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THE

ISPATCH
APRIL 2015

THE MAGAZINE OF THE TEXAS MILITARY FORCES

T-Patch

License Plate

Legislators

Honor

TXMF members

Meet TXMF's newest trooper

Rowan





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The Cover



Meet Rowan Windham, Texas Army National Guard's newest Trooper.



Honorary enlistee Rowan Windham addresses attendees at his honorary enlistment into the Texas Army National Guard at a ceremony held at Camp Mabry in Austin, Texas, March 27, 2015. (U.S. Army National Guard photo by Sgt. 1st Class Malcolm McClendon).





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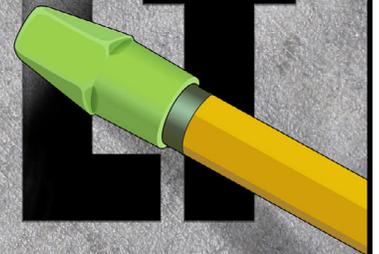
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Sexual Assault Awareness
and Prevention Month

ELIMINATE

SEXUAL
ASSAULT



KNOW YOUR PART
DO YOUR PART

For additional information:
sapr.mil safehelpline.org



April 2015

Designed by Peter Hemmer for the Defense Equal Opportunity Management Institute



The Adjutant General's Philosophy

Commentary by Command Chief Master Sgt. Marlon K. Nation
State Command Chief for the Texas Air National Guard



Earlier this year Maj. Gen. John F. Nichols, the Adjutant General of Texas, released Policy Directive #1- The Adjutant General's Philosophy. I would like to take just a moment to add to the conversation on this philosophy of leadership.

The general stated clearly that he expects all of us to; Put people first, Be Relevant, Be Ready, Communicate, and Partner. When viewed as a whole, the philosophy serves as a point of reference for anyone who is charged with leading people and executing a mission.

I'm a firm believer that a strong leadership philosophy plainly stated can overcome any decision making ambiguity. The general's philosophy clearly outlines an expected culture for the Texas Military Forces. Of course, he does not attempt to address every eventuality that we may face as leaders. Nonetheless, his expectation is that we operate within this prescribed context. With more than 24,000 men and women in our units across this great state, his philosophy encourages sound judgment and active leadership, but it must be done with discretion and a focus on his priorities.

This philosophy allows for "leadership space" when having to decide between doing what's right and doing what's fair. It expects us to allow for a measure of redemption within our range of disciplinary actions or conversely, seek immediate separation when offenses are counter to our values. It encourages all of us to

recognize solid contributions and at the same time challenge those



who may not challenge themselves. It does not allow for indifference or malice, nor does it inspire mediocrity.

Every day, men and women join our ranks. They take an oath to support and defend the constitution of the United States and the state of Texas. They come to us expecting ethical leadership; in fact, this is a part of this public trust. Most enter our culture looking to become a part of something that will bring significance to their lives. They want to contribute and know that their contributions are valued. General Nichols' words, "Start with trust-expect the best," should resonate with all leaders who seek to attract,

develop and retain those who want to be a part of our service.

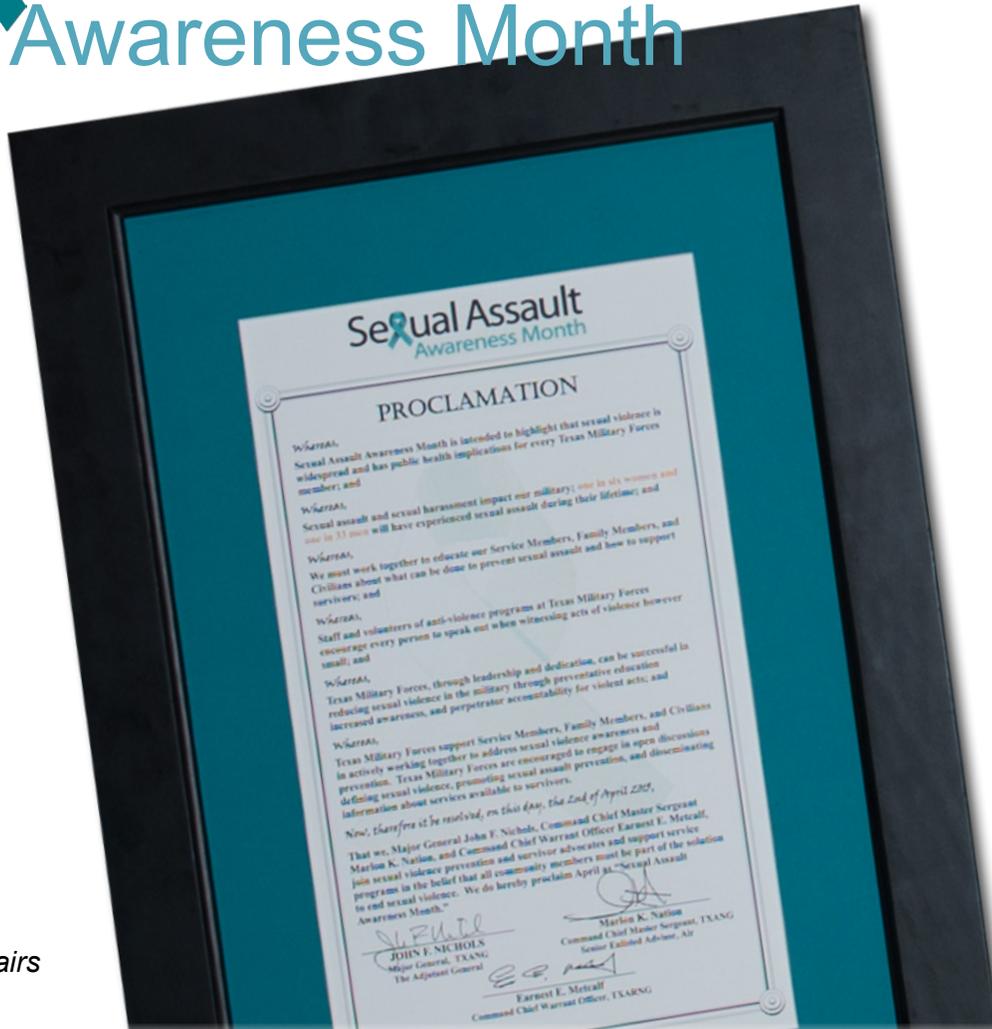
Remember that we are but "temporary caretakers of an enduring organization." The Texas Military Forces will endure because it must. Our mission is embedded within our National Security Strategy and provides for the protection of our citizens. This responsibility coupled with the dual nature of the Guard mission is essential to the preservation of the ideals of this great country. Additionally, our citizens must be assured that we will respond in partnership with civilian authorities when this state is faced with a natural disaster or any other trial that requires a ready and willing force. Very little of this happens in isolation. Whether you are a part of a wing or battalion, or a soldier or airman, you are important. It is essential that we form and foster the right relationships that encourage "jointness" and the synergy to provide the right force at the right time, properly executed across a multitude of environments.

"Heavy is the head that wears the Crown," but most leaders know that. Nonetheless, the TAG's philosophy expects us all to "express and embody the values that hold our organizations together and move them forward." Most importantly, it expects us to "conceive and articulate goals that lift people out of their sometimes selfish preoccupations and carry them above the conflicts that can tear an organization apart."

- FROM THE TOP

Sexual Assault Awareness Month

Texas Military Forces Recognizes



Commentary
and photos by
Michelle McBride
Texas Military
Forces Public Affairs

While April is nationally recognized as Sexual Assault Awareness Month, on Thursday, April 2, 2015 members of the Texas Military Forces leadership decided to bring awareness to this serious issue with a proclamation declaring April “Sexual Assault Awareness and Prevention Month.”

At the ceremony, Maj. Gen. John F. Nichols, Texas Adjutant General; Command Chief Master Sgt. Marlon Nation, Senior Enlisted Advisor, Texas Air National Guard; and Command Chief Warrant Officer Earnest Metcalf, Texas Army National Guard, signed the proclamation in support of eliminating sexual assault.

“We create a culture of dignity when we work together,” said Caitlin Sulley, from the Institute on Domestic/Sexual Violence at the University of Texas at Austin, who appeared as a guest speaker at the ceremony.

This year, the Department of Defense’s theme is “Eliminate Sexual Assault: Know Your Part. Do Your Part.”

Eliminate Sexual Assault:

Every service member, at every level in our military, must know, understand and adhere to service values and standards of behavior in order to eliminate sexual assault, and other inappropriate behavior.

Know Your Part:

Each member of our Department of Defense community has a unique role in preventing and responding to sexual assault. We must recognize our part in stopping this crime starting with our own awareness and knowing when and where to intervene

Do your Part:

We have to act. If we see a crime or inappropriate behavior unfolding, we need to step in to prevent it. We each



need to add our voice to the call to end this crime. This theme was set with the expectation that all service members, civilians and family members do their part in preventing sexual assault and should encourage victims to report offenses.

“Change your behavior or get out of my organization,” said Nichols. “I think we have trust and dignity for each other, but there are some who want to come in and take that away. They are not allowed in our formation.”

- DISPATCH

Opposite page: The signed Sexual Assault Proclamation.

Above: Maj. Gen. John F. Nichols, the Adjutant General of Texas, signs the Sexual Assault Proclamation.

Right: Chief Warrant Officer 5 Earnest Metcalf, left, Texas Military Forces Command Chief Warrant Officer, Maj. Gen. John F. Nichols, center, the Adjutant General of Texas, and Command Chief Master Sgt. Marlon K. Nation, State Command Chief for the Texas Air National Guard, hold up the signed Sexual Assault Proclamation.





PUT A PATCH ON IT



Legislators introduce a bill that will put the T-Patch on Texas plates

Story by Maj. Randall Stillinger
36th Infantry Division Public Affairs

AUSTIN, TEXAS - The commanding general of the 36th Infantry Division, Texas Army National Guard, spoke to the Defense and Veterans' Affairs Committee of the Texas House of Representatives during a hearing March 12, 2015.

Maj. Gen. Les Simpson, of Rowlett, was requested to speak on House Bill 923, which would create a special license plate that honors the division, the largest component of the Texas Army National Guard.

The bill was introduced by State Representative Dan Flynn (HD-2), a 36th Infantry Division veteran who also serves as a colonel in the Texas State Guard. He is the chairman of both the House Committee on Pensions and the National Conference of State Legislators Defense Task Force.

"My service in the 36th Infantry Division is something I am most proud of," Flynn said. "The history, courage and achievements of this division in the face of adversity is the history of Texas."

The idea for the license plate came during conversations between the congressman and veterans of the 36th as a way to honor veterans and members of the division who live in Texas, but also provide a commemorative plate to those that live outside the state.

Simpson spoke to the committee on the history of the unit and its significance to the state of Texas. The 36th Infantry Division was created in 1917, served in Europe during World War I, saw extensive combat in Italy and France during World War II, and has since deployed several units to support operations in places like Bosnia, Kosovo, Iraq and Afghanistan.

The 36th also has a significant role in Texas as it is often called up for state emergencies.

"They were there when Hurricanes Katrina and Rita bombarded the Gulf Coast. They were there when wildfires ravaged the land just east of here in Bastrop," Simpson said. "They were there when the space shuttle exploded over East Texas and helped with the recovery effort. And they stand ready to help their fellow citizens whenever and wherever they are needed."

"And when the call went out last July to help secure the southern border, 'T-Patchers' volunteered in droves, far exceeding our expectations in their willingness to serve," Simpson said.

Simpson told the committee that the symbolic act of a license plate will raise the morale and esprit de corps of those currently serving in uniform and will be a reminder that their military service is important.

"I can't thank General Simpson enough for his leadership on the creation of a special license plate and for all the other hard work he does for his troops and for Texas," Flynn said. "He is truly a great leader in the best traditions of Texas." - **36th ID PAO**



*Photo illustration only. Does not represent any approved TXDMV product.



Photo opposite page: State Representative Dan Flynn was the driver for the commander, at the time, of the 36th Infantry Division. (Courtesy photo)

Maj. Gen. Les Simpson, commanding general, 36th Infantry Division, speaks to the Defense and Veterans' Affairs Committee members of the Texas House of Representatives about the history of the division and its significance to the state of Texas. (U.S. Army National Guard photo by Maj. Randy Stillinger)



Overall Pistol team winners were from 19th TXSG Pistol team as follows: Cpl. Jonathan Kelley, 2Lt. Scott Hunt, 2Lt. David Park and Sgt. Sean Mounger. 'Top gun' award went to Mounger. (Photo by Tanya Lippincott)

“The camaraderie developed through months of training and competing is arguably the most satisfying aspect of being on the marksmanship team.”



Shooting to Score

Texas State Guardsmen score top honors at Governor's 20 pistol competition

Story by Capt. Esperanza Meza
19th Regiment Public Affairs

BASTROP, TEXAS – Texas State Guard Soldiers from 19th Regiment's pistol team won top honors in the Texas Military Forces Adjutant General's combat pistol competition, Jan. 23-25, 2015, at Camp Swift in Bastrop, Texas.

During the annual competition, a total of 54 competitors from the Army, Air and State Guards competed for one of eight Governor's Twenty tabs. Guardsmen competed in four individual matches and two team matches with individual scores configured into the team totals.

The 19th Regiment's team placed first in the team competition. 2nd Lt. Scott

Hunt, 2nd Lt. David Park, Sgt. Sean Mounger and Cpl. Jonathan Kelley made up the team, with Mounger finishing first and Hunt finishing third overall during the individual competition.

The Governor's Twenty recognizes the top twenty marksmen in the TXMF, with eight tabs for pistol, eight for rifle, two for sniper and two for machine gun.

Individual events included an anti-body armor match, a combat pistol barricade match and an award for overall excellence in competition. The team competition included the "Patton" match, named after General George Patton,

and a steel plate challenge utilizing all four team members, two on pistol and two on sub-machine gun. Shooters fired from 15-30 yards in the standing, kneeling, prone and barricade positions using both strong and weak hand.

Tabs from the pistol competition were awarded to Hunt, Mounger and Park.

"Keeping an open mind and your ego in check allows you to learn and improve from your teammates, that and the discipline to put the time in to practice your training," said Mounger. "To sum it up, using my favorite quote from a past college professor of mine, 'You cannot learn what you think you

already know."

"As Sgt. Mounger suggested, it is important to approach training with an open mind and a willingness to receive coaching regardless of skill level," said Hunt. "I can't tell you how many times something doesn't feel right and I ask another team member to watch me and provide feedback on form and technique."

Hunt is only the 7th TXMF soldier to earn a Governor's Twenty tab in all four combat disciplines, since the program began in 1980, earning a total of thirteen tabs since he began competing in 2011. Both Hunt and Mounger were on the winning pistol and

Texas State Guardsmen make a dash to the pistol line. (Photo by Tanya Lippincott)



rifle teams in 2012. Mounger, a founding member of the 19th Regiment, TXSG Marksmanship Team, has earned a total of twelve tabs. Park, who participated in 2011 and 2014, has earned two previous Governor's Twenty tabs in pistol and one in rifle.

"I think our success is the result of mutual respect, healthy competitiveness, confidence and trust," said Hunt. "While winning is nice and clearly the end goal, the camaraderie developed through months of training and competing is arguably the most satisfying aspect of being on the marksmanship team."

The 19th Regiment team is comprised of volunteers

who pay for their own ammunition, weapons and range time.

The competition is organized by the State Competitive Marksmanship Program in the Texas National Guard. - **19th REGT PAO**

“ I think our success is the result of mutual respect, healthy competitiveness, confidence and trust. ”



Texas State Guardsmen shooting at the pistol line. (Photo by Tanya Lippincott)



A TRUE TROOPER

An eight year old with rare disorder enlists in the Texas Army National Guard

Story and photos by
Sgt. 1st Class Malcolm McClendon
 Texas Military Forces Public Affairs

AUSTIN, TEXAS - With his right hand raised, eight-year-old Rowan Windham took the Oath of Enlistment to become the newest member of the Texas Army National Guard.

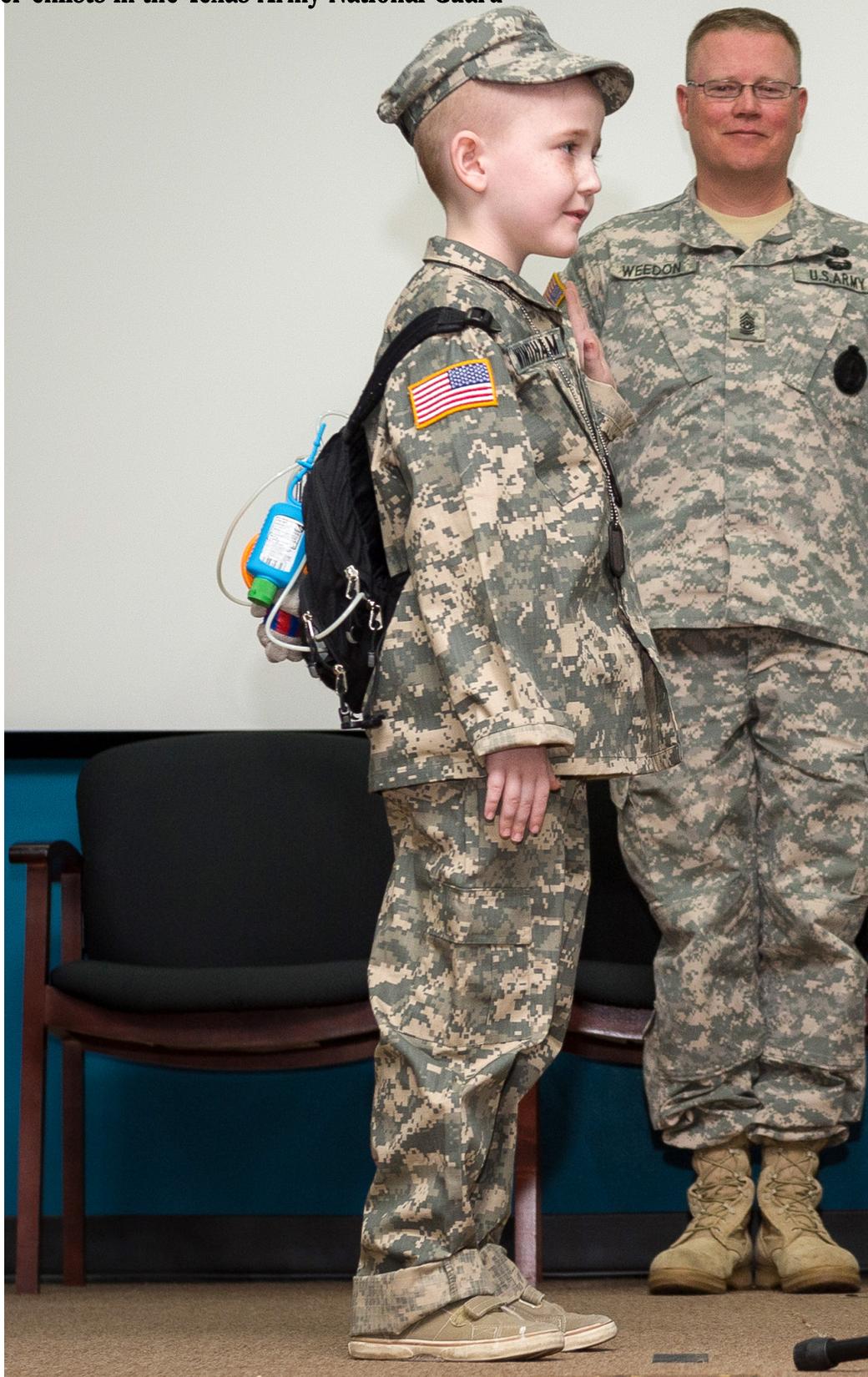
Rowan had the unique opportunity to be given an honorary enlistment into the organization during a ceremony held at its headquarters at Camp Mabry in Austin, Texas, March 27, 2015.

After an emotional ceremony for friends and family, the young soldier looked out at the audience, cleared his throat and said, "Thank you. This is the best day of my whole entire life."

Rowan is currently battling a rare disorder called Shwachmann-Diamond Syndrome, which affects the pancreas, gastro-intestinal tract, immune system, blood and bone marrow. Rowan has spent more than 900 days in the hospital, received dozens of blood transfusions and made 71 trips to the operating room.

During one of his stays at the Methodist Children's Hospital of San Antonio, Rowan met nurse's aide, David Hixson, who is also a combat medic in the Texas Army National Guard. There the two grew close.

"I met Rowan after my last deployment and we immediately became



“This is the best day of my whole entire life.”



Rowan Windham takes the Oath of Enlistment from Brig. Gen. Sean Ryan, commander, 71st Troop Command, Texas Army National Guard, at his honorary enlistment ceremony into the Texas Army National Guard held at Camp Mabry in Austin, Texas, March 27, 2015.



Rowan Windham with Sgt. David Hixson.
(U.S. Air National Guard photo by 2d Lt Phil Fountain)

friends,” Hixson said. “Even though it wasn’t under the best circumstances, every time he came back it was like seeing an old buddy.”

At a recent visit, Hixson informed Rowan that he would be deploying soon and they would not be able to see each other for a while. This is where the eight-year-old expressed his life-long wish to his friend.

“When I told Rowan I was leaving, he told me he too wanted to be in the Army one day. Hixson said. “So after talking to his mom, I contacted a friend at Camp Mabry, who later contacted a lieutenant colonel in the public affairs office, and it kind of just snow balled from there. And here we are today.”

In front of family, friends and distinguished guests, Rowan swore to uphold the U.S. Constitution as many of his fellow guardsmen in attendance did before him. Rowan’s father, Brian Windham, described the event as overwhelming and shared his son’s interested in the military and strong will to survive.

“Rowan actually enlisted himself into the Army on a piece of paper a couple of years ago, so this is fantastic; he’s got to be way overwhelmed with joy,” Windham

said. “He’s always looking to help other people. He has two feeding tubes, one goes to his heart the other to his stomach, and everyday he’ll tell you he has the best life ever.”

Rowan’s resilient attitude earned him a spot in his new home unit as he was made an honorary member of the 124th Cavalry Regiment.

“Because we know that you are such a trooper, we want to enlist you into the cavalry,” said Brig. Gen. Sean Ryan, commander of the 71st Troop Command and officiator at the enlistment. “A cavalry soldier always moves forward in battle and we know that you, Rowan, are always moving forward in your own battles.”

Rowan will continue to combat his illness as he and his family travel to a specialized hospital in Seattle and look at a possible bone marrow transplant. As Ryan states, Rowan is on his way to his own deployment, but not alone, he now has more than 24,000 guardsmen by his side. - **DISPATCH**



[Click to view more photos](#)

Rowan and his older brother, Ian, show off their medals and coins. Ian has been at his brother's side as he battles his rare disorder.



A day at the Capitol

Texas Military Forces personnel recognized by legislators

Story and photos by Capt. Martha Nigrelle, Texas Military Forces Public Affairs

AUSTIN, TEXAS – The Texas Legislature recognized the members of the Texas Military for their service to the state and nation, March 19, 2015, during Texas Military Forces Day at the Capitol in Austin.

As part of the day, legislators and their staff members spent time visiting with guardsmen to discuss the roles and capabilities of the guard in Texas.

The TXMF used the day to showcase the force, which featured representatives from across the force, as well as two different rifle and pistol simulators. Organizers from the TXMF Government Affairs team said their goal was to increase awareness and understanding of the TXMF’s dual state and federal mission to both state representatives and the general public.

Visitors duelled on the simulators and learning more about their Texas Guard.

Ana Ramon, chief of staff for state Representative Joe Farias, San Antonio, said she found it fascinating how so many different components

come together to serve as one.

“Often, decision making is done on a very superficial level,” Ramon said. “When you have someone you are talking to who lives it, who sees it every day, it gives you the drive and the motivation to dig deeper and find not just the cause, but what the systemic root of an issue is and how we can help that.”

Guardsmen set up informational booths focusing specifically on the Army, Air and State Guards, the facilities and maintenance office, the Texas ChalleNge Academy, the Civil Support Team, Domestic Operations and the unique skill sets and capabilities each component provides.

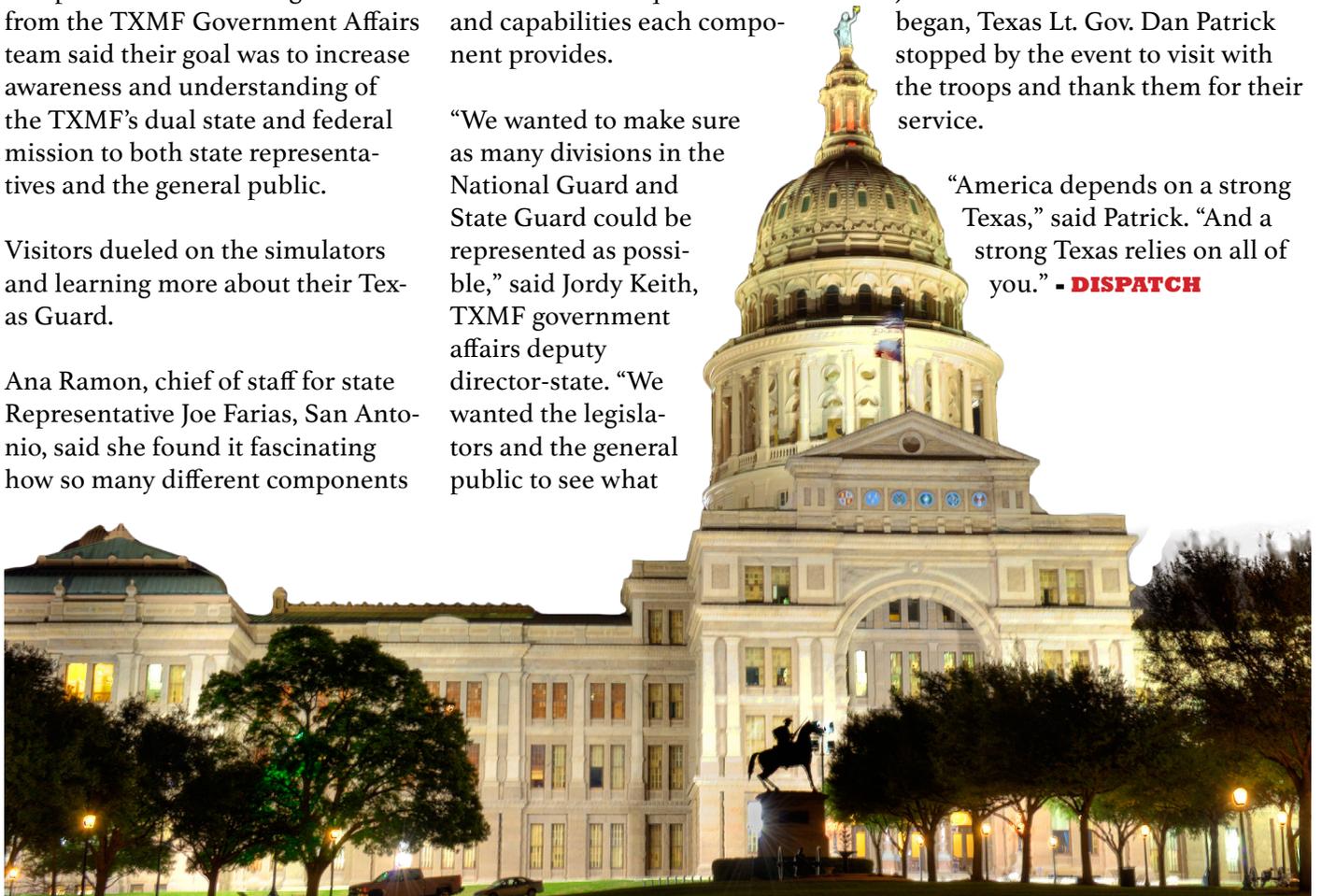
“We wanted to make sure as many divisions in the National Guard and State Guard could be represented as possible,” said Jordy Keith, TXMF government affairs deputy director-state. “We wanted the legislators and the general public to see what

the Texas National Guard and Texas State Guard does for Texas.” Many of the service members working the event took a break to visit the Senate, in session, where they received a standing ovation in thanks, by all representatives and member of the public present, for the service TXMF gives to both the state and nation.

“I thought today went extremely well,” said Maj. Gen. John F. Nichols, The Adjutant General – Texas, “They got to meet you all, they didn’t just see Nichols. They got to see the National Guard.”

Just before the Senate session began, Texas Lt. Gov. Dan Patrick stopped by the event to visit with the troops and thank them for their service.

“America depends on a strong Texas,” said Patrick. “And a strong Texas relies on all of you.” - **DISPATCH**





Texas House Representative. Susan Lewis King, learns about the Texas Military from Texas guardsmen, during the Texas Military Forces Day, March 19, 2015.



Lt. Gov. Dan Patrick poses for a picture with members of the Texas Military Forces.

Setting the bar high in the Sinai

Texas Army National Guardsman wins Soldier of the Quarter

Story and photo by

Sgt. Thomas Duval Task Force Sinai Public Affairs

EL GORAH, EGYPT - After being in the Sinai Desert supporting peace with the Multinational Force and Observers for less than a month, Spc. Tommy Ly has already taken the reins and set the standard for his peers.

Ly, a financial management technician assigned to the 1st Squadron, 112th Cavalry Regiment, Texas Army National Guard, currently operating as the Army's U.S. Security Battalion in Sinai Egypt- won the Task Force Sinai Soldier of the Quarter Competition held here March 18, 2015.

"I have always set high standards to push myself to be better and to win this is just a relief," Ly, a Channelview, Texas, native said.

For Ly and the other hopefuls, the two-day event kicked off March 17th as Soldiers were tested on their Army knowledge with a written exam.

Day Two of the competition began by testing each Soldier's physical prowess during the Army Physical Fitness Test and continued as each competitor completed a number of situational training lanes. The lanes included weapons qualification, treating a casualty, calling in a nine-line medevac, and communications lane. Each participant was graded on their proficiency in each warrior task and given an overall score.

That score was carried with the Soldiers as they entered the final obstacle- a formal board in front of their leaders. During the board, senior leaders from Task Force Sinai tested the nominees on their overall knowledge on more than 12 Army categories ranging from regulations to leader values.

"I really learned a lot about myself throughout this competition," Ly added. "Studying

the different topics taught me what Army leadership is and I was able to pick up different leadership traits."

To make the situation more challenging, Ly only arrived to the Sinai three weeks prior to the competition and was told while unpacking that he would be selected to represent his unit.

Ly, a four-year Army veteran who serves as part of the North Camp Response Team for the MFO, immediately started to study on his limited amount of off-time. Although the amount of dedication each Soldier put into preparing for the competition cannot accurately be measured Ly said he didn't do it alone and instead attributes his success to his leaders who mentored him along the way.

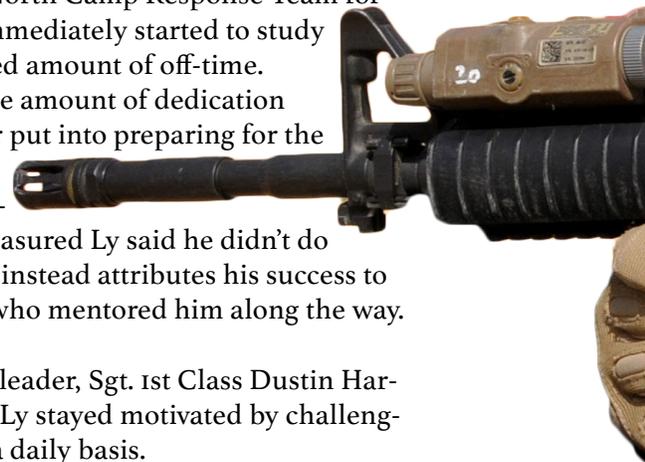
His platoon leader, Sgt. 1st Class Dustin Harris, ensured Ly stayed motivated by challenging him on a daily basis.

"I told him you better score a 270 or higher on your PT test or else you're not going," Harris said. "I even made him run with someone who I knew would push him."

Harris also challenged Ly with by reminding him of the unspoken rivalry between National Guard and active duty Soldiers.

"There's always been a rivalry between the guard and active duty," Ly said. "It's nice for us to win something like this."

At the end of the day, all of Ly's sacrifices paid off but as he walked away with the title of 'Best Soldier in the Desert', for this quarter, he didn't have time to celebrate. Instead he did what a true Soldier does and got right back to work. - **DISPATCH**





Spc. Tommy Ly, a financial management technician, 1st Squadron, 112th Cavalry Regiment, Texas Army National Guard, fires his M4 Carbine rifle downrange during the Task Force Sinai Soldier of the Quarter Competition held on North Camp in the Sinai Peninsula of Egypt.

Click to follow the 1-112 Cav 



Story by 2nd Lt. Phil Fountain
149th Fighter Wing
Public Affairs

AUSTIN, TEXAS – In one of his last official acts, former Gov. Rick Perry commissioned the first female Texas Air National Guard officer as a brevet brigadier general, in Austin, Texas, effective Dec. 31, 2014.

Retired Col. Constance C. McNabb of Montgomery, Texas was presented with the general officer commission by Maj. Gen. Kenneth W. Wisian, Deputy Adjutant General for Air and Commander of the Texas Air National Guard, in a ceremony at Camp Mabry, in Austin, Texas, Jan. 23, 2015.

“This is a real thrill to recognize Connie with the brevet brigadier general,” said Wisian. “This is overdue recognition for under-heralded work.”

McNabb retired after more than 23 years of service as a member of the U.S. Air Force, Nebraska Air National Guard and Texas Air National Guard.

She was first commissioned as a captain in the U.S. Air Force’s Biomedical Science Corps. A “Citizen-Airman,” McNabb is also a Texas licensed, graduate veterinarian.

McNabb served a varied military career that included service as commander of the 149th Medical Group, a subordinate unit of the 149th Fighter Wing, based at Joint Base San Antonio-Lackland, Texas, TXMF Joint Surgeon then Chief of the Joint

First to Brevet

Governor brevets first female TXANG officer to General



Staff for the Texas Military Forces, at Camp Mabry.

Her career culminated with her service as the Air National Guard Assistant to the Surgeon General at Headquarters, 25th Air Force at JBSA-Lackland.

“I look forward to seeing you around here more in the future and continuing to be a mover and shaker within Texas,” Wisian said. “Hopefully, broader than just within the Texas Military Forces.”

The Texas Government Code authorizes the governor, upon recommendation of the adjutant general, to confer a brevet commission “for gallant conduct or meritorious military service.” The code allows for the governor to commission the officer to the next higher grade.

In McNabb’s case, she was promoted

from the rank of colonel to brigadier general in the National Guard of the State of Texas.

The military brevet is a significant state honor that’s been bestowed upon only a few members of the Guard.

During his time in office, Perry issued only six brevets to active service members, according to the Texas Military Forces General Officer Management Office. McNabb is the first female from the Texas Air Guard.

The significance of her service was described in her recommendation for this honor.

“Colonel Constance C. McNabb distinguished herself by exceptionally meritorious performance of duty in a succession of positions of increasing responsibility,” wrote Maj. Gen. John F. Nichols, the 51st Adjutant General



of Texas, to the governor in his recommendation. “In each duty assignment, Colonel McNabb’s exceptional leadership skills, personal and professional relationships and dedication to mission accomplishment were apparent throughout her military career in the Texas Air National Guard.”

McNabb expressed humility to receive this honor.

“This is far more than I ever expected,” she said. “[It’s] an honor I never expected and for which I am most grateful.”

“Humbled, thankful and appreciating the leadership of Gov. Rick Perry, Maj. Gen. John Nichols and Maj. Gen. Kenneth Wisian,” McNabb said after receiving the commission. Brevet Brig. Gen. McNabb is not resting on her laurels.

She said she is looking forward to

continuing her service to the state of Texas as a member of the Texas State Guard, the volunteer component of the Texas Military Forces.

Additionally, McNabb said she is excited to be enrolled in a graduate program at Texas A&M University’s Bush School of Government and Public Service, where she is seeking a graduate certificate in non-profit management.

She said she’s not sure what else the future might bring, but she will seek opportunities to serve Texas and her fellow veterans.

“It’s been a wonderful ride,” McNabb said. “And I look forward to the opportunity to continuing to serve the Texas Military Forces.” - **149th FW PAO**



Getting A Good Night's Sleep

An interview with Dr. Diana Dolan



U.S. Marine Corps photo by Lance Cpl. Kelly Timney

Getting a good night's sleep is something that often eludes many people, including us. We especially hear complaints of poor sleep from service members with whom we work.

In fact, one of the top complaints by service members is poor sleep. Service members are at a particular disadvantage during deployments, when sleep conditions are usually quite different from those at home. Service members may face additional sleep challenges in transitioning back home from deployments.

We recently attended a training conference on using Cognitive Behavioral Therapy for Insomnia (CBT-I). Prior to this training we, as therapists, thought we knew about helping people with sleep problems. What we learned during this training was that our limited

REAL Guidance

Courtney J. Lynch, PhD, LCSW
and Tracy K. Ward, M.Ed, LPC

knowledge was only the tip of the iceberg. Treatment of sleep problems involves much more than simply improving 'sleep hygiene.'

Dr. Diana Dolan, is a prominent Subject Matter Expert on the science of behavioral sleep treatment, and a veteran of the U.S. Air Force. Dr. Dolan works in the Center for Deployment Psychology, a center

funded in part by the Department of Defense with a mission to prepare health care professionals to better meet the deployment-related emotional and psychological needs of military personnel and their families, which is headquartered at the Uniformed Services University of the Health Sciences (USUHS) in Bethesda, MD. Dr. Dolan was the facilitator of the CBT-I training we attended. She graciously agreed to talk to us on the topic of sleep. 

Q: During the training, you talked of your excitement about the subject of sleep and your study of sleep. What made you so passionate about the study of sleep?

A: Actually, my interest in sleep is a fortunate accident. When I started graduate school I wanted to focus my studies on neuropsychology topics, but I happened to get assigned as a research assistant to a new professor who was studying insomnia and sleep, Daniel J. Taylor, PhD. To get additional experience, he connected with me with an outstanding sleep medicine physician, Leon Rosenthal, MD. Dr. Rosenthal involved me in his clinical research and spent time teaching me about things like scoring and understanding overnight sleep studies. Both of my mentors were passionate and knowledgeable about their work, and really instilled in me a drive to be involved in the behavioral sleep medicine field. Once I got involved, I was hooked!

Q: You specialize in a particular treatment for Insomnia called CBT-I. What can you tell us about it?

A: CBT-I is a non-pharmacological treatment for difficulty falling or staying asleep. Interestingly, it has been found in multiple studies to be more effective than medications in the long run for chronic insomnia. It is essentially a combined approach of several strategies. For example, one set of strategies involves re-teaching your body that it should be sleepy at bedtime and the bed should be a place of restful sleep by limiting time in bed to when you're actually sleeping. Another set of strategies involves tackling any thoughts that might sabotage you from getting the best sleep for you, such as "If I don't fall asleep right now, tomorrow will be completely miserable." These

thoughts often have an opposite effect, making it even harder to sleep-and even harder to try the other strategies. Lastly, other strategies address factors that could be preventing you from winding down, such as using relaxation to reduce physical tension or reducing use of substances such as caffeine, nicotine, or alcohol. While these strategies typically do not work for chronic sleep problems when used on their own, as part of CBT-I they help set the stage for better nights to happen. We refer to these strategies as behavioral, cognitive, and physiological, respectively. I personally have found the behavioral strategies to have the strongest effects.



Q: Based on your time as a service member, what advice would you give other service members to help with changes in their sleep environments (such as sleeping with noise, on a ship, in close proximity, etc).

A: Absolutely, the biggest challenge for many service members with sleep is that their situation and environment gets in the way. For example, on deployment and shipboard, factors such as light and noise (in particular inside the sleeping area), genuine risk to safety, temperature and physical discomfort, night or rotating shift work, make it the norm for service members to get lower quantity and quality

of sleep. As much as possible, problem-solving these issues directly may help, such as wearing an eye mask and ear plugs, making the bed area as comfortable as possible. Additionally, it is hard to wind down with such a high OPTEMPO, since in our downtime we want often want to hang out. I encourage service members to prioritize sleep and try to keep as consistent a sleep schedule as possible. That is, if you only have a seven hour rest period, make a beeline for your cot! Try not to spend that time on the computer first. Also, unless you are in a cycle of insomnia, taking brief 20-30 minute

naps when feasible can be very restorative. Importantly, in areas such as in the barracks/dorms, on TDY/TAD, or in theater where your bedroom space is also your living space, try not to hang out or sit in bed, which can send confusing signals to your body. If there truly is no other place to sit and unwind but your bed, try to sit up and face differently than you would if you were sleeping, so that lying down with your head on your pillow is only associated with bedtime.

Q: What is one of the biggest misconceptions or misunderstandings about sleep that you hear in your practice?

A: I think one of the biggest misconceptions I hear, from both patients I've worked with and providers I've trained, is that the best thing to get sleep or rest is to stay in bed. Intuitively, it makes sense...the bed is warm and comfy, and I don't like to get out of bed in the mornings either! However, staying in bed when awake is actually counterproductive and makes your sleep less effective. Although we know this from many studies over the past few decades,

people are very resistant to this information to say the least, and I've even had providers tell me they will not tell their patients to get out of bed if unable to sleep!

Q: What is the biggest surprise about sleep that you have encountered in your studies?

A: The biggest surprise I have encountered in my studies is how effective the behavioral strategies really are. I've had patients who have had sleep difficulties for decades improve in several weeks. We also did a study where we looked at unhelpful beliefs about sleep and found they improved with the behavioral strategies even before starting specific cognitive treatments.

Q: Is there other information that you would you like to tell service members about sleep, or that you would want them to know?

A: Poor sleep may not always be about deployment. One thing that unifies service members is the high stress that comes with being in the military. In addition, service members are trained to do their best at

A core component of CBT-I is 'sleep efficiency', which is figured by comparing total time in bed to your total time asleep. For example, if you are in bed for 8 hours but only sleep a total of 4 hours, your sleep efficiency is 50 percent. Good sleep efficiency is considered to be anything above 85 percent.



U.S. Navy photo by Mass Communication Specialist 1st Class Peter D. Blair

U.S. Air Force photo by Staff Sgt. Vernon Young Jr.



CBT-I is one of several evidence-based treatment workshops offered by Center for Deployment Psychology (CDP) for behavioral health providers. Following workshops, participants can receive ongoing consultation. For more information about training for providers on CBT-I, visit CDP's website at: <http://www.deploymentpsych.org/workshops>

change (family move, birth or death in the family, etc). Generally, it may be time to seek professional help if sleep problems persist beyond a few weeks and you cannot pinpoint a cause, or if problems persist even after any circumstances or stressors have resolved.

all times and oftentimes have very high expectations of themselves. So, it is important to remember that it is okay to have some bad nights of sleep. In fact, expect to have some bad nights. Sometimes, though, what begins as just a few days of bad sleep can develop into a bigger problem when a person begins to 'chase sleep' by staying in bed (awake). As difficult as it may be not to sleep-in on a day off or weekend, the best way to avoid developing a problem is to keep a consistent waking time every day (i.e. get up at the same time every day).

Q: What should one do if he/she has problems sleeping?

A: All of us have some 'off' days with sleep and this is typically considered normal. Sometimes, however; our sleep is 'off' or poor for longer than a few days due to special circumstances or situations. For example, we would expect that one might have more sleep problems during a deployment or assignment where sleep conditions can be quite different, or during a time of stress or

Q: What changes or future directions do you see or anticipate in the area of sleep?

A: I see the field really moving toward integrating the use of technology into treatment. I am old-fashioned, I love paper sleep logs to send home and have folks record their sleep data. However, many patients and colleagues I work with now want to use phone apps where the sleep schedule and related data are input electronically into a log, a formula scores the input, and the log and results are sent to the provider (see my colleague Dr. Holly O'Reilly's review of the CBTI Coach app in particular at <http://www.deploymentpsych.org/blog/staff-voices-cbt-i-coach-review>). I also see folks wanting to be more involved in their health, such as learning

how to try techniques on their own when future sleep difficulties arise, or wanting to learn more about their personal habits including sleep patterns via electronic self-monitoring and feedback (e.g. fitness bands).

Q: If you could do/design anything you wanted in the area of sleep treatment, what would it be?

A: I don't think there would be anything in the way of product design. I would like to see continued integration of behavioral sleep medicine providers into sleep medicine clinics and practices, specifically with a team approach that goes beyond referral or brief consultation and includes things like seeing patients in tandem, sharing medical records, brown-bag lunch trainings and case staffings. Since integration means that there would need to be enough trained behavioral health providers to collaborate with clinics, a good start to this would ideally be to have early career training, such as in graduate school or an internship, that addresses sleep problems, assessment, and effective treatments from a behavioral perspective.

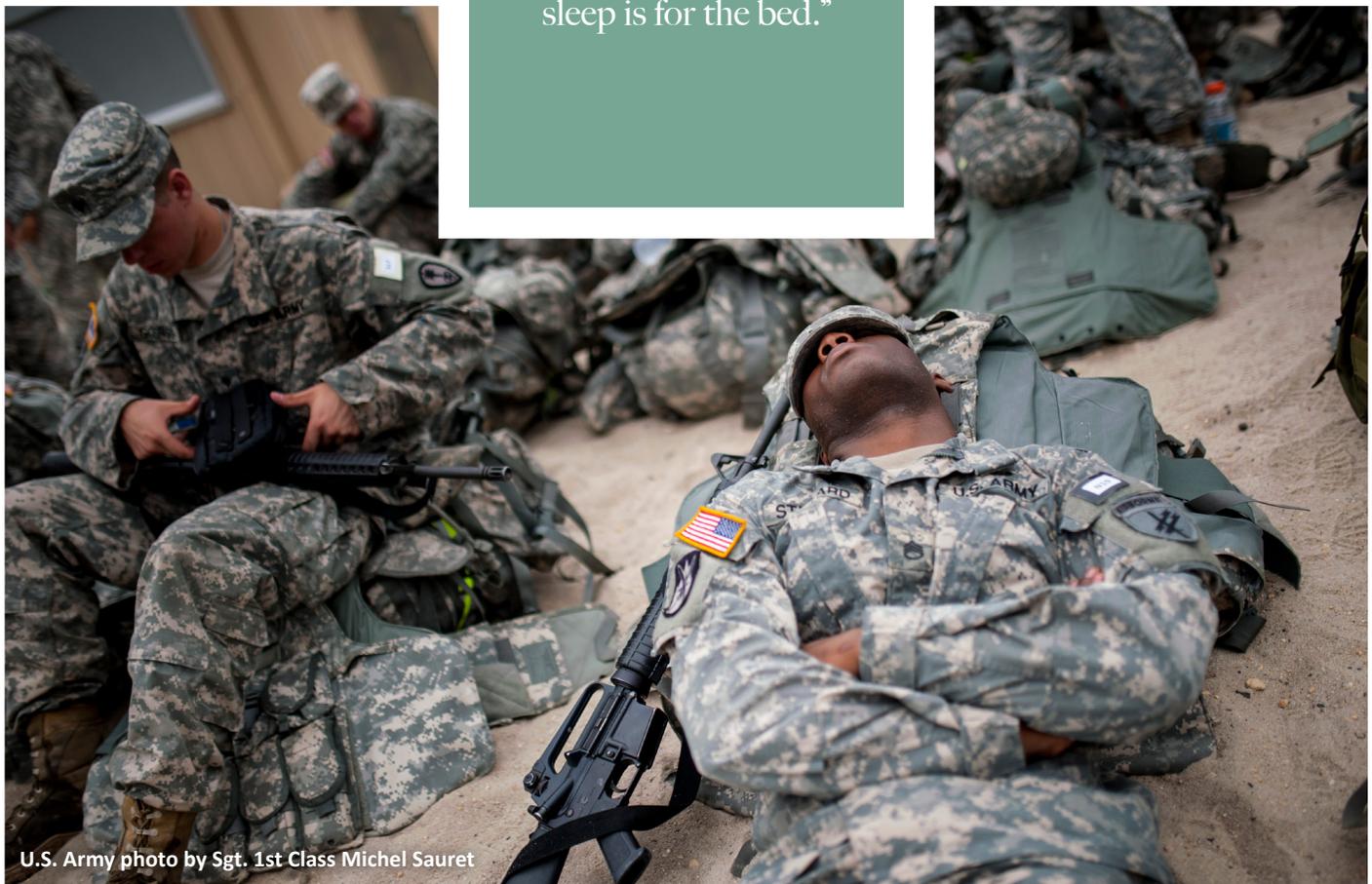
Q: How would one find a provider specializing in CBT-I?

A: The first place I would recommend starting is by asking a provider you already know, such as your primary care provider or sleep medicine physician if you have one. For MTF providers, you can ask for a referral to someone with CBT-I training, who may be either collocated in the Family Medicine clinic or in the Mental Health Clinic. For civilian providers in the community, you can also check out the Society of Behavioral Sleep Medicine's online listing of providers who have indicated they provide clinical services at <http://www.behavioralsleep.org/findspecialist.aspx> or the American Board of Sleep Medicine's online listing of providers who have earned certification in behavioral sleep medicine at <http://www.absm.org/BSMSpecialists.aspx>.

Q: Will you share a success story with us?

A: One of the things I love about CBT-I is that there are so many success stories it's hard to think of one in particular! One service member I

“The bed is for sleep and sleep is for the bed.”



U.S. Army photo by Sgt. 1st Class Michel Sauret



U.S. Air Force photo by Tech. Sgt. Erica J. Knight

worked with that comes to mind was a recently retired USAF CMSgt who was having difficulty getting out of bed in the morning. He was on board with CBT-I, but the first two weeks were rough as he saw very little improvement in his sleep, which I suspect was because his sleep had been problematic for so long it took some time to create a new pattern. He even told his wife I was a mean provider since I made him get out of bed at the same time every day! However, just as he was persistent with tackling challenges in his military career, he stuck with the CBT-I strategies and by only four weeks after starting the program was having pretty much 'normal' sleep on his own. He even felt that his mood was better because instead of laying around in bed he had taken on some new activities. In the end, he thanked me for helping him stick with it. There are so many outstanding folks with whom I've worked, and I've been grateful to watch as they learn to improve their own sleep with the CBT-I strategies. - **REAL Guidance**

About Dr. Dolan

Diana C. Dolan, Ph.D., CBSM is a clinical psychologist serving as an evidence-based psychotherapy trainer with the Center for Deployment Psychology at the Uniformed Services University of the Health Sciences in Bethesda, Maryland. In this capacity, she develops and presents trainings on a variety of EBPs and deployment-related topics, as well as providing consultation services. Her experience in training and consultation includes serving as associate training director for a clinical psychology internship as part of her previous role as a Deployment Behavioral Health Psychologist at Wilford Hall Ambulatory Surgical Center in San Antonio, Texas. Dr. Dolan is a veteran of the U.S. Air Force where she served as a psychologist. As an active duty psychologist, she served as chief, Primary Care Psychology at Lackland AFB, Texas, overseeing integrated behavioral health services in primary care. She was also responsible for overseeing the base post-deployment health reassessment program.

Honorary enlistee Rowan Windham renders a salute after being presented with his own Cavalry Stetson. Windham was honorarily enlisted into the Texas Army National Guard at a ceremony held at Camp Mabry in Austin, Texas, March 27, 2015. (U.S. Army National Guard photo by Sgt. 1st Class Malcolm McClendon)

