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Gen. John M. Murray, Army Futures Command commander, says the Army's sweeping modernization plans have relied on 'continued, consistent, on-time funding' from Congress. (U.S. ARMY/JOHN MARTINEZ)

Budget deal could be good news for Army

The Army's ambitious modernization efforts could move ahead as planned if a new federal budget deal leads lawmakers to pass military policy and spending bills by the Oct. 1 start of the fiscal year.

The deal, announced late Monday, could mean good news for not just the Army but the Defense Department as well.

The two-year agreement provides \$738 billion for national defense in fiscal year 2020 with a modest hike to \$740.5 billion for fiscal year 2021.

The 2020 budget would be less than the \$750 billion initially proposed by President Donald Trump but slightly more than the \$733 bil-

lion endorsed earlier this year by the Democrat-controlled House of Representatives.

What the deal means for the Army, which has planned a \$182 billion budget for fiscal 2020, depends on the bipartisan agreement holding, how money is allocated and whether the defense budget passes on time.

Gen. John M. Murray, Army Futures Command commander, is one of those concerned, telling reporters recently that the Army's sweeping modernization plans have relied on "continued, consistent, on-time funding" from Congress, and any break in that momentum would hamper the service's efforts.

A lapse in funding "will absolutely degrade our competitive advantage," Murray said. "It will delay the momentum we've established, and it will prohibit the start of six new procurement programs."

Congress often passes a so-called continuing resolution to partly fund the government when permanent funding has not been approved in time for the start of the new fiscal year. In this situation, new programs are not allowed to begin.

Any funding delays this year could impact new procurement programs for robotic combat systems, multipurpose equipment transport and new navigation equipment, Murray said.



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Starting with Esper, changes coming to Army leadership

Army Secretary Mark T. Esper was sworn in as defense secretary Tuesday, giving the Pentagon its first Senate-confirmed leader since Jan. 1 and leading off a series of major changes in Army leadership.

The Senate earlier in the day voted 90-8 to confirm Esper for the top Pentagon job. Senators were expected to soon also vote on Army Chief of Staff Gen. Mark A. Milley to be the next chairman of the Joint Chiefs of Staff.

Army Undersecretary Ryan D. McCarthy, who President Donald Trump has said he plans to nominate to become secretary, is now serving as the acting Army secretary.

Trump said “no one” was more qualified than Esper to lead the Defense Department.

“I am confident that he will be an outstanding secretary of defense,” Trump said during Esper’s swearing-in at the White House. “He is outstanding in every way.”

Sen. Jim Inhofe, chairman of the Senate Armed Services Committee, said Esper is “the right man for the job,” and he praised Esper’s leadership as Army secretary.

“He showed accountability to the taxpayers by being responsible with his budget, making tough decisions, tough choices, streamlining legacy programs and directing defense dollars to critical future needs,” Inhofe said.

Esper, who served 21 years as a sol-



Mark T. Esper, left, is sworn in as the secretary of defense on Tuesday by Supreme Court Justice Samuel Alito, right, as Esper’s wife, Leah, holds the Bible during a ceremony at the White House. (DEPARTMENT OF DEFENSE PHOTO)

dier, worked in staff jobs for Congress and the Defense Department, spent time in the private sector working on defense and foreign policy issues, and served almost two years as Army secretary, will lead the Pentagon as the U.S. faces a series of complex challenges.

“It is an honor of a lifetime to be appointed secretary of defense and to lead the greatest military in history,” Esper said. “And I will do so with the same energy and commitment to duty, honor and country that I have for nearly four decades since my early days at West Point.”

Esper added that the military has made “tremendous gains” in recent years and “we stand ready today to

take on any challenge.”

Esper, who thanked his wife, Leah, for her years of support, also pledged to take care of military families.

“While our soldiers, sailors, airmen and Marines stand guard each and every day, we will ensure their families are well taken care of,” he said.

As Esper moves up and McCarthy awaits a formal nomination, the Army will see other changes in its top ranks.

Army Vice Chief of Staff Gen. James C. McConville will succeed Milley, Lt. Gen. Joseph Martin, director of the Army staff, will be the new vice chief, and Command Sgt. Maj. Michael A. Grinston will succeed Sgt. Maj. of the Army Daniel A. Dailey.

ILW paper advocates new approach to talent management

The Army needs to adapt a “holistic approach” to talent management as it tries to retain soldiers and attract new ones in a tough recruiting environment, according to a new paper published by the Association of the U.S. Army’s Institute of Land Warfare.

The report by Maj. Dana M. Gingrich, titled “Let’s Talk Business: Army Talent Management,” says the Army is experiencing “adverse trends”

in identifying, developing and retaining talent.

According to the report, these trends include historically low ratings among leaders in their ability to develop others and a 50% departure rate among officers after seven years in service.

Senior leaders aim to change these trends by leveraging business principles in marketing, data analysis and incentive alignment, it says.

Efforts are already underway as the Army launches the Integrated Personnel and Pay System-Army, a data-driven approach to personnel management, and the Talent Management Task Force for overhauling the Army’s current system.

The push for change comes after the Army missed its recruiting goal by 6,500 soldiers last year.

Read the full report by clicking <https://bit.ly/2M289DQ>.

Army's 44th surgeon general retires: 'Her impact and legacy live on'

Lt. Gen. Nadja West, the 44th surgeon general of the Army and commanding general of U.S. Army Medical Command, was celebrated during a retirement ceremony Friday at Joint Base Myer-Henderson Hall, Virginia.

"Nadja's really done an amazing job demonstrating true selfless service, and her impact and legacy live on," said Gen. Robert Brown, commanding general of U.S. Army Pacific.

"We're grateful for that, and we're grateful to have been able to share this amazing journey with her, and we're all better because of her incredible example."

Maj. Gen. R. Scott Dingle, the deputy surgeon general and deputy commanding general for support at Army Medical Command, has been nominated to succeed West as Army surgeon general.

Brown, who hosted West's retirement ceremony, said West provided vision and intent to the 130,000-member Army medical department.

As surgeon general, West is credited with helping lead the Military Health System reform as the Army transitions military treatment facilities to the Defense Health Agency.

"Her efforts made this transfer transparent, which is no easy task," Brown said.

West also reduced the rate of non-deployable soldiers through the improvement of the Medical Protection System, which tracks all immunization, medical readiness and deployability data for the Army's active and reserve components, Department of the Army civilians and contractors.

The improvement led to an all-time readiness high in the Army, Brown said.

Prior to becoming the Army's surgeon general, West served in the Office of the Surgeon General and Joint Staff Surgeon at the Pentagon.

She's also commanded Womack



Lt. Gen. Nadja West, the 44th Army surgeon general and commanding general, U.S. Army Medical Command, is retiring. (U.S. ARMY/SGT. NICHOLAS HOLMES)

Army Medical Center at Fort Bragg, North Carolina, and served as commanding general for Europe Regional Medical Command.

West graduated from the U.S. Military Academy at West Point, New York, and George Washington University School of Medicine.

While completing her internship and residency at Fort Benning, Georgia, she deployed in support of Operations Desert Storm and Desert Shield.

West thanked her parents, her family, colleagues and connections she made throughout her career.

"This has been a good life," said West. "And to all of you precious individuals here today, you have been very good company over the years, and I truly thank you for it."

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Summer fun savings

Take advantage of your AUSA member discounts when planning your summer fun! Get there using your member discounts at Alamo, Avis, Budget, Enterprise, Hertz and National car rentals. Make your hotel reservations with wholesale hotel savings of up to 60% off at more than 600,000 properties worldwide. And save on Disney, Universal Studios, theme parks, water parks and other attractions with your member discount on tickets. Access all these great savings at www.ausa.org/savings.

New AUSA book highlights military land power strategy

By Joseph Craig

Land power is the key to American military strategy. We must integrate other domains as well—precision missile strikes, cyberwarfare and freedom of navigation operations are all essential to modern warfighting—but as long as people live on the land, it will be necessary to seize and secure territory.

But land power strategy is at a crossroads. Nearly two decades of fighting in Iraq and Afghanistan have seen tactical and operational successes, but strategic results have been less positive.

How we will fight future counter-insurgencies and regional conflicts is uncertain given the current shift in focus to near-peer competitors (specifically China and Russia).

Add to the mix subjects like robotics, artificial intelligence and directed energy weapons (or lasers), and it is clear that we need to stop and figure out the best way ahead.

Fortunately, we have *Landpower in the Long War: Projecting Force After 9/11* to help with that task.

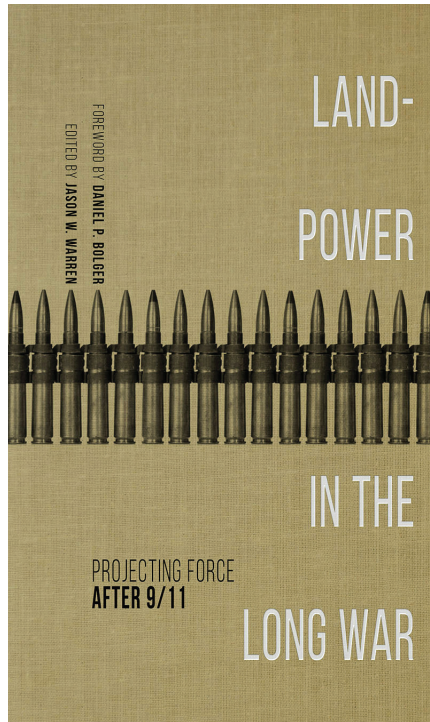
This new entry in the AUSA Book Program is a comprehensive analysis of American strategic land power.

We spoke with editor Lt. Col. Jason W. Warren to get some insights into its findings.

AUSA: What inspired you to focus on this topic?

Warren: Some fellow field grade officers and I (and some civilian academics) were frustrated to watch the Army actively suppress measures, such as the Iraq report, meant to understand the wars post-9/11. This was done to protect the reputations of senior officers, many of whom had already retired, as well as politicians.

This sent the message that the lives of the officers and soldiers lost in combat, or whom could be potentially lost in future wars, were less important than Beltway politics.



Landpower in the Long War: Projecting Force After 9/11, edited by Lt. Col. Jason W. Warren, is a comprehensive analysis of American strategic land power. (AUSA PHOTO)

AUSA: How did you select the contributors for the book?

Warren: We advertised an academic conference hosted by the Army War College and then selected the best paper abstracts we received and formed those into panels around particular themes.

We then selected the best papers from the conference to form the basis of the book.

Where we lacked coverage in the consideration of land power as a whole, I invited specialists from other fields to fill the gaps.

AUSA: Which discoveries in the book did you find most striking?

Warren: Just how large and diverse the topic of land power really is. We approached the project with some humility based on this discovery, knowing the volume wouldn't be the last word, but simply the first.

AUSA: What have been the most effective changes for the Army since 9/11?

Warren: Ironically, what the Army institution hasn't learned from its own changes—that a brigade-based model, or perhaps even lower, is the correct formulation for modern combat.

Instead, senior leaders are tripping over themselves to reassert the failed division-based model of the '80s and '90s that can only work in the Fulda Gap Cold War scenario.

Our Western allies have rightly moved in the opposite direction, task organizing at the battalion level, which is more appropriate for high-tech, well-trained modern armies.

AUSA: What is the best way for the Army to expand its role as it develops the concept of Multi-Domain Operations?

Warren: First, we have to understand Army military and institutional history as a baseline for future changes.

There are two ways to prepare for the future: using modeling, which often results in capabilities-based changes, or using history, which is based on near-term threats.

The latter has always proven more effective, but because military historians are not accepted in academia or Beltway think tanks, more often than not the wrong capabilities are produced in interwar time periods.

Clear examples of this are the downplaying of armor between world wars, the Pentomic army, and the 1990s-based RMA [revolution in military affairs] army that wasn't prepared for Bosnia, Kosovo or Iraq after 2003.

The best way to prepare for multidomain operations is to invest in professional military education and understanding the past to inform the present.

To order a copy of *Landpower in the Long War*, please visit us online at www.ausa.org/books.

Joseph Craig is AUSA's Book Program Director.



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AUSA supports soldiers, families on Korean peninsula

With the movement of more forces to Camp Humphreys, South Korea, the Association of the U.S. Army's Korea chapter is beginning a new phase in its long history of support to the soldiers, family members and Army civilians on the peninsula and its commitment to strong host nation relations.

From July 11-14, an organizing committee for the chapter met with members of the AUSA national headquarters staff, including retired Lt. Gen. Patricia McQuiston, vice president of membership and meetings, retired Col. John Davies, senior director of membership, and retired Command Sgt. Maj. Troy Welch, director of NCO and Soldier Programs.

The chapter's organizing committee was comprised of retired Lt. Col. Allan Banks, the chapter president, John Swain, the chapter secretary, Michael Chang, director of community partner membership, retired Sgt. Maj. Robert



From left to right: retired Command Sgt. Maj. John Swain, retired Lt. Col. Allan Banks, retired Republic of Korea Army Lt. Gen. Chun In Bum, retired Lt. Gen. Patricia McQuiston, retired Sgt. Maj. Robert Johnson and John Nowell. (AUSA PHOTO)

Johnson, the director of individual membership, John Nowell, the director of marketing and strategic communications, and retired Republic of Korea Army Lt. Gen. Chun In Bum, vice president for host nation affairs.

The AUSA national team presented training on programs and membership, which led to discussions among the organizing committee on expecta-

tions of the chapter, how the chapter can best organize to meet those expectations, and its future.

The national staff also had the pleasure of meeting with Lt. Gen. Michael Bills, commanding general of Eighth Army, during the visit. They also met with Dr. Rocky Park to thank him for his Community Partner membership and longtime support of the chapter.

Chapter sponsors local job fair



Alabama State Sen. Gerald Allen welcomes 16 high school students who are volunteering this summer at the Veterans Affairs Hospital in Tuscaloosa to the second annual Tuscaloosa Job Fair on July 11. The job fair, at the McDonald Hughes Community Center in Tuscaloosa, drew about 1,000 job seekers and 65 employers. The event was sponsored by the Association of the U.S. Army's West/Central Alabama chapter, the Tuscaloosa County Parks and Recreation Authority, and the Alabama Department of Labor. (AUSA/NICHOLAS BRITTO)

Eagle Chapters

The following chapters attained Eagle status for June by showing positive membership growth. The number of consecutive months of growth since July 1, 2018, is shown in parentheses.

Milwaukee (7)	Mission Trails (5)
Gem State (7)	PFC William Kenzo Nakamura (5)
COL Edward Cross (6)	Fort Pitt (4)
Catoctin (6)	Indiana (4)
Newton D. Baker (6)	SGM Jon R. Cavaiani (4)
Thunderbird (6)	GEN Creighton W. Abrams (4)
Fort Sheridan-Chicago (6)	Picatinny Arsenal-Middle Forge (3)
San Diego (6)	Virginia Colonial (3)
Hellenic (6)	Northern New York-Fort Drum (2)
Monmouth (5)	Thomas J. "Stonewall" Jackson (2)
Ethan Allen (5)	Fort Rucker-Wiregrass (2)
Capital District of New York (5)	
Western New York (5)	
Emerald Coast (5)	
Magnolia (5)	

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