



'I look forward to working closely with AUSA's 122 chapters located worldwide as they provide a voice for our Army,' retired Gen. Robert Brown said. (U.S. ARMY/EDWARD LOOMIS)

IN THIS ISSUE

VOLUME 2 NUMBER 34
JANUARY 7, 2021

Former Enlisted Leaders Share Lessons Learned

3

Government Affairs

AUSA Hones 2021 Focus Areas

4

Member Benefits

Educational, Financial Opportunities

6



Chapter Highlight

George Washington

7

AUSA welcomes Brown as executive VP

Retired Gen. Robert Brown, a former commander of U.S. Army Pacific, has joined the Association of the U.S. Army as its executive vice president.

Brown also will serve as interim vice president for membership and meetings when retired Lt. Gen. Patricia McQuiston retires later this month, retired Gen. Carter Ham, AUSA president and CEO, announced Monday.

A 1981 West Point graduate who served in the Army for more than 38 years before retiring in 2019, Brown has filled key leadership positions in multiple theaters, including combat tours in Iraq, Ham said.

"I've known him for nearly 20 years and have served alongside him at Fort Lewis, in Iraq and in Germany," Ham said. "I have no doubt that

he will make an immediate and positive impact at all levels of AUSA, and I know that he's anxious to get out to meet our great leaders and members at the region and chapter levels."

Brown, who previously was an AUSA senior fellow, said he is honored to join the AUSA team.

"I look forward to working closely with AUSA's 122 chapters located worldwide as they provide a voice for our Army, support our soldiers and their families and honor those who have served in order to advance the security of our nation," he said.

As commander of Army Pacific, Brown led the Army's largest service component command, responsible for 106,000 soldiers and Department of the Army civilians across the Indo-Pacific region.

He also commanded the U.S. Army

Combined Arms Center and Fort Leavenworth, Kansas; I Corps and Joint Base Lewis-McChord, Washington; and the U.S. Army Maneuver Center of Excellence and Fort Benning, Georgia.

He has deployed in support of Operation Uphold Democracy in Haiti, Operation Joint Forge in Bosnia-Herzegovina, and two combat deployments in support of Operation Iraqi Freedom.

Known as an innovator, team builder and leader developer, Brown was involved in significant change within the Army.

He was a key leader in the development of the modular brigade and Stryker brigade combat team; the improvement of the Army's educational system through the development of

See **Brown**, Page 3

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Former senior NCOs discuss leadership lessons, book

Trust, attention to detail and leading by example are some of the top features of a successful leader, according to six former senior enlisted leaders who collaborated on a book in which they share leadership lessons learned over long careers.

In *Breaching the Summit: Leadership Lessons from the U.S. Military's Best*, an official title in the Association of the U.S. Army Book Program, former senior enlisted leaders from each of the services drew upon their combined 200 years of service to write about the experiences that took them to the highest levels of the military.

The single highest point in leadership “is really about leading by example,” former Sgt. Maj. of the Army Kenneth Preston said Tuesday during a Thought Leaders webinar hosted by AUSA.

Preston, who is an AUSA senior fellow and a former AUSA vice president, said that leading by example is not limited to “how you carry yourself, address your subordinates, your peers and your superiors.” It’s also how leaders carry themselves off-duty and away from a military installation, on social media, and in front of their troops with their families.

“Leading by example is all-inclusive, and I think our young people



today, as they join the military service, what they’re looking for is somebody to emulate, somebody to pattern their life after and follow that particular example,” Preston said.

Former Chief Master Sergeant of the Air Force James Roy, one of Preston’s co-authors, said that trust is critical when giving people a chance to succeed.

“I have found in my career and into my civilian career that you’ve got to trust people,” he said. “You provide them an opportunity to take on dif-

ferent leadership roles within your organization, but you have to trust, to give them an opportunity to succeed or fail. When they do succeed, you acknowledge it, and when they fail, you help them.”

Roy and Preston were joined on the webinar by co-authors Micheal Barrett, former sergeant major of the Marine Corps; Denise Jelinek-Hall, former senior enlisted adviser to the chief of the National Guard Bureau; Charles Bowen, former master chief petty officer of the Coast Guard; and Rick West, former master chief petty officer of the Navy.

Attention to detail was something West said he learned as a young sailor, and he pointed to it as an important part of leadership.

“I’m a firm believer that as a leader, when you walk down a pier, walk across a quarter deck or into the field, wherever you may be, you can learn a lot and see a lot by the initial look,” West said.

Paying attention to the details allows a leader to gauge the professionalism among the troops and even the command climate. “Once you walk into those spaces, if you see a lot of good, healthy banter going back and forth, that’s usually a sign of a pretty good command.”

Brown

From Page 1

Army University; and the writing of the Army’s first Leader Development Doctrine in Field Manual 6-22, the Army Human Dimension Strategy and the Multi-Domain Operations concept.

McQuistion is retiring from AUSA after more than five years with the association.

A former deputy commanding general of U.S. Army Materiel Command who served more than 35 years in the Army, McQuistion joined AUSA in November 2015 and served as senior director of membership before

becoming vice president for membership and meetings.

“I’ll have more to say about [McQuistion’s] retirement soon, but I simply cannot overstate what she has meant to AUSA,” Ham said.

Under her leadership, AUSA’s membership has doubled, then doubled again, Ham said.

McQuistion also brought innovation to AUSA events, including planning and conducting AUSA Now, the 2020 virtual annual meeting.

“And, perhaps most importantly, she’s always there for our region and chapter leaders,” Ham said. “We’ll all miss her.”



Retired Lt. Gen. Patricia McQuistion is retiring from AUSA after more than five years with the association. (AUSA PHOTO)

AUSA prepares 2021 Focus Areas as Congress passes NDAA, funding bill



AUSA is developing its Focus Areas for 2021 to advocate in support of the total Army. (ARCHITECT OF THE CAPITOL PHOTO)

By Mark Haaland

Happy New Year from the Association of the U.S. Army's Government Affairs team.

On Sunday, the 117th Congress was sworn into office, Nancy Pelosi was reelected speaker of the House, and Mitch McConnell was reelected as Senate majority leader.

Government Affairs

During the final days of 2020, the 116th Congress passed an omnibus appropriations bill that includes defense, military construction, veterans and other appropriations.

President Donald Trump signed the massive \$2.4 trillion legislation, which included the 12 annual appropriations bills and another COVID-19 stimulus bill.

Congress also voted to override the president's veto of the 2021 National Defense Authorization Act, so this important legislation for compensation and benefits, readiness and modernization has been enacted, albeit three months into the fiscal year.

Here at AUSA, we are working with our regional leaders to prepare our advocacy priorities, known as Focus Areas, for this new year.

Through this collaborative effort, we develop broad priorities to advocate in support of the total Army.

Previous Focus Areas have included on-time passage of the annual defense appropriations and authorization bills and support for the Army's modernization plans.

Please look for our 2021 Focus Areas in next month's column.

After President-elect Joe Biden's Jan. 20 inauguration, the new administration will have just a couple of weeks to review and approve or change the fiscal year 2022 budget request that is due to Congress the first week of February. Don't be surprised if the budget is delayed, partially submitted or submitted with the announced intent to amend it at some point in the future.

As the new Congress begins, AUSA will be sending welcome notes and the updated *Profile of the United States Army*, a reference book produced by AUSA, to the new representatives and senators, and we will provide our Focus Areas to all members and their staffs in early February.

Mark Haaland is AUSA's Government Affairs Director.

AUSAExtra

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Gen. Carter F. Ham, USA, Ret.
President and CEO, AUSA

Lt. Gen. Guy C. Swan III, USA, Ret.
Vice President, Education, AUSA

Luc Dunn
Editor

Desiree Hurlocker
Advertising Manager

Advertising Information Contact:
Fox Associates Inc.
116 W. Kinzie St. • Chicago, IL 60654
Phone: 800-440-0231
Email: adinfo.rmy@foxrep.com

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Financial, educational opportunities for AUSA members

By Susan Rubel

For me, the beginning of the year is a great time to review my financial health.

I review my insurance and get my budget together for the year—with high hopes of sticking to it—and it's time for setting financial, educational and professional goals.

Insurance

This is a great time to review your insurance to see where you may have gaps, and the Association of the U.S. Army has a variety of products for you.

AD&D: Enjoy an active lifestyle while protecting your family's future. You can feel safe knowing that you're covered for accidents at home, on the road or even on vacation.

An AUSA accidental death and dismemberment insurance plan adds an extra layer of security to help cover bills that could quickly eat away at your savings. Learn more by visiting www.ausa.org/add.

Group Term Life: AUSA's term life insurance is a powerful solution that can help see your family through life's most severe surprises. AUSA's plan provides cost-effective coverage that is tailored to your needs, with coverage options up to \$500,000.

Enjoy the peace of mind that comes from knowing you're providing financial protection for your loved ones. Learn more at www.ausa.org/lifeins.

Guaranteed Issue Whole Life: Nothing can spare your loved ones from the heartbreak of losing you, but we can help you cover the cost of your funeral. With this expense taken care of, your family can focus on comfort and healing. Learn more here.

Tricare Supplement: As a member of AUSA, you qualify for a supplement to your Tricare insurance. This cost-effective plan goes beyond Tricare coverage to pay your cost share after deductibles have been met.



Be sure to review all of your AUSA member benefits regularly by clicking here to take full advantage of savings and discounts for you and your family. (U.S. ARMY PHOTO)

It also pays the additional 15% fee charged by some providers who don't accept Tricare assignment. Learn more at www.ausa.org/tricare.

Emergency Assistance Plus: Emergency Assistance Plus provides a solid backup plan that helps you handle almost any crisis when you travel away from home. EA+ protects you, your family and your wallet from emergencies that health and travel insurance generally don't cover. Don't go unprotected, visit www.ausa.org/eap.

Trident University

All AUSA members, regardless of military service, are now offered Trident University's military discount of up to 39% off tuition and waived application fees. Members without service experience can take advantage of these savings after one year of AUSA membership.

Regionally accredited, Trident provides affordable, flexible, quality and innovative academic programs. For more, visit www.ausa.org/trident.

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Susan Rubel is AUSA's Affinity Programs Director.

Chapter hosts new G-6 to discuss global Army network

Senior Army leaders “made the right decision” to have two principal organizations driving the global Army network, the service’s chief communications officer said.

Speaking during a virtual meeting hosted by the Association of the U.S. Army’s George Washington chapter, Lt. Gen. John Morrison, the Army deputy chief of staff, G-6, said splitting the roles of chief information officer and G-6 creates “positive friction” between policy and execution.

Earlier this year, the Army announced it would divide the roles of CIO and G-6 after 18 years of having a single officer fill both jobs.

Morrison became the G-6 on Aug. 4, and he serves as the principal military adviser to the Army chief of staff for planning, strategy and

George Washington

implementation of command, control, communications, cyber

and information technology for Army operations worldwide.

The CIO, a civilian who reports to the Army secretary, is focused on governance, oversight and policy.

The purpose of the G-6 is “to turn that policy into something the Army can implement and execute,” Morrison said.

“Foundational to everything that we’re doing is making sure both the CIO and the G-6 are viable organizations,” he said. “We’ve got to build the requisite combat power” to operate in the rapidly changing network and cyber domains.

Top priorities

There are four pillars to focus on while standing up the new G-6, Morrison said. They are setting a unified network, rebalancing the signal and cyber branches, reforming cybersecurity and driving efficient investments.

Setting a unified network to support multidomain operations means “aligning everything we do at the



Spc. Mike Diep, left, and Spc. Matthew Scruggs of the 915th Cyber Warfare Battalion participate in an exercise at Muscatatuck Urban Training Center, Indiana. (U.S. ARMY/STEVEN STOVER)

enterprise to enable tactical operations,” Morrison said.

The Army’s modernization priorities are inextricably tied to the network, so if it is untested or compromised, critical capabilities may fail, “only increasing risk and giving our adversaries a leg up,” he said.

The cyber and signal branches “are in the midst of a significant rebalance, and we’ve got to see that through,” he said.

Expeditionary signal battalions are being given a smaller, lighter, more capable kit, so that “with 100 less people in those formations, you’re able to support 60% more command posts,” he said.

Those 100 personnel can then be reinvested to support other operations, Morrison said.

This rebalance is also allowing the Army to build expeditionary cyber capabilities, such as the 915th Cyber Warfare Battalion at Fort Gordon, Georgia, that can “deploy high-end cyber expertise to support either brigade, division or corps-level fight” as needed, he said.

Operationalizing and reforming

cybersecurity processes, the third pillar, means applying the right bureaucratic controls and then continuously assessing risk, Morrison said.

Currently, “it takes much too long to get [authority to operate], and then once you get that ATO, no one goes back to look at it for one, two or three years,” he said.

As cyber capacity in the G-6 continues to grow, security is a near-term target “so we can provide an effective operational benefit to the Army,” Morrison said.

Looking ahead

Finally, as defense budgets continue to flatten or decline, driving balanced and efficient cyber and network investments is more important than ever before.

There needs to be a “draconian element” to financial decisions in order to put “capabilities into the field that are intuitive and integrated from end to end,” Morrison said. “If we align this all appropriately, we’ll be efficient and effective and be able to fight our nation’s wars against any adversary.”



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SMA MICHAEL A. GRINSTON

Sergeant Major of the Army



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