Jaden Tran, from Stafford High School, Stafford, Texas, complete the Thinking Map Match challenge. This was one of 10 stations where cadets competed during the Army Leadership 'Gauntlet' of the JROTC Leadership and Academic Bowl held at The Catholic University of America, Washington, D.C. (Photo by Michael Maddox)

hands-on portion of the leadership side, so we made the leadership reaction course a little more physical and a little more demanding. We put a little more brainwork into it and tried to select activities that require full participation from everyone on the team," he said.

Another change to JLAB this year was participation of JROTC's top three inaugural essay contest winners.

Tiffany Bryant, from Lanier High School, Jackson, Miss., won first place and read a portion of her essay during the JLAB awards ceremony.

While the essay contest is not a part of JLAB competition, having the winners at the D.C. event allowed them an opportunity to meet JROTC cadets from across the globe and to learn more about one of America's most historic cities, said Preston Barlow, instructional systems specialist at JROTC.

Barlow said the essay contest allows cadets to showcase their creativity while reinforcing JROTC values.

"The essay contest came about to give the cadets an opportunity to practice their written communication skills.

"We provide them with a theme that is something related to JROTC – that way they have a background knowledge on something they have already experienced and can write about what they know and their emotions," he said.

Adding, "This year's theme was service to oth-

ers, so they wrote about a particular service learning project they had participated on. It's a miniature introduction to college level writing that teaches them how to communicate their thoughts no matter what they do in the future."

As the weekend of competitions wrapped up, Maj. Gen. Chris Hughes, commander of Fort Knox and U.S. Army Cadet Command, praised all the cadets who took part in JLAB.

"Congratulations for being in this room, it is testament to who you are and your abilities as young men and women across this nation. Each of you has a very good reason to be proud and rightfully so of that pride," he said during the awards ceremony.

He added, "One of the best parts of my job as commander is being able to get out and meet cadets like you, almost daily. Each of you are incredibly talented and bright, and your performance here has given me hope for our nation's future. Our nation and our world need each of you to strive to meet your full potential. Speaking for my generation, we are counting on you, we need you – you are our future."

Members of the Cocoa Beach High School Academic Team were: John Stotz, Nicolena Weaver, Seth Netterstom and Jonathan Parent.

The members of the Francis Lewis High School Leadership Team were: Mohammad Shazeb, Kelly Xiao, Alan Cao, and Tylon Guan.

Master Educator's Course sharpens ROTC instructor skills

Michael Maddox
Public Affairs
U.S. Army Cadet Command

Students go to school to learn and expand their minds, and quality instruction is a key factor in their academic endeavors.

In recognition of that fact, U.S. Army Cadet Command recently partnered with the University of Louisville to implement the Master Educator's Course (MEC).

The MEC consists of a summer four-week resident phase at Fort Knox, Ky., and is followed by fall semester clinicals where the students apply the lessons learned in the classroom on the campus where they teach.

The course is designed to give Army ROTC instructors baseline facilitator skills to teach in a college classroom, which is a different setting when compared to a typical Army classroom, said Dr. Wes Smith, division chief, Cadre and Faculty Development.

"The outcomes we are looking for in this course are much different than those in a normal Army instructor course," he explained.

Adding, "Our target audience is instructors who teach cadets (students), so what we are trying to do is get them prepared to teach on a campus with other instructors and university faculty. They have a different audience and different peers than in an Army classroom and they have to interact with those folks."

The curriculum during the Master Educator's Course reinforces the U.S. Army Learning Concept for 2015 (TRADOC Pam. 525-8-2), Army Leadership (ADRP 6-22) and the U.S. Army Human Dimension Concept (TRADOC Pam. 525-3-7).

John Lilygren, commandant of the School of Cadet Command, said this is done by emphasizing more of an outcomes-based instruction method rather than a by the numbers process.

He added, "For example, we moved from teaching them just the mechanics of squad-based tactics to start working on critical thinking, problem solving – doing student-centric instruction to help them be more dynamic thinkers.

"There's an overall benefit for everybody – making sure they have the higher-level learning sciences to work on facilitation skills in the classroom and perform on a campus."

Along with the skills of providing a more interactive learning environment on campus, the instructors also gain a personal benefit – college credits, said Lilygren. Graduate students receive 12 masters-level credits for the residence phase and an additional 12 for the clinicals at their campuses. Undergraduates receive 15 credits for the residence portion and 12 for clinicals.

"For our Professors of Military Science and Assistant Professors of Military Science, it can get



The commander of troops, Cadet Jose Michel, University of Texas San Antonio, leads fellow cadets through their graduation from Advanced Camp at Fort Knox, Ky. The quality of the ROTC cadre is directly tied to the quality of newly commissioned Army second lieutenants. (Photo by Amber Vincent)

them on the full track for a master's degree. There is also a big benefit for some of our NCOs who have some college credits or zero," said Lilygren.

Adding, "This not only helps them in the classroom, but also with their professional personal development for their Army careers. It gets them on a direct path towards an associates, if they have no credit hours, and working towards a bachelors."

Lt. Col. Lavern Burkes, professor of military science at Lincoln University, Mo., said the course has better prepared him as a college professor in several ways.

"My passion is education, so attending this course was a phenomenal experience for me," he said.

"First, the course provided me the tools and language to be a key stakeholder when interacting with university administration, which is vital to establishing legitimacy at meetings. Second, it taught me how to design a course and deliver lessons that are student focused to enable all learning styles," he added.

"Overall, the course was life changing and thought provoking, which influenced my decision to earn a master's degree in higher education administration from the University of Louisville," noted Burkes.

Smith said another benefit of the course is that it also supports one of Maj. Gen. Christopher Hughes' main goals as the commander of U.S. Army Cadet Command.

"I've heard him say several times that his number one priority is to produce high-quality second

lieutenants, and his second priority is cadre and faculty development because he ties the quality of his faculty to the quality of the second lieutenants," said Smith. "I think there's a connection between this development program, the quality of it, and the CG's second priority."

Hughes praised the MEC students for their initiative to grow as instructors and leaders.

"I believe you are not the only beneficiaries of your hard work. I believe your future cadets, your soldiers, your families and yourselves will be the beneficiaries for many years to come. This will not only improve your careers, but it will also improve your lives," he said.

Adding, "Our cadets are not the only commodity we produce at Cadet Command. If I do my job right, each and every one of you will become leaders of soldiers, leaders of soldiers that are critical to the Army.

"You will be more critically involved and possess new found methods of problem solving and developing multiple solutions to those problems. Our best operational commanders should seek out and recruit you for their formations because you now possess the tools to become some of the best leader developers in the United States Army."

Officers and NCOs who are senior ROTC program instructors are eligible to enroll in future MEC classes, but must have at least 18-months retainability upon completion of the course. Each brigade is allotted a number of seats in each MEC, and the brigades will then coordinate which staff will attend.

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2017 AUSA National Medal and Award Winners

AUSA Staff

The Association of the U.S. Army has announced its national awards for 2017.

The awards and medals will be presented during the association's Annual Meeting and Exposition, to be held Oct. 9–11 in Washington, D.C.

George Catlett Marshall Medal

The association previously announced that its highest annual award, the George Catlett Marshall Medal for selfless service to the United States, is being presented on Oct. 11 to actor and humanitarian Gary Sinise.

Sinise will receive AUSA's highest award for distinguished public service at the Marshall Dinner, the final event of the Annual Meeting. The dinner will be held at the Walter E. Washington Convention Center in Washington, D.C.

At the 2014 AUSA Annual Meeting and Exposition, Sinise spoke at a press conference alongside Command Sgt. Maj. Bennie Adkins, USA, Ret., a Medal of Honor recipient.

His support of veterans can be traced back to his time at Steppenwolf Theater, which he co-founded in the 1970s. During the 1980s, he created a Vets Nights program at the theater, offering free dinners and performances for veterans.

It was his performance of severely wounded veteran Lt. Dan Taylor in the 1994 movie *Forrest Gump* that led him to work closely with wounded and disabled veterans.

As his acting career continued, Sinise became more dedicated to supporting service members and veterans nationwide. Following the 9/11 terrorist attacks, Sinise began taking part in USO handshake tours, and went on to form the Lt. Dan Band, entertaining troops at home and abroad for the past 14 years.

In 2011, Sinise created the Gary Sinise Foundation to serve defenders, veterans, first responders and their families.

Support comes through a variety of programs including R.I.S.E. (Restoring Independence, Supporting Empowerment), which builds specially adapted smart homes for severely wounded veterans.

The foundation's Invincible Spirit Festivals celebrate injured service members, caregivers and hospital staff at military medical centers with a daylong festival complete with a live Lt. Dan Band concert and cookout prepared by celebrity chef Robert Irvine.

The foundation's Soaring Valor program brings World War II veterans to the National WWII Museum in New Orleans and sponsors videotaping their firsthand accounts of war.



Abrams Medal

The General Creighton W. Abrams Medal for exceptional service to the U.S. Army is awarded to Gen. Eric K. Shinseki, USA, Ret., the 34th Army Chief of Staff and the seventh person to serve as Secretary of Veterans Affairs.

A 1965 graduate of the U.S. Military Academy, the Hawaii native served two combat tours in Vietnam, served in Bosnia as part of the NATO Stabilization Force, and served more than 10 years in Europe including as commanding general of the 7th Army and commander of Allied Land Forces Central Europe. He was the first Asian-American to reach four-star rank.

Shinseki served as Army Vice Chief of Staff from 1998 to 1999, was Army Chief of Staff in 2001 during the terrorist attacks on the U.S., and led the Army during Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom while at the same time moving to transform the Army to meet modern technological challenges.

After retirement, he served on several corporation boards before being asked by then-President-elect Barack Obama to head the Department of Veterans Affairs.

He was unanimously confirmed for the post by the U.S. Senate, and sworn in on Jan. 20, 2009, the same day President Obama took the oath of office. He stepped down in 2014.

In addition to two Purple Hearts received for Vietnam War injuries, he has been awarded the Defense Distinguished Service Medal, the Distinguished Service Medal, the Legion of Merit with Oak Leaf Cluster, the Bronze Star Medal with a "V" Device and two Oak Leaf Clusters, the Defense Meritorious Service Medal, Meritorious Service Medal with Two Oak Leaf Clusters, the Air Medal, Parachutist Badge, Ranger Tab, Joint Chief of Staff Identification Badge and the Army Staff Identification Badge.



Biddle Medal

The Major General Anthony J. Drexel Biddle Medal for outstanding contributions to the Association of the U.S. Army is awarded to Catherine C. "Kit" Roache.

The Vice President of Programs for AUSA's Monmouth, N.J., chapter, she has had a 35-year defense industry career and a long association with community and professional organizations, including organizing an annual Support Our Heroes gala and The Gingerbread Ball, an event she has chaired that involves several other nonprofit organizations in addition to AUSA.

She is credited, combining all her efforts, with

raising more than \$2 million for the Fisher House Foundation, which provides housing for military and veterans' families when a loved one is hospitalized.

Roache is co-owner and partner of Two Rivers Concierge Services, a firm helping with home organization and event planning, and is involved in other fundraising events. She is writing her first book.



Bainbridge Medal

The Sergeant Major of the Army William G. Bainbridge Medal for contributions to the Army Noncommissioned Officer Corps goes to Sgt. Maj. Todd B. Hunter, USA, Ret.

Hunter is a member of the AUSA George Washington Chapter where he served as president for four years, and is employed by the Army Installation Management Command. He is an AUSA Life Member.

In his off-time, he volunteers as a mentor, advocate and guide for soldiers, families and veterans, and is especially involved with wounded warriors.

For 10 years, he has served as the official guide to Washington landmarks for soldiers and their families attending AUSA's Annual Meeting and Exposition, organizes an annual holiday party for more than 200 soldiers and their families, has run in and helped coordinate the Army Ten-Miler, and organizes an annual golf tournament that over 10 years has raised more than \$700,000 for scholarships, awards and activities.

(See story on Page 6)



Dixon Award

The John W. Dixon Award for outstanding contributions to national defense from industry goes to Dennis A. Muilenburg, the chairman, president and CEO of The Boeing Company.

Every service member has benefited in some way from the leadership and commitment of Muilenburg, who has been part of Boeing since 1985 and its chief executive since 2015.

Boeing's AH-64 Apache and CH-47 Chinook helicopters are widely used in all environments, and under Muilenburg's leadership the company is heavily invested in developing future vertical lift programs. Boeing is a leader in unmanned systems,

missile and missile defense systems, command and control systems, and active armor protection.

Muilenburg has been a driving force in improving logistics and support service and an initiative to repurpose existing systems to improve range and lethality, and has been instrumental in establishing and advancing leadership development programs.

This has included hosting events for senior Army two-star generals at Boeing headquarters in Chicago and hosting a forum for one-star generals to provide insights on industry challenges.

Boeing has developed an enduring partnership with the U.S. Military Academy and the other service academies focused on ethics, leadership development, minority outreach, and on science, technology, engineering and math, with Muilenburg personally engaged in annual conferences and meetings with students, faculty and academy superintendents.

One of his personal goals has been to ease the burden of transitioning from military to civilian life. Boeing has done this by raising money for military and veterans programs, community business contributions, support for military and veterans organizations, and by hiring. Veterans make up 15 percent of Boeing's workforce.

McLain Medal

The Lieutenant General Raymond S. McLain Medal given to a current or former member of the National Guard for advancing a seamless and component-integrated Army is awarded to retired Tennessee Army National Guard Adjutant General Maj. Gen. Gus Hargett, the former president of the National Guard Association of the United States.

For seven years, he led efforts to advance the National Guard as part of the total armed forces.

Successes include the addition of the National Guard Bureau Chief to the Joint Chiefs of Staff, granting "veteran" status to all National Guard and Reserve retirees, and strengthening the ties and improving the training of the National Guard.

The accomplishments came as he applied 47 years of military service to strengthening and solidifying the standing of the National Guard as a vital operational force within the Department of Defense.



Rudder Medal

The Major General James Early Rudder Medal given to a current or former member of the U.S. Army Reserve for advancing a seamless and component-integrated Army is awarded to retired Maj. Gen. Marcia C. Anderson.

Her last assignment in a 36-year military career was as deputy chief of the Army Reserve where she represented reserve interests in meetings with senior Defense Department officials and served on the Reserve Forces Policy Board. In a previous assignment as deputy commander of the Army Human Resources Command, part of her focus was on better integrating the Regular Army, Army National Guard and Army Reserve.

Her 2011 promotion to major general made her the first federally recognized Army two-star African-American woman.



Cribbins Medal

The Joseph P. Cribbins Medal for exemplary service by a Department of the Army civilian is awarded to Margaret A. Tyree.

A resource management analyst at White Sands Missile Range, N.M., a Life Member of AUSA and a former president of AUSA's White Sands Missile Range Chapter, her professional Army career began as an optics mission planning engineer just after she graduated from New Mexico State University in 1987, specializing in test and evaluation of programs and helping in program transitions, such as the switch from film to digital image tracking and recording.

She transitioned herself from a planning engineer, to a section chief and quality assurance officer, to missile flight safety officer and deputy director for range operations based on her business and program analysis skills.

She helped with development of a human capital management plan by conducting a workforce study of hiring, performance and rates, and was selected to be part of an Army Proponency Career Program at the Army Materiel Command

There, she was also a consultant rewiring guide for career opportunity for engineers and scientists and also part of a team looking at future technology solutions.



Volunteer Family of the Year

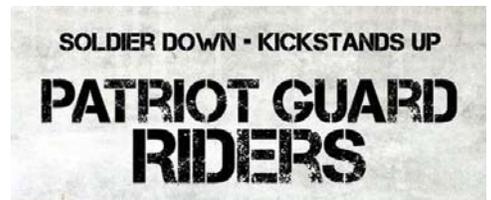
The Volunteer Family of the Year Award for promoting the well-being of soldiers and their family members is presented to the family of Army Sgt. 1st Class Eryn and Anja Seidl of Kaiserslautern, Germany.

For the Seidls, their children Marco, Annabella and Zachary, and grandmother, Thekla Oelschlegel, volunteerism has been a family affair for several years and they have helped to plan and execute unit and community events.

Be it a family day for a unit with 150 people to a community festival for 3,000, such as the pre-Halloween Trunk-or-Treat festival, the Seidls have proven to be reliable, organized and enthusiastic supporters for multiple organizations and a variety of programs. Planning, logistics, decoration, cooking and other support are provided by this cohesive family team, recognized within their community as the top volunteers supporting activities and programs for service members, Defense Department civilians, military families and the entire community.

(See story and photo on Page 18)

National Service Award



The Association of the U.S. Army's National Service Award goes to Patriot Guard Riders, a non-profit group of motorcyclists who ensure dignity and respect at memorial services.

Created in Kansas in 2005 in reaction to protests at military funerals, the group made their first organized appearance that Oct. 11 in Chelsea, Okla., at the funeral of Army Staff Sgt. John G. Doles, who was killed in Afghanistan by enemy fire.

About 70 members of what was then called the American Legion Riders revved their motorcycle engines for about 30 minutes to drown out the sound of protestors. They changed their name to Patriot Guard Riders to be more inclusive, and appeared again on Oct. 27 at the funeral in Tonganoxie, Kan., of Army Spc. Lucas A. Franz, who died by enemy fire in Iraq, this time with 100 riders as their movement grew and gained national attention.

They refined their mission, recruited state captains and began an organized counter-movement to funeral protests that now has completed more than 30,000 of what they call missions of respect.

Riders have two things in common: motorcycles and unwavering respect for fallen service members, first responders and honorably discharged veterans.

Their missions have two objectives: showing respect for the deceased, their family and the community; and shielding the family and other mourners from any protests. They do this by legal and non-violent means but with the occasional roar of engines, just as they did on their first ride.

Seidl family is the 2017 AUSA Volunteer Family of the Year

AUSA Family Readiness

Patty Baron
Director
AUSA Family Readiness

The Association of the U.S. Army has announced that this year's recipients of the AUSA Volunteer Family of the Year Award, that acknowledges outstanding efforts to promote the well-being of soldiers and families, is presented to Sgt. 1st Class Eryn Seidl, an Army civilian and Army Reserve retiree; his wife, Anja; mother-in-law, Thekla Oelschegel; and their three children, Marco, Zachary and Annabella.

The Seidls reside in the Kaiserslautern Military Community where Eryn, who retired after 21 years of service, became involved with his family in volunteering. As a family that is clearly driven by helping others, their effect on the community took root immediately.

Eryn helps with the planning, logistics and labor of most of the events in the community. Mrs. Oelschegel has been the backbone of all the events, contributing valuable planning ideas and organization. Her baking and German background are special touches.

Marco assists with decoration, planning details and execution. Zachary and Annabella routinely assist to ensure everyone is enjoying themselves.

Anja works tirelessly to organize volunteers, tackle complex tasks and deliver events that make the community more cohesive and proud. She sets



Retired Sgt. 1st Class Eryn Seidl, USAR, an Army civilian employee, his wife, Anja, mother-in-law, Thekla Oelschegel, and children Annabella, Zachary and Marco (not pictured) are recognized for their efforts to promote the well-being of soldiers and families.

an example of enthusiasm, drive and determination, and has established programs to elevate communication between soldiers and families by strengthening relationships in six countries.

The Seidl family has received a great deal of recognition for their commitment to service. Eryn has

received the U.S. Army Garrison Rheinland-Pfalz Certificate of Appreciation and the 7th Mission Support Command Certificate of Appreciation.

Anja has received various Certificates of Appreciation from the 7th Support Command and **see page 20**

ARMY Green Book features leadership interviews, reports

AUSA Staff

The 2017 issue of *ARMY* magazine's special October *Green Book* includes interviews with senior Army leaders.

The magazine also features a year in review section highlighting the Army's big events in the previous 12 months, an installation directory and updates on major weapons and equipment.

Acting Secretary of the Army Ryan D. McCarthy, in office only since Aug. 1, says in his interview that one of his missions is to make certain the Army spends money wisely, which requires being "ruthless with prioritization."

McCarthy is a strong advocate for getting the Army more money. "You cannot defend America on a budget. You defend it on a strategy," he says, warning it is hard to make the Army sufficiently ready and increasingly lethal "with the compressed fiscal environment."

Charged with improving current readiness while simultaneously laying a foundation for a future, modern and more lethal force, Army Chief of Staff Gen. Mark A. Milley says in his interview that he has a lot to do.

For the next five to six years, the Army will go to war with legacy equipment that has been upgraded over the last 20 years but might be matched or overmatched by adversaries, he said.

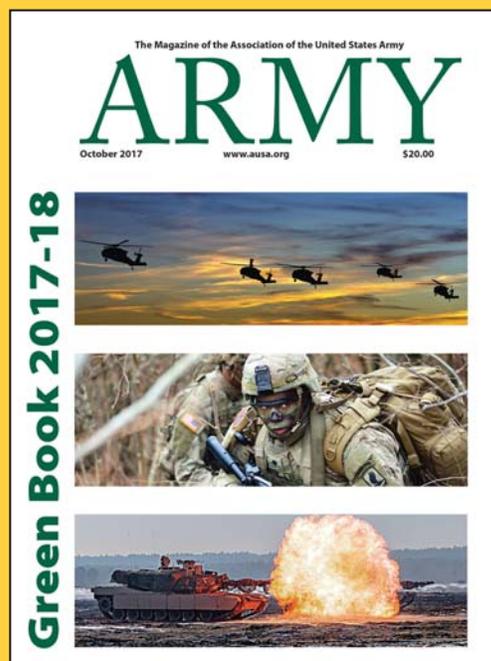
The Army will need money to pay for the modernization it needs, and money to pay for the bigger force he believes is required to meet national security commitments.

"We've done the analysis, and we think we need to be bigger. And we need to be stronger and more capable," he said in an interview.

In his interview, Sgt. Maj. of the Army Daniel A. Dailey says soldiers must be deployable, good at what they do and ready to do it at the drop of a flag. "We have to be prepared to fight and win our nation's wars if called to do so," he says.

His priorities are physical fitness, improving training and education and making sure soldiers have the best equipment.

The *Green Book* also includes interviews with Army Reserve Chief Lt. Gen. Charles D. Luckey and Army National Guard Director Lt. Gen. Timothy J. Kadavy, updates on the Army's Multi-Domain Battle concept and on the National Museum of the U.S. Army.



Green Book 2017-18

D.C. Metrorail opens at 6 a.m. for Army Ten-Miler



Army Ten-Miler

A rmy Ten-Miler officials have announced that the Washington Metropolitan Area Transit Authority (WMATA) will open Metrorail at 6:00 a.m. on race day, Sunday, Oct. 8.

The 33rd Army Ten-Miler race starts and finishes at the Pentagon, traversing a scenic course that routes runners through downtown Washington, D.C.

“Many of our 35,000 registered runners rely on public transportation to reach the start line,” said Race Director Jim Vandak.

Adding, “We are pleased that we have secured an early 6:00 a.m. opening for Metrorail service, enabling timely access for runners and spectators alike. However, we advise everyone to visit wmata.com for updates on specific station times and potential weekend maintenance work that may affect travel plans.”

The race begins at 8:00 a.m. (wheelchair athletes and wounded warriors start at 7:50 a.m.), utilizing a start wave seeding system that alleviates congestion and allows the fastest runners to start at the front.

All runners must maintain a 15-minute-per-mile pace or better, complete the entire course, and finish the race in 2 hours and 30 minutes to receive an official race time and results. The Individual Awards Ceremony will take place at 10:30 a.m., and the Team Awards Ceremony will start at 11:30 a.m. at the Awards Stage in the Pentagon North Parking Lot.

The general public is encouraged to come out and view the race, cheer on runners and visit the free Hooah Tent Zone – including the fun-filled Youth Zone – in the Pentagon North Parking Lot following the race. A free event shuttle presented by KBRwyle will run continually from the Pentagon South Lot to the Pentagon North Lot from 4:00 a.m. until 1:00 p.m. There is no parking at the Pentagon on race day.

Army Ten-Miler Race Weekend officially kicks off at the D.C. Armory with the Army Ten-Miler Expo, presented by Navy Federal Credit Union on Friday and Saturday, Oct. 6-7. The Expo is open to the public and free of charge, with free on-site parking in Lot 3 (across East Capitol Street from the Armory).

While the Expo serves as the official race packet pick-up location (ID required), visitors will also enjoy static and interactive military displays, various activities and a full lineup of over one hundred exhibitors offering great deals on sports and fitness products, a race official said.

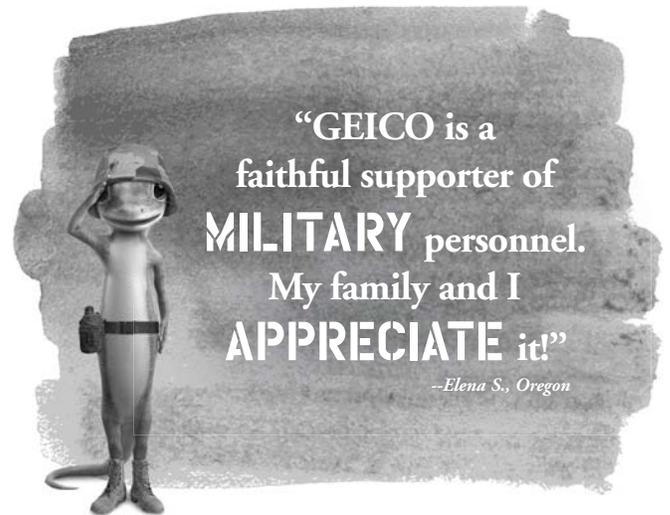
Runners and spectators are advised to visit wmata.com for updates and information on specific train station times and any planned Metro track service that may affect service at select stations over the ATM Race Weekend.

For the latest news and information via social media, follow the Ten-Miler and post using #RunArmyRunStrong at [Facebook.com/armytenmiler](https://www.facebook.com/armytenmiler), @ArmyTenMilerATM on Twitter and @armytenmiler on Instagram.

For additional information, including photos, please call Maida Johnson at (202) 685-3361 or visit ArmyTenMiler.com.

The Association of the U.S. Army (AUSA) and KBRwyle, an AUSA sustaining member, are the race’s co-lead sponsors.

All race proceeds benefit Soldiers and Soldier Family MWR Programs.



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Blended Retirement – Use Retirement Comparison Calculator

Lisa Fernando
DoD News
Defense Media Activity

With the launch of the new Blended Retirement System, service members may wonder how to compare their retirement benefits with the existing legacy system.

To help with this, the Defense Department has launched a comparison calculator for eligible service members to analyze their estimated retirement benefits under both the legacy system and the Blended Retirement System (BRS).

The tool walks members through five screens, allowing users to adjust 12 data fields and compare benefit scenarios under both systems, according to Air Force Maj. Michael Odle, the Defense Department's assistant director of military compensation policy.

The calculator is aimed at helping eligible members make the best decision about whether to remain in the current retirement plan, known as the High-3 System, or opt into the Blended Retirement System, which goes into effect Jan. 1, 2018, he said.

Eligible service members have until Dec. 31, 2018, to enroll in the new system. Military members who enter service on or after Jan. 1, 2018, will automatically be enrolled in the BRS.

The tool is meant to provide flexibility so that members can compare estimated benefits under a variety of situations, said Steve Galing, the lead analyst in the Defense Military Personnel Policy Analytical Directorate.

Service members are advised to consult with a financial professional, he said. "This is a personal decision," he added. "There are a lot of various resources available to our members, but ultimately it is up to the member."

DoD-Endorsed calculator

The calculator is a comprehensive tool designed to take into account the unique financial situations of all who serve – active duty, National Guard members and reservists, Odle said. It is designed

to be used in conjunction with the mandatory BRS opt-in course.

This comparison calculator is the only comparison tool endorsed by DoD, he added.

The opt-in BRS course is available with a common access card (CAC) through Joint Knowledge Online, or through a service's learning management system.

Additionally, an optional training course for the calculator will be available in the next few weeks, Odle said.

Exploring options

If users hover over underlined text in the calculator, an information box will pop up that will highlight further information on that particular topic, Odle explained. More information is available through the links in the "more info" section under each page of the calculator.

After a user inputs all the information in the 12

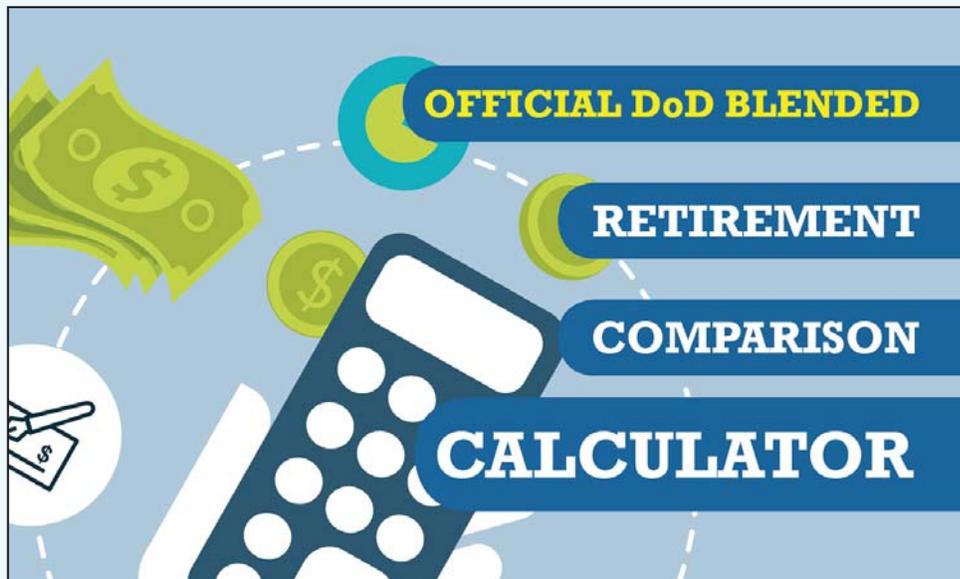
data fields, the calculator will generate a results page.

Service members are encouraged to go through the process several times to see how their projected benefits change under various situations, Odle said.

The comparison calculator does not take into account optional Thrift Savings Plan service member contributions under the legacy retirement plan, and it does not account for optional monthly automatic Treasury Direct Government Savings Bonds purchased under the legacy plan, he explained.

All currently-serving members are grandfathered under their legacy retirement plans.

Active component service members with fewer than 12 years of service as of Dec. 31, 2017, and reservists in a pay status with fewer than 4,320 retirement points as of Dec. 31, 2017, are covered under the existing system, but are eligible to opt into the Blended Retirement System.



The Defense Department has launched its official Blended Retirement Comparison calculator for eligible service members to analyze their estimated retirement benefits under the legacy system and the new Blended Retirement System. Try the calculator at <http://militarypay.defense.gov/Calculators/BRS/>. (DoD graphic)

Family from page 18

U.S. Army Rheinland-Pfalz, as well as being a Volunteer of the Year Finalist at U.S. Army Garrison Rheinland-Pfalz for two years, and the President's Volunteer Service Award-Bronze.

Both Zachary and Annabella have been recognized with certificates of appreciation and achievement from the U.S. Army Garrison, as well.

In 2016 the Seidl family received the 7th Mission Support Command's Volunteer Family of the Year award.

But for the Seidl family, it's not about awards or recognition. They emphasize that service to the Army and to the community at large is its own reward.

If you ask the Seidls what they've given, they'll tell you what they've received. They mention how much they love the feeling of fellowship and they share how they value the like-mindedness of others who prioritize service and sacrifice.

They acknowledge how privileged they feel to have the opportunity to work and serve with some of the best people our country has to offer. They remind you that military life demands a lot from us and that there are times when you'll be the one needing help, and when you have the opportunity to help to others.

All this means that it's no accident that there is such a great intergenerational commitment to volunteerism found in this family. And, they have been very deliberate in creating a love for serving others

in their children.

Their secret? Include your kids in everything you do. By your example, make volunteering the norm versus the exception. Eryn, Anja, and Mrs. Oelschegel have provided a spectacular example for the Seidl children.

Through consistent volunteer work and a dedication to service, the Seidls have shown exemplary willingness to tirelessly help others.

It is with sincere gratitude and appreciation that the Association of the United States Army presents its Volunteer Family of the Year Award to this remarkable Army family.

AUSA thanks our Silver Star sponsor, Health Net Federal Services, for its generous support of this award.

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: 65

- 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**

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**

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: 71

- 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: 9

- 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**

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

Cosponsors: 37

- 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**

H.R. 2850 (Military Patron Protection Act)

Cosponsors: 1

- Establishes the Military Resale Patron Benefits Advisory Commission
- Introduced by Rep. Walter Jones, R-N.C.
- **Referred Referred to Committee: Armed Services**

VETERANS' ISSUES

Senate Action

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

Cosponsors: 27

- 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**

S.1198 (Veterans Care Financial Protection Act)

Cosponsors: 2

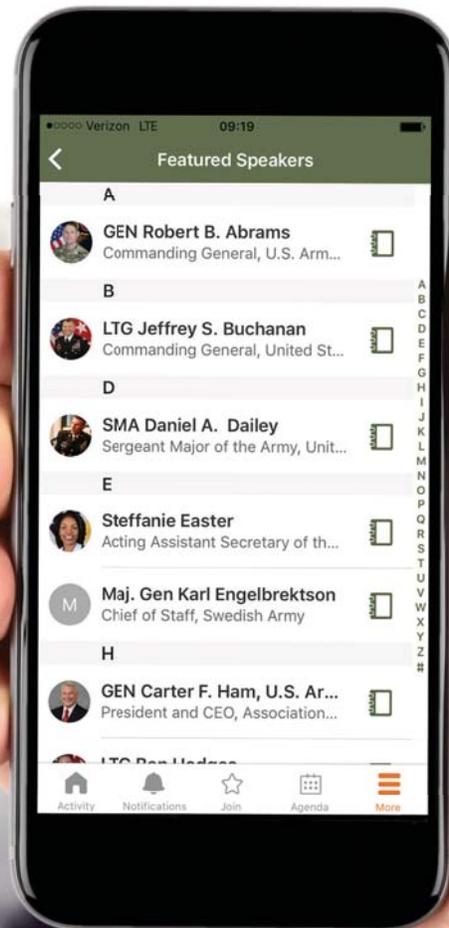
- Protects individuals who are eligible for increased pension under laws administered by the Secretary of Veterans Affairs on the basis of need of regular aid and attendance from dishonest, predatory, or otherwise unlawful practices.
- Introduced by Sen. Elizabeth Warren, D-Mass.
- **Referred to Committees: Veterans' Affairs**

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Remembering Vietnam exhibit examining the war opens at National Archives in Nov.



The Three Soldiers monument by Frederick Hart, honoring Vietnam veterans, is located on the National Mall across from the Vietnam Veterans Memorial Wall. (Photo by Sgt. 1st Class Michael J. Carden)

The National Archives will open a new exhibition, Remembering Vietnam: Twelve Critical Episodes in the Vietnam War, Nov. 10, 2017.

The exhibit examines 12 critical episodes in the Vietnam War providing a framework for understanding the decisions that led to war, events and consequences of the war, and its legacy.

The 3,000-square-foot exhibit uses more than 80 original records from the National Archives – including newly declassified documents – to critically re-examine major events and turning points in the war and to address three critical questions about the Vietnam War: Why did the United States get involved? Why did the war last so long? Why was it so controversial?

Remembering Vietnam is free and open to the public, and will be on display in the Lawrence F. O’Brien Gallery of the National Archives Museum in Washington, DC, through Jan. 6, 2019.

More than 50 years after the United States committed combat troops to the war in Vietnam, and more than 40 years since the war ended, the complexity of the conflict is still being unraveled. Remembering Vietnam follows the trajectory of American involvement in Vietnam through six presidential administrations, and from its World War II origins to the fall of Saigon in 1975.

This groundbreaking exhibit uses original National Archives documents, artifacts, and film footage to explore the policies and decisions that initiated and then escalated American economic and military aid to South Vietnam.

Interviews with veterans, journalists, members of the peace movement, Vietnamese civilians, and leading Vietnam War historians provide first-person testimony and analysis of the events.

Creative exhibit highlights:

- A Visitor Input Station to share experiences, reactions, and memories of the war
- An Oval Office Audio Experience: Hear Presidents Kennedy, Johnson and Nixon discuss the war with a protester in the background
- Listen to the famous “Domino Theory” audio recording from President Eisenhower’s April 7, 1954, press conference
- See an elephant tusk lamp - a gift to President Eisenhower from Ngo Din Diem
- Hear audio of a meeting between President Kennedy and his National Security Council on the question of supporting a coup in South Vietnam
- See the cable reporting the alleged second attack on the USS Maddox that led to the passage of the Gulf of Tonkin Resolution
- View the CIA’s model of the Hanoi Hilton
- Read transcripts of radio intercepts of helicopter pilots during the Saigon airlifts
- See a pair of original baby shoes from one of the Saigon airlifts
- Examine architect Maya Lin’s Vietnam memorial drawing

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South Carolina Charleston Chapter is reorganized, revitalized

Chapter Highlight Charleston

Once one of the best small AUSA chapters, the Charleston Chapter has been reorganized and revitalized.

The new chapter president is retired Lt. Col. W. Larry Dandridge, who led the chapter to best small chapter status nearly eight years ago.

Dandridge is also vice president for veteran affairs and employment assistance, and the chapter's representative to the Ralph H. Johnson VA Medical Center.

He is on the Customer Service Council, Quality Council, Veterans Service Officer (VSO) Council, Strategic Planning Committee, and he teaches patient and family-centered care at the local VA medical center.

The first vice president is retired Col. Joe Trez

who recently attended the AUSA new chapter president training session at AUSA national headquarters.

Cindy Newman, a corporate member, is now the vice president for multi-media communications, and corporate member Carol Lowman is the vice president for congressional affairs.

Retired Col. David Taylor is a vice president and treasurer; Heather Motter, a past chapter vice president, is a vice president and chapter secretary.

Angie Gibbs is the vice president for hotel and motel relations in Charleston.

The Charleston Chapter has a board of directors led by retired Lt. Gen. Roger Thompson, the past AUSA national vice president for membership and meetings.

The board consists of past presidents of the chapter, including Larry Dandridge, Bob King, Bill Whatley, and Nat Robb, and other members of industry and government in the Charleston area.

If you are interested in serving on the chapter's executive committee, contact Dandridge at (843)

276-7164 or LDandridge@earthlink.net .

The Charleston Chapter is off to a great start with an impressive recruitment effort to sign up new individual and corporate members, establishment of a web page, construction of a CHIMP email account for the executive committee, supporting and raising over \$60,000 for Fisher House Charleston through the publication of Dandridge's *Blades of Thunder* (Book One), beginning a quarterly newsletter, adoption of the local Army Recruiting Company, adoption of the following: Victory House for Veterans; The Citadel Army ROTC Program; local JROTC units to include establishing JROTC and ROTC awards programs; and the RHJ VA Medical Center.

The chapter is also planning its first general membership meeting and corporate appreciation event.

The Charleston Chapter appreciates the support it received from the AUSA Fort Jackson-Palmetto Chapter and AUSA national headquarters for the generous kick-off donations and start up support.

AUSA paper examines two Afghanistan battles 16 years apart

AUSA Staff

A new Institute of Land Warfare paper looks at the effectiveness of Mission Command – the issuance of command orders that enable disciplined initiative – by comparing two battles in Afghanistan that were 16 years apart.

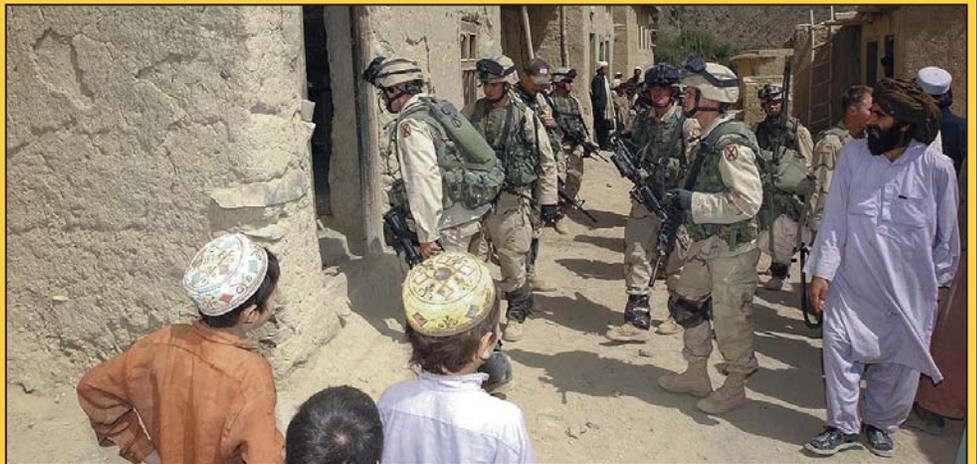
The Landpower Essay, written by Maj. Chaveso Cook and Capt. Awbrey Lowe and Matthew Perovich, looks at how the Mission Command concept worked or didn't work in the 1986 Second Battle of Zhawar fought by the Soviets and Democratic Republic of Afghanistan against the Mujahideen, and a 2002 battle in the nearby Shahikot Valley involving a U.S. Special Forces unit, led Maj. Gen. Franklin Hagenback of the 10th Mountain Division, and Afghan Military Forces fighting Taliban forces.

In the 1986 battle, which happened as the Soviets were planning a phased withdrawal from Afghanistan, there was a very brief victory because the Soviet and Afghan national forces drove the Mujahideen from the Zhawar cave complex.

They "only managed to occupy the complex for five hours," the authors say. "The sappers who were tasked to hastily mine cave entrances were the final troops to withdraw while still under fire from a small Mujahideen counterattack. With 48 hours, the Mujahideen could access Zhawar again."

Part of the command problem was there was a distrust between the Afghan and Soviet forces. There also had not been enough practice or drills before launching the assault, the paper says.

In 2002's Operation Anaconda, U.S. and Afghan Military Forces simultaneously steered Taliban fighters toward U.S. light infantry forces



Soldiers go through an Afghan village during Operation Anaconda at the beginning of the war in Afghanistan, circa 2002. A new Institute of Land Warfare paper looks at the effectiveness of Mission Command by comparing an engagement during Anaconda with 1986 Second Battle of Zhawar. (U.S. Army photo)

that had been inserted by helicopter. Like the 1986 battle, multiple units and task forces were used in a battle in Shahikot Valley.

The authors cite a Delta Force operations officer, Lt. Col. Pete Blaber, as an example of someone effectively using the Mission Command concept. Responsible for placing three- to five-member teams along a ridge where they could see and guide the main assault, the paper says he challenged his soldiers to learn the history of the valley and talk with Afghans in developing the plan.

He also asked them to think how they would defend the valley if sides were reversed.

"His desire was to gain as great an understanding of the operational environment as was possible,"

the paper says. "This understanding was fueled by the team's practice of mission command in an effort to comprehend the security environment."

It worked, the paper says. Blaber's teams verified intelligence reports that the enemy was hidden in larger numbers than expected in well-fortified positions.

"Blaber's audacious plan to accept risk and infiltrate his teams over land saved countless lives on the first day of Anaconda," the paper says. "It would save many more in the days to come."

The full paper is available here: <https://www.ausa.org/publications/afghanistan-historical-analysis-mission-command-and-its-effect-our-current-security>

★ Eagle Chapters ★

A chapter is recognized as an “Eagle Chapter” when it exceeds both its membership number of the previous operating year and the membership number of the previous month. This number is based on Individual, Life, and Corporate Designees.

Alamo
Arizona Territorial
Arsenal of Democracy
Braxton Bragg
Buckeye Landpower
Capital District of New York
Captain Meriwether Lewis
Carlisle Barracks-Cumberland Valley
Central Ohio
Central Texas-Fort Hood
Central Virginia
Charleston
Chattahoochee Valley-Fort Benning
COL Edward Cross
Columbia River
Connecticut
Corporal Bill McMillan-Bluegrass
Delaware
Denver Centennial
Des Moines Freedom
Dix
Ethan Allen
Fairfax-Lee

First Militia
Florida Gulf Stream
Fort Campbell
Fort Jackson-Palmetto State
Fort Knox
Fort Pitt
Fort Riley-Central Kansas
Fort Rucker-Wiregrass
Fort Sheridan-Chicago
Francis Scott Key
GA Omar N. Bradley
Gem State
GEN Creighton W. Abrams
GEN John W. Vessey, Jr
GEN Joseph W. Stilwell
GEN William C. Westmoreland
George Washington
Greater Atlanta
Greater Augusta-Fort Gordon
Greater Kansas City
Greater Los Angeles
Greater New York-Statue of Liberty
Henry Leavenworth

Indiana
Kuwait
Las Vegas-John C. Fremont
Last Frontier
Leonidas Polk
Magnolia
MG Harry Greene, Aberdeen
MG John S. Lekson
MG Robert B. McCoy
MG William F. Dean
Mid-Palatinat
Milwaukee
Minutemen
Mission Trails
Monmouth
National Training Center-High Desert
New Orleans
Newton D. Baker
North Texas-Audie Murphy
Northern New Jersey
Northern New York-Fort Drum
Pikes Peak
Polar Bear

Redstone-Huntsville
Rhode Island
Robert E. Lee
Rock Island Arsenal
San Diego
SGM Jon R. Cavaiani
Silicon Valley
Space Coast
Suncoast
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Thunderbird
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Tri-State
UAE Chapter
Utah
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White Sands Missile Range
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from the Institute of Land Warfare

ILW Spotlight

- 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 113 – Conventional Munitions Industrial Base by Scott S. Haraburda (July 2017)
- LWP 112 – Making Sense of Russian Hybrid Warfare: A Brief Assessment of the Russo-Ukrainian War by Amos C. Fox and Andrew J. Rossow (March 2017)
- LWP 111 – Characteristics of Army Reserve Officer Training Corps Leader Development by Steven Estes, Joel M. Miller and Marcus D. Majure (October 2016)
- LWP 110 – Is India's Military Modernization Evidence of an Aggressive National Security Policy? by Christopher L. Budihias (October 2016)
- LWP 109 – The Uncertain Role of the Tank in Modern War: Lessons from the Israeli Experience in Hybrid Warfare by Michael B. Kim (June 2016)
- LWP 108 – Are U.S. Army Capabilities for Countering Weapons of Mass Destruction at Risk? by Thomas C. Westen (September 2015)
- LWP 107 – Integrating Landpower in the Indo-Asia-Pacific Through 2020: Analysis of a Theater Army Campaign Design by Benjamin A. Bennett (May 2015)

National Security Watch

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

- NSW 15-4 – These Are the Drones You Are Looking For: Manned-Unmanned Teaming and the U.S. Army by Richard Lim (December 2015)
- NSW 15-3 – Innovation and Invention: Equipping the Army for Current and Future Conflicts by Richard Lim (September 2015)

Special Reports

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

Torchbearer Issue Papers

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- 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)
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- The U.S. Army in Europe: Strategic Landpower in Action (October 2015)

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- DR 15-2 – Building Readiness to Sustain Global Responsiveness and Regional Engagement (April 2015)

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 Eiligh 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)

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AUSA Books

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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, 5 September 2017)

The Budapest Operation: An Operational-Strategic Study edited by Richard Harrison, Ph.D. (Helion and Company, 12 June 2017)

The Battle of Kursk: The Red Army's Defensive Operations and Counter-Offensive, July-August 1943 edited by Richard Harrison, Ph.D. (Helion and Company, 19 August 2016)

The Iasi-Kishinev Operation: The Red Army's Summer Offensive Into the Balkans edited by Richard Harrison, Ph.D. (Helion and Company, 19 August 2017)

Architect of Airpower: General Laurence S. Kuter and the Birth of the U.S. Air Force by Bran Laslie, Ph.D. (University Press of Kentucky, 6 October 2017)

Wars of Modern Babylon: A History of the Iraqi Army from 1921 to 2003 by Col. Pesach Malovany, IDF Ret. (University Press of Kentucky, 4 July 2017)

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

Lossberg's War: The World War I Memoirs of a German Chief of Staff edited by Maj. Gen. David Zabecki, USA Ret., and Lt. Col. Dieter J. Biedekarken, USA Ret. (5 September 2017)

Inside Israel's Northern Command: The Yom Kippur War on the Syrian Border edited by Brig. Gen. Dani Asher, IDF Ret. (University Press of Kentucky, 8 February 2016)

Forward with Patton: The World War II Diary of Colonel Robert S. Allen by Robert S. Allen (University Press of Kentucky, 4 August 2017)

AUSA Institute of Land Warfare releases Army 101 briefing

AUSA Staff

On Aug. 11, the Association of the U.S. Army's Institute of Land Warfare (ILW) released the initial version of its Introduction to the U.S. Army: Army 101 briefing.

This comprehensive briefing was developed as an educational tool for AUSA members to help explain the U.S. Army to non-military audiences.

Army 101 describes the Army's mission and roles, its organization, leadership, and funding in addition to providing a foundation for an informed discussion with the American public about its Army and the issues affecting our soldiers.

ILW circulated a preliminary version of the presentation to AUSA regional and state leaders, and chapter presidents.

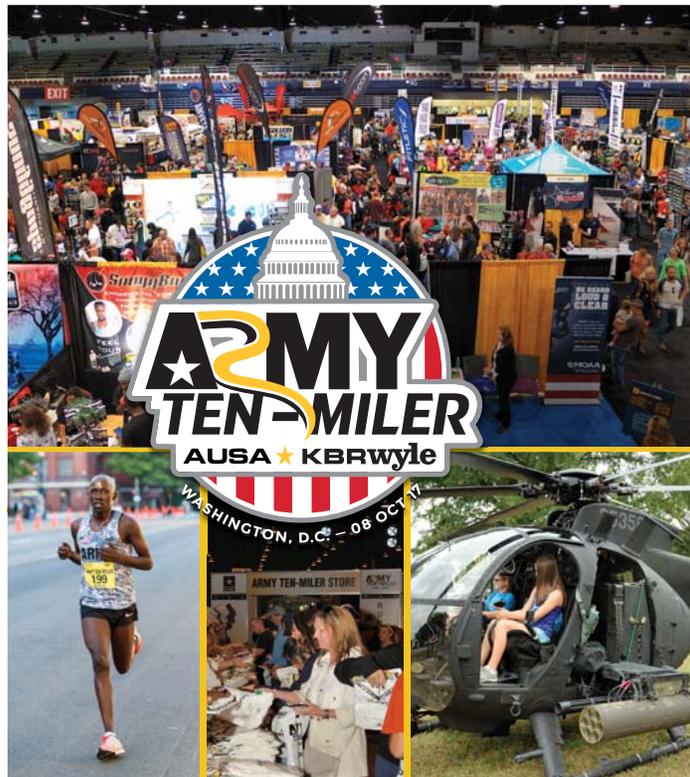
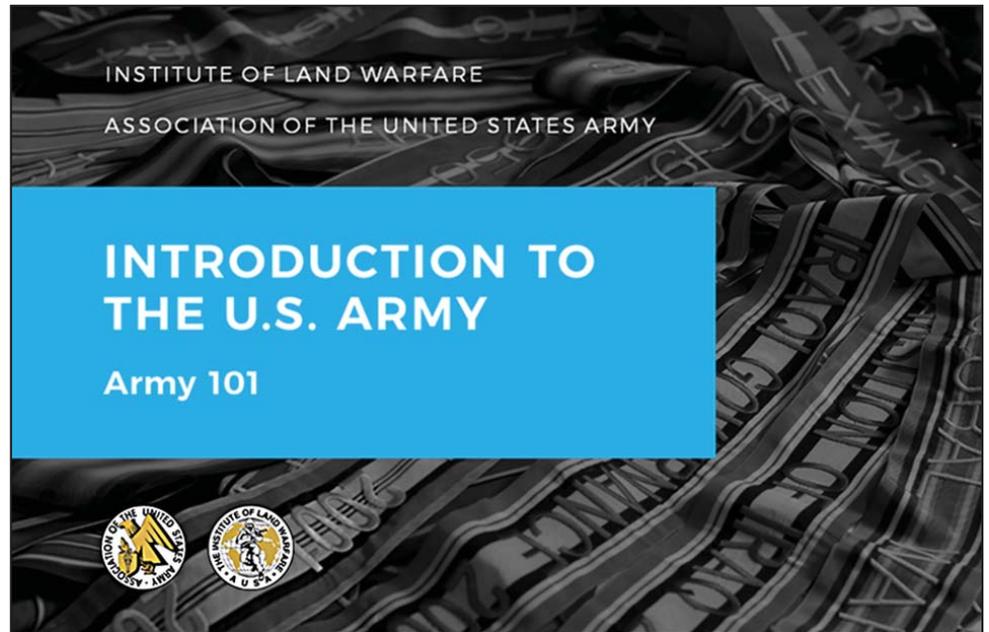
We received dozens of outstanding comments and suggestions from these members.

ILW will review the briefing semi-annually and revise it based on member feedback.

The most current version always will be posted on the AUSA Institute of Land Warfare website at <https://www.ausa.org/institute-of-land-warfare>

This presentation is another resource to help AUSA members educate the public about the Army's central role in the nation's defense, inform our communities and Congress about issues af-

fecting America's Army and its soldiers serving in the Regular Army, Army National Guard and Army Reserve, and better connect the Army to the American people at every level.



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New science, technology projects seen at Innovators Corner

AUSA Staff

Cutting-edge science and technology projects such as mind-controlled prosthetic devices, high-energy lasers and autonomous aerial ambulances will be among the topics presented at Innovators Corner during the Oct. 9-11 Annual Meeting and Exposition of the Association of the U.S. Army.

Innovators Corner, displaying cutting-edge ideas being developed by or in partnership with U.S. Army laboratories, will be located at Booth 2361 in Hall B of the Walter E. Washington Convention Center in Washington, D.C., where AUSA's annual event is held.

There will be presentations by Steffanie Easter, acting assistant secretary of the Army for acquisition, logistics and technology; Maj. Gen. Robert M. Dyess, Army Capabilities Integration Center director; Maj. Gen. Barbara R. Holcomb, Army Medical Research and Materiel Command commanding general; Maj. Gen. Cedric T. Wins, Army Research, Development and Engineering Command commanding general; and other top research and technology officials.

Among the presentations is one on neural-controlled prosthetics, hosted by Jason Ghannadian, a science officer at the Army Medical Research and Materiel Command.

Touch-sensitive artificial limbs have been revo-



Innovators Corner, displaying cutting-edge ideas being developed by or in partnership with U.S. Army laboratories, will be located at Booth 2361 in Hall B. (AUSA News photo)

lutionary advancements for combat-wounded service members.

The Army has demonstrated the value of high-energy lasers in shooting down drones.

Kip Kendrick, the Army Space and Missile Defense Command's high-energy laser chief, will talk about advances.

Nathan Fisher, project manager for medical robotics and autonomous systems at the Telemedicine and Advanced Technology Research Center, will talk about medical operations in future battlefields,

and use an unmanned helicopter, the DP-14 unmanned aerial vehicle, as an example of how casualties could be evacuated in the future.

A schedule of Innovators Corner presentations is available here:

<http://ausameetings.org/2017annualmeeting/wp-content/uploads/sites/34/2017/09/Innovators-Corner-Schedule.pdf>

Information about attending the Annual Meeting and Exposition is available here: <http://ausameetings.org/2017annualmeeting/>



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