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Soldiers assigned to the 1st Cavalry Division maneuver a Bradley Fighting Vehicle May 5 during Exercise Arrow 23 at Niinisalo Training Area, Finland. (U.S. ARMY/SGT. JOHN SCHOEBEL)

Rainey: 'Land is decisive' in warfare

Faced with one of the “most disruptive” periods in time, the Army must move now to deter aggression and transform for the future, the commanding general of Army Futures Command said.

“We have one United States Army. When the country says go, we’re going,” Gen. James Rainey said May 18 during a keynote presentation to close the Association of the U.S. Army’s 2023 LANPAC Symposium and Exposition in Honolulu.

Rainey said the Army’s modernization efforts are on track, but “we’ve got to get after this.”

While 2040 sounds “like forever,” new capabilities must be in the works now if they’re going to be fielded by then, he said. “In the next 12, 18 to 24 months, we all collectively need to

be incredibly obsessed with a sense of urgency as we transform our Army,” Rainey said.

Gen. Charles Flynn, commanding general of U.S. Army Pacific, agreed, as he thanked the allies and partners who attended and participated in LANPAC. “That is the greatest counterweight we have to any adversary, ... the work of us as a team,” he said.

As threats and technology evolve, some things remain constant, Rainey said. To start, war remains a human endeavor, he said. “It’s a contest of wills between human beings. That is not changing,” he said.

So, even though the Army is part of a joint force, “land still matters,” Rainey said. “Land is decisive.”

Another constant is that technology rarely delivers on its promise,

and as much as armies would like to plan for short wars, “with a few notable exceptions, they are usually not the case,” Rainey said. “Aspiring for short wars is great, but you need to be ready. If you’re going to start one, you need to finish it.”

To win, the U.S. Army’s “asymmetric advantage” is its people, Rainey said. “A lot of other countries, our enemies, want to steal our secrets,” he said. “What they should want to steal is our noncommissioned officer corps. The quality of people we put into our formations ... nobody can do that.”

The Army also must have a “ruthless” approach to training, Rainey said. “It’s a lot easier to go an [after-action review] and talk about why your [Multiple Integrated Laser En-

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Villanueva emphasizes trust at LANPAC Leadership Forum

Whether it's the Army or the National Football League, leadership and trust are critical to success, former Army Ranger and professional football player Alejandro Villanueva said.

Speaking May 18 at the LANPAC Leadership Forum hosted in Honolulu by the Association of the U.S. Army's Center for Leadership, Villanueva shared his story with about 90 midgrade leaders from all three components of the U.S. Army and seven allies and partners, including Australia, Canada, Fiji, Japan, Mongolia, the Philippines and the United Kingdom.

Villanueva, who spoke on the last day of the forum, discussed 360-degree leadership.

"Leadership is the most observed and misunderstood—or least understood—concept in today's society," Villanueva told the group.

In his experience, physical abilities didn't matter as much as integrity and the decisions leaders make, he said. "It's decisions that create the leadership environment," he said. "You're judged by the little moments. You can be the most amazing coach in the world, but you make the wrong decision at fourth-and-one, and your reputation goes down the drain."

In the Army, "one small decision can derail your entire career," he said.



Former Army Ranger and NFL player Alejandro Villanueva speaks at the LANPAC Leadership Forum hosted in Honolulu by the AUSA Center for Leadership. (AUSA PHOTO)

Soldiers are trained to follow orders and procedures, but soldiers also often are faced with no-win situations, Villanueva said. "Building trust within your unit is the thing that matters the most," he said.

Leadership also was critical in the NFL, Villanueva said. A former offensive tackle for the Pittsburgh Steelers and the Baltimore Ravens, Villanueva said he learned a lot from Steelers' head coach Mike Tomlin and Ravens' head coach John Harbaugh.

The men had different leadership styles, but they were both effective, Villanueva said.

When he first got to the NFL, the Steelers already had a Hall of Fame quarterback in Ben Roethlisberger and a stout, experienced offensive line, Villanueva said. As a replacement after a starter got hurt, Villanueva said his coach looked at him and said, "This is how we work, don't [mess] it up."

"If you've been to the Ranger Regiment, it's the same thing," Villanueva said. "It's a well-oiled machine. When you have a specific culture, when things are working because there's a specific culture, all you have to do is fall into that culture."

Land warfare

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agement System] went off than go to a memorial service," he said.

As it lays the foundation for deterrence and builds on its partnerships with allies in the Indo-Pacific and around the world, Rainey said the Army must look to win the "pre-conflict conflict."

"We need to be ready to fight anybody, but this is a war nobody wants to have," he said. "Nobody's going to win a war between nuclear equipped

superpowers. Somebody will prevail—I'm confident it'll be us—but the cost will be horrific and change our way of life fundamentally."

To deter conflict, "leaders have to live in the future," Flynn said. "We're present here today in 2023, but intellectually, we have to make sure our intellectual capacity is on the future because we're accountable for that future."

The decisions made today directly impact the "young soldiers ... that are in our formations today," Flynn

said. "They are going to either benefit or suffer as a result of the decisions, the approaches and the teamwork and the efforts we put into our actions today," he said.

Senior leaders and older people make decisions to go to war, but it's the youth who fight it, Flynn added. "This is very serious business, and we must ... focus ourselves and make sure we all have a sense of urgency to not have that happen," Flynn said. "The time is right now for land power out here."

AUSA backs additional funding for Army programs, 5.2% pay raise



'A ready and capable Army is indispensable to national security,' writes retired Gen. Bob Brown, AUSA president and CEO, in the letter to lawmakers. (ARCHITECT OF THE CAPITOL PHOTO)

The Association of the U.S. Army is urging key lawmakers to approve additional funding in the fiscal 2024 budget to support the Army's transformation programs.

"We believe it is essential for the Army and the Department of Defense (DoD) to have the resources it needs to counter growing threats and to ensure the continued excellence of the all-volunteer force," retired Gen. Bob Brown, AUSA president and CEO, writes in a letter to the chairmen and ranking members of the House and Senate Armed Services Committees.

"Thus, we request that you authorize funding at least at the level included in the President's FY 2024 Budget Request and add additional resources to support the Army's unfunded priorities, speed Army modernization, support Army and DoD infrastructure, improve both the organic and defense industrial base, and help mitigate inflation," Brown writes.

In the May 11 letter, Brown and AUSA emphasize the need for "sufficient investment" to support the Army's modernization, readiness and people programs.

When it comes to people, appropriate compensation is an important in-

centive for recruiting and retention, the letter says. AUSA supports the inclusion of "at least" a 5.2% pay increase for service members and civilian employees, as well as resources to "soften the impact of inflation."

AUSA also supports provisions to improve quality of life programs for soldiers and their families, including child care, spouse employment, housing and health care, the letter says.

The letter also outlines the importance of the Army's modernization and readiness programs. "While the Army undergoes its most significant modernization effort in four decades, it continues to answer the nation's call domestically and across the globe," Brown writes, pointing to the Army's recent efforts in Europe, the Middle East and the Indo-Pacific.

The Army continues to play a key role in deterring America's adversaries, building relationships with allies and partners and maintaining stability around the world, the letter says. "It is clear, the Army must be properly resourced to meet its mission in the Indo-Pacific and around the globe," Brown writes. "Indeed, a ready and capable Army is indispensable to national security."

Read the full letter here.

AUSAExtra

*Voice for the Army –
Support For the Soldier*

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AUSA'S HOT TOPICS

ARMY CYBER



**ASSOCIATION OF THE
UNITED STATES ARMY**

14 JUNE 2023

GEN Gordon R. Sullivan
Conference & Event Center
Arlington, VA

AUSA helps honor Vietnam veterans at commemoration

Members of the Association of the U.S. Army helped honor Vietnam veterans during a recent national commemoration event in Washington, D.C.

AUSA hosted a tent and membership booth during the “Welcome Home! A Nation Honors our Vietnam Veterans and their Families” commemoration held May 11–13 on the National Mall.

Staff from the association’s national headquarters in Arlington, Virginia, and volunteers from several local AUSA chapters participated.

At the AUSA tent, retired Col. Glenn Yarborough, the association’s Second Region president, presented special lapel pins to veterans from the Honor Flight Bay Area in California.

The United States of America Vietnam War Commemoration, authorized by Congress and launched in 2012, commemorates the 50th anniversary of the Vietnam War and will continue through Veterans Day 2025.

Living U.S. veterans who served



Retired Col. Glenn Yarborough, left, AUSA's Second Region president, greets a Vietnam veteran during the commemoration in Washington, D.C. (AUSA PHOTO)

on active duty in the armed forces at any time during the period of Nov. 1, 1955, to May 15, 1975, regardless of location, are eligible to receive one lapel pin.

“We make no distinction between veterans who served in-country, in-theater, or who were stationed elsewhere during the Vietnam War pe-

riod. All were called to serve, none could self-determine where they were stationed, and all were seen in the same way by a country that could not separate the war from the warrior, as we do today,” said retired 1st Sgt. Steve Canonico, AUSA’s assistant director of retired soldiers, veterans, and Army civilian affairs.

Sign up for AUSA’s Warfighter Summit and Exposition

Registration is now open for the Association of the U.S. Army’s Warfighter Summit and Exposition in Fayetteville, North Carolina.

Scheduled for July 26–27 at the Crown Complex near Fort Bragg, the two-day, in-person summit is a leader and professional development event focused on the warfighter. This is the second year AUSA is hosting the Warfighter Summit.

This year’s theme is “America’s Army: Ready for Today, Modernizing for 2030 and Beyond.”

There will be presentations by Army senior leaders and commands based on Fort Bragg, one of the Army’s largest and busiest installations, as well as experts from industry and academia.

The summit’s primary focus is

the soldier and the defense industry professionals who support the warfighter, and topics of discussion will span the six warfighting functions and highlight the way Fort Bragg’s operational force can win on the future battlefield.

The summit also will link soldiers and senior leaders with industry partners to increase understanding of the Army’s emerging requirements and strengthen the partnership between Fort Bragg, AUSA and the surrounding community.

There also will be exhibits showcasing the latest from industry.

Last year, during the inaugural Warfighter Summit, Gen. Andrew Poppas, commander of Army Forces Command, said the Army needs teams of warfighters “who train and

retrain” on the fundamentals. “They don’t do it until the task is right, but they continue to execute until they are incapable of getting it wrong,” he said during a keynote speech. It isn’t easy, he said. It takes professionalism, proficiency, discipline and physical fitness, Poppas said. It also takes “up-to-date training and realistic conditions and an absolute winning attitude,” he said.

This hard work is required because the Army and its warfighters must be ready, Poppas said. “We must be ready for what comes next,” he said. “America is entering a new era of global security challenges, and with it we are ushering in a new generation of warfighters,” Poppas said.

For more information or to register, click [here](#).

Author shares leadership lessons from lifetime of service

Leadership is the essential component of any successful Army career, from the squad level to the Pentagon, in garrison or in battle—and the best way to be an effective leader is to learn from those who have gone before.

Retired Col. R.D. Hooker Jr. served more than 30 years in the post-Vietnam Army, commanding at the company, battalion and brigade levels in units around the world. He also served in the offices of the chairman of the Joint Chiefs of Staff, secretary of the Army and chief of staff of the Army, as well as on the National Security Council.

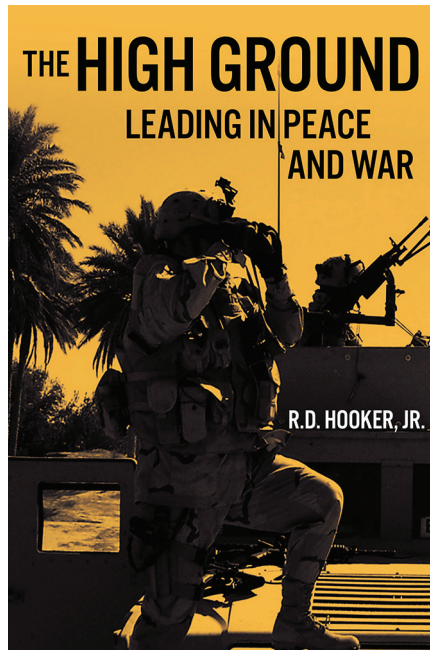
Book Program

In *The High Ground: Leading in Peace and War*, he draws on his experiences to illustrate key leadership principles. This collection of essays is the latest title in the Association of the U.S. Army's Book Program.

The Book Program recently sat down with Hooker to discuss how to be an effective leader.

AUSA: At the start of your Army career, what lessons did you learn from your platoon sergeant?

Hooker: Show a unified front in front of the soldiers; ask if you don't know; always be there when the troops are asked to do something



tough or unpleasant; work through, not around, your NCOs; never lose your temper and use humor in tight spots.

AUSA: How can a leader maintain effective discipline?

Hooker: The best discipline is bottom up as well as top down. Correct small things on the spot so they don't grow into big things.

Work to build a culture so that we all look out for each other and care enough not to bring discredit on the organization. Leaders must model

and observe every behavior demanded of soldiers.

AUSA: How can a leader avoid the common pitfall of micromanagement?

Hooker: Give broad guidance and spot check. Allow subordinates the freedom to exercise discretion within your intent. Be prepared to underwrite their honest mistakes—that's how they learn and grow.

AUSA: What common traits do you find among effective leaders?

Hooker: Love of soldiers; commitment and dedication; the ability to make good decisions under stress; technical and tactical proficiency; and physical and moral courage.

AUSA: You end the book with a moving tribute to your father, who also served the nation as an Army officer. Would you share some of the advice he offered you over the years?

Hooker: Don't shy away from the hard stuff; be ready to make thoughtful decisions and accept the consequences; commit to the mission and to your troops; know your job thoroughly; and always fight to go down-range.

To order a copy of *The High Ground*, please visit www.ausa.org/books.

Joseph Craig is AUSA's Book Program director.



Col. R.D. Hooker Jr., right, takes a photo with his son, Pvt. Chris Hooker, at Bagram Airfield, Afghanistan, in 2010. (U.S. ARMY PHOTO)



Retired Col. R.D. Hooker Jr., left, then serving on the National Security Council, speaks with Slovenian soldiers assigned to the NATO enhanced Forward Presence Battle Group Latvia during a visit to Camp Ādaži in 2018. (U.S. ARMY PHOTO)

Eagle Chapters

The following chapters attained Eagle status for April by showing positive membership growth. The number of consecutive months of growth since July 1, 2022, is shown in parentheses.

Magnolia (10)	Fort Rucker-Wiregrass (7)	Tri-State (5)
North Texas (10)	Sunshine (7)	Potomac - Liberty (5)
Western New York (9)	Braxton Bragg (7)	Redstone-Huntsville (5)
Major Samuel Woodfill (9)	Coastal South Carolina (7)	Alamo (5)
Allegheny-Blue Ridge (9)	Henry Leavenworth (7)	Fort Riley-Central Kansas (5)
Suncoast (9)	SGM Jon R. Cavaiani (7)	Topeka (5)
Fort Jackson-Palmetto State (9)	Columbia River (7)	GEN William C. Westmoreland (5)
Arkansas (9)	Greater Los Angeles (7)	PFC William Kenzo Nakamura (5)
Texas Capital Area (9)	National Training Center-High Desert (7)	Stuttgart (5)
Houston Metroplex (9)	Arizona Territorial (7)	Hellenic (5)
Korea (9)	Utah (7)	Hawaii (5)
Col Edward Cross (8)	Delaware (6)	Japan (5)
George Washington (8)	Picatinny Arsenal-Middle Forge (6)	Massachusetts Bay (4)
Florida Gulf Stream (8)	Greater New York-Statue of Liberty (6)	Fort Knox (4)
Emerald Coast-Big Bend-So. Georgia (8)	Capital District of New York (6)	Catoctin (4)
Milwaukee (8)	Fort Pitt (6)	Fort Lee & Southern Virginia (4)
Gem State (8)	MG Harry Greene, Aberdeen (6)	Marne (4)
Las Vegas-John C. Fremont (8)	Arsenal of Democracy (6)	Leonidas Polk (4)
Denver Centennial (8)	First Militia (6)	Fort Sheridan-Chicago (4)
GEN Creighton W. Abrams (8)	Space Coast (6)	Greater Kansas City (4)
Connecticut (7)	Chattahoochee Valley-Fort Benning (6)	Mid-Palatinate (4)
Northern New York-Fort Drum (7)	Thunderbird (6)	Joshua Chamberlain (3)
CSM James M. MacDonald-Keystone (7)	First In Battle (6)	MG Robert B. McCoy (3)
Greater Philadelphia (Penn and Franklin) (7)	Last Frontier (6)	Captain Meriwether Lewis (3)
Carlisle Barracks-Cumberland Valley (7)	Rhode Island (5)	Pikes Peak (3)
Central Ohio (7)	Fort Campbell (5)	Central Texas (2)
Newton D. Baker (7)	Lake Cumberland-PVT Chris Guillen (5)	GEN John W. Vessey, Jr (2)
Virginia Colonial (7)	Francis Scott Key (5)	Cowboy (2)

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