



Retired Gen. Robert Brown, who joined AUSA in January, said he is 'humbled and very proud' to become the association's next president and CEO. (AUSA/MICHELLE TAN)

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JUNE 24, 2021

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## Brown to succeed Ham as AUSA CEO

**R**etired Gen. Robert Brown will become the Association of the U.S. Army's president and CEO on Oct. 1, succeeding retired Gen. Carter Ham, who has led AUSA since 2016, the association's board of directors announced.

AUSA Board Chairman Phebe Novakovic said, "Carter Ham is an extraordinary leader whose wise stewardship of AUSA has been transformative. As all great leaders, Carter leaves AUSA even stronger than he found it."

"We have been fortunate to have as his replacement Bob Brown, who will continue to lead AUSA to new heights," she said.

Brown, 62, joined AUSA in January as executive vice president and interim vice president for membership and meetings. He has been deeply involved in planning the 2021 An-

nual Meeting and Exposition, which will be held Oct. 11-13 at the Walter E. Washington Convention Center in Washington, D.C., and a Welcome Back Campaign that is a post-pandemic effort to increase AUSA membership and participation.

"I'm humbled and very proud to be selected to lead the exceptional team at AUSA, an organization with a deep history and a strong record of support for the United States Army," Brown said. "Gen. Carter Ham tirelessly worked to grow AUSA and to hold the organization on course during a pandemic that completely changed the equation for an association built around holding in-person meetings. AUSA adapted and even grew because of his steady leadership."

Brown added, "He set a high bar for me. I'm grateful for the trust the

AUSA board of directors made picking me for this job. I have a lot to learn between now and Oct. 1, and I am excited for the future."

Ham called it an "extraordinary privilege" to serve at AUSA for the past five-plus years. "The team at AUSA National has proven to be resilient, innovative and imaginative in the accomplishment of so many missions that support soldiers and their families, Army civilians, veterans, retirees and the great businesses that support America's Army."

"I know that Gen. Bob Brown is exactly the right leader to take AUSA to even greater accomplishments," Ham said. "I've served with him in combat and have seen him in some of the Army's most demanding assignments; he will be great as our president and chief executive officer."

See **Brown**, Page 3



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JEFFREY D. McCausland  
TOM VOSSLER

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## Wormuth: Guard faces summer training budget crunch

**A**rmy Secretary Christine Wormuth warns the readiness of Army National Guard units is at risk because of short-term funding shortages, largely resulting from the \$450 million cost of deployments to secure the U.S. Capitol.

The Guard is “concerned about their ability to pay for training for the rest of this year,” Wormuth told the Senate Appropriations Committee’s subcommittee on defense during a hearing Tuesday.

It is a multistate problem, where states will find themselves with aviation and vehicle readiness issues, she said.

Planned training exercises have been postponed because of a combination of U.S. Capitol security, law enforcement support along the Southwest border and COVID-19 missions, Wormuth said.

“All of that regularly scheduled training has been postponed and now is at risk of not being funded,” she said. “It is definitely a concern and something that will impact our Guard all around the nation.”

“My sense of the situation at this point is they are in a position where they don’t want to spend funds for the remainder of the year because then they would basically be at a point of



Army Secretary Christine Wormuth speaks with soldiers at the Theodore Roosevelt Dining Facility during a visit to Fort Hood, Texas, in June. (U.S. ARMY/SGT. EVAN RUCHOTZKE)

being in violation of the Antideficiency Act,” she said, referring to a law that prohibits spending more money than appropriated by Congress.

The new fiscal year begins Oct. 1, but that leaves the National Guard short of training money for July, August and September, she said.

Overall, the Army “is in great shape,” Wormuth said, adding that she’s “impressed but not surprised by the state of our Army and its profes-

sionalism, the hard work of our soldiers and families, and the continued sacrifice that soldiers and leaders make every day as the world’s greatest land fighting force.”

“The Army’s readiness gains and modernization procurement requirements must be prioritized,” Wormuth said. “Significant progress has been made, but success can only be assured through continued transformation.”

### Brown

From Page 1

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 and a final assignment as commanding general of U.S. Army Pacific, the Army’s largest service component command.

He has served around the world, including deployments to Haiti and Bosnia-Herzegovina, and two combat deployments to Iraq. He also commanded the U.S. Army Combined Arms Center and Fort Leavenworth,



Retired Gen. Carter Ham has served as AUSA’s president and CEO for more than five years. (AUSA PHOTO)

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

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 Army University; the writing of the Army’s first Leader Development Doctrine in Field Manual 6-22; and the development of the future Army warfighting concept of Multi-Domain Operations.

He and his wife, Patti, have three daughters and five grandchildren.

## Deterrence needed to counter challenges in Indo-Pacific region



Soldiers assigned to the 25th Infantry Division execute the Green Mile, a physical endurance course that's part of the Jungle Operations Training Course near Schofield Barracks, Hawaii. (U.S. ARMY/SPC. JESSICA SCOTT)

China's growing aggression is forcing the U.S. to think more seriously about deterrence and competition in the Indo-Pacific region, a panel of experts said during a webinar hosted by the Association of the U.S. Army.

The U.S. faces "unprecedented challenges" to its interests, particularly from China and Russia, said retired Gen. Robert Brown, AUSA executive vice president and a former commander of U.S. Army Pacific, who moderated the Thought Leaders discussion Wednesday.

In addition to the Army's traditional roles, including deterrence on the Korean peninsula, the service must develop new ways to deter and fight and win if needed, Brown said.

Retired Navy Adm. Scott Swift, former commander of the U.S. Pacific Fleet, said the U.S. needs a "whole-of-government" approach, and the U.S. military must maintain a "mobility and expeditionary mindset."

"When you're fighting a peer competitor out there, you have to be mobile, and you have to be expeditionary," Swift said. "If you become static, then it's a home game for the enemy, and

you become much more vulnerable."

Tom Karako, senior fellow at the Center for Strategic and International Studies, emphasized the importance of ground-based long-range fires to the future fight.

"We need to impose on our adversaries very hard dilemmas and very high costs," he said.

One area U.S. military planners are concerned about is any effort by China to occupy Taiwan, said Loren Thompson, chief operating officer of the Lexington Institute.

Conventional wisdom calls for the Air Force and Navy to play primary roles in any response, but there are risks to depending solely on long-range airpower and naval forces to deter Chinese aggression, Thompson said.

"America's ability to deter aggression by China against Taiwan is deteriorating," he said.

Thompson advocated for stationing an armored brigade combat team on Taiwan along with elements such as long-range fires.

The move would invite "severe backlash" from China, but "there is no substitute for being there from the first day of conflict," he said.

# AUSAExtra

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## Army readiness ‘high’ despite COVID-19, security demands

**T**he Army is meeting 50% of the nation’s global security requirements while spending just 25% of the defense budget, Army Vice Chief of Staff Gen. Joseph Martin said.

This includes 63,000 soldiers involved in domestic operations such as border security, COVID-19 assignments and supporting law enforcement, he said.

“The demand for Army capabilities by federal agencies and combatant commanders continues to exceed supply, and we do not anticipate a decrease in demand.”

Martin’s remarks came as the Army had troops in 140 countries, including 69,000 in the Indo-Pacific, 30,000 in Europe and 21,000 in the Central Command area of operations.

COVID-19 reduced some training, but “there were no significant interruptions” in basic training while cre-



Soldiers prepare new batches of the COVID-19 vaccine at the United Center Community Vaccination Center in Chicago, Illinois. (U.S. ARMY/SGT. TANIS KILGORE)

ating a “small but manageable” backlog in professional military education for NCOs and officers, Martin said.

“The Army is the nation’s go-to force during times of crisis and is a DoD leader in concept and technology development,” Martin said.

“Although we sit at a high level of

readiness and are able to supply over 50% of joint force requirements, that readiness is fleeting. Additional demands or a reduction in resources would strain our ability to meet the needs of combatant commanders and federal agencies and place our transformation effort at risk,” he said.



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## New AUSA books delve into mission command concept

By Joseph Craig

Last month, Defense Secretary Lloyd Austin approved the first-ever strategy for Joint All-Domain Command and Control, known as JADC2—the effort to connect sensors and shooters across all platforms and services.

Details on the strategy are not yet public, though an unclassified summary is expected soon.

An element that is sure to be addressed is the expectation of a contested environment. Any future adversary, especially a near-peer competitor, will likely use cyberattacks or even attacks in space against satellites to interrupt connections in American weapons systems.

One way to counter this future threat is with the tried-and-true principle of mission command.

Mission command evolved from the Prussian-era concept of *Auftragstaktik*, or “mission-type tactics.” This approach to military command gave subordinates flexibility to enact their commander’s goals for a mission.

As Gen. George Patton put it, “Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity.”

That ingenuity will be crucial in the next fight. In addition to a communications-degraded environment, soldiers in the field will be facing an adversary that has spent decades studying how the Army conducts combat operations.

Novel approaches will be needed to win.

However, enabling mission command can be difficult for a large, traditionally top-down organization like the Army. Fortunately, the As-



Georgia Army National Guard soldiers participate in African Lion 2021, a multinational exercise employing a full array of mission capabilities. (U.S. ARMY/SGT. 1ST CLASS R.J. LANNOM JR.)

sociation of the U.S. Army’s Book Program has several titles that can help shed light on the subject.

*Adopting Mission Command: Developing Leaders for a Senior Command Culture* by Donald Vandergriff is a detailed guide for training a new generation of Army leaders to embrace the concept of *Auftragstaktik*.

In the book, Vandergriff provides practical methods for reforming training and education to foster adaptability and innovation among soldiers.

General Sir Peter John Cosgrove, a retired Australian army officer who served as governor-general of Australia, noted that “mission command is essentially about professional trust between commanders and subordinates.”

Russell Glenn, director of plans and policy at Army Training and Doctrine Command, builds on that theme with his book *Trust and Leadership: The Australian Army Approach to Mission Command*.

The U.S. and Australia have been allies and coalition partners from

World War II to the battlefields of Iraq and Afghanistan. Australia has a similar—if more straightforward—approach to mission command, and the essays Glenn has collected in the book provide examples of how the concept has been put into action.

Still another look at how a U.S. partner has fought using the concept is *Mission Command in the Israel Defense Forces*.

It provides an especially valuable perspective, as the Israeli military has relied on mission command since the country’s foundation.

In the book, retired Brig. Gen. Gideon Avidor of the IDF has collected first-hand accounts from fellow commanders detailing their use of mission command in both large-scale conventional wars and counterterrorist operations.

Their lessons will be instructive to Army leaders as they face their own challenges in the years ahead.

To order copies of *Adopting Mission Command, Trust and Leadership*, *Mission Command in the Israel Defense Forces* or any other AUSA titles, please visit [www.ause.org/books](http://www.ause.org/books).

**Joseph Craig** is AUSA’s Book Program Director.

**“Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity.”**

## Chapter member serves community through outreach

A member of the Association of the U.S. Army's Fort Knox chapter is continuing to serve his community through outreach with the Society of St. Vincent de Paul in Elizabethtown, Kentucky.

Retired Lt. Col. Bob Roush said he and his wife, Nelia, "felt a calling to help the less fortunate in our area" when they began working with the agency eight years ago, according to the *News-Enterprise*.

The nonprofit provides meals and assistance for basic needs to individuals and families across the country. Its chapter in Elizabethtown, of which Roush has been president for two years, is funded by the St. Vincent de Paul thrift store and parishioners of St. James Catholic Church.

### Fort Knox

"We have a number of clients who come to see us that can barely make it in due to mobility issues," Roush said. "Yet, they come, and we are able to help them bridge their fixed income to the next month. It's a month-to-month battle."

Roush has been part of the local AUSA chapter since 1985, prior



Retired Lt. Col. Bob Roush and his dog, Dixie. (COURTESY PHOTO)

to his retirement from the Army in 1990. He has held numerous leadership positions with the chapter and currently serves as vice president.

"The chapter has done a lot for the soldiers and family members stationed at Knox over these many

years," Roush said, according to the *News-Enterprise*. "We have been at the forefront of recognizing and promoting excellence in soldiering at Fort Knox. We have also played a major role in helping family members cope with military life at Fort Knox."

## Eagle Chapters

**The following chapters attained Eagle status for May by showing positive membership growth. The number of consecutive months of growth since July 1, 2020, is shown in parentheses.**

Chattahoochee Valley-Fort Benning (8)

Western New York (7)

Fort Leonard Wood-Mid Missouri (6)

Fort Rucker-Wiregrass (6)

Northern New Jersey (6)

San Francisco (6)

Arizona Territorial (5)

Catoctin (5)

Emerald Coast-Big Bend-So. Georgia (5)

Space Coast (5)

Dix (3)

Leonidas Polk (3)

Stuttgart (2)

PFC William Kenzo Nakamura (1)

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