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**AUSA Extra will be on
break until Jan. 11.
Happy holidays!**



Army Secretary Christine Wormuth, center, speaks with soldiers and leaders participating in a command post exercise during a visit to Fort Riley, Kansas. (U.S. ARMY/SGT. DAVID RESNICK)

Budget delays hamper Army capabilities

Any further budget delays, including the possibility of a full-year stopgap funding measure, will have “significant consequences” for the Army and its efforts to recruit, modernize and support missions around the world, Army Secretary Christine Wormuth warns.

“The significant consequences for our recruiting efforts, acquisition portfolio, and military construction program would diminish the Army’s ability to achieve its mission in support of the National Defense Strategy, including by taking care of our people,” Wormuth writes in a Dec. 12 letter to leaders of the Senate Appropriations Committee. “I urge Congress to pass a full-year appropriation for FY 2024.”

Since fiscal 2024 began Oct. 1, the

Army and the rest of DoD have been operating under a temporary funding measure. Known as a continuing resolution, the measure keeps funding at the previous year’s levels and prohibits new program starts.

The current continuing resolution for DoD expires Feb. 2. Fiscal year 2024 ends Sept. 30. With an increasingly challenging environment in Congress, there have been discussions about the possibility of a full-year continuing resolution.

Such a continuing resolution would have “significant negative effects” on the Army, which has never gone a full year without an appropriation, Wormuth writes. “With our country facing the most dangerous security environment in decades, we need to avoid the

harm a year-long CR would inflict.”

The Army is already struggling to meet its recruiting goals in a tough market, and a yearlong continuing resolution would limit funds available for large prospecting events and marketing efforts, Wormuth writes.

Under a continuing resolution, military construction projects cannot begin, forcing the Army to delay 35 projects, including five barracks and four family housing projects, Wormuth writes. A continuing resolution also sets back long-range precision fires acquisition efforts, she said. “A full-year appropriation would allow the Army to invest in these needed capabilities—including our most valuable asset, our people,” Wormuth writes.

Read the letter here.



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Camarillo: Army making progress amid recruiting crisis

Despite missing its recruiting goal in fiscal 2023, the Army is making progress in tackling what service leaders have called an “existential challenge,” Army Undersecretary Gabe Camarillo said.

“Recruiting is an existential challenge for our warfighters and for our Army,” he said. If the Army can’t recruit the talent it needs, the service will face “significant issues and problems,” particularly as it transforms for the future and contends with growing threats around the world, he said.

In fiscal 2023, the Army missed its recruiting goal of 65,000 new soldiers by about 10,000. Leaders have called it a “stretch goal,” and the target for fiscal 2024, which began Oct. 1, is about 55,000 new soldiers, Camarillo said. “It’s still a stretch goal, but it’s still one that we’re going to set for ourselves,” Camarillo said, adding that “the Army is smaller than we’d like for it to be,” and Army recruiters deserve “a lot of credit” for what they accomplished this past year.

The recruiting challenge faced by the Army and the other services was “many years in the making,” Camarillo said during a panel discussion at the recent Reagan National Defense Forum hosted by the Ronald Reagan Presidential Foundation and Institute.



Soldiers assigned to the Wichita Recruiting Company interact with the public and provide information about enlistment opportunities and benefits of Army service during the Kansas State Fair in Hutchinson, Kansas. (U.S. ARMY RESERVE/PFC. AIDEN GRIFFITTS)

Factors such as a tight labor market, rising obesity rates, a declining propensity to serve and a lack of familiarity with what a military career entails, all contribute to the challenging recruiting environment, Camarillo said.

“All of this came to a head in 2022, when the Army missed its recruiting goals for the first time in several years,” he said. “We recognized very quickly that the data was showing that this was the start of a long-term trend if we didn’t do something to act very quickly to arrest it.”

In response, the Army has launched

several initiatives, including the Future Soldier Preparatory Course, which helps prospective recruits meet the Army’s academic or physical fitness standards, and incentives for soldiers who refer someone who ends up joining the force.

It also is launching the “biggest recruiting transformation” since the creation of the all-volunteer force 50 years ago, Camarillo said.

The Army also is transforming its recruiting workforce. Talking to Fortune 500 companies, the Army found one key difference, Camarillo said. “They have specialized talent acquisition workforces,” he said. “We are going to create a more specialized workforce in the Army to take on these issues.”

Leaders also are working to dispel common misconceptions about military service. Many young people worry that Army service can derail or slow their life goals, Camarillo said. It’s up to the Army to showcase the many opportunities available to those who serve, he said.

Looking ahead, the Army is “trending in the right direction,” Camarillo said. “But we’re nowhere near where we need to be. This is a long-term challenge the Army is facing.”

Meet the AUSA headquarters staff

Michelle Cabotaje

Program Coordinator, NCO and Soldier Programs

Michelle Cabotaje joined AUSA as an intern in January 2022 and is currently a program coordinator for the NCO and Soldier Programs directorate. In her spare time, Michelle loves learning new recipes, strength training, golfing and photography. She is pursuing a master’s degree in security and intelligence studies.



Paper: Combat training centers must adapt to ‘realities of modern warfare’

As the Army’s premier training venues for maneuver formations, combat training centers must evolve to match the realities of modern warfare, according to the author of a new paper published by the Association of the U.S. Army.

This includes wargaming pre-deployment activities with an emphasis on critical infrastructure, writes Capt. Daniel Eerhart, a psychological operations officer serving as a cyber policy, law and strategy research scientist at the Army Cyber Institute, in “Training Outside ‘The Box.’”

“The realities of modern warfare are that America’s principal adversaries can disrupt any step in the deployment process,” Eerhart writes. “This paper contends that the addition of an information warfare company to the opposing force (OPFOR) battalions can better prepare rotational training units at combat training centers (CTCs) for the difficulties of modern warfare.”

Wargames “are analytic games that simulate aspects of warfare at the tactical, operational, or strategic level,” according to the Rand Corp.

Eerhart cites an exercise called Jack Voltaic, conducted in 2020 by the 3rd Infantry Division and Fort Stewart, Georgia, with the Army Cyber Institute, as an example of wargaming that could benefit the entire Army.

“Throughout the exercise, cyber threat actors severely degraded the 3rd Infantry Division’s ability to get their equipment from Fort Stewart to the port,” he writes. “The 3rd Infantry Division should not be alone in wargaming through friction points in its deployment plan.”

Adding an information warfare company to the opposing force battalions would expose soldiers to tactical deception used in real-world combat operations, as well as enemy misinformation and disinformation. It also



A soldier with the 1st Security Force Assistance Brigade uses an RQ-11B Raven Small Unmanned Aircraft System during a rotation at the National Training Center at Fort Irwin, California. (U.S. ARMY/MAJ. JASON ELMORE)

would support cyber integration into tactical units, Eerhart writes.

Combat training centers also need to harden soldiers against microtargeting, where enemies try to influence soldiers’ behavior through data and targeted advertising, Eerhart writes. “Servicemembers ... are likely to be targeted by adversary microtargeted influence warfare,” he writes.

Incorporating wargaming into pre-deployment operations at combat training centers is key to ensuring soldiers are protected against modern threats and enhancing the Army’s power projection capabilities, Eerhart concludes.

“By expanding the training scope of combat training centers, the Army can ensure that units stand ready to face future adversaries while protecting its soldiers from the asymmetric risks they face,” he writes. “Wargaming pre-deployment activities with an emphasis on critical infrastructure enhances the Army’s ability to project force while simultaneously supporting the National Cybersecurity Strategy’s emphasis on defending critical infrastructure.”

Read the paper here.

AUSAExtra

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PERK OF THE WEEK

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Volunteers ‘make a huge difference’ for Army families

The holiday season is a time to rejoice and celebrate with family and friends, and a time of goodwill, giving back to our communities and helping those in need.

The Association of the U.S. Army’s Family Readiness directorate supports AUSA’s mission by recognizing the Volunteer Family of the Year. The AUSA Volunteer Family of the Year Award honors an exceptional Army family for dedicated service that improves their local community.

Congratulations to the 2023 Volunteer Family of the Year—Lt. Col. Robert “Jody” Shipley, his wife, Emily, and their children, Grace, Gage and Hailey—from AUSA’s Central Texas chapter.

Family Readiness

In the past year, the Shipley family logged thousands of hours supporting a variety of events and organizations. They volunteered at Memorial Christian Academy, Memorial Baptist Church, the Killeen Food Bank and Garden of Hope, a shelter for children entering the foster care system.

AUSA’s Family Readiness directorate recently connected with Emily Shipley to see what her family was doing during the holiday season.

With their recent permanent change-of-station move to the U.S. Military Academy at West Point, New York, the Shipleys are settling in and looking for volunteer opportunities. “We have found that every community, big or small, is always in need of volunteers,” Emily Shipley said. “We have learned that even a simple gesture can make a person’s day, just taking time to smile and talk to someone or helping them with a task can make a huge difference.”

For the Shipleys, they enjoy the relationships they form and the joy they share with their community, Emily Shipley said. For Christmas, they will spend time with their immediate and extended family, as well as a few ROTC cadets who will be



Holly Dailey, left, AUSA’s Family Readiness director, recognizes the association’s Volunteer Family of the Year during the AUSA Annual Meeting. (AUSA PHOTO)

joining them for the holiday meal.

PCS moves shouldn’t deter you from volunteering. The Shipleys said volunteering helps them learn and become invested in their new community. If you’ve recently moved or live on or near a military installation, consider reaching out to the Army Volunteer Corps or your local AUSA chapter to find opportunities with organizations that benefit the Army community.

Toy drive

Here at AUSA headquarters, we recently hosted the association’s annual toy drive in conjunction with lo-



Thea Green, left, AUSA’s deputy director of Family Readiness, and Family Readiness intern Kaylee Spielman pose for a photo at AUSA headquarters with toys gathered for military families. (AUSA PHOTO)

cal AUSA chapters.

The George Washington chapter delivered four large boxes of toys and gifts to Kelly Nebel, director for Family and Morale, Welfare and Recreation at Joint Base Myer-Henderson Hall, Virginia, for distribution to deserving military families. Separately, Dick Winter, the chapter president, presented Nebel with 20 \$50 post exchange gift cards to be distributed through unit chaplains and command sergeants major.

We also want to highlight AUSA’s Potomac-Liberty chapter for its efforts over the holidays. Chapter members raised gifts alongside AUSA national and distributed them to families at Fort Belvoir, Virginia. The chapter also laid wreaths at Alexandria National Cemetery, Virginia, through Wreaths Across America, and hosted a chili cook-off and a chapter holiday gathering.

Volunteers inspire us to help others by providing hope and purpose. Thank you to everyone who dedicates their time to helping people in and around Army communities.

Kaylee Spielman is AUSA’s Family Readiness intern.

Chapter leaders honor, remember US soldiers from WWII

Volunteer leaders with the Association of the U.S. Army's GEN Creighton W. Abrams chapter, based in Wiesbaden, Germany, recently traveled to Bastogne, Belgium, to honor and remember American soldiers who fought in World War II.

"Our chapter often goes to Bastogne, Belgium, to honor the soldiers who fought in the Battle of the Bulge in World War II," said Gemma McGowan, the chapter president, who also serves as the

**GEN
Creighton W.
Abrams**

IT program manager (systems analysis) for U.S. Army Europe and Africa.

McGowan, along with Stefan Deisenroth, the chapter's first vice president, and Johnny Bona, a chapter member and staffer at the 101st Airborne Museum in Bastogne, added U.S. flags to the foxholes used by soldiers from the 101st Airborne Division's Easy Company. The soldiers, made famous in the *Band of Brothers* television series, fought between December 1944 and January 1945 against the German forces in Foy.

The area holds special meaning



Stefan Deisenroth, first vice president of AUSA's GEN Creighton W. Abrams chapter, places a U.S. flag in a foxhole used by soldiers from the 101st Airborne Division's Easy Company in Bastogne, Belgium, during World War II. (AUSA PHOTO)

for McGowan because her grandfather fought in the battle, and she remembers many of the stories he would tell her while growing up. "It is very special to now see these places firsthand, and even more special to experience it with fellow chapter members," McGowan said.

After placing the flags and ensuring the area is free of any trash, the chapter leaders visited the Sherman tank on McAuliffe Square in the center of Bastogne. It symbolizes one of the lead American tanks breaking through the encirclement of Bastogne in December 1944.

AUSA members sponsor Fort Cavazos gate cleanup

On Dec. 9, the Association of the U.S. Army's Central Texas chapter partnered with soldiers from Fort Cavazos and other local organizations to remove litter from the installation's gates.

"Fort Cavazos' main entrance shines a little brighter today after the 4th Annual Operation Great Place Clean-Up," the chapter said in a Facebook post.

Central Texas

The effort is part of the chapter's Community Connection Program, which aims to increase partnerships between Fort Cavazos soldiers and the central Texas community through mentoring and networking.



Members of AUSA's Central Texas chapter, soldiers from III Armored Corps and Fort Cavazos and the Junior ROTC 'Roo Battalion' from the Killeen Independent School District join forces to clean up trash around the installation's main gate. (AUSA PHOTO)

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