



# COPELAND TAKES THE LEAD

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## FREEZE FRAME

U.S. Army Reserve Spc. Zachary Rumo, 366th Engineer Company, 412th Theater Engineer Command, completes basic live fire with an M2 .50 caliber machine gun during Operation Cold Steel at Fort McCoy, Wis., April 20. Operation Cold Steel is the U.S. Army Reserve's crew-served weapons qualification and validation exercise to ensure that America's Army Reserve units and Soldiers are trained and ready to deploy on short-notice and bring combat-ready and lethal firepower in support of the Army and our joint partners anywhere in the world.

Photo by Staff Sgt. DEBRALEE BEST  
84th Training Command







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## COPELAND TAKES THE LEAD

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**COVER and ABOVE** Command Sgt. Maj. Ted L. Copeland gives his remarks after becoming the U.S. Army Reserve's top enlisted Soldier at an assumption of responsibility ceremony,

April 18, at U.S. Army Reserve Command headquarters, Fort Bragg, N.C. (Photos by Timothy L. Hale/U.S. Army Reserve Command)



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**U.S. ARMY RESERVE COMMAND**  
**PUBLIC AFFAIRS OFFICE, FORT BRAGG, N.C.**

**U.S. ARMY RESERVE COMMAND TEAM****LTG Charles D. Luckey**

Chief of U.S. Army Reserve,  
 Commanding General USARC

**Maj. Gen. Megan P. Tatu**

Chief of Staff, U.S. Army Reserve

**Chief Warrant Officer 5 Russell P. Smith**

Command Chief Warrant Officer  
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## Strategic Foresight for Professional Development

What makes a good leader? Is it the motivational style of a transformational leader that inspires? Is it a shared leadership approach that spreads management responsibility to the collective?

Perhaps, leaders who implement a variety of techniques are more successful. Organizations spend billions per year training employees in leadership techniques, similar to our professional development courses. However, no amount of formalized training guaranties to make a leader successful, or successfully make a leader.

As a current PhD. student, I read numerous peer reviewed articles authored by the field's brightest. My latest topic is the benefit of strategic foresight and vision toward an organization's future. No crystal ball can predict the future, but great leaders envision the future to ensure growth and limit uncertainty. Strategic foresight looks beyond typical forecasting and focuses 10 years and beyond. Some argue that foresight is a natural ability utilized by the famous leaders, such as Steve Jobs or Bill Gates. I argue that foresight is a teachable skill, which we develop and nurture.

First, leaders are responsible for the careers of followers and must be emphatic toward the human resource aspect of growth and development.

Secondly, to teach new concepts, leaders must remove preexisting conceptions of the environment surrounding their team. This release expands the mind and provides the opportunity for innovation.

A practical exercise is to create a scenario and have followers develop a decision based upon original information. After the initial response, quickly introduce additional information, forcing the follower to make a rapid decision. This exercise forces thought beyond old habits and creates adjustments within problem solving.

Eventually, with practice, the skill becomes subconscious and without managerial oversight.

Regardless of organization, we all operate in an environment of diminishing resources that require innovative ideas to foster organizational growth. 🌐



Capt. Chad Nixon  
 USARC Media Relations

# Taking the Lead

*Command Sgt. Maj. Ted L. Copeland is the U.S. Army Reserve's top enlisted Soldier*

Story & photos by TIMOTHY L. HALE  
U.S. Army Reserve Command



U.S. Army Reserve Command Sgt. Maj. Ted L. Copeland, left, accepts the colors from LTG Charles D. Luckey, chief, U.S. Army Reserve and U.S. Army Reserve Command commanding general, during an assumption of responsibility ceremony at the U.S. Army Reserve Command headquarters, April 18, 2017, at Fort Bragg, NC. Copeland takes over the U.S. Army Reserve's top enlisted position after serving as the command sergeant major of the 79th Sustainment Support Command in Los Alamitos, Calif.



Grace Copeland, seated, listens as her husband, U.S. Army Reserve Command Sgt. Maj. Ted L. Copeland, gives his remarks.

**FORT BRAGG, N.C. – [Command Sgt. Maj. Ted L. Copeland](#)**, assumed the responsibilities of [U.S. Army Reserve](#) command sergeant major in a ceremony at the U.S. Army Reserve Command headquarters, April 18.

Copeland, whose most recent assignment was command sergeant major of the [79th Sustainment Support Command](#) in Los Alamitos, California, said that it was an honor to be selected as the U.S. Army Reserve’s top enlisted Soldier and is looking forward to the challenge.

In his remarks, [LTG Charles D. Luckey](#), chief, of Army Reserve, and commanding general, U.S. Army Reserve Command, said that shaping the America’s Army Reserve into the

most capable, combat-ready, and lethal federal reserve force in the history of the nation starts with the noncommissioned officer corps and Copeland will have a large role in this transformation.

“That’s what this is about. That’s why Command Sgt. Maj. Copeland is taking on the stick today to be the Command Sergeant Major of America’s Army Reserve,” Luckey said. “Anybody who knows this noncommissioned officer knows that this is about getting after readiness as job one. That, over time, we inculcate our Noncommissioned Officers Corps that ethos of readiness and to be able to go out there on the field of battle, on a really bad day, and win.”

A native of Wapakoneta,

Ohio, Copeland enlisted in the Army in 1984 as a military policeman. Since that time, he has risen through the ranks serving in multiple stateside and overseas locations from team leader to command sergeant major.

The Operation Desert Shield/Desert Storm veteran served in mobilizations and operational deployments to Afghanistan, Guantanamo Bay, Iraq, and Turkey.

Copeland, who earned a degree in Criminal Justice from Vincennes University, served as a civilian police sergeant, completed the Ohio Peace Officer’s Academy, the FBI National Academy, and completed more than 1,400 hours of civilian law enforcement training.







“The commander talked about noncommissioned officers ... I’ve been one for 30-plus years and I’ll tell you, it’s near and dear to my heart,” Copeland said. “I’m a firm believer the Army universe moves around the noncommissioned officer corps.”

He told the gathered Soldiers and civilians at the ceremony that he looked, “forward to rucking up with you and moving forward with our Army Reserve to the future to meet all the challenges that are in front of us.”

He closed his remarks by thanking his wife, Grace, his children and grandchildren for their support during his career. 🇺🇸

U.S. Army Reserve Command Sgt. Maj. Ted L. Copeland, left, accepts the colors from LTG Charles D. Luckey, chief, U.S. Army Reserve and U.S. Army Reserve Command commanding general, during the assumption of responsibility ceremony.



Lt. Gen. Charles D. Luckey, chief, Army Reserve and commanding general, U.S. Army Reserve Command, led an engaging discussion with students and cadets about leadership and professionalism at Wake Forest University School of Business in Winston Salem, North Carolina, April 18. Wake Forest's law school has used the "Conversation with..." format for campus visitors over the past decade as a way of creating a comfortable and interactive atmosphere with the students, rather than having a scripted conversation. The university's business school chose to use the same model for Luckey's visit. Matthew T. Phillips, an associate teaching professor at Wake Forest, acted as the moderator.

## Army Reserve CG enlightens Demon Deacons

Story & photos by Sgt. **STEPHANIE RAMIREZ**  
U.S. Army Reserve Command

**WAKE FOREST UNIVERSITY, N.C.** - In today's fast-paced environment, it is hard for future leaders to determine what are their strengths and weaknesses – their core technical competencies.

They need to be able to determine early on those skills that will make them competent, keep them focused, and display the leadership traits that signal to the world they own the outcome and responsibility for delivering results.

Those were some of the messages the commanding general of America's Army Reserve had for cadets and students during his speech at Wake Forest University School of Business in Winston Salem, North Carolina, April 18.

During his conversation-style talk, Lt. Gen. Charles D. Luckey, Chief, Army Reserve & Commanding General, U.S. Army Reserve Command, led an engaging discussion with the audience about leadership and professionalism, giving them an insight into what it's like to be responsible for over 200,000 Soldiers, spread across 20 different time zones.

Wake Forest's law school has used the "Conversation with..." format for campus visitors over the past decade as a way of creating a comfortable and interactive atmosphere with the students, rather than having a scripted conversation. The university's business school chose to use the same model for Luckey's visit.

Matthew T. Phillips, an associate teaching professor at Wake Forest, acted as moderator.

“When we get the chance to bring in a speaker who can help the students and cadets understand what it means to work with a professional identity, and what it means to steward the profession that you are working in, we jump at the opportunity,” said Phillips. “We were really excited about (Luckey's) visit and all of the extraordinary experiences he would bring to the table.”

In order to illustrate what it takes to be a successful leader, Luckey shared his own experiences.

“In order to be successful I have to leverage the power of the team,” he said. “This isn't about 200,000 Soldiers working for me, this is about me working for 200,000.”

“To command a formation of this size I give very clear guidance to the team as to what I expect and what they can expect from me. (However), I don't think it matters whether its 200,000 people or three people, the empowerment comes from the leader laying out the guidelines, and letting his team make the decisions based on the guidance.”

While visiting the university, Luckey, also had a smaller Q&A session with several ROTC cadets. During this session, they asked him for advice on

how to discuss concerns about a mission with senior leaders while still being junior officers.

Luckey told them that leaders in the modern age have to be measured, have to be able to think critically, and have to reason their way through any situation. So, in order to have the confidence to tell a senior leader they might be wrong, having a solid understanding of the mission and one's technical skills will empower them to tactfully address such situation.

The cadets also asked questions about the culture of the Army, the differences between the active component and the reserve component and the things Luckey wishes he knew before enlisting in the military.

Second Lt. Chris Salemm, a law student at Wake Forest University, said when he heard about Luckey visiting the university it wasn't an opportunity he wanted to pass up.

“These events allow future leaders to hear firsthand from those whose roles they will be assuming later in their careers,” he said. “The experiences of senior leaders like Lt. Gen. Luckey, the successes and struggles alike, provide future leaders the opportunity to consider how they will be able to best serve those they lead.” 🇺🇸



Luckey engages in conversation with an ROTC cadet at the Wake Forest University School of Business in Winston Salem, N.C., April 18, during a Q&A session.

# USARC celebrates Army



Maj. Gen. Megan P. Tatu, U.S. Army Reserve Command chief of staff, leads U.S. Army Reserve Command officers and noncommissioned officers in a run. America's Army Reserve of today has transformed into a capable, combat-ready, and lethal Federal reserve force in support of the Army at home and abroad.

# Reserve 109th birthday



Staff run at Fort Bragg, N.C., April 21, 2017, to celebrate the 109th birthday of the Army Reserve. Created April 23, 1908 as the Medical Reserve Corps, abroad. (Photo by Timothy L. Hale/U.S. Army Reserve Command)

# LEADING OFF



(CLOCKWISE FROM TOP) - Soldiers run past Iron Mike. (Photo by Timothy L. Hale/U.S. Army Reserve Command)

Esteban Aponte, the son of Master Sgt. Esteban Aponte Algarin, the networking and infrastructure noncommissioned in charge for the U.S. Army Reserve Command, flexes after the warm-up. (Photo by Sgt. Stephanie Ramirez/U.S. Army Reserve Command)

Master Sgt. Cynthia Johnson prepares the formation for Reveille along with Sgt. First Class Bruce A. Downward. (Photo by Sgt. Stephanie Ramirez/U.S. Army Reserve Command)





(CLOCKWISE FROM TOP) - Rexford Davis, representing the senior civilian at the U.S. Army Reserve Command headquarters, Maj. Gen. Megan P. Tatu, U.S. Army Reserve Command chief of staff, Sgt. Osma Maldonado, representing the youngest USARC Soldier, and Erin Bragg, representing the youngest USARC civilian, cut the birthday cake, April 21.

Davis wipes cake icing off the ceremonial saber.

Chief Warrant Officer 3 Ericka Morales, with the U.S. Army Reserve Command protocol office, serves cake.

(Photos this page by Timothy L. Hale/U.S. Army Reserve Command)



Maj. Gen. Peter S. Lennon, and his wife, Elaine, in front of the World War I Victory Arch, Newport News, Va. Lennon retired in March after serving 40 years in the Army. Lennon's last assignment was the U.S. Army Reserve Command deputy commanding general for support. He had a storied career as an Army logistician. During his retirement ceremony, Mrs. Lennon was recognized as the first recipient of the prestigious Dr. Mary Walker award for service to military families. (Courtesy photo/Maj. Gen. Peter S. Lennon)



# Maj. Gen. Lennon says farewell to Army life after 40 years of service

Story by **TIMOTHY L. HALE**  
U.S. Army Reserve Command

**FORT BRAGG, N.C.** – In 1977, Maj. Gen. Peter S. Lennon commissioned as a Transportation Corps lieutenant after graduating from Bucknell University in Lewisburg, Pennsylvania.

Fast-forward nearly 40 years: Lennon ends his service to the nation at the [U.S. Army Reserve Command](#) headquarters at Fort Bragg as the deputy commanding general for support.

Lennon served in variety of positions and command assignments as he rose through the ranks. Additionally, he served as a federal civilian with the [Surface Deployment Distribution Command](#), Newport News, Virginia, retiring as the deputy director of the Transportation Engineering Agency.

He arrived at USARC in October 2014 after previously serving as commander of the [377th Theater Sustainment Command](#) in Belle Chasse, Louisiana.

During Lennon's tenure, the U.S. Army Reserve reached two significant milestones – revamping collective training and implementing the “Ready Force” concept.

“I think collective training has improved dramatically over the last two to three years, due



In 1982, Lennon was a captain serving in the U.S. Army Transportation Corps.

to a more structured preparatory process. Thanks to an amazing team effort, we are now at a point where nearly every unit across the U.S. Army Reserve has a disciplined, 18-month “Road-to-War” template to follow,” Lennon said.

“That template provides a clear set of tasks that must be accomplished before a unit's arrival at the training site. The early designation of a “Senior Trainer” and a clear chain of command responsible for the training audience has also helped. This chain is tasked with providing guidance and oversight throughout the preparation phase, ensuring that critical events

such as equipment inventories and COMEX's are performed to standard. The overall result is more realistic and rewarding training at all levels. Successful preparation for a training event is the result of sound planning and leadership: It too should be viewed as a training opportunity.

“Second is a more recent accomplishment and is still maturing. That's the incorporation of the “Ready Force” concept into the overall USAR Readiness Construct. Now, in addition to planning for a potential deployment three years into the future as called out on the ARFORGEN “patch chart,” a “Ready Force” unit must prepare to deploy and execute their mission on much shorter notice. This change in thinking and “culture” will influence both operational force units and their relationship with training and support units across the U.S. Army Reserve. The Ready Force Concept provides a clear and more realistic meaning to the term “Operational Reserve,” he said.

“I also gained a better appreciation for the need for readiness at the individual, team, and unit level. Our “readiness” had been put to the test like no time in generations. As we face

## LEADING OFF

an uncertain and threatening world that is in many ways similar to when I joined the Army in 1977, our readiness is being put to the test. We must be ready as individuals and units for any eventuality and readiness must always be at the center of our U.S. Army Reserve culture.”

During his 40 years of service, Lennon said his most challenging and rewarding assignment occurred in 2003-2004 while serving in Iraq leading a team with the United Nation’s Oil-for-Food Program. Lennon said the program provided food and other essential items for nearly half of the 25 million citizens of Iraq.

“This was a challenge because neither I, nor any of the Army, interagency or coalition members who joined my team had ever done anything like this before – certainly not in a combat zone. It definitely wasn’t what I thought I’d be doing when I boarded the plane for Baghdad!” he said.

“We built a diverse and talented team based on respect and accountability and that team worked tirelessly. We learned as a team and within a few weeks, young Iraqis and coalition members who had never used a computer were planning and executing sophisticated logistics in support of the human needs of the Sunni, Shia, and Kurdish sectors of Iraq.”

Lennon said the events of 9/11 had a significant impact on his career and changed the way he looked at Soldiers and their Families.

“Even though my unit was mobilized largely in CONUS (after 9/11), those 18-hour days left no doubt that we were “An Army at War.” It was a physically and emotionally draining time with no days off or weekends for months,” he said.

“It was then that I grew to truly appreciate the dedication and commitment of our men and women and their Families, many left behind on almost no notice. The Army Values and the Warrior Ethos became more than words on an evaluation.

Lennon said he hopes he lived and exemplified the Army Values and Warrior Ethos, serving as a role model – in the units he served and his own life.

Part of that life is his wife, Elaine, who he met 14 years ago. He said she didn’t know that much about the military, but knew that it was important. But over the years, he said she learned and embraced military life while helping him to keep his own life in balance.

“She has gained an appreciation for the talent and professionalism of our men and women and the sacrifices made by their Families – whether it be long nights, weekend absences due to a battle assembly,



Lennon, and his wife, Elaine, sit with LTG Charles D. Luckey, chief of Army Reserve and commanding general U.S. Army Reserve Command, and the Lennon family at Lennon’s retirement ceremony in February. (Photo by Lt. Col. Kristian Sorensen/USARC Augmentation Unit)

extended time away for a school, or a deployment to a hostile environment,” he said.

He praised her and Karen Conboy, wife of Maj. Gen. David Conboy, the USARC deputy commanding general for operations, for being an active voice for the U.S. Army Reserve.

“(She) educated the active spouses on Fort Bragg and communities across the country about the unique talents and challenges of our Soldiers and their Families,” he said.

“At the individual level, the interest and concern she shares with our Family members is noteworthy – she tells me some inspiring and heart-touching stories. She never leaves a unit send-off, homecoming or Family Day event without making a “new best friend!” he added.

“On a personal level, she also has tried to keep me balanced. She’s always preaching (with limited success...) about the “performance triad” of sleep, eating right, and exercise. We both learned a long time ago that whether you’re

in a TPU or full-time status, you couldn’t possibly stretch yourself thin enough to do everything. So you have to sit down together, plot out what’s critical, and prioritize the needs of your job(s), your Family, and the physical, mental, and spiritual needs of yourselves as a leadership team.”

Over the years, Lennon has watched the U.S. Army Reserve transition from the traditional reserve role, to the operational reserve, and now into a combat-capable and ready force for the future.

He believes the way to be successful with readiness is to periodically re-assess the metrics. Lennon said these metrics should help commanders, leaders, and Soldiers at all levels focus their limited time in a way that produces the most return on investment in readiness.

“We also need to continue to emphasize a culture of ‘readiness accountability’ at the individual Soldier and first-line leader level,” he said.

“With regard to personnel strength, we must ‘take a more in-depth look’ at our numbers to ensure we have the right Soldiers, with the right

qualifications and right training in the right positions on our unit manning rosters. This will likely take some changes in policy, and perhaps some restructuring of incentive programs, at the U.S. Army Reserve level. It will also require our chains of command to be more pro-active in their manpower management and cross-unit coordination,” he said.

When asked what advice he would give to any young Soldier, Lennon said, “Be proud of serving. No matter what your rank, be very proud of your service, and the role you play as a member of your unit and the Profession of Arms,” Lennon said.

“Commit yourself to the ‘calling of service’ and take advantage of training and assignment opportunities that will allow you to grow in your ability to contribute as a Soldier and as a citizen.

“Whether you’re a TPU or wear the uniform full time, you are an example of professionalism both

to your unit and to the American people. Do the right thing even when you think no one’s looking. “Finally, I share a slightly

**No matter what your rank, be very proud of your service, and the role you play as a member of your unit and the Profession of Arms.**

**— Maj. Gen. Peter S. Lennon**  
*U.S. Army (Retired)*

modified corollary to the Warrior Ethos – ‘Never leave a *FALLING* comrade.’ By that, I mean, by recognizing and taking action to correct inappropriate, risky, or destructive behavior, you can keep yourself (and your unit) professional and avoid a ‘fall.’”

In a November 2016 exit interview with the USARC Historian’s Office, Lennon said, “I am very proud to have had the opportunity to do this for almost 40 years,” he said. “To have had the opportunity to influence history.”

He said he frequently reminds Soldiers, especially young Soldiers, they are part of history.

“Every one of you has a chance to make a change and be part of history,” he said. “Twenty years from now, you’re going to read a history book and you’re going to say, ‘Wait a minute. I was there or I was part of that.’”

“It’s a remarkable bunch of young men and women and we owe it to them to never forget at the end of the line there is an 18-year-old or 19-year-old that’s looking for something.” 🇺🇸

# Be forever in the debt of those who speak the truth

By CHAPLAIN (LT. COL.) DAVID SIFFERD  
USARC Chaplain's Office

Kids open their mouths and the truth comes out... no matter how inconvenient it is for us. Often, that truth can make us better people and better Soldiers if we allow it. So the question is, what do we do with truth once it's presented to us with all the candor of innocence?

My granddaughter, Natalie, now 5-years-old, has spoken words of wisdom from the time she could form sentences at age 2. My daughter, Cirena, has faithfully written down many of her daughter's quotes and we affectionately call them "Natalie-isms". Allow me to share a few with you.

*(Frustrated at how slowly Natalie, age 3, was moving)*

Mom: NATALIE FAY, you need to learn to move faster.

Natalie: MOMMY. You need to learn to WAIT LONGER.

*(Natalie age 4, playing with her mom's exercise ball)*

Mom: Natalie please do not play with mommy's exercise ball. It's not for playing.

Natalie: Why not? You said playing is exercise. Clearly I'm using it correctly.

*(Natalie age 4, on getting her ears pierced)*

Natalie: I like your earrings mommy. When can I get earrings?

Mom: Well, you can get your ears pierced when you're older.

Natalie: What is "pierced?"

Mom: It's how you put earrings in your ears.

Natalie: I can put lots of things in my ears.

Mom: I mean it's the hole. It's how you put the holes in your ears.

Natalie: Hmm. I see. Well, can I get them when I'm 6?

Mom: How about 10.

Natalie: How about 6.

Mom: We'll see...

Natalie: I meant 4. How about while I'm 4.

Mom: Unlikely. It's a big responsibility having pierced ears.

Natalie: Hmm...I don't need any more

responsibilities. I'm 4.

Mom: Yes... and there are other reasons.

Natalie: What else? Will it hurt?

Mom: Yes. It will hurt. They are literally taking a needle and adding a hole to your body that wasn't there to begin with.

*(They compare earlobes, how Cirena's have holes and Natalie's do not)*

Natalie: I see... So it'll hurt?

Mom: Yes. *(thoughtful pause)*

Natalie: Maybe we should revisit this when I'm a grown-up.

*(Natalie age 4, and her mom coloring together after her two younger brothers went to bed)*

Mom: Natalie, you're coloring REALLY quickly.

Why don't you slow down and color inside of the lines?

Natalie: *(shaking her head knowingly):* Mom....

Mom... Mom... This is NOT about me coloring inside of the lines. I know how to color inside of the lines. This is about YOU and I spending quality time together.

Touché Natalie.

As a minister, preacher and chaplain, my own children shaped my life through their honest critiques of my sermons, and I believe I'm a better preacher and a better man because of it.

I dare say they influenced me even more than any of my commanders, and truth is not always easy to receive. It pierces the heart deeper than any lie ever could and often grieves us with its reality.

Yet, it is the truth that scripture says will set us free. If we embrace the truth concerning ourselves and allow it shape us, we, and all whose lives we touch, will be better off because of it.

So, whether it's your priorities of God, Family, Army, employer, friends, or hobbies, or some other attribute of your life, embrace the input of truth speakers in your life.

Remember, sometimes it's not about coloring in the lines. It's about spending time together. 🤝





DRILL SERGEANTS STRENGTHEN THEIR MINDS.  
CHAPLAINS STRENGTHEN THEIR SOULS.



# Miss USA shares her philosophy on Family and serving in the Army Reserve

Story & photos by Contributing Writer

**FORT BRAGG, N.C.** – Army Reserve Family Programs conducted a one-on-one interview April 10, with [Miss USA](#) title holder, [Capt. DeShauna Barber](#).

In this Q&A session, Barber shares her thoughts on how a strong Family dynamic plays a key role in the mission readiness of the [U.S. Army Reserve](#). She also offers insight on the day to day challenges of balancing her military and civilian career with her role as Miss USA.

The Columbus, Georgia native joined the United States Army Reserve at age 17. Barber attended Virginia State University and graduated with a degree in business management and commissioned as a Quartermaster officer in 2011. She later attended the University of Maryland where she earned a master's degree in management information systems.

Barber was crowned Miss USA 2016, June 5, by outgoing titleholder Olivia Jordan of Oklahoma. Barber represented the USA at Miss Universe 2016 where she placed among the top nine finalists.

Barber is the first Miss USA to be actively serving her country in the U.S. military. She is currently serving as a logistics commander with the 988th Quartermaster Detachment in Fort Meade, Maryland, and also works as an information technology analyst for the United States Department of Commerce.

**ARFP** - You have accomplished so much at just 27 years of age. What goals are you still working towards?

**DB** - The goal that I am working towards is becoming a successful motivational speaker. That's at



Capt. Deshauna Barber, Commander, 988th Quartermaster Detachment, visits a Boys and Girls Club in Brooklyn, N.Y. Nov. 14, 2016. Barber spent time talking with the kids about overcoming adversity, posing for photos, and signing autographs. Barber won Miss USA 2016, becoming the first woman serving in the U.S. military to wear the crown. (Photo by Master Sgt. Valerie Resciniti/U.S. Army Reserve)

the forefront of my mind in terms of goals. Up until this stage in my life, I didn't even know. Once I finished my master's degree and won Miss USA, I'm thinking, "Wow, what else is there to do?" Because winning a pageant was at the top of my bucket list.

**ARFP** - Balance must be really hard between your Army career, Civilian career, and serving as Miss USA. How did you balance those three areas of your life?

**DB** - The way I found balance is to write everything down. Any event that I had coming up, the time had to be blocked out.

I'm able to plan out day-by-day, hour-by-hour, when I'm going to go to sleep, and when I'm going to prepare my next speech. I look over my schedule for the next day to ensure I understand how to deal with a very long and strenuous schedule. My planner helps me keep things balanced.

Some people have a way of planning things in their mind, they know how to handle their day-to-day activities based on what's plugged in their brains. I'm the total opposite. I literally have to see it and have it placed in front of me to say, "Okay, this is what I'm doing from 8 a.m. to 5 p.m.; this is what I'm doing from 5 a.m. to 6 p.m., 7 a.m. to 8 p.m." so on and so forth.

I even set aside time periods to watch a movie. It may seem a little too straining, but due to my incredibly busy schedule, time management is imperative.

**ARFP** - Does your Army career, civilian career and your status as Miss USA ever conflict with one another?

**DB** - There's always conflict. There are a lot of organizations or people pulling me in every direction, so I really do have to prioritize what I'm doing from each day. I leave it up to my manager to prioritize based on what the organization is most focused on, or what they are interested in being a part of. They do a good job of saying, "DeShauna, what do you want?"

Obviously, everything I try to do is veteran-focused. I try to make anything with military organizations a priority, although that doesn't always work out in my favor. I try to prioritize any community service event before the glitz and the glamour of the Miss USA title. I believe it's so much more than a sash and a crown. It's an opportunity to make an

impact. I try to make anything that is impactful a priority over everything else.

**ARFP** - In what ways has the U.S. Army Reserve been influential to you in your current endeavors?

**DB** - With the Army Reserve you're having to learn to balance. Before I won Miss USA, I worked at the Department of Commerce, while serving as a commander for my unit.

After winning the Miss USA pageant, I still understood how to balance being Miss USA and still being able to get in my car and drive to my unit, do my drill time, and do my annual training. The Army Reserve taught me how to balance, plan, multi-task, and prioritize. Not to mention, being in the Army can be somewhat intimidating depending on who is in the room with you. With that said, getting on camera and being on television didn't feel that intimidating. It was scary, but I think I've been in scarier situations

**ARFP** - The U.S. Army Reserve Family is more than the traditional husband, wife, and children. Why do you feel it would be important to highlight a Family dynamic that supports Soldiers in the manner you have been supported?

**DB** - I think a Soldier's happiness is based on what he or she is dealing with at their unit and also what they are dealing with at home. A very important part of a Soldier's life is their Family dynamic. I think of what made me and my Family happy, although both of my parents were active duty Army, was having a Family dynamic in which everyone was happy and involved. To have the Family involved with what's going on in the Soldier's unit, such as Family days and other Family-focused activities, gets the Families involved in what the Soldiers have to deal with on a day-to-day basis. It also helps build relationships with other Families that have to deal with the same exact thing. It contributes to the happiness of the Soldier, the happiness of the Family and helps them stick together and rely on one another.

**ARFP** - Both of your parents were service members, did you always know you wanted to follow in their footsteps or is that something you decided later into adulthood?

**DB** - I planned on going to school and joining the Army afterwards, but that changed when my father and I walked into my university. I signed up

## FAMILY PROGRAMS

for an ROTC scholarship on the spot. My plan was always to join, but I did join a lot earlier than planned. I considered serving to be somewhat of a family tradition because my sister and brother both serve. All of us decided to dedicate our lives and do what we can to serve our country, Army only obviously, but I definitely knew it was something I was going to do. Probably one of the best decisions that I've made in my life.

**ARFP** - Have you considered focusing on a family of your own in the future?

**DB** - I don't think I have a choice. I plan on adding a Family and having them learn how to be in a family structure with someone that is serving in the armed forces. I definitely plan to have a Family that is just as involved in the military as I believe any military Family should be. Having learned to balance my current endeavors is definitely preparation for the responsibility of having a Family.

**ARFP** - What influence or impact has Family had on your career as a Soldier and on your time as Miss USA?

**DB** - I think it's easier to support a Soldier as a Family member if you've been a Soldier before. When I first joined, my dad and my mom did a really good job of helping me understand the military dynamic and how to understand the organization as a whole. Especially my sister and my brother. Everyone is enlisted but me and they never let me forget it. I'm the only officer. They are able to give the enlisted perspective. There were times when I would call my sister, who was an E-5 two years



Capt. Deshauna Barber, commander, 988th Quartermaster Detachment, poses during a photo shoot at the Miss Universe Headquarters in New York City, Nov. 16, 2016. (Photo by Master Sgt. Valerie Resciniti/U.S. Army Reserve)

ago, and say, "Hey, I'm dealing with an issue with a Soldier. How do I handle it? What do they mean by this?" My sister had been in a lot longer than I and she was able to give me the perspective of an enlisted Soldier. There is no way to explain how awesome of a support system my siblings have

been. They are wonderful! Mostly because they can relate to what I'm dealing with.

I've been competing in pageants for six to seven years. Much of my Family have been supportive, except for my dad, he was never a pageant guy. There was a reason I was able to go back



every year, in spite of losing the year before, it was my Family that pushed me to go back and compete again. My dad will come to the pageants, but if I don't win, he's waiting for the judges outside. I'm saying, "You've got to relax dad! You've got to chill out! Not everybody wins." Yeah, my dad is a different type of guy. The rest of my Family, they've all been very supportive. They have really pushed me.

**ARFP** - What would you tell any young adult or service member that has been told they "can't"?

**DB** - If anyone is telling you that you can't, that's a huge problem. Don't surround yourself around people like that. The first steps to achieving a goal is believing that you can actually achieve it. I think that's why it took me so long to win a pageant.

I never pictured myself being Miss USA or Miss Universe. I never pictured it in my mind. The moment that I actually believed I could do it, was the moment I became successful. When it comes to young adults, its more than just saying, "I want to be a Lawyer." Do you really see yourself as a Lawyer? There is a difference between saying something and believing it. You can believe anything, but you have to be able to convince yourself that it can happen. Once that happens, you're able to mentally produce the steps to make that happen.

**ARFP** - As a leader, what's the best piece of professional advice you could give your fellow U.S. Army Reserve Soldiers?

**DB** - The best advice I can give is to decide what you want to do and make it happen. Don't procrastinate. As soon as I graduated with my undergraduate degree, I took a year and a half off and then I jumped right into my graduate degree. I didn't wait on anything. Suppose there is a job you

want at an agency. What are you waiting on? What do you need to do to make it happen? I would say, the quickest way to fail is to procrastinate. Say what you're going to do and do it. Do not wait, do not hesitate; just jump in, full body. There are always going to be people surrounding you that are very determined to achieve whatever goals that they've set for themselves, and they'll end up passing you really quick because you're procrastinating. You may think, "I'll do this tomorrow" or "I'll do this next week. I can stay at this job for another year and then I'll go to that job the next year." Why even wait? If that's what you want, then make it happen!

**ARFP** - What do you think of when you hear Family Readiness + Soldier Readiness = Mission Readiness?

**DB** - It really takes a village. I think that for the Army to run, for Soldiers to be able to deploy, for Soldiers to be able to train, they need a support system. Sometimes a Soldier's Family, children, and spouses are their support system. Do you have a support system in which you can call and say, "Hey, can you take care of my child? I have a two week training event." or "Hey, I left my ruck sack at home. Can you bring it here?" or "The mothers are organizing a big sale for unit day." I'm really just saying it takes more than the Soldier to make the Soldier successful.

It takes the Family and the entire organization as a whole to ensure that personnel are able to be productive. It's so much more than just having the unit support, but also having a Family support system for the Soldier to lean on. There are a lot of things that I've had to do for my siblings or that my siblings had to do for me, especially when my sister and brother were both deployed. We needed to take care of this or take care of that. Whatever the case may be, it takes more than just an individual, it takes a village for the military to run. 🇺🇸

Capt. Deshauna Barber, commander, 988th Quartermaster Detachment, conducts a suicide prevention brief for Soldiers at the Fort Totten Reserve Center in Bayside, N.Y. on Nov. 15, 2016. (Photo by Master Sgt. Valerie Resciniti/U.S. Army Reserve)



# AROUND THE HEADQUARTERS



# USARC pauses to remember Maj. Gen. Espailat



Maj. Gen. Megan P. Tatu, Chief of Staff, U.S. Army Reserve Command, renders a final salute.



Col. Twanda "Tia" Young



Master Sgt. Donna Robinson



Jeff Weart



Retired U.S. Army colonel Raymond Lacey

Story & photos by **TIMOTHY L. HALE**  
U.S. Army Reserve Command

**FORT BRAGG, N.C.** - Hundreds of U.S. Army Reserve Soldiers and civilians remembered [Maj. Gen. Franciso A. Espailat](#) during a memorial ceremony at the [U.S. Army Reserve](#) Command headquarters, April 19, at Fort Bragg, N.C.

Friends and co-workers of Espailat remembered him as a driven, dedicated, and warm leader who cared about his Soldiers, his Family and the Army.

Espailat, 56, from New York City was slated to become the next USARC chief of staff. He died April 7, at Fort Bragg. 🇺🇸

(OPPOSITE PAGE) U.S. Army Reserve Soldiers and civilians remembered Maj. Gen. Franciso A. Espailat during a memorial ceremony at the U.S. Army Reserve Command headquarters, April 19, at Fort Bragg, N.C. Espailat, 56, from New York City, was slated to become the next U.S. Army Reserve Command chief of staff. He previously served as the commanding general of the 143rd Sustainment Command (Expeditionary), in Orlando, Fla. Espailat died April 7, at Fort Bragg.



Staff Sgt. Sarah Hawley, a paralegal noncommissioned officer with the U.S. Army Reserve Legal Command, is the 2017 recipient of the Sergeant Eric L. Coggins Award for Excellence. Hawley has served in the JAG corps for 10 years and is a court reporter. Qualified airborne and air assault, Hawley mobilized for four years including time with the 82nd Airborne Division and at Guantanamo Bay. (Photo by Rick Scavetta/U.S. Army Reserve Legal Command)

## Army Reserve NCO earns top legal award

Story by RICK SCAVETTA

U.S. Army Reserve Legal Command

**GAITHERSBURG, Md.** — Staff Sgt. Sarah Hawley, a paralegal noncommissioned officer with the [U.S. Army Reserve Legal Command](#), is this year's recipient of the Sergeant Eric L. Coggins Award for Excellence.

It's the first time that a U.S. Army Reserve paralegal noncommissioned officer won the Army's top award for excellence in the legal profession since the award program began in 1998.

Hawley's selection was announced April 19. Lt. Gen. Flora D. Darpino, the Judge Advocate General of the U.S. Army, and Command Sgt. Maj. Joseph P. Lister, the JAG Corps Regimental Command Sergeant Major called Hawley to personally congrat-

ulate her. When the call came in, Hawley's heart was pounding, she said.

"It's one of those moments that you think would never happen to you, but I will certainly remember it forever," Hawley said. "I was shocked, excited, humbled, honored, speechless."

She will receive the award May 16 during the Law for Paralegal and Advanced Law for Paralegal Course in Charlottesville, Virginia

"Staff Sgt. Hawley is well respected by her seniors, peers and subordinates," said Master Sgt. Joanne Sykes, who nominated Hawley for the award. "She possesses unquestionable integrity. Her profes-

sional knowledge and technical competence are truly outstanding.”

Established in 1997, the annual award recognizes an enlisted paralegal who best embodies the standards for which Coggins was known. Coggins was a U.S. Army paralegal in Korea, who volunteered for Middle East duty. While still a specialist, Coggins served as the NCO in charge of the Camp Doha Legal Office in Kuwait. Afterward, Coggins died from liver cancer.

“This is an amazing achievement,” said Brig. Gen. Mitchell R. Chitwood, Commander of the U.S. Army Reserve Legal Command. “We are fortunate to have an NCO as talented as Staff Sgt. Hawley on our team.”

A Soldier in the JAG corps for 10 years, Hawley is a paralegal and court reporter. Qualified airborne and air assault, Hawley mobilized for four years including time with the 82nd Airborne Division and at Guantanamo Bay, Cuba. She currently serves in the command’s G7 section, where she is the NCOIC of the court reporter program and the airborne and air assault programs. Hawley is also the command’s master fitness trainer. She was an integral part of the command’s recent Best Warrior Competition at Fort A.P. Hill, Virginia and is the lead NCO in the command’s upcoming field training at Fort Dix, New Jersey.

Hawley holds a Master's Degree in Biotechnology from The John Hopkins University and plans to

attend medical school soon. Hawley has taken part in several humanitarian efforts including missionary work in Kenya and the Dominican Republic. She also mentors elementary school children in Washington D.C. inner city public schools. Hawley’s inner drive motivates her to go above and beyond in every aspect of her life, she said.

“I’d like to leave the world a better place than it was before I was here,” said Hawley, who’s always had a passion for serving others. “This began when I was growing up participating in mission trips with my church, and (continued) when I joined the military to serve my country.”

Headquartered in Gaithersburg, Maryland, about 25 miles northwest of Washington, D.C., USARLC oversees 1,800 personnel stationed in 104 cities in 43 states in the continental U.S. and two overseas locations. This includes Soldiers serving as judge advocates, warrant officers, paralegal noncommissioned officers, junior enlisted personnel, plus civilian para-professionals.

The U.S. Army Reserve provides approximately 87 percent of the Army’s legal units and approximately 40 percent of the Army’s attorneys.

The command serves the legal needs of the U.S. Army Reserve Soldiers, families, and retirees. It also augments the active Army, backfilling units, working at installation legal offices and supporting forward deployed military missions. 🌐



Staff Sgt. Sarah Hawley, a court reporter with the Army Reserve Legal Command, is depicted in this Pentagon-approved photograph by courtroom sketch artist Janet Hamlin from Oct. 28, 2010 in Guantanamo Bay, Cuba. The drawing depicts Arlette Zinck as she testifies during a military commission trial of Omar Khadr. (Contributed photo)

# HERE IT COMES

## **Distracted Driving**

Any activity that diverts a driver's attention puts that driver, their passengers and everyone else on the road at serious risk. Why chance it?

The National Highway Transportation Safety Administration reports that in 2014, that nearly 3,200 people were killed and 431,000 were injured in motor vehicle crashes involving distracted drivers.



**Ready ... or Not** is a call to action for leaders, Soldiers, Army Civilians and Family members to assess their readiness for what lies ahead — both the known and unknown. #ArmySafety

Throughout our professional and personal lives, events happen all around us. We are often able to shape the outcomes of those events, but many times we're not. Navigating life's challenges is all about decision-making.

The U.S. Army Combat Readiness Center has the tools to keep you and your Soldiers safe, both on and off duty. Visit us online at <https://safety.army.mil>.

So are **YOU** ready ... or not?



<https://safety.army.mil>