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A soldier tests the Integrated Visual Augmentation System at Fort Pickett, Virginia, in October. The IVAS is one of Army Futures Command's signature modernization efforts. (U.S. ARMY/BRIDGETT SITER)

Army faces tough choices in years ahead

A new review by the nonpartisan Center for Strategic and International Studies says the U.S. Army faces multiple challenges in the next few years.

To focus on the possibility of so-called “great power” conflicts with China or Russia, the Army needs expensive advanced weapons and other capabilities. It has a day-to-day demand for deployed forces. It also faces difficulties recruiting.

The combination of those three dynamics will shape the future as those competing needs are balanced, CSIS says in the Army portion of the larger report, “U.S. Military Forces in FY2021.”

“The U.S. Army plans slow expansion through FY 2025, but a constrained budget environment will force it to choose between maintain-

ing the units it has and building new kinds of structures,” the report says. “With modernization, the Army has increased production of proven systems and shifted billions into development of high-priority programs to prepare the Army for great power conflict.”

The Army’s immediate goal “is sensibly plugging its most serious capability gaps by upgrading the major systems it has and producing these systems at relatively high rates,” the report says.

There are some choices to be made between having a smaller but better armed force or a larger but less capable force, the report says.

A big ground war could require a large force, while a high-end conflict might call for a smaller force with more advanced weapons and systems.

With a constrained budget, the Army couldn’t afford to have both.

So far, the Army has not shown willingness to cut troop strength to pay for advanced technology

“Looked at broadly, Army modernization is a ‘good news, good news, bad news’ story: the good news is that the Army continues production of proven systems and has a well-modernized force as a result,” the report says.

It is also good news that new systems are coming out of the Army’s modernization efforts, but “the bad news is that the Army is still several years away from having a new generation of systems in production to take it into the 2020s and beyond and set it up for potential combat against great power adversaries.”

The full report is available here.

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Future battlefield challenges military's agility, adaptability

Preparing to fight in space and cyberspace is a challenge for the U.S. military because there are no lessons learned to be applied to battles in the new domains, according to the authors of a new book on the future of warfare.

In *Adaptation Under Fire: How Militaries Change in Wartime*, retired Lt. Gen. David Barno and military expert Nora Bensahel posit that the U.S. military faces a growing “adaptability gap” in its ability to shift doctrine, technology, organization and leadership as it goes from preparing for and fighting the war it expects to meeting the challenges of the war that arrives.

Technological advances in hyper-sonics, autonomous weapons, drones, robotics, quantum computing and artificial intelligence, as well as the increasing prominence of the cyber and space domains, are areas in which the U.S. military has no historical experience and which “aren’t part of our playbook ... the wars we’ve studied or learned about,” Barno said Monday during a Thought Leaders webinar hosted by the Association of the U.S. Army.

Growing gap

Facing adversaries such as Russia, China, North Korea and Iran, actors



New technological advances such as drones are areas in which the military has no historical experience, retired Lt. Gen. David Barno said. (U.S. ARMY/STAFF SGT. MYLINDA DUROUSSEAU)

that operate without the ethical and moral constraints that guide the U.S. military, will require creative thinking at the tactical and strategic levels and for leaders to expect the unexpected.

The U.S. military will have to “think creatively about not only how to anticipate what that future is going to look like, but to recognize that they’re going to be surprised that there’s going to be a distance to be covered,” Barno said. “That [the] gap is growing, and the ability of the U.S. military to move from what it expected very rapidly into what’s actually out there, in ways that may be very,

very much different than what was anticipated, is going to be crucial.”

What’s next

In their research, Bensahel said, the authors found an excessive amount of doctrine whose revisions moved too slowly to meet current circumstances.

They also found, in the area of technology, tensions between combatant commands, which prioritize the needs of today’s warfighters, and the services, which are tasked with organizing, training and equipping the future force.

In the area of leadership, the authors identified “way too much risk-aversion within the force, especially when in garrison,” and some problems with professional military education.

The book offers some 20 recommendations, such as adopting the concept of “adaptability” as a principle of war, Bensahel said.

“We recommend strengthening mission command, especially in garrison, and we recommend sending more officers to advanced civil schooling in addition to the professional military education that they receive,” she said.

For more information on AUSA’s free virtual events, click [here](#).



“We recommend sending more officers to advanced civil schooling” in addition to professional military education, said military expert Nora Bensahel. (U.S. ARMY/DANIEL ALKANA)

New Pentagon display honors families of troops killed in action



Joint Chiefs Chairman Gen. Mark Milley participates in the ribbon-cutting ceremony for the new Gold Star Family display in the Pentagon. (DOD/PETTY OFFICER 1ST CLASS CARLOS VAZQUEZ)

A new permanent display honoring Gold Star families who carry on the legacy of their fallen service members has been unveiled at the Pentagon.

"The gold star is a ... symbol of your loved one, a symbol of the one that you lost," Joint Chiefs Chairman Gen. Mark Milley said Oct. 29 during the livestreamed dedication ceremony.

For every casualty of war, Milley said, "there's a story that illuminates the true character of a Gold Star family member."

Now this new display, located in the Pentagon's Hall of Heroes, will tell their stories.

According to DoD, the display will pay "tribute to not only the men and women who have paid the ultimate sacrifice for this great nation, but to the families they leave behind who serve as their living legacies."

The memorial will also include the history and meaning behind the gold star on the service flag and lapel pin.

The gold star symbol dates to World War I, when families hung in their window service flags with blue stars to represent family members serving in the military. The star was changed to gold if a loved one died in combat.

Jane Horton, a Gold Star spouse who played a key role in the creation of the display, said the individuals

and stories featured on the wall will change every six months.

For these first six months, the display will feature the families of the Sullivan brothers, five brothers who served and died together on the USS Juneau during World War II; Sgt. 1st Class Ofren Arrechaga, who was killed in Afghanistan in 2011 while serving with the 101st Airborne Division; and Chief Warrant Officer 2 Jonathan Farmer, who was killed in Syria last year.

Matthew Donovan, the undersecretary of defense for personnel and readiness, said the new memorial represents the "heart and soul" of DoD and the nation.

"Over the years, the Pentagon has become a living museum," Donovan said, adding that the halls display significant moments and individuals throughout the department's history.

"The memorial you will see today will do just that as we honor our Gold Star families," he said.

Milley encouraged people to visit the memorial, which will be part of the public tour of the Pentagon.

"Let us never forget your sons and daughters and why they gave their lives, that they were willing to sacrifice the promise of their tomorrows for the brightness and the freedoms of our todays," Milley said.

AUSAExtra

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PERK OF THE WEEK

AUSA members get early access to Dell's Black Friday savings, which are live now. Doorbusters launch weekdays starting Nov 5. Thanksgiving and Black Friday will feature hourly doorbusters much of the day. Visit www.ausa.org/dell for instructions to get your special 10% off coupon, which can be combined with these deals.



Retired Maj. Gen. ‘Bo’ Temple, AUSA chapter adviser, dies

Retired Maj. Gen. Merdith “Bo” Temple, a key adviser to the Association of the U.S. Army’s Central Virginia chapter and former deputy commander of the Army Corps of Engineers, died Nov. 1.

Temple, who had been a member of AUSA since 1984, joined the chapter’s executive committee in September 2017 and became very involved in chapter events, according to Bob Sempek, the chapter’s immediate past president.

In 2018, Temple took over and helped rebuild the chapter’s scholarship program, and in 2019, he became an adviser to the chapter’s executive committee, where he provided “much appreciated advice” and helped guide chapter leaders, Sempek said.

“He was held in such high regard by the chapter leadership that they constantly sought his counsel on a



Maj. Gen. Merdith ‘Bo’ Temple. (U.S. ARMY PHOTO) wide range of chapter matters,” Sempek said.

A native of Richmond, Virginia, Temple graduated from the Virginia Military Institute in 1975 with a degree in civil engineering.

Over his 37-year Army career, he served as the theater engineer for Combined Joint Task Force Seven in Iraq; assistant chief of staff of operations for the XVIII Airborne Corps; and commander of the 20th Engineer

Brigade.

He became the deputy commanding general of the Army Corps of Engineers in January 2010 and served as the corps’ acting commander from June 2011 to May 2012. He retired from the Army in August 2012.

His awards and decorations include the Distinguished Service Medal, the Legion of Merit with two oak leaf clusters, the Bronze Star Medal with two oak leaf clusters and the Joint Service Commendation Medal.

In 2010, *Engineering News Record* magazine recognized Temple as one of its top 25 newsmakers, according to the Army.

“I’m happy and proud to have served the Army and the nation with so many wonderful soldiers and civilians and in so many different locations,” Temple said at his retirement ceremony.

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Flat budgets, cuts could threaten Army modernization

By Mark Haaland

As we look beyond the national election, the House and Senate armed services committees must name conferees and complete their work on the National Defense Authorization Act.

This is important in order to implement the pay increase and new policies needed by DoD.

Congress also will need to extend the continuing resolution or pass 12 appropriations bills—including defense, military construction and veterans' affairs—to avoid a partial government shutdown beginning Dec. 12.

The Association of the U.S. Army continues to encourage Congress to pass the annual appropriations as soon as possible and avoid a yearlong continuing resolution for fiscal 2021, which began Oct. 1.

Based on what we are reading and the discussions we are having, the best-case scenario for defense funding may be flat budgets for fiscal 2022 and beyond.

There is also the potential for cuts to defense spending.

Flat or declining budgets will make it more challenging for the Army to modernize the force and strengthen readiness—from the operational readiness of units to the continual improvement of programs that support soldiers and families, such as health care, child care and housing.

The challenge for DoD will be to provide the pay increase and support family readiness and quality of life programs while still maintaining sufficient funding to continue strengthening readiness and investing in modernization.

On behalf of the Army, AUSA is concerned that flat or declining budgets will force the Army to make difficult decisions about which modernization programs have to be scaled back or placed on hold.



AUSA is concerned that flat or declining budgets will force the Army to make difficult decisions about modernization and readiness. (U.S. ARMY/COURTNEY BACON)

The National Defense Strategy Commission, a bipartisan group of defense experts commissioned by Congress to review the National Defense Strategy, has recommended 3% to 5% growth in the defense budget for our military to maintain over-

match against our competitors.

AUSA supports this conclusion and has recommended to the president that he include an increase for DoD in the fiscal 2022 budget submission to Congress.

Your association will continue to advocate for sufficient funding to strengthen Army readiness and modernization efforts.

The first session of the 117th Congress will begin on Jan. 3.

New members of Congress will be sworn in along with returning members, and the Democrat and Republican party caucuses in the House and Senate will each select their leaders for the new Congress.

All unpassed legislation expires with the conclusion of the 116th Congress.

AUSA will reach out and welcome the new members and provide copies of the recently updated *Profile of the United States Army* as a useful reference for them and their staffs.



AUSA will provide copies of its *Profile of the United States Army* to new members of Congress and their staffs. (AUSA GRAPHIC)

Mark Haaland is AUSA's Government Affairs Director.



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Sign up for LinkedIn training, virtual job fair and more

By Susan Rubel

Your LinkedIn profile is a gatekeeper to your career advancement—and you hold the key.

If you're looking for a job, or simply want to be alerted when a great opportunity comes along, LinkedIn gives you tremendous options.

Thousands of recruiters and hiring managers are searching online every minute for top talent, expert advice and strategic partners.

With more than a half billion members now on LinkedIn, how do you position yourself to be “found” quickly and easily when people need your expertise but don't know your name?

Let the Association of the U.S. Army help, with a free two-hour LinkedIn

Member Benefits

virtual training session from 9–11 a.m. Eastern on Nov. 9.

Get a behind-the-scenes look at how LinkedIn really works, and learn how to gain visibility, create a compelling profile, manage your online reputation and much more.

The session will be led by Linda Kempin, a personal online branding and LinkedIn coach, recently named one of the “Top 23 Innovative Career Coaches” globally.

Kempin combines search engine optimization savvy with her experience working with business leaders for more than 20 years to help clients achieve the visibility they need to succeed in the overcrowded world of social media.

Learn more and sign up now at www.ausa.org/LI.

Virtual job fair

Be more than just another resume and receive dedicated time with employers looking to hire at the AUSA Virtual Job Fair, from 10 a.m.–2 p.m. Eastern Nov. 10.

Whether you're looking to begin your career or seeking advancement opportunities, this event is for you. It only takes two minutes to register,



You can prepare for AUSA's virtual job fair by attending a free LinkedIn training session and having your resume critiqued at AUSA Jobs Central. (AUSA PHOTO)

and there's no cost to attend.

Log in to the event from anywhere—all you need is an internet-connected device. You'll be able to speak directly with recruiters through private one-on-one chats and browse positions, employer profiles and company benefits.

You will have access to this information and your chat history for up to six months after the event.

The online booths will be staffed by recruiters and human resources professionals representing many companies interested in your skills and abilities.

Register now by clicking here.

Resume review

AUSA is working with Top Resume to have a professional resume writer provide a thorough review and critique of your resume at no cost.

They will evaluate your resume for design and formatting, content and structure, and keywords and skills.

They also will run it through the same Applicant Tracking System that 93% of hiring managers use to filter candidates.

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Visit www.ausa.org/jobscentral and click the “Resume Review” button on the right. Upload your resume, and you'll get your critique back in a few days.

edX classes

A great way to advance your career is to add the top skills employers are looking for to your repertoire.

Take advantage of some of the many classes at www.edx.org, a nonprofit formed by Harvard and MIT.

The edX mission is to increase access to high-quality education for everyone, everywhere; enhance teaching and learning on campus and online; and advance teaching and learning through research.

At edx.org, you can access more than 2,500 online courses from 140 institutions, including a new “Power Searching with Google XSeries” certificate.

AUSA members get 20% savings on courses with the code edXAUSA.

Susan Rubel is AUSA's Affinity Programs Director.

Army civilians honored for outstanding performance

The Association of the U.S. Army's Redstone-Huntsville chapter recently recognized two Army Aviation and Missile Command civilian employees for outstanding performance.

Don Nitti, deputy to the commanding general, and Elizabeth Raymond, the command's military human resources specialist, received the chapter's 2020 Civilian of the Year Award during a town hall event.

"It means so much to us to be able to recognize the individuals that worked so hard and contribute to all

Redstone-Huntsville

of the organizations out here on post," said Matt

Mingus, a member of the chapter's board of directors.

Nitti was nominated for exceptional performance and dedication in his role as executive director of the command's Logistics Center.

He also was recognized by AUSA's Third Region, which has 19 chapters in Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, the Virgin Islands, Panama and Puerto Rico.

"Mr. Nitti, your nomination went forward to the region level. We re-



Kris McBride, left, AUSA's Third Region president, presents a Civilian of the Year Award to Don Nitti, deputy to the commander of Army Aviation and Missile Command. (AUSA PHOTO)

ceived a lot of great nominations, but yours was truly outstanding," said Kris McBride, the Third Region president.

"I'm extremely humbled to receive these awards," Nitti said, according to the command's public affairs office.

"You know, the award says, 'Civilian of the Year,' but it is truly a team of teams award," he said. "We all know that [not] one person, or not even one organization, could do it by themselves or itself. It takes a

lot of people to do it. And the people that really deserve the full credit for these awards are really thousands of people that span multiple organizations."

Raymond's selection, according to her nomination, was due to her ensuring "direct, unparalleled support to over 16,000 military, civilian and contract employees" under the command's umbrella.

She was unable to attend the town hall in person but participated virtually.

Chapter donation helps provide food for military families

The Association of the U.S. Army's Tucson-Goyette chapter recently provided 50 Walmart gift cards, valued at \$1,000 total, to the annual Turkeys for Troops program organized by AZ Heroes to Hometowns.

AZ Heroes to Hometowns works to welcome home wounded service members who, because of their injuries, can no longer serve in the military.

They help wounded veterans and their families transition back to their community and their new normal, ac-

cording to the group's website.

The organization's Turkeys for Troops program provides support for 2,000 military families each year, said Paul Wagner, the chapter president.

AUSA's donation helps provide turkey or ham for the food boxes that are distributed to families.

"Traditionally, this was a Phoenix-based program. However, it has expanded to Marana, Arizona, which is part of our area," Wagner said.

AZ Heroes to Hometowns will distribute the food boxes on Nov. 14 in Marana, and chapter members will be there to help, he said.



The donated gift cards help provide food boxes for military families. (AUSA PHOTO)



ASSOCIATION OF THE UNITED STATES ARMY

MEETINGS & EVENTS

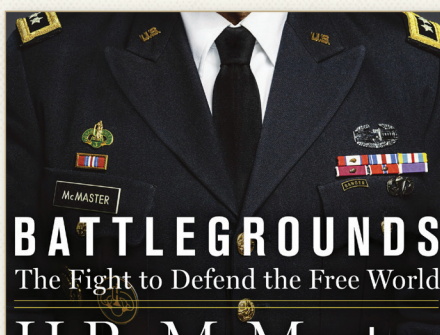


AUSA'S NOON REPORT – CSM JOHN SAMPA

ARLINGTON, VA

December 2, 2020

WEBINAR



BATTLEGROUND The Fight to Defend the Free World

AUSA'S THOUGHT LEADERS – LTG H.R. MCMASTER

ARLINGTON, VA

December 4, 2020

WEBINAR



AUSA'S NOON REPORT – CSM ANDREW J. LOMBARDO

ARLINGTON, VA

December 9, 2020

WEBINAR



AUSA'S THOUGHT LEADERS – SMA KEN PRESTON

ARLINGTON, VA

January 5, 2021

WEBINAR

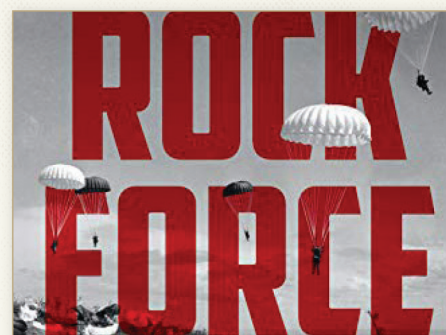


AUSA'S NOON REPORT – SMA MICHAEL GRINSTON

ARLINGTON, VA

January 6, 2021

WEBINAR



AUSA'S THOUGHT LEADERS – KEVIN MAURER

ARLINGTON, VA

January 22, 2021

WEBINAR

For more details visit www.ause.org/meet