

2025

Corie Weathers Impact Report

A record of the year's field work, training, research, and writing in service of military leaders, families, and the institutions that hold them.

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EXECUTIVE SUMMARY

The Year in Brief

2024 was about how the force got here. 2025 was about leaders processing that the culture has changed. 2026 is about what we will do differently moving forward.

This report documents 2025. Twenty-eight engagements across nine states, the District of Columbia, and virtual platforms. Five U.S. service branches. Three institutions adopting Military Culture Shift in formal curriculum. More than 350 books distributed by command for direct use with leaders and families.

The work surfaced a consistent finding across audiences: senior leaders, spouses, and the cadets reading the book in ROTC classrooms are arriving at the same conclusion from different directions. The institution they joined is not the institution they now serve, and the gap between what is said about military families and what is funded to support them has become difficult to ignore.

The pages that follow are a record, not a pitch. They document where the work went, who it reached, what it produced in writing and in research, and the questions carrying into 2026.

THE YEAR AT A GLANCE

Scale of the Field Work

Twenty-eight engagements across nine states, the District of Columbia, and virtual platforms. Five U.S. service branches reached. The summary below documents what was delivered; the sections that follow describe to whom and why it mattered.

2,450+

Leaders, service members, and spouses trained

Documented attendance across 28 engagements; estimate is conservative.

28

Engagements completed in 2025

Senior leader sessions, command team retreats, spouse cohorts, and inter-agency briefs.

5 branches

U.S. service branches represented

9 + DC

Army, Navy, Air Force, Marines, and the Air National Guard.

States plus the District of Columbia, plus virtual

Concentrations in Washington, DC; Virginia; Georgia; and Texas.

3

Institutions adopting the book in curriculum

Army War College; University of Michigan Army ROTC (MILSCI 301/302); College of William & Mary Psychology.

350+

Books distributed via command bulk orders

Military Culture Shift and Sacred Spaces, distributed by units to leaders and families directly.

GEOGRAPHY OF THE YEAR

Where the Work Went

2025 engagements spanned coast to coast and crossed every service. Concentrations of in-person work track the institutional footprint of the audiences served, with the heaviest density along the Washington, DC and Virginia policy corridor.

IN-PERSON ENGAGEMENTS BY STATE

Washington, DC	5
Virginia	4
Georgia	3
Texas	3
Maryland	2
North Carolina	2
Illinois	2
Pennsylvania	1
Colorado	1
South Carolina	1
Virtual	4

9 + DC

States represented in person

28

Total engagements completed

9

DC and Virginia engagements: the policy corridor

5

Service branches reached: Army, Navy, Air Force, Marines, Air National Guard

FEATURED REVIEW

“well worth the investment in time for leaders and policymakers”

LTC Jess Rankin, USA (Ret.). *Defense Acquisition Research Journal*, Issue 108, Spring 2025, Vol. 32, No. 1. Defense Acquisition University Press.

THE YEAR BY AUDIENCE

Who the Work Reached

Senior Leaders received training in team dynamics, leadership, and cultural understanding of the force they are leading. Spouses received training on leadership development, generational values in family and work balance, and trends around community support.

SENIOR LEADERS & COMMAND TEAMS

13 engagements



| AUSA Leader Solarium · Washington, DC · October 2025

Mar 25	U.S. Army War College Carlisle, PA · Brief to students and spouses; book club at Quarters One.
May 7	89th Airlift Wing Joint Base Andrews · Crew that flies Air Force One and the top VIP support team.
May 8	FORSCOM Career Counselors Virginia Beach, VA · The Army’s retention force, with focus on Gen Z communication.
Jun 6-7	113th Air Force Wing Joint Base Andrews · Fast-mover support that protects the President.
Jun 25	USASOC Savannah, GA · Career counselors retaining the next generation of Army Special Operations.
Jul 16	Marine General Officer Spouses Washington, DC · Generational shifts in the force.
Aug 2	JSOC Spouse Symposium Fort Bragg, NC · Couples’ communication and resilience.
Aug 26	AMC Leadership Summit Scott AFB, IL · Air Mobility Command. Top two leaders of every wing (~120). Family readiness evolution.

Sep 12	Illinois National Guard Urbana, IL · Senior Leader Engagement Retreat. Command teams MAJ-2-star with Gen Z service members in the room.
Sep 19-21	3rd Special Forces Group Charlotte, NC · Couples' communication.
Sep 22-23	AFA Multigenerational Panel Washington, DC · Moderated panel for service members and spouses at the AFA Air, Space & Cyber Conference.
Sep 26	Moody AFB Moody AFB, GA · Half-day Military Culture Shift session.
Oct 14-16	AUSA Leader Solarium Washington, DC · Top Army leaders, topics chosen by the Army Chief.

MILITARY SPOUSES & FAMILY READINESS

9 engagements

Mar 14	Milspousefest Fort Cavazos, TX · Mental health panel.
Mar 14-16	Strong Bonds, 4th Infantry Division Fort Carson, CO · <i>Speed of Trust</i> retreat for Army couples.
Mar 15	Military Spouse Advocacy Network Virtual · Strengths event for spouses selected for the leadership cohort.
Mar 19	Marine Corps Commander's Course Quantico, VA · Strengths event for spouses of incoming Marine Corps O-6 commanders.
May 5	Marine Corps Commander's Course Quantico, VA · Spouses of the second cohort of incoming Marine Corps O-6 commanders.
May 6	MSOY Townhall Washington, DC · Military Spouse of the Year network. Military Culture Shift brief.
Sep 15	Council for Military Spouse Career Leadership Summit Washington, DC · DC Spouse Club leadership convening.
Sep 17	Military Spouse Advocacy Network San Antonio, TX · In-person leadership session.
Oct 4	Military Spouse Advocacy Network Virtual · Strengths event for the fall leadership cohort.

MIXED AUDIENCE

1 engagement

Jun 27	AFA ENGAGE@AFA · Wellness on the Homefront Arlington, VA · Fireside chat with author Savannah Stephens for service members and spouses, paired with the release of new military spouse and veteran wellness data developed with The Independent Fund.
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CIVILIAN & INTER-AGENCY

4 engagements

Apr 1	Deloitte Dallas, TX · Internal leadership and assertiveness training.
May 13	NewRez Home Mortgage Virtual · Cross-functional training session.

Jun 11

Government Accountability Office

Virtual · Brief for analysts supporting Congressional research on military quality of life.

Sep 24

Military Influencer Conference

Atlanta, GA · Joint session with Matt Weathers for the military and veteran entrepreneur audience.

FAITH COMMUNITY

1 keynote

Jul 31

250th U.S. Army Chaplain Corps Anniversary

Fort Jackson, SC · Keynote address to chaplain spouses across all levels on generational shifts in the force.

THE BOOK IN THE FIELD

From Published to Embedded

Military Culture Shift entered its second year not as a book in circulation but as a text being assigned, briefed, and distributed by command. The pattern in 2025 was institutional adoption: curricula, leader courses, and bulk command orders.

CURRICULUM ADOPTION

U.S. Army War College · Senior leader curriculum, assigned to students and read in spouse book club at Quarters One.

University of Michigan Army ROTC · MILSCI 301 / 302 small-unit leadership preparation, assigned alongside ADP 6-22 and *Once an Eagle*. Cohorts 2024, 2025, and 2026.

College of William & Mary · Psychology coursework, assigned in undergraduate classes.



| Quarters One book club, U.S. Army War College · Carlisle, PA · March 2025

FROM THE CADET COURSEWORK

“Real leadership is about knowing people, not just managing them.”

University of Michigan Army ROTC

MILSCI 302 cadet book report on *Military Culture Shift*

WHAT THE CADETS WROTE

A Convergence Across Nineteen Papers

Cadets in the University of Michigan ROTC program (MILSCI 301 / 302) have written book reports on Military Culture Shift across the 2024, 2025, and 2026 cohorts. Reading nineteen of these papers in aggregate, without naming any cadet, three convergent ideas appeared, written independently by cadets who had not coordinated their analyses.

FINDING 01

Generational difference is not a behavioral problem to be managed. It is a deeper shift in what soldiers and their families expect from the institution, shaped by economic, technological, and political forces older leaders did not face.

FINDING 02

Family support is not separate from mission readiness; it is foundational to it. Cadets returned repeatedly to the conclusion that an organization built by people cannot succeed if those people, and their families, are not supported.

FINDING 03

Trust is not built through symbolic actions or large gestures. It is built, or eroded, in repeated, everyday decisions about consistency, transparency, and respect for soldiers' time.

The cadet papers are not endorsements; they are coursework. They appear in this report because what cadets chose to write about, before they ever lead a platoon, is itself evidence of where the book's framework is landing in the institution's pipeline.

RESEARCH & ADVISORY WORK

The Quieter Half of the Year

Alongside the field work, 2025 was a year of building research infrastructure, advisory relationships, and the quieter institutional work that becomes visible only over time.

CONSULTING

American College of National Security Leaders

Invited into a consulting relationship with ACNSL during 2025, contributing perspective on military family quality of life as it intersects national security strategy. The work informed a body of analysis that carried into 2026 fellowship activity.

PLATFORM BUILD

GroundTruth Collective

Founded as the research and intelligence arm of the work, producing structured policy analysis and quarterly Quality of Life Briefs. In 2025, the platform was stood up: a custom intelligence system on Next.js and Supabase for collecting field notes, scanning open sources, and drafting briefs. The first GTC brief, *The Readiness Gap*, was developed across 2025 for Q1 2026 publication.

ORIGINAL RESEARCH

Defense Budget Intelligence Database

A two-phase analytical project tracking defense spending against family programs from FY2001 through FY2026. Phase 1 mapped the full appropriation-title structure (MILPERS, O&M,

Procurement, RDT&E, MILCON, and Family Housing) with twenty-five years of data. Phase 2 extracted Budget Activity-level detail from Army justification books, surfacing the quiet pattern: family housing has fallen from roughly 1.7% of the Army budget to 0.3%, and BA-04 family programs collapsed between FY2012 and FY2016 with only partial recovery since.

VOICE & PUBLICATIONS

The Written Record

2025 was deliberately quiet on traditional media channels. The political environment around military and family policy made restraint the responsible posture. Direct writing carried the year.

SUBSTACK: #CORRESPONDENT, IN 2025

26

POSTS PUBLISHED

19,400+

TOTAL VIEWS

50%

AVG. OPEN RATE

12

SERIES ESSAYS

A 50% open rate exceeds typical Substack benchmarks (industry average ~35-45%). Source: Substack post analytics, full-year 2025.

BOOKS

Military Culture Shift · Sacred Spaces

Military Culture Shift (Elva Resa Publishing, 2023) entered its second year of impact in 2025, with curriculum adoption at three institutions and bulk distribution by command. *Sacred Spaces* remained in active use across spouse and Special Operations audiences, with 100 copies distributed by JSOC.

SUBSTACK: LEAD SERIES

Good Humans Under Great Pressure

A twelve-part essay series running April through June 2025, naming what leaders carry quietly: cynicism, moral injury, the cost of silence, the loneliness of disagreement with one's own institution. Series titles included *Integrity Under Fire*, *Servant Leadership Isn't Passive. It's Fierce.*, *Rebuilding Trust in a Distrusting Culture*, and *Holding the Line at Home*. The series became the most sustained piece of public writing of the year.

SUBSTACK: NOTABLE SINGLE POSTS

Beyond the Series

Standout single-post writing in 2025 included *Why I am closing my counseling practice* (April, 2,259 views, 60% open rate; the most-read post of the year), *For Those Who Feel the Rupture of Relationship with the DOD* (January), *Three days out from being an Empty Nester* (August), and *The Work of Peace* (November).

PODCAST & OTHER MEDIA

Restored Podcast and Selected Outlets

Restored Podcast published approximately four episodes in 2025, shifting from frequency to depth with longer-form interviews. Public commentary in trade and community outlets was deliberately limited given the political sensitivity of military family policy; featured contributions appeared in *Militaryfamilies.com* ("Do Not Go At This Alone"), *We Are The Mighty*, and *Military.com*.

AFFILIATIONS & CREDENTIALS

Standing & Recognition

PROFESSIONAL LICENSURE

Licensed Professional Counselor (LPC)

Board Certified Coach (BCC)

National Certified Counselor (NCC)

RECOGNITION

2015 Armed Forces Insurance Military Spouse of the Year

AFFILIATIONS & ROLES

Founder · GroundTruth Collective

Founder & Owner · Lifegiver, LLC

Author · *Military Culture Shift* (Elva Resa Publishing); *Sacred Spaces*

Consultant · American College of National Security Leaders (invited 2025)

ON THE HORIZON

2026, Restrained

A short forward look. Not a roadmap. The discipline of an annual report is to document what was, not what might be.

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|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Q1 2026 | The Readiness Gap. First published GroundTruth Collective brief, in development through 2025. |
| 2026 | ACNSL Fellowship. Transitioned from invited consultant to Fellow in 2026, continuing the work begun in 2025. |
| Spring 2026 | Emerging Leaders Program. Module 1 of the LIMS 2026 Q1 cohort delivered. 93.9% met expectations, 69.4% exceeded them, 53.1% rated the session “excellent” (n=49). |
| Launching | Common Ground Studio. A new community space for the conversations that benefit from being out of public view. |
| Continuing | Senior leader training pipeline. Active inquiries from War College, AUSA, AMC, and SOF audiences. |
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The work continues. If your organization is wrestling with the questions in this report, the conversation is open.

Corie Weathers, LPC, BCC, NCC

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