



# NORTH DAKOTA GUARDIAN

Volume 8, Issue 1

January 2015

# 2015

**Sacrifice + Selfless Service + Success**

**LOOKING BACK  
ON A STRONG YEAR FOR THE  
NORTH DAKOTA  
NATIONAL GUARD**

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Phone: 701-333-2195 Fax: 701-333-2017  
Digital photos should be 300 dpi, if possible.

## On the Cover



Visit page 6 for a recap of the service and accomplishments of N.D. National Guard Soldiers and Airmen from across the state in 2014.

Illustration by 2nd Lt. Eric Jungels  
N.D. National Guard Public Affairs

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Photo by Maj. Gen. David Sprynczynatyk, North Dakota Adjutant General

## STRENGTH IN UNITY

### A MESSAGE FROM THE ADJUTANT GENERAL

“Individual commitment to a group effort — that is what makes a team work.”

This quote from the legendary Vince Lombardi rings true beyond the football field. Carrying out assigned duties and remaining steadfast in fulfilling our individual obligations have a significant impact on an organization’s ability to complete its mission. We also know that building good teams, developing strong partnerships and strengthening relationships play a large part in the success of an organization.

As a state, we’re proud to congratulate the North Dakota State University Bison football team on another Division I FCS championship win. Bison seniors saw their individual efforts combine to produce an FCS record, with four consecutive national championships and a 58-3 record during their four-year run.

The group, which finished their collegiate football careers with more national titles than losses, is a shining example of teamwork. The Bison have a tradition of creating and leveraging cohesiveness to accomplish feats that require considerable group effort.

As an organization, the North

Dakota National Guard has been intentional about building partnerships with external agencies to ensure and improve interoperability. We work and train with civilian law enforcement and first responders to prepare for stateside contingencies; domestic and foreign military forces to support warfighting and peacekeeping efforts globally; and community and family-based organizations to provide the best care and support possible to our guardsmen, veterans and families.

The fourth overarching goal of the N.D. National Guard’s strategic plan is to “forge and maintain partnerships.” As a team, we understand that our ability to maintain pragmatic and functional interagency and community partnerships has become a core strength of the National Guard. And, we will continue to build and maintain these important and enduring relationships.

We know that a focus on team building throughout our organization is, and will continue to be, key to our success. Like the Bison, our Soldiers and Airmen are committed to the sort of individual effort that leads to successful group outcomes.

Congratulations, once again, to the

tenacious Bison football program on their thrilling championship win.

We are grateful for the spirit of teamwork the team continues to model for our great state, and we agree wholeheartedly with Bison safety Colten Heagle, who described the history-making game, not as a win, but a “team win.” ■



MAJ. GEN. DAVID SPRYNCZYNATYK

North Dakota Adjutant General

(Above) The view from the seats of Maj. Gen. David Sprynczynatyk, North Dakota adjutant general, during the 2015 Division I FCS Championship football game Jan. 10 at Pizza Hut Park in Frisco, Texas. The North Dakota State University Bison beat the Illinois State Redbirds, 29-27, to secure their fourth straight national championship.

# MAJ. GEN. HEBER L. EDWARDS

## NORTH DAKOTA'S LONGEST-SERVING ADJUTANT GENERAL

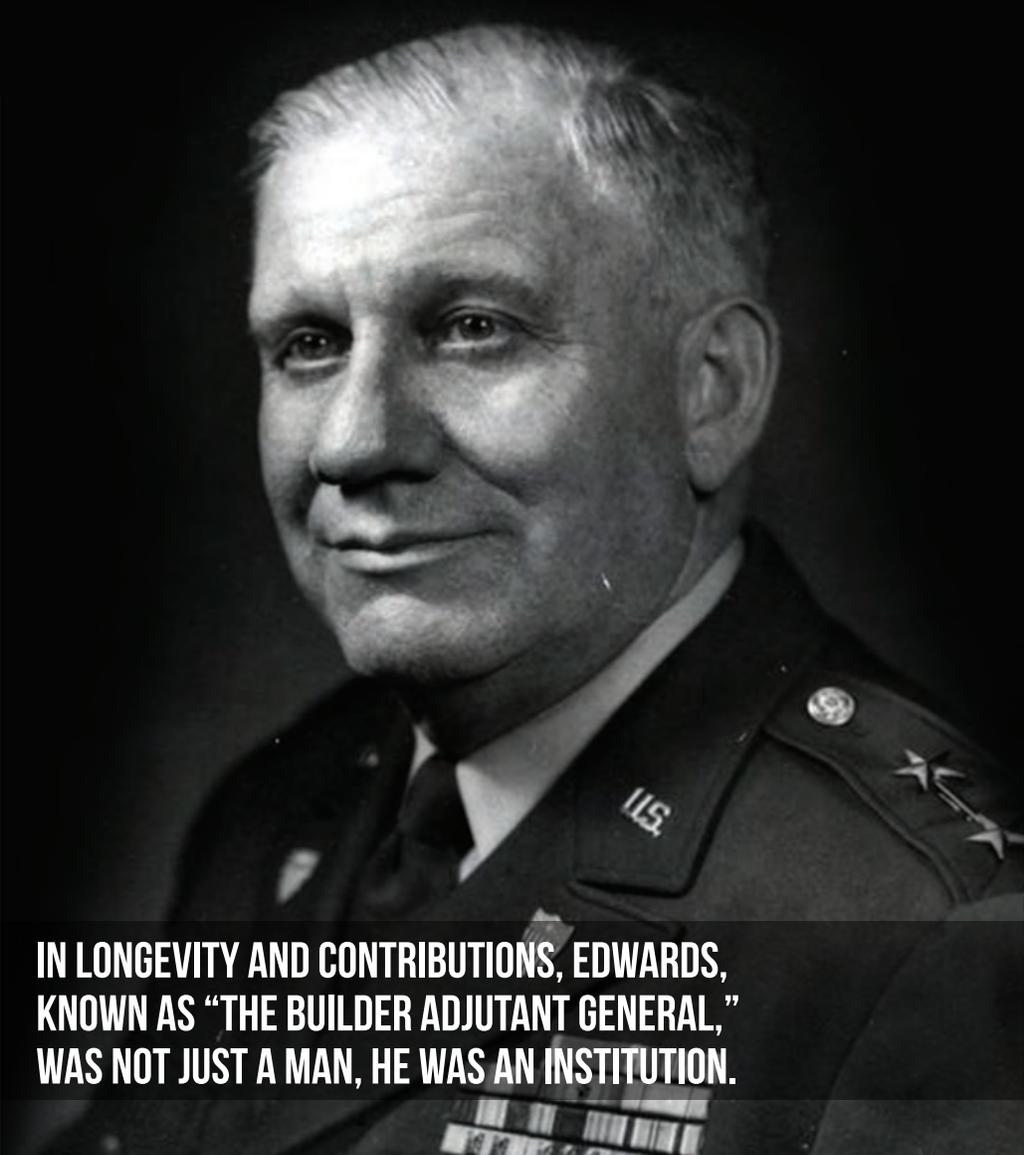
By Capt. Jeff Hoffer

N.D. National Guard Historian

**W**hen considering the sprawl and totality of the North Dakota National Guard's facilities and armories across the state, it is difficult to avoid discussing the life and career of Maj. Gen. Heber Leutner Edwards. In a military career spanning nearly a half century of service as an Army Guardsmen — 25 of which were spent as the state's adjutant general — Edwards transformed the N.D. National Guard into the organization it is today. In longevity and contributions, Edwards, known as “the Builder Adjutant General,” was not just a man, he was an institution.

Born in Park River, North Dakota, on June 16, 1897, Edwards enlisted in Company M, 1st North Dakota Infantry, in Grand Forks on Dec. 1, 1915, at the age of 18. In 1916, he mobilized for duty on the U.S.-Mexican border in Mercedes, Texas, where he served until January 1917. Barely home for three months, Edwards returned to active duty in March of that year for service in France during World War I, returning to the United States in February 1919.

After the war ended, Edwards remained in the Guard where he played a key role in reorganizing Company M. By 1920, he held the rank of captain and had graduated from the University of North Dakota with a degree in law. Between World War I and 1936, Edwards served in a variety of staff and command positions while he worked in the insurance business in Grand Forks. In 1936, Edwards made the Guard his full-time career and, in 1937, was appointed to the post of adjutant general while serving as a major. Edwards was promoted to brigadier general



**IN LONGEVITY AND CONTRIBUTIONS, EDWARDS, KNOWN AS “THE BUILDER ADJUTANT GENERAL,” WAS NOT JUST A MAN, HE WAS AN INSTITUTION.**

in 1940, but did not receive his second star as a major general until 14 years later.

Shortly after taking office in 1936, Edwards' secured the site of the former Bismarck Indian School for use as the headquarters of the N.D. National Guard. The site, during the time, was being used as a temporary camp for the Civilian Conservation Corps. Edwards was able to procure a one-year temporary use permit from the U.S. Department of the Interior, which was extended several times until the grounds were permanently acquired in 1944. In March 1945, the North Dakota Legislature accepted the area for the state and followed Edwards' recommendation that the grounds be named Fraine Barracks. The name was in

honor of the late Brig. Gen. John H. Fraine, a longtime member of the N.D. National Guard (although the site bore this name unofficially as early as 1938).

Construction and improvements to the Guard's facilities in North Dakota became a hallmark of Edwards' tenure as adjutant general. Under his leadership, facilities at Camp Grafton received vast improvements and 18 new armories were constructed despite extremely limited resources.

Edwards also designed North Dakota's Coat of Arms and was responsible for its eventual adoption in 1957.

Perhaps most significant, Edwards led the N.D. National Guard through a dramatic change in force during his time as adjutant general. In 1947, the formation of the N.D. Air National Guard occurred under his leadership. In the years immediately following World War II, inactive former fighter and bomber groups and squadrons of the former U.S. Army Air Force transferred to National Guard Bureau for the formation of the Air National Guard. North Dakota received the former 392nd Fighter Squadron, which flew fighters in Europe during World War II. Edwards activated the unit in Fargo on January 16, 1947, as the 178th Fighter Squadron, making the N.D. Air National Guard a reality.

Another major change in force structure occurred within the N.D. Army National Guard. In 1955, the bulk of the organization began its transition from the infantry branch to the engineer branch. The changes — implemented by 1959 — allowed the N.D. National Guard to gain independence from the 47th Infantry Division, an organization that the 164th Infantry had belonged to since 1946. Since that transformation, N.D. Army National Guard's engineer units have developed a reputation for excellence that continues to this day.

Edwards did not confine his sphere of influence to just the National Guard. He also served as the director of North Dakota's Selective Service System and as Civil Defense director during World



War II, the Korean War and the Berlin Crisis in 1961. Beyond his duties as adjutant general, Edwards contributed to the National Guard on the Publication, Membership, Legislation, and Construction Criteria Committees of the National Guard Association of the U.S. (NGAUS). He chaired the Constitution and By-Laws Committee in 1950 and also maintained membership in the Executive Council from 1948 to 1951. He also served as secretary-treasurer of the Adjutants General Association of the U.S. where he was the organization's vice president in 1960 and 1961.

Despite his influence, Edwards kept the N.D. National Guard out of the political arena, which contributed to the length of his tenure and resulted in him serving under six governors as adjutant general, from Gov. William Langer to Gov. William Guy. His personality also helped his longevity as adjutant general. Edwards had a down-to-earth practicality and a homespun way

of expressing his thoughts, often with a tension-breaking anecdote that marked his contributions to the discussions of problems and policies.

As with all things, the Edwards era was not to last. Following years of ill health, Edwards died at the age of 65 of a heart attack following hip surgery at a Bismarck Hospital on October 18, 1962. He was the first North Dakota adjutant general to die in office since Brig. Gen. Elliott Miller in 1905. At the time of his passing, Edwards had served as adjutant general for nearly 25 years. He also was the senior adjutant general in the U.S. at the time of his death.

For 25 years, Edwards oversaw the N.D. National Guard with tremendous wisdom and influence born of experience. Mute evidence of Edwards' legacy is found in the fact that the N.D. National Guard doubled in size during his tenure. At the same time, Edwards enabled the organization to become the modern, relevant force it remains today. ■



(Above) Fraine Barracks during the 1950s, looking northeast over Bismarck. (Right) Edwards, seated, at work at his desk in his office at Fraine Barracks with staff member Ralph Gaugler.





2015

# REVISITING 2014

## A Year of Selfless Service and Success

By 2nd Lt. Eric Jungels  
N.D. National Guard Public Affairs

As 2015 got off to a chilly start, leaders of the North Dakota National Guard revisited the service and accomplishments of Soldiers and Airmen from across the state in 2014. In a year marked by celebrating new and existing global partnerships, N.D. Guardsmen remained engaged in missions and training both here and around the world in 2014.

“This last year offered a number of opportunities for the N.D. National Guard to meet challenges and recognize accomplishments,” said Maj. Gen. David Sprynczynatyk, N.D. adjutant general. “The citizen-Soldiers and citizen-Airmen of North Dakota, with the ongoing support and service of their families, continue to demonstrate their competency and flexibility as a trained and ready force for our communities, state and nation. Our Guardsmen are truly the best in the nation.”

Here’s a look back at some of the key events, missions and moments of 2014 for the N.D. National Guard:

### A Decade-Long Partnership

The N.D. National Guard commemorated its decade-long partnership with the African nation of Ghana in early 2014. Ten years of collaborating and building relationships within the framework of the National Guard Bureau’s State Partnership Program (SPP) have resulted in 25 events in four African countries

with 65 individual participants from North Dakota in 2014.

The partnership now has broadened to include a number of civilian agencies, such as Bismarck State College, Minot State University, Sanford Health and the N.D. Department of Health. The program as a whole encourages the development of economic, political and military ties between the states and partner nations. During the past 10 years, 300 Soldiers, Airmen and civilian counterparts have gone to Ghana to participate in programs, to include emergency preparedness, cyber security and medical first responders.

### New Partnerships

In early 2014, North Dakota broadened its participation in the SPP by signing formal partnership agreements with the Republic of Benin and the Togolese Republic. With the addition of these two nations to the SPP, the N.D. National Guard is the first state National Guard to be officially partnered with three African nations.

The partnerships formed between North Dakota, Togo and Benin further demonstrate the National Guard’s commitment to support the National Defense Strategy and increasingly focus on regions like Africa. The Guard possesses capabilities, such as humanitarian assistance, disaster response, defense support to civil authorities, construction, security, and professional officer and noncommissioned officer development, that will help meet the needs of both Togo and Benin and the U.S. Department of Defense in Africa.

## Deployments — Stateside and Abroad

N.D. Airmen and Soldiers continued to serve on overseas deployments and stateside missions in 2014. Currently, about 15 Soldiers are mobilized from the Valley City-based 231st Brigade Support Battalion. The group of Soldiers was organized into a specialized Logistical Support Element and deployed in late 2014. The unit, designated as the 231st BSB LSE, is providing logistical support to units in the CENTCOM area of responsibility, where they are managing supply, maintenance, transportation, and cargo movement activities. In addition, one Soldier – a bilateral affairs officer – is deployed to Ghana, one Soldier is deployed to Italy, and one Airman is deployed to Germany.

Today, Airmen from the 119th Wing stationed stateside remain engaged in the Global War on Terror as they support remotely-piloted aircraft overseas.

Furthermore, a few aviation Soldiers from the N.D. Army National Guard continue to serve with the U.S. Customs and Border Protection on the southwest border of the United States in Texas. In January 2015, about 35 Soldiers deployed in support of the southwest border mission.

From the beginning of 2014, the N.D. National Guard has remained ready and engaged when called upon. In January, approximately 40 Soldiers from the Bismarck-based 814th Medical Company (Area Support) deployed to Afghanistan with a primary mission to provide patient transport between treatment facilities on bases there, as well as medical treatment for coalition forces at a troop medical clinic. Due to the drawdown in Afghanistan, some of the medical Soldiers returned home in August, nearly three months earlier than their original demobilization date. The remaining Soldiers returned in October 2014.

A small group of Airmen assigned to the Minot-based 219th Security Forces Squadron left in March 2014 for a six-month deployment to Southwest Asia, where they supported U.S. Central Command (CENTCOM) operations. About 15 Airmen volunteered for the base defense and security operations mission.

More than 200 Guardsmen mobilized in 2013 and served stateside in 2014. Soldiers from the 1st Battalion, 188th Air Defense Artillery Regiment returned home in

May 2014 after spending nearly a year in the Washington, D.C., area in support of Operation Noble Eagle. The Guardsmen conducted 24/7 operations from July 2013 to April 2014 as a ground-based air defense battalion, collaborating with other Department of Defense agencies as part of the integrated air defense system designed to protect the airspace around the National Capital Region.

In October 2014, about 40 Soldiers with the Bismarck-based Company C, 2nd

Battalion, 285th Regiment returned home from a yearlong international peacekeeping mission in Kosovo. The North Dakota Soldiers operated UH-60 Black Hawk helicopters as part of the Kosovo Forces (KFOR 18) Aviation Task Force in support of the U.S.-led Multi National Battle Group East, which conducts military peace support operations in Kosovo. The unit provided air transport for U.S. and NATO forces, to include training and assistance to the Kosovo Security Forces.



Photo by Chief Warrant Officer 3 Kiel Skager, N.D. National Guard/Visual Information



Photo by Senior Master Sgt. David H. Lipp, 119th Wing

(Top) Maj. Gen. David Sprynczynatyk, N.D. adjutant general, right, presents a N.D. flag to Vice Adm. Mathew Quashie, the Ghanaian Armed Forces chief of the Defence Staff, during an anniversary celebration April 11, 2014, at the State Capitol Building in Bismarck, where North Dakotan and Ghanaian representatives commemorated ten years of collaboration through the National Guard Bureau's State Partnership Program. (Bottom) Sgt. Daniel Carpenter, of the 814th Medical Company (Area Support), left, is greeted by his wife and son Nov. 2, 2014, at Hector International Airport in Fargo upon his return from a deployment to Afghanistan.

## Training at Home and Away

To remain prepared for local contingency operations, the N.D. National Guard conducted its annual flood response exercise in February 2014.

Later in the spring, the 188th Army Band sponsored an educational masterclass and clinic for young musicians and hosted a free concert for the public at Williston State College in April. In June, the band supported the N.D. National Guard's Child and Youth Program by hosting a Military Music Camp for the state's military children musicians at North Dakota State University in Fargo. The band also performed at Island Park in downtown Fargo in July. In honor of the state's 125th birthday, the band's hour-long performance included a mix of patriotic music.

In May, full-time Soldiers and Airmen assigned to the state's 81st Civil Support Team (CST) responded to a simulated radiological threat during a no-notice exercise and Training Proficiency Evaluation administered by U.S. Army North's Charlie Division, Civil Support Training Activity. The training scenarios were conducted on the campus of the University of Mary, south of Bismarck. On standby around the clock and capable of responding within 90 minutes, CSTs are highly-specialized units that are trained and equipped to assist civilian first responders when reacting to chemical, biological, radiological, nuclear and explosive agents.

Also in May, the N.D. National Guard's 219th Security Forces Squadron participated in a large training event at the missile field complex near Minot Air Force Base. The Airmen's training culminated in "Operation Minute Man," a two-week surge period, where N.D. Air

National Guard members took primary positions for missile field security in the entire northern portion of the missile field complex. The training is one element of a broader operational goal described by the U.S. Air Force as "total force," which means forces from Air National Guard, Reserve, and active-duty components are integrated for military missions conducted globally.

In June and July, the 957th Engineer Company (Multi-Role Bridge) conducted field training exercises at the Kimball Bottoms area, south of Bismarck. More than 120 Soldiers convened at the site to conduct rafting and bridging operations on the Missouri River.

Also in June, members of the 116th Public Affairs Detachment were in Latvia in support of unscheduled land-force exercises between NATO allies in the Baltic region. During the support mission, the Soldiers participated in Exercise Saber Strike, a long-standing, multilateral, multifaceted, U.S. Army Europe-led security cooperation exercise primarily focused on the three Baltic States. The exercise spanned multiple locations in Lithuania, Latvia and Estonia and involved approximately 4,500 personnel from 10 countries.

Back home, in November, water purification specialists from the Grand Forks-based 132nd Quartermaster Company convened at Camp Grafton Training Center to enhance the unit's operational capacity. The company's Soldiers, in just one day's time, are able to arrive on location in an operational environment, set up their water purification systems, produce 360,000 gallons of clean drinking water, and breakdown the systems to move to a new location.

## Recognizing Excellence

Beyond recognizing Soldiers and Airmen for their service overseas, a number of accolades were bestowed upon members of the N.D. National Guard in 2014.

Two of the U.S. Army Engineer Regiment's most prestigious honors were presented to North Dakota Soldiers this year. Retired Col. Steven Tabor, of Bismarck, who served full-time as the N.D. National Guard's director of facilities and engineering, was awarded the Bronze Order of the de Fleury Medal early in the year for his support to National Guard Construction and Facilities Management efforts, both regionally and nationally. Later, in December of this year, Sprynczynatyk was awarded the Silver Order of the de Fleury Medal during a surprise ceremony at the Guard's Raymond J. Bohn armory in Bismarck. This award was in recognition of Sprynczynatyk's exceptionally meritorious service to the U.S. Army Corps of Engineers and the Army National Guard spanning more than three decades.

In March, the Fargo-based 119th Wing, also known as the "Happy Hooligans," recognized the "best of the best" during the Outstanding Airmen of the Year banquet. Fifteen Airmen were nominated for the award based on their military and civic service during 2013, with only three winners walking away with titles: Master Sgt. Toby Eiter was named Senior Noncommissioned Officer of the Year, Staff Sgt. Andrew Frovarp was named Noncommissioned Officer of the Year, and Staff Sgt. Shelly Pherson was named Airman of the Year.

The 119th Wing also celebrated its 16th Air Force Outstanding Unit Award. No other unit in the nation has received this impressive award more than the Happy Hooligans; with most units claiming the OUA only three to five times.

For their generosity, support and devotion to fellow Guardsmen, families and volunteers also were recognized in March during the N.D. National Guard's Volunteer Symposium at the Ramada Plaza and Suites in Fargo.

Also in March, the N.D. National Guard's biathlon team concluded another biathlon season at the Annual Chief of the National Guard Bureau Biathlon Biathlon Championships. Seven N.D. Soldiers and Airmen competed against counterparts from more than 20 states Feb. 26-March 6 at Camp Ethan Allen Training Site,



Photo by Senior Master Sgt. David H. Lipp, 119th Wing

Maj. Gen. David Sprynczynatyk, the North Dakota adjutant general, right, places an Air Force Outstanding Unit Award streamer onto the 119th Wing guidon lowered by Col. Kent Olson, 119th Wing commander, during a ceremony Sep. 13, 2014, at the N.D. Air National Guard Base in Fargo. The award is the 16th Air Force Outstanding Unit Award for the N.D. National Guard's 119th Wing. No Air National Guard unit in the country has been selected for the award more times than the Fargo-based Happy Hooligans.



Photo by Staff Sgt. Josh Dooley, National Guard Marksmanship Training Center

Tech Sgt. Charles Welle, of the 119th Wing, advances to the firing line May 5, 2014, during the Winston P. Wilson Championship, at the National Guard Marksmanship Training Center at Camp Joseph T. Robinson in North Little Rock, Arkansas. N.D. marksmen competed in 18 events with more than 500 participants from National Guard units nationwide.

Gen. David G. Perkins, commanding general of U.S. Training and Doctrine Command, left, presents a plaque to Sgt. 1st Class Paul Deegan, of the 164th Regiment Regional Training Institute, upon naming Deegan the 2013 TRADOC National Guard Instructor of the Year during a ceremony May 30, 2014, in Fort Eustis, Virginia.



Photo by Lt. Col. Warren Pauling, Joint Force Headquarters

in Jericho, Vermont. The North Dakota team placed second to the Vermont team in national competition after winning the Central Region Biathlon Competition at Camp Ripley, Minn., for the fifth time in a row Feb. 3-8. The North Dakota team took first place in national competition in 2010 and 2013.

In May, after undergoing a series of detailed inspections, North Dakota Army National Guard instructors and cadre at the 164th Regiment's Regional Training Institute this year reestablished its Army schoolhouse as an "Institution of Excellence," as deemed by a team of evaluators from the U.S. Army Training and Doctrine Command (TRADOC). The TRADOC accreditation process is administered in 3-year cycles to Army training institutions nationwide. This is the third time the 164th Regiment RTI, which is located at Camp Grafton Training Center near Devils Lake, has received a "Fully Accredited" rating and "Institution of Excellence" status since 2008.

In June, Sgt. 1st Class Paul Deegan, of Devils Lake, was named the 2013 National Guard Instructor of the Year by TRADOC. Deegan, a long-time combat engineer instructor and Operation Iraqi Freedom veteran from the N.D. National Guard's 164th Regiment, was selected for the recognition, beating out all other National

Guard instructors in the United States.

In July, 52 of North Dakota's best military shooters began the year's National Guard Marksmanship Program competition cycle, starting with participation in the Annual Adjutant General's Combat Marksmanship Match at the Camp Gilbert C. Grafton southern training area near Devils Lake. After securing first place scores in rifle and pistol contests, along with a "3-gun match" and the "General George Patton Match," a four-person 817th Engineer Company (Sapper) team, from Jamestown, North Dakota, produced a dominant aggregate team score to come out on top during state competition. The unit has won the contest every year for the past 30 years. Following state competition, qualifying marksmen traveled to Camp Guernsey, Wyoming, for regional matches, where a North Dakota team comprised of both Army and Air Guard members took first place for the third year in a row.

Former Guardsman and lifelong marksman, Sgt. 1st Class Gary Varberg, of Cooperstown, North Dakota, was inducted into the Association of Marksmen in the National Guard Hall of Fame. Varberg is one of the state's most revered shooters.

In late August, 18 of North Dakota's top Soldiers competed at Camp Grafton Training Center in this year's state-level Best Warrior Competition. After being

tested on military knowledge and physical tasks, Staff Sgt. Jason Dittus, of Bismarck, and a member of the 818th Engineer Company, was named "Best Warrior" in the noncommissioned officer category, and Spc. David Hathaway, of Mobridge, South Dakota, and a member of Headquarters and Headquarters Company, 188th Air Defense Artillery Regiment, took top honors in the enlisted category.

In September, North Dakota's Combined Support Maintenance Shop, based at Camp Grafton Training Center, accepted the Army Award for Maintenance Excellence in the "Small Tables of Distribution and Allowances Unit" category. The CSMS took top honors over 35 other active-duty, Reserve and National Guard maintenance organizations. According to the U.S. Army, the awards program was developed "to honor the best units in the categories of deployment, supply and maintenance."

Late this year, two Guardsmen were recognized for their individual life-saving actions in separate critical situations. Master Sgt. Grant Lonski, an Airman with the Fargo-based 119th Security Forces Squadron, and Sgt. Kelly Grotte, a team leader and recovery operator for the Minot-based Forward Support Company, 164th Engineer Battalion, were formally thanked for heroic and selfless actions that likely saved the lives of two North Dakota citizens. ■



Gauging  
performance  
when success  
can mean  
the difference  
between

# LIFE & DEATH

The 119th Medical Group (MDG) aspires to be the best at what they do, and this year their hard work and tremendous efforts have not gone unnoticed. The Airmen made 119th MDG history by winning more Air National Guard Medical Service Awards than any other year before.

According to a December 2014 award letter from the Air Surgeon, "The Air National Guard Medical Service Awards recognize individuals and teams whose outstanding actions improve medical operations and acknowledges sustained superior job performance, innovation and teamwork."

Out of only 34 award categories available for the entire Air National Guard, the 119th MDG took five of the prestigious awards.

- Lt. Col. Katherine Kirkeby received USAF Biomedical Specialist Category II Officer of the Year - Field Grade
- Lt. Col. Lynette Schmidt received the USAF Outstanding Excellence in Nursing Leadership Award.
- Maj. Jackie R. Nord received Clinical Dentist of the Year
- 119th MDG (specifically Nord, Capt. Josh Breeding, Senior Airman Skyler M. Moderow and Senior Airman Daniel Wagner) received Small Dental Clinic of the Year.
- Staff Sgt. Chloe Gunderson received Outstanding Enlisted Health Services Management Airman of the Year

## MEDICAL GROUP AIRMEN AWARDED FOR OUTSTANDING PERFORMANCE, INNOVATION, TEAMWORK

*By Maj. Penny Ripperger, 119th Wing*

*Photos by Senior Master Sgt. David H. Lipp, 119th Wing*

“When it comes to the 119th MDG, I am most proud of our people. I am convinced that this group can achieve anything asked of them and do it better and smarter than any other medical group in the country,” said Col. Robert Schulte, 119th MDG Commander.

The motivation to do great work and the time it takes to successfully submit numerous award nominations for deserving Airmen does not come without diligence and preparation. This drive to recognize individuals within the 119th MDG starts from the top, something that Chief Master Sgt. Mike Anders, 119th MDG superintendent, attributes to Schulte’s leadership.

“We put a lot of effort into writing the awards. We were so successful in the HSI (Health Services Inspection) last year that Col. Schulte made it a priority to recognize people within the Medical Group and stressed that it should be part of our strategic plan,” Anders said.

Creating a yearly strategic plan is another positive outcome of Schulte’s leadership, which has yielded great results for all the members involved.

“Communicating a vision and setting strategic goals through planning is important within any organization to make sure there is a common cause and course of action. The N.D. National Guard has established five goals as part of the 2014-2019 strategic plan, so it is essential to establish a specific plan as to how the 119th MDG will remain ready and relevant within the Wing, state, and nation. If we write our goals down and review them frequently, we’re more likely to hold ourselves accountable and successfully achieve them,” Schulte said.

This year, the 119th MDG has four task forces working on tactical plans focusing on the areas of communication, training and development, recruitment and retention, and implementing the Management Internal Control Toolset (MICT). Each task force is assigned three responsibilities: identify (develop a tactical plan), measure (establish its metrics) and report (provide periodic progress reports to Executive Management Committee).

“Whether it’s a business background or our role as health care providers, we’ve learned the adage that if you don’t measure it, you can’t manage it. The importance of having everyone within the MDG as a stakeholder in the vision and mission statements is vital to identify not only where

we want to go, but how we will measure the progress in getting there,” Schulte said.

Based on that notion of a shared vision, leaders within the 119th MDG also realize the importance of generating support and gathering feedback in order to successfully meet their strategic goals. Last June, during annual training, they did something that was somewhat unique within military structure: every member within the 119th MDG, all ranks and positions, came together to openly discuss and prioritize their strategic direction for 2014-2015.

“When 95 percent of our group consists of traditional Guardsmen, it’s important to get their buy in to ensure that they are invested and understand our strategic direction. We are expecting a lot from these men and women when they come in for drill weekend and we need everyone to be aware and supportive of our goals. Without buy-in, we will not be successful,” Anders said.

Schulte furthers this point by stressing the importance of putting fresh eyes on a problem.

“If there is one thing we’ve learned over the years in the military its that it is the troop in the trenches who can provide far better insight, direction, and guidance than one who is removed from the field and lacking real-time perspectives. Just as valuable, is the importance to place fresh eyes on a problem or situation in order

(Top photo) From right to left in the foreground, 1st Lt. Dustin Czapiewski, Senior Airman Skyler Moderow and Master Sgt. Sara Hagenbeck, all of the 119th Medical Group, attend to a simulated gun-shot wound to the upper thigh of a state-of-the-art human patient simulator mannequin during training June 3, 2014, at the North Dakota Air National Guard Base in Fargo. (Lower left) Lt. Col. Katherine Kirkeby and (lower right) Maj. Jackie Nord (also pictured on page 10) each attend to simulated injuries on the human patient simulator mannequin. The mannequin is capable of simulating normal bodily processes, such as breathing and maintaining a heartbeat.



Photo by Tech. Sgt. Bradly Schneider 119th Wing



(Left) Staff Sgt. Chloe Gunderson and Staff Sgt. Lamitchell Primm, practice CPR during a unit training assembly Jan. 10 at the North Dakota Air National Guard base in Fargo. (Below) Lt. Col. Dwight Harley and Lt. Col. Lynette Schmidt, of the 119th Medical Group, apply CPR techniques to a training mannequin during a 2011 unit training assembly at the Air National Guard Base in Fargo.



Photo by Senior Master Sgt. David H. Lipp, 119th Wing

to get critical thinking and innovative ideas generated. A cohesive team comes from identifying a common cause and then being wise enough to get the right people together who know how to get the job done. When they do (and they always do), recognize them for it.”

Transparency also is important when creating buy in of the strategic direction.

“When so many of our members are drill status guardsman, we must have a full-time staff that is effective between drills to keep the inertia moving with speed and agility, unit training assembly to UTA. Transparency and trust between our fulltime staff and traditional guardsman breeds great teamwork. Without question, we have exceptional people doing extraordinary things, together, for a common cause,” Schulte added.

Even though the spotlight is on the 119th MDG for the many awards it received this year, accomplishments are nothing new for these medical professionals. During the HSI last year, they received

an impressive overall rating of Excellent — just one point away from earning an “Outstanding” rating.

“This recognition of excellence during the 2013 HSI was well-deserved. When you have medical units from other states

sending their people to the 119th MDG to observe our Physical Health Assessment (PHA) process, implementing our innovative ideas within their organizations, and consistently being recognized as a benchmark of excellence for medical readiness and professionalism ... you know you’re part of something special. This is a consistent theme throughout the 119th Wing and the N.D. National Guard,” Schulte said.

The 119th MDG is on track to have a successful and productive 2015. In addition to being focused on their own strategic

goals, the overall mission of the 119th Wing continues to be their number one priority and ensuring that their members are fully trained directly aligns with those objectives. To accomplish this, in

**We are expecting a lot from these men and women when they come in for drill weekend and we need everyone to be aware and supportive of our goals.**

**— Chief Master Sgt. Mike Anders  
Superintendent,  
119th Medical Group**

March, members will be taking a training deployment to Tripler Army Medical Center located in Hawaii. No one doubts that traveling to this part of the country will be a great getaway from the cold North Dakota temps, but don’t let the location fool you — in true 119th MDG fashion, expectations are high for the Airmen taking part on this trip.

“The intent of this trip is to complete everyone’s medical skills verification training,” said Master Sgt. Gayle Gibson, 119th MDG health systems technician.

She explained that during guard drills, they are so busy with the mission and assisting others with medical needs, they don’t have the time to complete their own training requirements. Training deployments such as these are essential to ensuring that the members of the 119th MDG are proficient in their skills.

As the 119th MDG continues to strive for excellence well into the New Year, they will hold onto their recipe for success that is based on metrics, strategic focus and taking the time to recognize the hard work of the individuals within their group. The latter is something that is very important to Anders.

“We have a lot of great people and believe me, it takes a lot of work to recognize everyone, but when they get the award, it makes all that work more than worth it,” he said. ■



# DEFINING YOUR STRATEGIC WELLNESS PLAN

By 1st Lt. Cathy Peterson,  
1st Battalion, 188th Air Defense Artillery Regiment

What if you could put on your Merriam-Webster hat and define a word, and in turn, help define your wellness? The term “strategic plan” has no definition in the dictionary. You may have read strategic business plans or the North Dakota National Guard’s Strategic Plan. With the New Year upon us, it is a great time to develop our own strategic plan for our health — a personal Strategic Wellness Plan.

There are several published ways to create a strategic plan. The Support Center of San Francisco and Forbes.com recommend five-step approaches to creating a strategic plan for an organization. However, those steps can be modified and abbreviated to create a strategic plan for your personal wellness.

## Step One: Get Ready

Before you commit to signing up for a 5K or marathon, you may ask yourself, “Can I do this?” Similarly, you must ask yourself if you are ready to commit to a strategic journey to achieve your wellness goals. If you are facing any major life changes or transitions, it may not be the best time to create a strategic wellness plan, or it may be a good time. That depends on you. If you are ready to start planning, consider where you are when it comes to your personal wellness goals. Prepare yourself by performing a personal wellness check and encourage input from others, as well. What are you doing well? What can you do better?

## Step Two: Mission: Possible

Consider how you remind yourself of important events or to-do lists. You may set calendar reminders, write notes to yourself or use a journal. Do the same for your mission statement. Your mission statement will remind you and inform others where you are going. This could be something you keep under your pillow, or put on a Post-It note on your bathroom mirror, or it could be a mantra you repeat to yourself.

Whatever the format, identify what’s important to your health and focus on where you want to take yourself over time — make that your mission statement. You can refer to your mission when you wake up in the morning after the alarm goes off for an early morning workout and you are thinking about how you would rather stay in bed. And, if it helps, put positive imagery into words and create a vision statement that presents an image of what wellness will look like for you.

## Step Three: Look in the Mirror, and Beyond

What has stopped you — up to this point — from embarking or continuing on a wellness journey to take you to or keep you at your fullest potential? Take a clear look at your current situation with a view to the future, so you can successfully respond to changes in circumstances. Reflect on your strengths, weaknesses, capabilities and performance. This will help identify the significant issues that you face regarding your health, budget and time. Your strategic wellness plan must address these issues so you can move forward with your journey. Choose the most important issues to address. Your strategic wellness plan will be organized around them.

## Step Four: Connect the Dots

Some may remember the game “Connect the Dots;” others may need to Google it. The point of the game was in the name: connect the dots. But the issue was connecting them in numerical order. Once you figured out how to address the issues, you could complete the puzzle. In regards to your Strategic Wellness Plan, you know your mission; you know your issues; now determine what you must achieve to address those issues and fulfill your mission. Develop your general strategy, long-range goals and specific objectives. These may come from you or from group discussion. Consider how you will allocate time, money, and yourself, and who may need to support you in your journey. Stay flexible and patient as new insights may emerge.

## Step Five: Strategic Wellness Plan: Your #1 Hit

Think of your strategic wellness plan as your favorite song. The title is “Your Strategic Wellness Plan;” the chorus is your mission statement; the verses are your goals; each line is a specific objective. Put it all on paper, or on a computer. Ensure it is sufficiently detailed to serve as a guide for your path to overall health. It also is important to consistently review your plan. You must hold regular reviews of the process and refine, as needed. It’s never over; it’s a lifelong commitment.

A strategic wellness plan can help you move with a purpose as you work toward overall fitness. How will you define your plan?

# GUARDIAN

*Snapshots*

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Photo by Chief Warrant Officer 4 Kiel Skager, N.D. National Guard Visual Information



Photo by Staff Sgt. Sara Marchus, 116th Public Affairs Detachment

(Above) Sgt. Shelby Lego, 132nd Quartermaster Detachment, provides instructions to Sgt. Teri Hager, 231st Brigade Support Battalion, during a communication exercise while participating in Eagle Flight January 11 in Bismarck. The exercise was meant to display leadership abilities, creative problem-solving and communication techniques. Eagle Flight is a program designed to provide Soldiers with information about the officer commissioning available within the N.D. Army National Guard.

(Left) Sgt. 1st Class Brian Tucker of Clarion of Freedom, a ceremonial band, and Blues in Green (below), a variety band ensemble from the North Dakota National Guard's 188th Army Band, bring musical prowess and lively entertainment to schools across North Dakota in early January. Clarion of Freedom and Blues in Green are two of three ensembles from the Army band that performed at 15 stops as part of the annual "Music in Schools" tour, which incorporates student interaction and features popular music, lights and fog machines. This year's tour marked the sixth time the band has brought this special musical experience to North Dakota schools.



Photo by Staff Sgt. Brett Miller, N.D. National Guard Visual Information

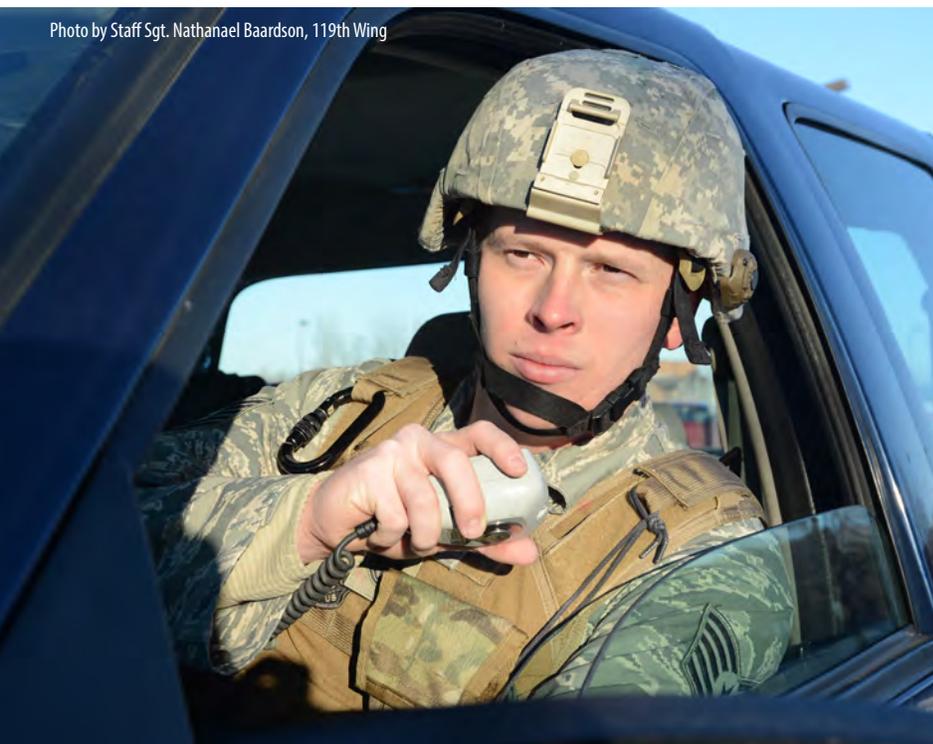


Photo by Staff Sgt. Eric W. Jensen, Joint Force Headquarters

(Above) Bishop David Kagan, second from left, of the Diocese of Bismarck, affixes captain's rank to newly-promoted Chaplain (Capt.) Chad Gion's uniform Jan. 10 during a ceremony at the North Dakota National Guard's Army Aviation Support Facility in Bismarck, North Dakota. Gion was joined by his parents, Don and Bonnie Gion, while Brig. Gen. Al Dohrmann, left, deputy adjutant general, administered the oath of office. Gion serves with the Bismarck-based Headquarters and Headquarters Company, 1st Battalion, 112th Aviation Regiment.

(Below) Tech. Sgt. Todd Ouradnik, of the North Dakota National Guard's 219th Security Forces Squadron, speaks on a radio during a training scenario Jan. 10 at the Air National Guard Base in Fargo, North Dakota. The 219th Security Forces Squadron, based out of the Minot Air Force Base, is comprised of traditional and active Guard members who work jointly on a daily basis with active-duty U.S. Air force personnel in missile fields near Minot.

Photo by Staff Sgt. Nathanael Baardson, 119th Wing



## Share your photos!

Submit your photos to be considered for inclusion in the N.D. Guardian!

Email high-resolution photos to Sgt. Jennifer Joyce, N.D. Guardian editor, at [jennifer.m.joyce2.mil@mail.mil](mailto:jennifer.m.joyce2.mil@mail.mil).



# TO BASIC & BACK

## 119th Wing Launches Mentorship Program

By Maj. Penny Ripperger, 119th Wing

**W**e all remember what it was like to receive a letter at basic training. The importance of being handed an envelope that contained a message from someone back home cannot be accurately described to someone who hasn't been in that situation and experienced that need.

Fortunately, Jennifer Kraiter, 119th Wing human resource advisor, remembered what it was like, saw the need and decided to do something about it by establishing the "To Basic and Back" program at the 119th Wing.

"To Basic and Back" is an informal mentoring program that pairs up a student flight trainee with a member who has been to basic military training (BMT) and technical school within the last 12-48 months," Kraiter said.

119th Wing members who decide to be mentors in the program meet up with their assigned trainee during monthly student flight meetings. They are also encouraged to exchange contact information to communicate outside of drill weekend. Kraiter explained that this type of interaction is vital because it helps build a relationship before the trainee leaves for BMT.

"The whole intent of this program is to connect with someone here who has recently been through basic and tech school. It is important to establish that relationship before they leave so they have that bond and the mentor can better support them while he or she is away," Kraiter said.

Once the trainee leaves for BMT or technical school, the mentor also is required to write at least one letter a month. "You are encouraged to write more frequently, if you choose," Kraiter added.



Photo by Senior Master Sgt. Cecilio Ricardo  
432nd Wing



Photo by Senior Master Sgt. Cecilio Ricardo  
432nd Wing



The program started last April. Kraiter admits that it wasn't the best timing because most trainees leave in June or July for BMT. As a result, many of the new recruits didn't get a chance to meet up with their mentor prior to leaving. However, despite these challenges, in less than a year since its inception, the program has already proven to be a success.

"Right now, we have about 110 people in the program — 55 pairs," Kraiter said.

An impressive number, but Kraiter would like to see more participation.

"I feel there is a definite need for a support structure like this, especially with our longer schools now. We need Airmen who have recently come back from these schools to be mentors and give insight to the new trainees. Their recent experiences and understanding of how everything works significantly helps with the transition of these new Airmen into our unit," she said.

Not only are the mentors doing great things for the new trainees, but many of these mentors also are finding it personally rewarding to be part of such a transformational program.

"This is a way for people to tell their own story and make an impact on someone's life. They get to share their knowledge and experience of the Guard with their peers and know that they're helping someone," Kraiter said.

"And probably the biggest reward is knowing that you're making someone's day when they receive your letter."

**Contact Jennifer Kraiter at [jennifer.kraiter@ang.af.mil](mailto:jennifer.kraiter@ang.af.mil) or 701-451-2130 if you would like to become involved in the mentoring program.**



Photo by Senior Airman Christopher Griffin  
U.S. Central Command

# GUARDIAN SPOTLIGHT

## NORTH DAKOTA NATIONAL GUARD

# Geospatial Information Systems

### Where we came from:

North Dakota National Guard Geospatial Information Systems (NDNG GIS) lineage is directly attributed to the environmental and facilities sections, but now supports and has expanded to include the entire force.

### What we have done:

The N.D. National Guard Geospatial Information Systems team has made great strides toward developing a 24/7/365 tool that supports all operations. The NDNG Viewer, accessible on the NDNG's intranet (North Dakota Knowledge Online) network\* with a common access card, is a single location that combines and displays information from numerous sources, both internal and external to the organization. The NDNG GIS has team has also worked diligently to provide other map products to units and sections.

### Additional Capabilities:

NDNG GIS has provided critical support to the force during domestic operations and continues to develop tools that enhance capabilities in all areas for the future. NDNG GIS can provide decision-making products and has assisted the Military Service Center, G3 Operations, G1 Personnel and others by providing data and maps to assist the decision making process.

### Who, Where, and How to request support:

NDNG GIS consists of five primary users in four sections (ENV, DFE, J3-JOC, J2 Ops) at the state level and various other users (119th Wing, 164th Regional Training Institute, Camp Grafton Training Center, and the 141st Maneuver Enhancement Brigade). All users are assigned to a specific section but have worked together to support each other and the force. The GIS group has developed a user guide that is available on NDKO or by request. NDNG GIS also will perform on-site training for NDNG members upon request and coordination with the J2. The NDNG GIS section takes requests via the NDNG Track-It Help Desk Ticket system (simply type "GIS" in the summary and specifics about your request in the notes). If you are a traditional Soldier/Airman, talk to your full-time unit staff to ask questions or make requests.

The NGNG GIS points of contact include:

1. Ms. Val Hanson - Environmental
2. Ms. Jennifer Carter - Facilities
3. Master Sgt. Dale Franchuk - J3 Current Operating Picture
4. Spc. Jeremy Hutchinson - J2 Operations
5. Capt. Jay Sheldon - J2

*\*North Dakota Air Guard members must access the GIS tools through the Army network.*

## Guard Brings New Anti-Bullying Presentation to Schools Statewide

By 2nd Lt. Eric Jungels  
N.D. National Guard Public Affairs

The North Dakota Army National Guard has been offering a new anti-bullying presentation for students at schools throughout North Dakota.

In the last three months, Soldiers have visited four schools to share the timely message. Students from schools, including Sawyer High School, Max High School, Milnor High School and Sheyenne High School, have benefited from the program.

The 50-minute classroom presentation, sponsored and provided free of charge by the National Guard, is called H.E.A.R. (which stands for Helping Everyone Achieve Respect) and was developed in collaboration with nationally-renowned subject matter experts at the Harvard Graduate School of Education and the University of Nebraska — Lincoln.

“It’s exciting to see N.D. schools take advantage of such a valuable opportunity,” said 2nd Lt. Eric Jungels, deputy public information officer. “At no cost to schools, this program offers pragmatic, research-based information to students at a time when kindness and respect among people is surely desired.”

The presentation includes detailed case studies that allow students to explore inappropriate behavior and its consequences. Students will be introduced to the National Guard’s core values, including loyalty, respect, integrity and honor, and they’ll be asked to consider what can be done differently to minimize bullying and enhance respectful behavior.

“We recognize that the need to reduce and/or eliminate bullying and cruel behaviors is a critical challenge for schools across the country,” said Master Sgt. Jerry Dodds, National Guard recruiting team leader. “We hope more North Dakota schools take advantage of this respect-based program.” ■

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## New Director to Oversee State’s Military Family Programs

By Staff Sgt. Eric William Jensen  
N.D. National Guard Public Affairs

North Dakota National Guard staff, colleagues, family and friends bid farewell to outgoing Service Member and Family Support Division (SMFS) Director Rob Keller during an awards presentation and retirement ceremony last month at the Bismarck Comfort Inn, as they welcomed incoming director, Lt. Col. Warren Pauling. After overseeing the organization’s family programs for more than six years, Keller officially retired from leading a staff of more than 25 N.D. Guard members and

civilian contractors, who provide care and services for the state’s military members and their families, including the more than 58,000 veterans across North Dakota.

As the new SMFS director, Pauling will be responsible for supervising the division’s various offices, which include the state’s Family Assistance Centers, Family Readiness Support Program, Child and Youth Program, Yellow Ribbon Program, transition assistance advisor, military outreach services and Military OneSource specialist.

“Rob has had a diverse career marked by years of exemplary military service. As a civilian employee, he’s made a tremendous impact taking care of military members, retirees, veterans and their families,” said Maj. Gen. David Sprynczynatyk, N.D. adjutant general. “We sincerely thank him for his contributions to our organization and wish him well during his retirement. We also are pleased to welcome a new director, Lt. Col. Warren Pauling, who will continue to provide the quality outreach and care our military families rely upon.”

Keller previously served as an enlisted member of the N.D. National Guard, retiring at the rank of master sergeant after more than 32 years of military service. After retiring from military service in 2008, he took a short break before returning to work for the N.D. National Guard that same year as the Service Member and Family Support Division director. Under Keller’s leadership, the division saw the implementation of the Military Service Center concept in North Dakota, which was launched in January

2009 in Bismarck. The center’s success prompted the opening of a second Military Service Center in late 2011 in Fargo.

“Our vision was to establish a one-stop service and resource facility for North Dakota’s military members, of any branch and regardless of the era in which they served. We were successful because of tremendous support from our N.D. National Guard leadership and the competency and dedication of all our staff members,” Keller said. “It’s a wonderful model that was cultivated by those who worked with our family programs before me. I was happy to be a part of it and am excited to see how our programs will continue to enrich the lives of those in our military community.”

Services available at each site include military ID cards, family assistance, youth programs and information and a Military Outreach Services specialist for resource referral and information. Other services that can be accessed through the Military Service Centers include a personal financial counselor, military family life counselor, Military OneSource assistance, transition assistance advisor, chaplains, licensed social workers, and information on state and federal entitlements and benefits.

Pauling brings more than 32 years of military service to the Service Member and Family Support director position. He served in Iraq as the operations officer for the 141st Engineer Combat Battalion. He also has served in roles as the state mobilization officer, equal opportunity advisor to the adjutant general and the deputy personnel officer for the Joint Force Headquarters. ■



Photo by Staff Sgt. Brett Miller  
N.D. National Guard Visual Information

Rob Keller, former director of the N.D. National Guard’s Service Member and Family Support Division, stands outside the Military Service Center in Bismarck. The “one-stop” service facility concept was launched by North Dakota in January 2009. A second Military Service Center later was opened in Fargo in late 2011.

# Chaplains' Corner:

## THE COURAGE TO PLANT SEEDS

By Chaplain (Lt. Col.) Bruce Krogstad, 119th Wing

Perhaps you have heard it said that college benefits and the pay attract people to serve in the Air and Army National Guard, but a sense of meaning, purpose and pride in the things they do in uniform is what leads to reenlistment.

Based on a couple thousand conversations I have had with wounded warriors over three Operation Enduring Freedom deployments at Landstuhl Regional Medical Center in Germany and overseas air evacuation, this assessment rings true to me. So, when the Iraqi Army ran away ISIS combatants, despite having them outnumbered, a number of Guard members expressed anger at how easily Iraqi soldiers abandoned their posts in places — like the Sunni Triangle — that cost the lives of a number of our Guard brothers. Behind this anger was the deeper question of “what was the purpose of my sacrifice and my brothers’ sacrifices?”

This has been a question of warriors throughout history. A common response to this question is: “all I can do is do my job” or “I am not in harms way for politics but to be there for my battle buddies.” We all may have different answers to these haunting questions of meaning in the face of trajedy. Many OEF combat veterans will ask this question again, as December marked the end of general combat operations in Afghanistan. We all would like for the investment of treasury and blood to produce beneficial long-term results for the Afghan people, however, the long-term outcome for their country is beyond our control.

Perhaps the best we can hope for as we strive to answer the

questions of meaning, is to conclude that in the case of both Iraq and Afghanistan, the only thing the U.S. military can do is attempt to provide the conditions that might lead to a better life for others. This is not unlike being a parent; we are called to create a good environment for our children to grow, but the long-term outcome of those efforts is largely beyond our control.

The Apostle Paul in the New Testament used the image of farming. Farmers prepare the soil, control the weeds and plant the seeds, but it is God who produces the growth: “what then is Apollos? And what is Paul? Servants through whom you believed, even as the Lord gave opportunity to each one. I planted, Apollos watered, but God was causing the growth. So then neither the one who plants nor the one who waters is anything, but God who causes the growth....” (1 Corinthians 3:5-7)

In conclusion, I offer you the prayer used by Alcoholics Anonymous:

*God, grant me the serenity to accept the things I cannot change,  
The courage to change the things I can,  
And the wisdom to know the difference.*

Blessings to you and your family this New Year,

*Chaplain (Lt. Col.)  
Bruce Krogstad  
119th Wing Chaplain*



# A MASTER AT CONNECTING GOOD CANDIDATES WITH GREAT CAREERS



Photo by Jacob Olverson, 119th Wing Student Flight

Tech. Sgt. Tyrel Cale, a recruiter for the North Dakota National Guard's Fargo-based 119th Wing, works with Joseph Smith as they fill out enlistment paperwork Jan. 11, 2014. Cale recently was named the North Dakota Air National Guard Recruiter of the Year.