



Soldiers with the 3rd Infantry Division conduct a tactical road march with Bradley Fighting Vehicles Oct. 22 during training near Hohenfels, Germany. (U.S. ARMY RESERVE/SPC. WILLIAM KUANG)

## IN THIS ISSUE

VOLUME 5 NUMBER 26  
OCTOBER 26, 2023

### AUSA Paper Urges Focus on Retention

3

### App Aims to Help Soldiers in Cold Weather

4



### Book Program

Annual Meeting Authors' Forum

6

### Chapter Highlights

Eagle Chapters

7

## Changes coming for Army equipment

**T**he Army is pulling excess equipment out of some of its formations to “reduce the complexity” of maintaining and accounting for gear that’s no longer needed, Army Chief of Staff Gen. Randy George said.

In the first round of inventory reviews, he said, excess equipment belonging to the 82nd Airborne Division at Fort Liberty, North Carolina, formerly known as Fort Bragg, and the 3rd Infantry Division at Fort Stewart, Georgia, will be removed and taken to a warehouse.

“The goal here is to reduce the complexity for our company commanders and our units that are out there so that they’re not dragging this extra equipment” around with them, George said earlier this month

during a news conference at the Association of the U.S. Army’s 2023 Annual Meeting and Exposition in Washington, D.C.

The equipment review is one element of George’s four focus areas: warfighting, delivering ready combat formations, continuous transformation and strengthening the Army profession.

“Warfighting is the reason our Army exists,” said George, who was sworn in Sept. 21 as the 41st Army chief of staff. “We are not a Europe Army or a Pacific Army. We are not brigade-centric or division-centric. We’re a global force that fights when called upon at the scale required.”

To maintain its focus on the “core purpose” of warfighting, the Army must “ruthlessly prioritize” how it

uses time and resources, George said. It also must reduce complexity in how it fights, equips and builds teams. “Soldiers need to shoot, move and communicate, and they need to bond together by tough training and overcoming adversity side by side,” he said. “Technology should facilitate those fundamentals, not encumber them.”

It also means trimming excess equipment from units. George cited as an example a company commander in Europe whose property book was 118 pages. “That makes no sense,” George said. “We will take that off commanders’ plates and off soldiers’ plates. They shouldn’t be spending time caring for equipment they don’t need.”

See **Equipment**, Page 5





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## Paper urges more attention on retention challenges

A new paper published by the Association of the U.S. Army urges the Army to expand its “Be All You Can Be” recruiting campaign to also focus on retention challenges.

“The Army says it has met its retention goals for Fiscal Year 2023,” Lt. Col. Amos Fox writes in the paper. “Yet, merely accomplishing a retention goal does not tell the whole story; such an accomplishment can actually hide personnel challenges.”

In “Be All You Can Be: Suggestions for Implementation in the Army,” Fox, a doctoral candidate at the University of Reading and a freelance writer and conflict scholar writing for AUSA, recommends that the Army foster community and create opportunities for growth using “a more forgiving personnel system” to better retain the talent in its ranks.

One way to “positively impact retention challenges” is to reduce how often a soldier is asked to move to a new duty station, Fox writes. Homesteading also helps the Army build a greater sense of community, Fox writes. He defines homesteading as “allowing Soldiers—and their families, if applicable—to put roots down at one location for a period of time that exceeds two to three years.”

Homesteading in regiments could allow soldiers to work together longer, “building better cohesion and trust,” he writes.

“Homesteading within a regimental structure ... might help improve some of the challenges of Army life that are causing much of the personnel attrition of more senior Soldiers, non-commissioned officers and commissioned officers,” Fox writes. Though homesteading “would not fix all of the problems associated with Army life, ... it would be a small,



Spc. Shannon McLaughlin-McFarland, left, of the Army Reserve’s 536th Signal Company, shakes hands with his commander, Capt. Amed Martin, after reenlisting Oct. 15 in Kaiserslautern, Germany. (U.S. ARMY/STAFF SGT. JESSICA FORESTER)

first step.”

In remarks at the recent AUSA Annual Meeting and Exposition, Sgt. Maj. of the Army Michael Weimer also emphasized the importance of retention. The “retention mission has to mean something because of how quickly we lose those investments in our people,” Weimer said.

Army leaders are weighing options to increase retention of talented soldiers, including extending tours to increase stabilization and unit cohesion, making adjustments to retention control points and providing choice of assign-

ments, Weimer said.

While recruiting is the Army’s No. 1 priority right now, the service’s “war for talent” includes retaining top-quality soldiers. “We don’t hire talent, we grow talent,” Weimer said.

In addition to homesteading, Fox recommends the Army shift from a

personnel system that emphasizes attaining key billets to one that is more forgiving. The current “up-or-out promotion system ... in many cases inhibits the Army from being all that it can be,” he writes.

Instead of this system, creating professional or technical career tracks could boost retention, according to Fox.

“The force should examine ways in which to retain and promote talented individuals, even if their respective career field options have contracted,” he writes. “One such option is to create professional or technical tracks. The fields might include plans and strategy career tracts, institutional tracts at Centers of Excellence, or within branch-specific schools, or any other number of options.”

To ensure soldiers reach their full potential, the Army as an institution must also be all it can be, Fox writes. “While the Army seeks recruits who are interested in being all they can be in the Army, the institution itself should seek out ways that help it to do the same,” he writes.

The paper is available here.

***While the Army seeks recruits who are interested in being all they can be in the Army, the institution itself should seek out ways that help it to do the same.***

## Army refining app to help soldiers operate in cold-weather regions



Spc. Josh Wyant, with the 11th Airborne Division, patrols on a snowmobile during a cold-weather training exercise at Donnelly Training Area, Alaska. (U.S. ARMY/JOHN PENNELL)

**I**n line with the Army's efforts to expand its presence and ability to operate in cold-weather regions, the service has developed an app for soldiers that helps prevent injuries such as frostbite and hypothermia.

"Soldiers working in cold weather environments risk sustaining cold-weather injuries such as frostbite and hypothermia," according to the Army's 2022 Health of the Force report. "Preventing these injuries is critical since Soldiers often train and operate in austere conditions; this is especially true as the Arctic becomes more important to our national security."

To reduce these injuries, the Army Research Institute of Environmental Medicine has developed an app called the Cold Weather Ensemble Decision Aid, or CoWEDA.

The app allows soldiers to input environmental conditions, work activities and clothing to calculate their risk of cold-weather injury. It can also be used to determine how much clothing insulation is needed depending on conditions and the mission, the report says.

Reducing cold-weather injuries is key to bolstering soldiers' health and

enhancing mission readiness. "From 2013 to 2021, [soldiers experienced] 382 frostbite injuries, 1,059 non-freezing cold injury casualties, and 409 cases of hypothermia," according to the report. "These injuries cause ~5 lost duty days per Soldier at a total yearly cost of [about] \$4.5 million, reduce unit readiness and can increase chances of mission failure."

Researchers are working on upgrades for the app that will enable it to perform even more in-depth cold weather injury prevention, "including complex interactions such as impacts of wetted clothing" and "accurately [predicting] frostbite risk in discrete areas of the body," according to the report.

Researchers hope the app will be a useful tool for Army leaders as they balance safety and rigorous training in cold climates. "The [app] is a preventive medicine tool built to provide leadership, clothing developers, and mission planners a quantifiable means to identify the risk of cold injuries so training and other activities can be conducted rigorously, but safely, in extreme environments," according to the report.

Read the full report here.

# AUSAExtra

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## PERK OF THE WEEK

Did you know Tricare health insurance doesn't cover everything? AUSA can help you get more out of your Tricare benefit. The association's Tricare Supplement Insurance Plan can help fill the gaps left by Tricare, leaving you \$0 to pay after all deductibles are met. Learn more by clicking here.





## Equipment

From Page 1

The inventory and disposal of equipment also is part of a review to ensure that items and capabilities that have been added to units over the years and slowly filled property books are relevant and needed in the fight going forward, George said.

Led by Gen. Andrew Poppas, commander of Army Forces Command, and Gen. Charles Hamilton, commander of Army Materiel Command, this first effort to trim excess equipment is set to take place over 90 days.

George said that, in some cases, the amount of equipment to be reduced will “be fairly substantial,” and the decision for final disposition will be made by Materiel Command because “I don’t want company commanders and first sergeants to try to figure that out.”

“Some of it we may not need it, maybe turn it in, some of it maybe



Army Chief of Staff Gen. Randy George addresses a news conference during AUSA's 2023 Annual Meeting and Exposition in Washington, D.C. (AUSA PHOTO)

we'll bring up to standard and store it for future use, some we may use for parts,” George said. “I think we still have to go through that.”

Reducing the amount of excess

equipment could also help bring more predictability for soldiers’ operational tempo by lowering the number of hours required to maintain obsolete equipment.



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## Book Program authors draw crowds at Annual Meeting

**M**ilitary authors were front and center for the Association of the U.S. Army's Book Program at this year's Annual Meeting and Exposition in Washington, D.C.

Six authors of official AUSA books presented their works to a packed room at the Authors' Forum Oct. 9. The NobleReach Foundation sponsored the event—a first for the forum—and its CEO, Arun Gupta, welcomed the audience and showed how they could get

### Book Program

free copies of the forthcoming book he co-authored, *Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform*. AUSA members can get Gupta's book for free by clicking here and filling out the form. It will be published Jan. 9.

Gupta then passed the mic to retired Col. George Coan, former director of AUSA National Security Studies, to moderate the panels. C-SPAN recorded the proceedings for broadcast later this year as part of its BookTV programming.

The first panel centered on the challenges of command. Retired Maj. Gen. Gregg Martin grabbed the audience's attention by discussing his new book, *Bipolar General: My Forever War with Mental Illness*. Martin, who capped his 36-year Army career as president of the National Defense University, shared candid details from his experiences and detailed his new work as a mental health advocate.

Retired Lt. Col. William Stuart Nance followed with a profile of an unheralded but wildly successful command team as seen in *Commanding Professionalism: Simpson, Moore, and the Ninth US Army*. Nance, a former armor officer, teaches at the Command and General Staff College. His previous book, *Sabers through the Reich: World War II Corps Cavalry from Normandy to the Elbe*, also is an AUSA title.



Joseph Craig, left, AUSA's Book Program director; retired Col. George Coan, second from left; Arun Gupta, third from left, CEO of the NobleReach Foundation; and retired Lt. Gen. Leslie Smith, right, the association's vice president for Leadership and Education, pose for a photo with AUSA authors presenting their books at the 2023 Annual Meeting. (AUSA PHOTO)

The third presenter was retired Col. Daniel Morgan, who worked with Kelly Eads to write *Black Hearts and Painted Guns: A Battalion's Journey into Iraq's Triangle of Death*. The authors served together in the 101st Airborne Division's 2nd Battalion, 502nd Infantry Regiment, and Morgan emphasized all the challenges commanders and their soldiers faced, both on the battlefield and at home.

The forum's second panel focused on the sharp end of deterrence. Eric Setzekorn began with a discussion of security in the Pacific, as detailed in his book *Arming East Asia: Deterring China in the Early Cold War*. Setzekorn worked at the Army's Center of Military History and now teaches at George Mason University and the University of Maryland, Global

Campus.

Then, in another case of current events bringing a spotlight back onto the subject, retired Col. L. Scott Lingamfelter recounted his Middle East service in a time of heightened Arab-Israeli tensions in his book *Yanks in Blue Berets: American UN Peacekeepers in the Middle East*. Lingamfelter's previous work, *Desert Redleg: Artillery Warfare in the First Gulf War*, also is an official title in the AUSA Book Program.

Retired Lt. Col. James Lechner wrapped up the event with his firsthand account of Operation Gothic Serpent, 30 years after the Black Hawk Down incident. Lechner currently serves as a war correspondent in Ukraine. *With My Shield: An Army Ranger in Somalia* is his first book.

In addition to presenting their work at the forum, the authors were posted throughout the Annual Meeting at the new AUSA Membership Pavilion. This year's record attendance kept them busy meeting attendees, posing for pictures and signing copies of their books.

To order their titles, please visit [www.ausa.org/books](http://www.ausa.org/books).



A soldier asks a question during the Authors' Forum at AUSA's Annual Meeting and Exposition. (AUSA PHOTO)

**Joseph Craig** is AUSA's Book Program director.



## Eagle Chapters

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

Allegheny-Blue Ridge (3)	Major Samuel Woodfill (3)	Ethan Allen (2)
Arizona Territorial (3)	Massachusetts Bay (3)	Fort Campbell (2)
Arkansas (3)	MG Harry Greene, Aberdeen (3)	Fort Huachuca-Sierra Vista (2)
Arsenal of Democracy (3)	MG William F. Dean (3)	Fort Jackson-Palmetto State (2)
Benelux (3)	Milwaukee (3)	Fort Novosel-Wiregrass (2)
Capital District of New York (3)	Minutemen (3)	GA Omar N. Bradley (2)
Central Ohio (3)	National Training Center-High Desert (3)	GEN John W. Vessey, Jr (2)
Chattahoochee Valley-Fort Moore (3)	Newton D. Baker (3)	GEN Joseph W. Stilwell (2)
Corporal Bill McMillan-Bluegrass (3)	North Texas (3)	GEN William C. Westmoreland (2)
Delaware (3)	PFC William Kenzo Nakamura (3)	Greater Augusta-Fort Gordon (2)
Denver Centennial (3)	Picatinny Arsenal-Middle Forge (3)	Greater Kansas City (2)
Des Moines Freedom (3)	Rhode Island (3)	Greater Los Angeles (2)
Dix (3)	San Diego (3)	Japan (2)
First Militia (3)	Silicon Valley (3)	Joshua Chamberlain (2)
Florida Gulf Stream (3)	Suncoast (3)	Korea (2)
Fort Leonard Wood-Mid Missouri (3)	Texas Capital Area (3)	Marne (2)
Fort Liberty (3)	Thunderbird (3)	MG John S. Lekson (2)
Fort Pitt (3)	Tobyhanna Army Depot (3)	MG Robert B. McCoy (2)
Fort Riley-Central Kansas (3)	Tri-State (3)	Mid-Palatinat (2)
Fort Sheridan-Chicago (3)	Virginia Colonial (3)	Mission Trails (2)
Francis Scott Key (3)	West Point Area (3)	Northern New Jersey (2)
Gem State (3)	Western New York (3)	Northern New York-Fort Drum (2)
GEN Creighton W. Abrams (3)	Alamo (2)	Potomac - Liberty (2)
George Washington (3)	Captain Meriwether Lewis (2)	Puerto Rico (2)
Greater Atlanta (3)	Carlisle Barracks-Cumberland Valley (2)	Redstone-Huntsville (2)
Greater New York-Statue of Liberty (3)	Catoctin (2)	San Francisco (2)
Greater Philadelphia (Penn and Franklin) (3)	Central Virginia (2)	SGM Jon R. Cavaiani (2)
Hellenic (3)	COL Edward Cross (2)	Space Coast (2)
Henry Leavenworth (3)	Columbia River (2)	St. Louis Gateway (2)
Houston Metroplex (3)	Connecticut (2)	Sunshine (2)
Indiana (3)	CSM James M. MacDonald-Keystone (2)	Tucson-Goyette (2)
Isthmian (3)	Emerald Coast-Big Bend-So. Georgia (2)	UAE (2)
Last Frontier (3)		Utah (2)
Magnolia (3)		Polar Bear (1)
		Topeka (1)
		White Sands Missile Range (1)

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