

**PERMANENTLY ASSIGNED**

2 faculty members begin permanent professor duty. **Page 4**

**DRIVE TO SURVIVE**

Winter drivers should be aware of safety, snowplows. **Page 5**

**SETTING THE STANDARD**

Prep School cadet candidates maintain 4.0 GPAs. **Page 6**

# Academy SPIRIT



## Academy introduces new athletic director



JASON GUTIERREZ

Academy Superintendent Lt. Gen. Michelle D. Johnson introduces James Knowlton as the new director of athletics at a press conference here Wednesday.

**By Amber Baillie**

U.S. Air Force Academy Public Affairs

The Academy's new director of athletics was officially announced by Academy Superintendent Lt. Gen. Michelle D. Johnson here Wednesday at Clune Arena.

James Knowlton became the 11th director here during a press conference with Academy personnel, community members and local media, answering questions regarding

his experience, vision and goals for the department.

Knowlton replaces Dr. Hans Mueh, who is retiring today after 10-plus years as the Academy's athletic director. Knowlton comes here from Rensselaer Polytechnic Institute, in New York, where he served as athletic director for seven years and will begin his duties at the Academy March 23.

"This is an important day for our Air Force's Academy as we introduce the new-

est member of our senior leadership team," General Johnson said. "Jim was selected following a deliberate, multi-step process that leveraged social media, traditional ads, emails and phone calls to reach across the nation to a diverse list of athletic groups and attract top talent."

General Johnson said it was Knowlton's record, experience, presence and vision for the future that made him right for the position.

**See Knowlton Page 14**

## Athletic director departs after 10 years

**By Don Branum**

U.S. Air Force Academy Public Affairs

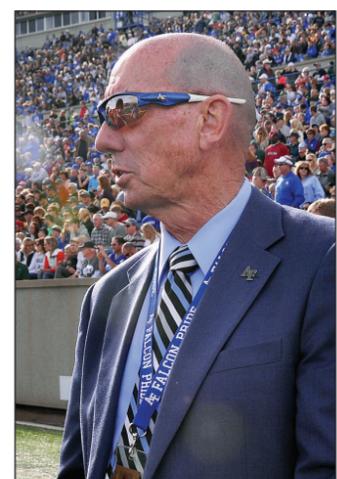
A week before his retirement, Dr. Hans Mueh was figuring out how he would box up 27 years' worth of memories. When Mueh took over as the Academy's athletic director 10 years ago, the moving process was a bit more simple: he packed everything in his office in the Chemistry Department, "schlepped" it over to the Falcon Athletic Center and unpacked it.

Mueh, who retires today, has some experience

with moving. His family immigrated to the United States from West Germany in 1951, when he was 9, and briefly lived in Fessenden, N.D., until Mueh's father found a job in Milwaukee. From there, Mueh came to the Air Force Academy for the first time, as a cadet.

After graduating, he became an intelligence officer. He served three tours while in that career field: Tactical Air Command at Langley Air Force Base, Va., from 1967-1969, Saigon, South Vietnam, and Nakhon Phanom Royal Thai Air Base, Thailand.

**See Mueh Page 14**



Dr. Hans Mueh retires today after 10 years as the Academy's athletic director.

# My journey as a victim advocate

By Staff Sgt. Maria Bowman  
375th Air Mobility Wing Public Affairs

**SCOTT AIR FORCE BASE, Ill. (AFNS)** — When I was a teenager, I saw a movie about a college student raped at a fraternity party. I remember being saddened by what happened to her; not only by the act of sexual assault, but by how the school's administrators and students treated her when she reported the crime.

That movie and its message stuck with me for more than 15 years. I have wanted to be able to help victims of sexual assault for a long time — I just wasn't sure how.

I learned about the Sexual Assault Prevention and Response program. After learning about the victim advocacy program, I signed up because I wanted to make a difference.

Last year I received a phone call from the Sexual Assault Response Coordinator saying someone would be coming in the next day to fill out a report. After hanging up the phone, I prayed I would be able to provide the right amount of comfort and support the victim would need throughout the process.

The next day, I met my first client. I was very nervous as this was my first time being a victim advocate outside of a training environment. This person mattered, and I wanted to show empathy and compassion during this difficult time. Her trust in another person had been violated, and I was trying to show her she could trust me. I knew this would not be easy, but it was important to be there for her.

Even with all the training, nothing could have prepared me for our first encounter. I was looking at someone who had survived one of the most difficult experiences anyone could live through. Anger and sadness rose within me; words and thoughts flooded my brain but I found it difficult to speak them aloud.

Fortunately, I wasn't going through this alone. The SARC was there as a guide and mentor to walk us through the process. Her presence and guidance put my mind at ease as I knew I had someone to turn to when problems or questions came up.

When we went to the hospital, it was the first opportunity to sit with my new client and talk with her alone. While we waited for the nurse to collect evidence, I struggled to find words that would begin to build her trust in me. The victim didn't know me so why would she trust a complete stranger? I tried to come up with the right things to say, but the only thing I could tell her was I would be her rock and I was there to provide anything she needed on her road to recovery.

By the time we met with Air Force Office of Special Investigations investigators the next day, I felt like my presence beside her was a blessing. I felt hopeful and started to believe my time advocating on her behalf would be successful. Through that long day of interviews with the victim, I began to fully understand how strong she was. I needed to be strong for her too.

When that was completed, the focus shifted to the relationship I would build with her. After hearing



her talk about her struggles, I began to understand her. No longer nervous that I would mess things up, my confidence in my abilities grew.

Over the next year, we talked about how her case was progressing. Whenever she had a question I didn't know, I felt comfortable talking it over with the SARC or the Special Victims Council. The SVC was her legal advisor when it came to anything concerning victim rights or the upcoming

Even with all the training, nothing could have prepared me for our first encounter. I was looking at someone who had survived one of the most difficult experiences anyone could live through. Anger and sadness rose within me; words and thoughts flooded my brain but I found it difficult to speak them aloud.

courts martial.

Having the SARC and the SVC as resources made it easier to successfully advocate for the victim. Since the SVC was nearby, it was easy for me to get advice. It helped build trust in her, because I could see she really cared about helping my client in any way she could.

Then the courts-martial began. I had to be emotionally ready to take care of my client through a very stressful time. While I sat in silence during other people's testimony, my mind worked hard to stay focused and not get upset.

When my client took the stand, I knew her hard times during the last year had paid off and she was standing up for herself.

When the trial concluded and I heard the verdict, my only concern was for my client. This was another chapter in her life and it was closing. The stress of the pretrial hearings and courts martial were over. I knew she would be able to continue down her path toward being a survivor.

Throughout my experience as a victim's advocate, I felt thankful for the people I worked with. The SARC and the SVC were always available and willing to talk through any questions I had. They made sure my needs were taken care of, too. The commanders and first sergeants I met with took our concerns and needs very seriously. The legal office staff took time to discuss the case in great detail so we would know what to expect in the court-

room.

Because of what I went through, and knowing the people and resources were always available to me and my client, I have faith in our SARC's office and the VA's who volunteer to make a difference in someone's life. They changed

Because of what I went through, and knowing the people and resources were always available to me and my client, I have faith in our SARC's office and the VA's who volunteer to make a difference in someone's life. They changed me and gave me confidence in my abilities, which helped me reach out when my client needed someone to be in her corner.

me and gave me confidence in my abilities, which helped me reach out when my client needed someone to be in her corner.

My client is a survivor and I have faith she will thrive. I feel good about helping someone during a difficult time in her life; we are both stronger today because of what we went through together.

## ACADEMY SPIRIT

To responsibly inform and educate the Academy community and the public about the Air Force Academy

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Lt. Col. Brus E. Vidal — Director of Public Affairs  
Ray Bowden — Editor  
Don Branun — Staff Writer  
Amber Baillie — Staff Writer  
Airman 1st Class Rachel Hammes — Staff writer  
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# Pentagon salutes Dr. King's life, legacy

By Tech. Sgt. Jake Richmond  
Defense Media Activity

WASHINGTON (AFNS) — Defense Department members gathered Jan. 15 at the Pentagon's annual observance of Dr. Martin Luther King Jr.'s birthday, ahead of the federal holiday.

Deputy Defense Secretary Bob Work called King a "true, remarkable American patriot and hero," and said he was honored to help pay tribute to the late civil rights leader.

"The most fitting way to honor Dr. King's legacy is not just to celebrate this holiday or to celebrate his achievements, but to act on his word in what we do every day in the service of our nation," Work said.

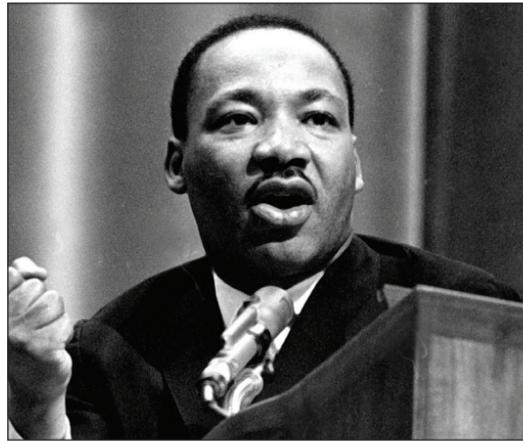
King, who would have been 86, was assassinated in 1968, less than four years after winning the Nobel Peace Prize for his leadership of nonviolent civil disobedience in the advancement of civil rights.

## A Proponent of Peace

Joining the deputy secretary to give the event's keynote speech was Navy Adm. Michelle Howard, vice chief of naval operations. In 1999, Howard became the first African-American woman to command a combatant ship in the U.S. Navy, and in 2014, she became the first woman to rise to the rank of four-star admiral.

"Not only did (King) peacefully bring society through some of the most complicated and charged social upheavals of American history, but he also fostered change in the very hearts and minds of the American people," Howard said.

Howard called King one of the greatest leaders the



Dr. Martin Luther King Jr.

country has ever seen and recounted several of his most memorable words. Quoting King, she said "if a man has not discovered something that he will die for, he isn't fit to live" and "a genuine leader is not a searcher for consensus, but a motor of consensus."

The admiral praised King for convincing so many that people work better together and for "overwhelming the status quo" with consistent, concentrated and insistently righteous perseverance.

## Inclusiveness, Restraint

"He pushed both black and white citizens to look beyond

themselves, beyond their comfort zones, habits or beliefs, to something bigger and better for all of us," Howard said. "He rose above the pain and he taught his followers to demand the moral high ground ... these lessons of inclusiveness and restraint are some of the hardest concepts throughout human history."

For that reason, the admiral said, it is even more important for Americans to continue to observe and remember King for the things he did and the principles he stood for.

"Today, as we honor this great American," Work said, "let us also reflect on what we can do, each and every one of us in this room, throughout the Pentagon, throughout the armed services of our great nation, to further the struggle for human freedom and dignity that Dr. King helped to lead and for which he ultimately gave his life."

King was posthumously awarded the Presidential Medal of Freedom and the Congressional Gold Medal. Martin Luther King Jr. Day was established as a U.S. federal holiday in 1986.

# Hagel: Fight to end sexual assault must be 'personal'

By Amaani Lyle  
Defense Media Activity

JOINT BASE ANDREWS, Md. (AFNS) — Efforts to eliminate the baneful issue of sexual assault "must be personal," Defense Secretary Chuck Hagel said in closing remarks at the Air Force Sexual Assault Prevention Summit Jan. 16.

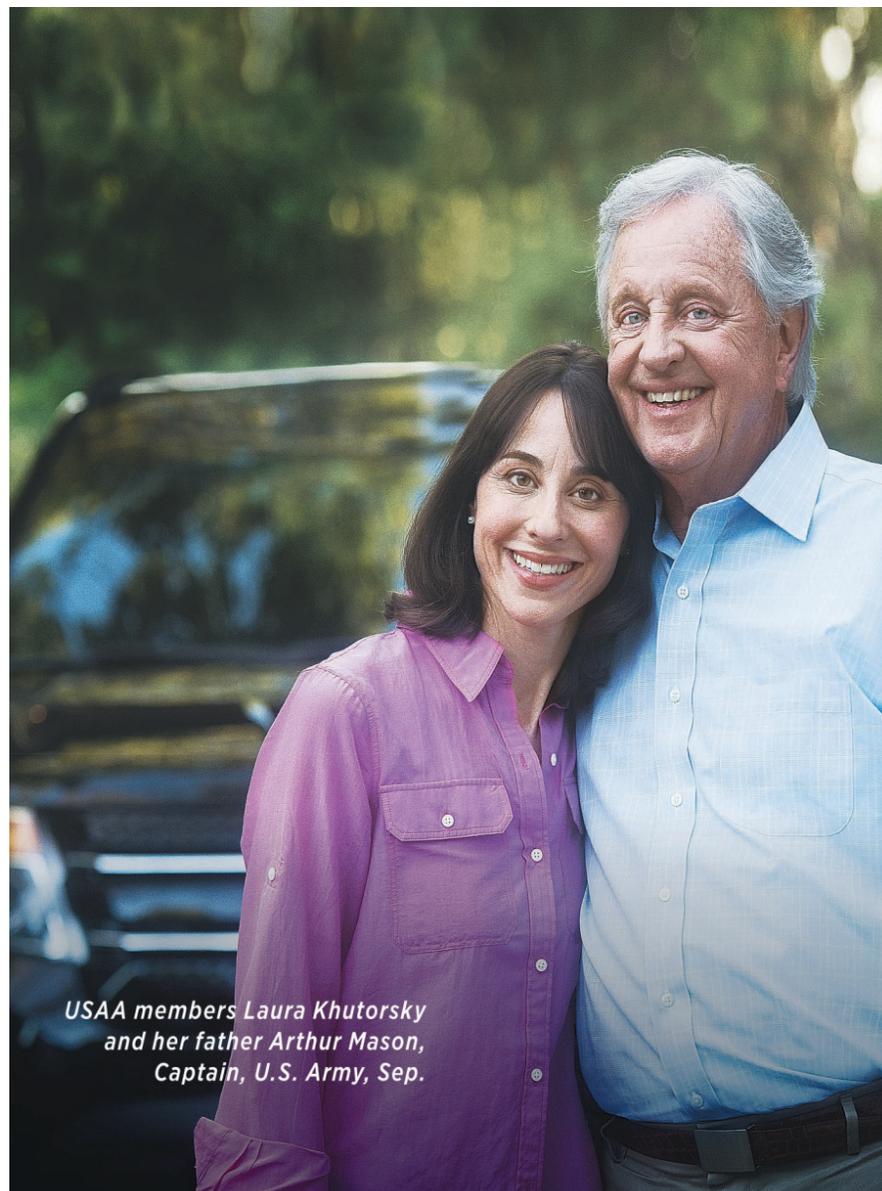
Hagel said the military community is unique in its raised standards and the expectation service members will commit to each other on and off the battlefield.

"We should fundamentally begin taking care of each other in personal relationships and wherever else," Hagel said. "If we don't understand that dimension of this crime, then we will miss the whole point."

The secretary noted that absent personal accountability and responsibility, sexual assault will persist no matter how many laws, restrictions, directives or resources are created.

"It won't be an Air Force or a military free of sexual assault unless we come at it from a basis

See Hagel Page 14



USAA members Laura Khutorsky and her father Arthur Mason, Captain, U.S. Army, Sep.

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# 2 faculty members recognized as permanent professors

By Ray Bowden  
U.S. Air Force Academy Public Affairs

Two U.S. Air Force Academy faculty members were officially recognized as permanent professors in a ceremony at Doolittle Hall Tuesday.

Academy Superintendent Lt. Gen. Michelle D. Johnson and Dean of the Faculty Brig. Gen. Andrew Armacost presided over the 4 p.m. event to acknowledge Colonels Jennifer Alexander and Troy Harting, who are now able to serve as the heads of their respective departments until they retire.

Alexander will lead the Economics and Geosciences Department, and Harting will lead the Management Department.

General Johnson told Alexander and Harting that said she looks to permanent professors to help lead the Academy.

"This leadership is of course integral in our Academic mission, especially as our faculty modernizes our core curriculum and finds new and innovative modes of delivery that leverage modern media, fields of study and



Col. Troy Harting



Col. Jennifer Alexander

learning methods," she said. "The mantle of leadership also covers your collaboration to strike the right balance between science, technology, engineering and math and the humanities — we need to be technologically proficient, but we lead humans who must learn how to lead others."

Congress approved Alexander's nomination in October and Harting's nomination in July.

Alexander has been on the Dean's staff

here since 2011.

"I'm incredibly honored and humbled to be nominated and selected because I have such great respect for my fellow candidates," she said in an October interview. "I think I even asked 'really?' when I was told (about the nomination). I feel incredibly lucky to have this opportunity."

Harting, an Academy Class of '93 graduate, served twice on the Dean's staff, from 2000-2002 and 2011 until now.

"As a management major myself, I feel very privileged to be selected to continue the great legacy of the department," he said in July.

Armacost said Alexander and Harting are more than qualified to set the Academy standard of excellence for future permanent professor nominees.

"Their selection as permanent professors is the result of their dedication to our mission, love of learning and care for cadets," he said. "I know Colonel Alexander and Colonel Harting will use their talents to further strengthen the Academy's mission of developing leaders of character."



Academy Superintendent Lt. Gen. Michelle D. Johnson (left) speaks at a ceremony recognizing Colonels Jennifer Alexander and Troy Harting as permanent professors at Doolittle Hall Tuesday.

LIZ COPAN

## Intel official: 2016 budget factors-in asymmetrical warfare needs

By Amaani Lyle  
iDefense Media Activity

WASHINGTON — The 2016 budget will reflect how intelligence capabilities and other investments align with defense challenges such as asymmetrical warfare, a Pentagon official said during the 2015 Potomac Officers Club second annual Intel Summit Wednesday.

Jim Martin, assistant under secretary of defense for intelligence portfolios, programs and resources, said asymmetrical warfare is a major focus not only for the intelligence community, but the Defense De-

partment at large.

"In many ways, we have a unique problem that's common to our defense planning scenarios," Martin said. "Initiative, space and time are on our opponents' side."

### Asymmetric Threats

The United States' distance to North Korea, China, Russia or the Middle East, Martin noted, poses challenges in larger war-fighting scenarios.

"When you see state-sponsored asymmetrical warfare, it's really aimed at the U.S. because of that unique challenge, which is different than the European wars of the past

where you have nation states right next to each other," he said.

As such, China and Russia emphasize capabilities such as mobile ballistic missiles, cyber warfare and counter-space systems, which Martin explained are designed to stymie U.S. response and limit the movement of its forces.

"But if you can only get a trickle of forces into a theater because of those asymmetrical techniques that would be used against us, then it becomes much more manageable from a China, North Korea, or Iran perspective," he said.

Through a functioning day-to-

day lens, he said, the DOD recognizes the importance of integration between defense intelligence and other elements of the intelligence community and the 2016 budget will indicate intel investments to address issues across the spectrum.

"It's the greatest degree of integration I've seen," Martin said. "There's a tremendous amount of cooperation among the defense intelligence establishment, the associated intel agencies, and with CIA and [the Office of the Director of National Intelligence] as their oversight."

# Think 'safety' when you see snow

By Ray Bowden  
U.S. Air Force Academy Public Affairs

Snow removal crews assigned to the 10th Civil Engineer Squadron were in full force Wednesday, removing several inches of snow from Academy roads.

"The crews are more than aware of the unpredictability of Colorado weather," said John Sutherland, the 10th CES heavy equipment operations supervisor.

"Weather patterns can change very quickly here in Colorado, especially along the foothills, but we're equipped to deal with that," he said. "The cooperation and patience of Academy drivers during snow removal operations greatly helps us when it comes to clearing roads and parking lots and making the Academy a safer place."

One issue interrupting snow removal on base is that staff members continue to arrive at the regular time during delayed-reporting periods, Sutherland said.

"If there is a two-hour delay, don't report to work before it ends," he said. "This delayed reporting period gives snow removal crews on and off base time to clear the roads and parking lot. The bottom line here is that abiding by the delay enhances everyone's safety."

Sutherland said Academy drivers should yield to snowplows and pull out

in front of them.

"Snowplows are heavy, loaded with deicing chemicals, so they can't stop as easily as a car," he said. "Each snow plow has a 'Keep Back 100 feet' sign on the back — it's a warning for your safety. When snowplows have their chemical spreaders turned on, it could hit your vehicle if you drive too closely behind it."

Tailgating is illegal, and snowplow crews have reported tailgaters to the 10th Security Forces Squadron, Sutherland said.

"You shouldn't even pass a snowplow, even on the Academy's main routes," he said.

Sutherland said snow removal crews inspect the Academy's secondary snow routes during snowfall.

"Security Forces Airmen at the North and South Gates typically let drivers know if the snow routes are to be used," he said. "Please do not open a snowgate if they are closed."

Senior Master Sgt. Shadd McKee, the 10th Security Forces Squadron manager, said drivers need to approach driving during snowfall with caution.

"Lack of situational awareness is very much a factor in accidents during snowfall," he said. "Traffic accident reports do spike in winter so we all need to be cautious and drive according to road conditions."



STAFF SGT. SAMUEL MORSE

## Tips for safe winter driving:

- Drive according to weather conditions. Reduce your speed.
- Watch for black ice. Roads that look wet may be icy and slick.
- Lengthen your stopping time. The distance it takes to stop increases on snow or ice covered roads.
- Deployed Airmen should not leave their vehicle where it may impede snow removal.
- Biking and jogging are prohibited on base during snow removal operations.
- Keep emergency phone numbers in your vehicle. Call 9-1-1 for an emergency response. The 10th SFS can be reached at 333-2000.
- Compile an emergency kit for your vehicle containing blankets or a sleeping bag; a heat source such as candles or a non-propane backpacker stove; matches and a lighter; high-calorie food such as candy bars, raisins, dried fruits, peanut butter or peanuts; extra gloves, coat, hat, scarf and pants; a flashlight with extra batteries; large plastic garbage bags; red or orange material for the antenna; and a coffee can for small items and to melt snow for water.

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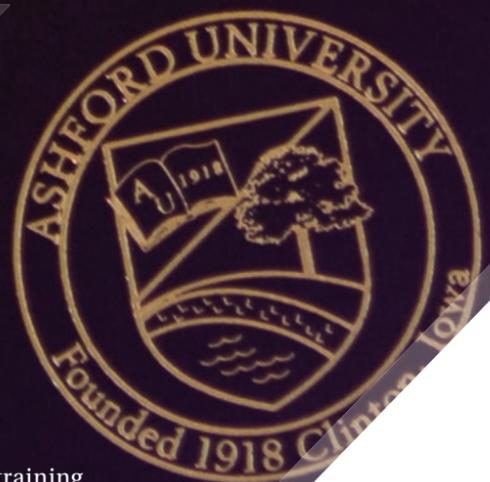
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Left to right: Cadet Candidates Chad Chreene II, Caitlin Stewart-Moore, Joseph Kloc and Jared Kreuzer maintained GPAs of 4.0 for the second quarter of 2014.

# Striving for perfection:

## 4 cadet candidates maintain 4.0 GPAs

By Airman 1st Class Rachel Hammes  
U.S. Air Force Academy Public Affairs

Approximately 200 cadet candidates enter the Academy Prep School every fall, spending the next 10 months honing their physical, military and academic skills for entry into the Academy. While not all cadet candidates become Academy cadets, it's what they are all working toward.

This year, four cadet candidates achieved 4.0 GPAs for the second quarter of the 2014-2015 academic year. They and other Prep School cadet candidates are outperforming last year's class with a final semester cumulative GPA of 2.90, compared to last year's 2.82.

This year, four cadet candidates achieved 4.0 GPAs for the second quarter of the 2014-2015 academic year.

Cadet Candidates Caitlin Stewart-Moore, Joseph Kloc and Chad Chreene II, all in Prep School Alpha Squadron, and Cadet Candidate Jared Kreuzer, Bravo Squadron, were honored at a Jan. 12 ceremony at the Prep School.

Stewart-Moore said she was proud to discover she was one of the cadet candidates with 4.0 GPAs.

"I had made it my goal from midway through the second quarter to get a 4.0," she said. "I knew it was possible, because if you put your mind to it you're going to be able

**"I had made it my goal from midway through the second quarter to get a 4.0. I knew it was possible, because if you put your mind to it you're going to be able to reach any goal and accomplish whatever you're striving for."**

Cadet Candidate Caitlin Stewart-Moore

to reach any goal and accomplish whatever you're striving for."

Kreuzer said it's important to work toward achieving his dream of being a helicopter pilot.

"That's a very competitive job in the Air Force," said Kruezer, who has recently been accepted as Cadet Candidate group commander for the Prep School. "It's kind of cliché, but I think when you do something in life there's no reason to give less than 100 percent. There's no reason to start something and then not give it your all."

Out of the four cadet candidates with 4.0s, Kruezer, Kloc and Chreene were enlisted Airmen before applying to the Academy.

Chreene, who was an Air Traffic Controller at Shaw Air Force Base, S.C., said he feels being prior enlisted helped prepare him for the rigors of the Prep School.

"Being prior enlisted definitely prepared me for the strict military schedule that is en-

forced here," he said. "From something as simple as knowing how to put on the Air Force uniform properly in a short amount of time, to knowing how to strategically approach people in a respectful way, I think it's helped me significantly."

Kruezer previously served as a C-130 crew chief, stationed at Pittsburgh Air Reserve Station, Penn., and Kloc was a medical technician at Buckley AFB.

The cadet candidates attribute part of their success to the Military Training Officers and Academy Military Trainers assigned to their squadrons.

"They're really good role models," Kloc said. "We can just stop by their office and talk about work stuff or whatever, and they'll help out as best they can. They let you vent to them about things that are bothering you."

Second Lt. Heather Shepard, Alpha Squadron MTO, said she is extremely proud of the four cadet candidates.

"Every cadet candidate is taught the Air Force demands nothing short of excellence, as outlined in their core values," she said. "A 4.0 proves that these cadet candidates are not only demanding excellent performance from themselves, but pure perfection. As their leadership, I can personally attest to the team vision these four share, as they have all equally given their personal time to tutor their classmates in the more difficult subjects of math and science."

# Modernization a must for nuclear enterprise

By Staff Sgt. Torri Ingalsbe  
Secretary of the Air Force Public Affairs

WASHINGTON (AFNS) — The Air Force's priorities for modernization and improvement in the nuclear enterprise were the top of discussion during the Air Force Association's monthly breakfast Monday in Arlington, Va.

"This nuclear deterrent is as relevant and is as needed today as it was in January of 1965," said Maj. Gen. Garrett Harencak, the Air Force assistant chief of staff for strategic deterrence and nuclear integration. "And it will be, until that happy day comes when we rid the world of nuclear weapons. It will be just as relevant in 2025, 10 years from now."

To remain relevant, Harencak explained the importance of investing in modernizing the two legs of the nuclear triad owned by the Air Force, including the long-range strike bomber and the ground-based strategic deterrent.

"It's not going to be inexpensive, but it's also not going to be unaffordable," he said. "It's something we have to do to protect our nation. In this world, there still is a nuclear threat and our United States Air Force is there to meet it so we can defend our great nation and our allies."

The Air Force's goal is to develop and pur-



**"It's something we have to do to protect our nation. In this world, there still is a nuclear threat and our United States Air Force is there to meet it so we can defend our great nation and our allies."**

Maj. Gen. Garrett Harencak

so the United States Air Force continues to be what it always has been — the force that allows alternatives and options for our president to defend America."

In addition to investment in aircraft, the Air Force is continuously working on increasing morale and mission focus within the inter-continental ballistic missile community, with help and guidance from the Force Improve-

ment Program. chase 80 to 100 LRSB aircraft. This modernization of nuclear-capable bombers will provide safe, secure and effective forces for generations to come, he explained.

"In what world do we send our grandchildren into combat in 80-year-old airplanes?" Harencak asked. "There are a lot of hard decisions we've got to make out there, but this isn't one of them. We want them (our children and grandchildren) to win: 100 to nothing, not 51 to 49. We can afford this, and it's desperately needed

ment Program.

"Our ICBMs have been referred to as America's 'ace in the hole,' for more than 50 years," Harencak said. "They still are. They are still the ante into this game that is so high that no one out there would ever be perversely incentivized to attempt to become a nuclear competitor with us. They make sure no one out there has any illusions that they could accomplish anything through the threat or use of nuclear weapons."

To reinvigorate the ICBM community, the Air Force is on track to modernize the Minuteman III weapon system until the ground-based strategic deterrent is underway. Last year marked many changes in the community, and Harencak said the Air Force will continue to make improvements.

"What we're doing is making sure this is a process of continuous improvement," he said. "I am 100 percent positive we don't have it 100 percent right — but that's okay. We do have the processes and organizations in place to make sure we continually improve and never take our eye off the ball of the needs of Airmen in the nuclear enterprise."

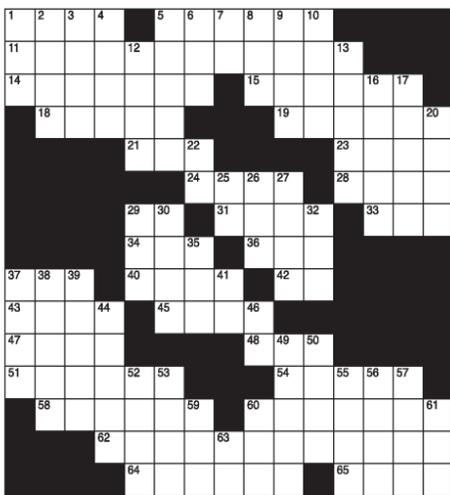
"The bottom line is we must move forward to ensure America's nuclear triad is still the best in the world, and the general said modernization and recapitalization is the way to go. The triad has been proven and tried and true for decades — because it works," Harencak said. "We need to continue to make the modest investments necessary to make sure we have the absolute best nuclear deterrent going forward."

**CLUES ACROSS**

- 1. Cut into cubes
- 5. Food flavorings
- 11. Longest tenured "Tonight Show" host
- 14. One being educated
- 15. British conservatives
- 18. End without completion
- 19. Boater
- 21. Indicated horsepower (abbr.)
- 23. Protects the chest
- 24. Expresses pleasure
- 28. Stiff hair, bristle
- 29. Blood type

- 31. Taxis
- 33. Ribbed material
- 34. Young female
- 36. Game cube
- 37. Priest's liturgical

- socialite
- vestment
- 40. 2.1 km tributary of the river Seille
- 42. The golden state
- 43. Powder mineral
- 45. Coat with plaster
- 47. Far East housemaid
- 48. Digital audiotape
- 51. Merchandising
- 54. Libreville is the capital
- 58. Incapable of flexibility
- 60. Language of Andorra
- 62. Repeat in concise form
- 64. Dark areas
- 65. Enough (archaic)



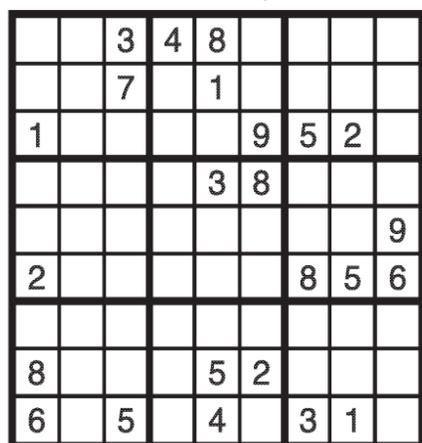
**CLUES DOWN**

- 1. Disk jockeys
- 2. 9th Greek letter
- 3. Fish of the carp family
- 4. Medical prefix for within
- 5. Short for synthesizer
- 6. What part of (abbr.)
- 7. Farm state
- 8. Thermionic vacuum tube
- 9. Employee stock ownership plan
- 10. A crane
- 12. Filippo \_\_, Saint

- 13. One below tens
- 16. Impatiently desirous
- 17. Inflict a heavy blow
- 20. As fast as can be done (abbr.)
- 22. Ma's partner
- 25. Carrier's invention
- 26. Possessed
- 27. Invests in little enterprises

- 29. Summate
- 30. Rosary part
- 32. A large body of water
- 35. Woman's undergarment
- 37. Essential oil obtained from flowers
- 38. Cripples
- 39. An explosion
- 41. Of, French
- 44. Fish of the genus
- 46. Bahrain dinar
- 49. Banded calcedony
- 50. Giant armadillo
- 52. In place of
- 53. Electronic counter-countermeasures
- 55. Large package of cotton
- 56. 3564 m French Alp
- 57. European defense organization
- 59. Check
- 60. Former OSS
- 61. Not old
- 63. Goodwill promotion

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Level: Advanced

Solution on page 11

1-23-15

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# TOPPING OFF THE POLARIS TOWER

The Academy's Center for Character and Leadership Development enters the final stages of construction



PHOTOS BY LIZ COPAN

A crane lifts the top portion of the Center for Character and Leadership Development's Polaris Tower at the Academy Tuesday. A supporting beam shown here was signed by Academy officials including Superintendent Lt. Gen. Michelle D. Johnson.



# Training in Jacks Valley

A special operator assigned to the 10th Special Operations Group at Fort Carson fires the M-60 machine gun here during a training exercise Jan. 16.

Several 10th SOG operators participated in a variety of exercises here Jan. 13-16 in Jacks Valley, a training area used by Academy cadets. The operator seen here is firing blanks.

LIZ COPAN



## A psychologist's mental health perspective

By Senior Airman Austin Harvill  
633rd Air Base Wing Public Affairs

**JOINT BASE LANGLEY-EUSTIS, Va. (AFNS)** — It is 7 a.m. on a Monday in 2012. Nancy wakes up, puts on her best business attire, grabs a cup of coffee and heads out the door. Working as a high-paid psychologist in Louisville, Ky., she has a day full of client appointments to keep her busy.

As each client leaves, she said she feels accomplished; but she also feels something is missing. There are too many clients but none really understood how they got to her office to begin with. Nancy felt like there could be a more proactive way to help her clients, so she decided to search for other like-minded professionals and discovered they all work for the same company: the U.S. Air Force.

“A lot of people suspect military doctors only join to help pay bills or schooling before they eventually leave for private practice,” said Capt. Nancy DeLaney, a 633rd Medical Operations Squadron psychologist. “There are people out there who joined because of what the Air Force is doing, and I think a lot of people don’t really understand what that is.”

DeLaney left her civilian position because she saw something no other mental health organization had — the intent to prevent mental health issues and provide care whenever necessary.

“Most civilian agencies do not have any real focus on mental health. The military is one of the only organizations with a dedicated mental health team, which is a huge departure from the private sector,” DeLaney said. “Service members can schedule mental health appointments during work hours, and services can be tailored to fit the needs of their particular diagnosis.

“They can walk through our doors

and see someone, and no one would ever find out most of the time,” she continued. “If they have a need for a higher level of care, the Air Force community will wrap around them and get them the care they need. You won’t find that anywhere else.”

In her old job, DeLaney would suggest stress-relieving techniques to her clients, but this almost always took place after they reached their limit. Now, she has a chance to show people the preventative steps to take before they ever step foot in her office.

“Our prevention measures are second to none, if you ask me,” DeLaney said. “We pursue community mental health prevention, which is a fancy way of saying everyone knows what we have available. We don’t pinpoint certain individuals or offices, because as a culture we have taken the first steps in understanding anyone is susceptible and everyone deserves the same treatment.”

Not only does DeLaney believe she can assist in the prevention of mental health issues, but in the event someone does need help, she can get that person everything they need as soon as possible.

“Since the Air Force views mental health as a high priority, we have the opportunity to take someone out of their environment and help them,” DeLaney said. “Here, people are encouraged to call a timeout. We can prescribe an hour of breathing exercises. We can have counseling sessions in the middle of the week. As professionals, we can help those people immediately, not just when it is the most convenient for the work schedule.”

When clients do come in, DeLaney knows there is even more opportunity for success.

“The first thing I tell patients is they are my clients,” DeLaney said. “These people are people, just like everyone else, they aren’t broken. Someone with a broken arm doesn’t

**“These people are people, just like everyone else, they aren’t broken. Someone with a broken arm doesn’t need to be ‘fixed,’ they just need to heal. Mental health issues are the same, and I want people to know that.”**

Capt. Nancy DeLaney



need to be ‘fixed,’ they just need to heal. Mental health issues are the same, and I want people to know that.”

In the office, DeLaney has a chance to express those sentiments because she knows she has an extended period of time with her clients.

“We can’t fix in a week something that took years to build and that is okay,” she said. “These people aren’t losing money by sitting in my chair; in fact they are probably going to be better off in their career because of it. I can help them get to the places they need to go, because both of us have the time to make that happen.”

At the end of the day, all of this healing and opportunity has the potential to help someone improve their life exponentially, DeLaney said. She believes being part of another person’s life journey, and walking with them in a time of difficulty, is truly an honor.

“I think one of the greatest aspects of Air Force mental health has to be the community,” DeLaney said. “Outside of this Air Force, the confidentiality, culture, perception, treatment, prevention — all of it — surrounding mental health can be daunting. Inside our counseling sessions, within the walls of our clinic, people are given a chance to heal. People have the opportunity to be themselves and return to a healthy state. I have navigated that journey with a number of clients and watched them reclaim their lives after suffering alone for too long. That type of success is beyond rewarding and is why nothing could make me leave this Air Force family.”

*Editors note: This feature is part of the “Through Airmen’s Eyes” series on AF.mil. These stories focus on a single Airman, highlighting their Air Force story.*



## HOCKEY

# Air Force sweeps Army



PHOTOS BY MIKE KAPLAN

Air Force goalie Connor Girard makes a save in Saturday's game against Army at Clune Arena. Girard was named Rookie of the Week for his 25 saves.

## Girard named Rookie of the Week; Hrabovsky named Defensive Player of the Week

### Athletic Communications

Freshman goalie Connor Girard and sophomore defenseman Johnny Hrabovsky earned Travel Team USA-Atlantic Hockey Conference weekly honors for leading Air Force in its game against Army, Friday and Saturday.

Girard was named Rookie of the Week for his career-high 25 saves in his first career start in the 3-1 win over Army Saturday. Due to an injury to starter Chris Truehl, Girard started against the service academy and league rival.

Midway through the first period, Girard, from Edina, Minn., stopped a 3-on-1 breakaway shot by Tyler Pham, Army's leading scorer and one of the top freshman scorers in the nation. With the score tied 1-1 in the second period, Girard stopped a penalty shot by Army's Nick DeCenzo. Thirty-five seconds later, Air Force scored the game-winning goal.

Hrabovsky, a sophomore defenseman from Hummelstown, Pa., was named Defensive Player of the Week as he blocked a career-high nine shots in the two-game series against Army. He blocked two shots Friday and had a game- and career-high seven Saturday.

Hrabovsky was part of a defensive corps holding Army to 44 shots in the series, 22 below the Black Knights' average entering the series.

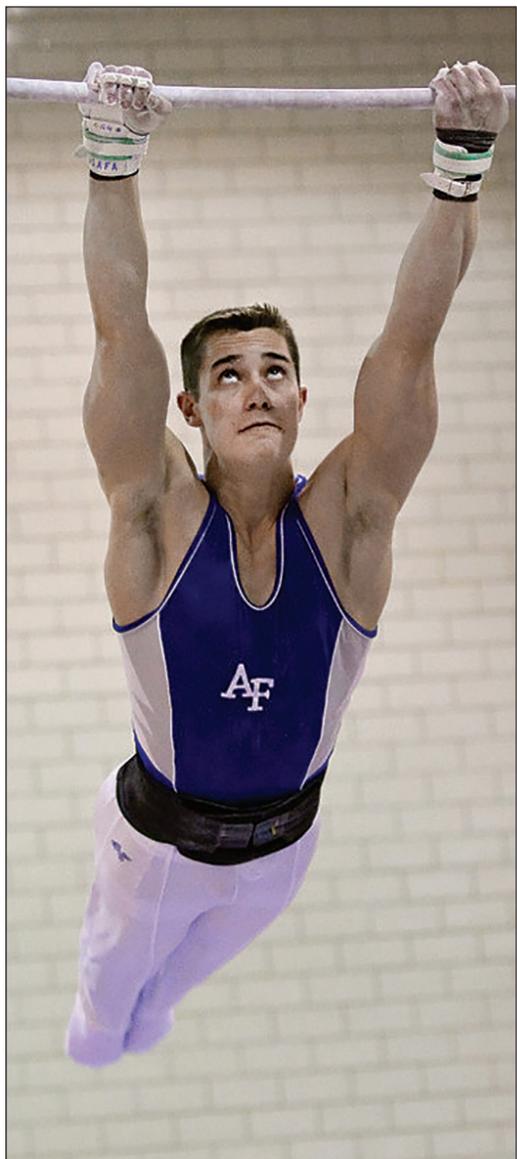
The weekly conference award is the first of each player's career. Earlier this season, Cole Gunner earned AHC Player of the Week honors on Oct. 13 and Oct. 20.

The Falcons, 9-13-3 overall and 8-6-2 in the league, travel to Springfield, Mass., for a two-game series against the American International College Yellow Jackets, Friday and Saturday.



Falcon forward Ben Carey (right) battles for the puck with Army defenseman Ryan Nick during Air Force's 3-1 win Saturday.

MEN'S GYMNASTICS



MIKE KAPLAN

Senior Nick Gaudlip collected a pair of top-three finishes for the Falcons Saturday.

# Air Force finishes second at Rocky Mountain Open

By Valerie Perkin  
Athletic Communications

Highlighted by a record six top-three finishes, the 11th-ranked Air Force men's gymnastics team opened the 2015 season with a second-place finish at the annual Rocky Mountain Open here Saturday.

Recording a team score of 427.150, the Falcons finished second at the RMO and defeated former conference opponent Nebraska for the second time in the last decade. The combined score is the highest season-opening score ever for Air Force, bettering last year's RMO score by more than four points.

Senior Nick Gaudlip collected a pair of top-three finishes for the Falcons, recording scores of 14.850 to take third on both the floor exercise and high bar. Air Force earned two of the top-three placements on the floor, as classmates Corbin Palmer scored a career-best 14.950 to finish second on that event.

The Falcons earned a runner-up finish on the still rings from fellow senior Gared Chapman who scored a 15.300 to finish second to the two-time defending national champion on that event. Air Force earned its additional top-three finishes from classmate Josh Ramos, who scored a 14.650 to tie for third on the parallel bars, and sophomore Aaron Nubine, who collected the third-highest score of the night on the vault with a 14.750.

With this tally, Nubine paced the Falcons to four top-10 finishes on the vault. Junior Denis Aurelius tied for sixth with a score of 14.650, while

Palmer and Ramos tied for eighth with matching scores of 14.600.

Air Force accounted for at least three top-10 finishes in every event.

Aurelius tied for seventh on the floor exercise with a score of 14.600, while sophomore Chase Cannon (seventh, 14.350) and Ramos (10th, 13.750) added additional top-10 scores for Air Force on the high bar. Freshman Jonathan Fornoff tied for sixth on the parallel bars with a 14.500, while Gaudlip earned a 10th-place tally of 14.250. A pair of freshmen earned top-10 finishes on the still rings, as Dimitri Floryance and Fletcher Braunton placed seventh (14.600) and ninth (14.350), respectively. Sophomore Tim Wang scored a 14.100 to tie for sixth on the pommel horse, while Ramos and Cannon tied for ninth with matching scores of 13.900.

Top-ranked Oklahoma captured its 16th straight RMO title with a score of 441.550, while Air Force and 10th-ranked Nebraska (420.150) rounded out the top three. Arizona State scored a 395.100 to take fourth and club newcomer Southern California United finished fifth with a 364.300.

Backed by a pair of first-place finishes from Allan Bower (vault, 15.150; parallel bars, 14.950), the Sooners swept the individual event titles. Colin Van Wicklen (floor exercise, 15.150), Mike Reid (pommel horse, 15.350), Michael Squires (still rings, 16.300) and Jacoby Rubin (high bar, 14.850) rounded out Oklahoma's event winners, while Arizona State's Thomas Hanson took first in the all-around (77.250).

Air Force travels to Minneapolis Saturday to take on seventh-ranked Minnesota.

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## Mueh

### From Page 1

from 1972-1973, and the Defense Intelligence Agency at the Pentagon from 1985-1986. Between those tours, the Academy sponsored him for postgraduate study at the University of Wisconsin-Madison, where he received both his master's degree and doctorate in chemistry.

Mueh came to the Academy in 1977 to teach chemistry, first as an associate professor and then as a tenured professor. He became the acting head of the Chemistry Department in 1986, later taking on the role fulltime. In 2002, he became the vice dean of the faculty, and in 2004, he competed for the dean position.

"(Brig. Gen.) Dana Born and I were the two finalists for the dean of the faculty position," Mueh said. "I had applied as a civilian. She applied on the military side. I got to interview Secretary of the Air Force James Roche, who was smart enough to pick her for the job."

While Mueh wasn't picked for dean, the interview apparently left a good impression on Roche, who agreed with then-Superintendent Lt. Gen. John Rosa that Mueh would make a fine athletic director.

Mueh got word of his appointment to the Athletic Department on a Wednesday. He recalled feeling that something was up during a senior staff meeting, when Lt. Gen. John Rosa, the then-superintendent, and Brig. Gen. Johnny Weida, the then-commandant, would exchange glances with him and then with each other. That afternoon, he got a phone call on a number only a few people had.

"Usually only my wife called on that line," he said. "Fortunately I didn't say 'Hi, honey,' because it was General Rosa. He said, 'Hans, how would you like to be the athletic director?'"

"I told him, 'Sir, we already have an athletic director, Mike Bloomfield. I helped you pick him,'" Mueh said. But Bloomfield, then a colonel, had backed out on the job and decided to retire.

Mueh pointed out that he was retiring as well. "Doesn't matter. We'll civilianize it," Rosa told him.

So Mueh relented and agreed to take the job temporarily.



LIZ COPAN

**"I would not have done this job at any other school. This is a pretty special place. That's what's going to be hard to leave."**

Dr. Hans Mueh

"I told him, 'I'll just do it for a year while you do this search for a permanent athletic director,'" he said. "Here I am, 10 years later."

In those 10 years, Mueh has brought in coaches whose names hold reverence to faithful Air Force fans: Troy Calhoun, Frank Serratore, Jeff Bzdelik, Dave Pilipovich. Other coaches may have less familiar names but have also set up successful programs, such as Mike Kazlausky in baseball, Dave Oosterhaus in tennis, Jeff Heidmous in water polo, Doug Hill and Larry Friend in men's and women's soccer, Ralph Lindeman in track and field and Matt McShane in volleyball.

"Just go down the list," Mueh said. "Bzdelik took the program Joe Scott had started and took it to an unprecedented level. We had a stretch where Air Force was 65-3 in home games. Kaz is not just a great baseball coach but a tremendous inspiration in our mission of building leaders of character. McShane took a volleyball program that was one of the worst in the NCAA to the

middle of a very powerful conference."

Mueh also praised the cadet athletes who comprise those teams and the coaches for their recruiting skills.

"We have incredibly high standards," he said. "We expect involvement in local communities, high academic achievement, and so on. And you're giving up any dreams of being in a professional sport, because when you as a young man or woman commit to the Air Force Academy, you've committed to serving your country for a minimum of five years. So the fact we're still recruiting who we are is amazing to me, and it makes me proud that people are still willing to serve in an environment where military service is entirely voluntary."

And while cadet athletes may not be the beefiest football players or the tallest basketball players, their "never-quit" mindset demands respect from opponents, Mueh said.

"We may be outmatched, but we will never give up," he said. "When they're competing, they're competing for their brothers and sisters. That's what sets us apart: Maybe we're not a match for another team on paper, but we'll match them on the field."

Academy Superintendent Lt. Gen. Michelle D. Johnson said the spirit of competition is part of what makes cadets leaders.

"It's an essential element of what we at the Academy define as our essence — those elements essential to the Academy experience," she said. "The position of athletic director cannot be undervalued and Dr. Mueh has been instrumental in challenging all of our cadets through physical education courses, intramurals, competitive clubs, and intercollegiate athletics."

Mueh said that competitive spirit is what kept him at the Academy far longer than he originally envisioned.

"I would not have done this job at any other school," he said. "This is a pretty special place. That's what's going to be hard to leave. I'll miss the classroom, having 20 kids to teach in a chemistry class. I'll miss the way they react when I show up to practice. I'm still going to be a fan, but it won't be the same."

## Knowlton

### From Page 1

"Jim brings a clear-eyed perspective, seasoned experience as a modern athletic director and a deep and abiding understanding of our unique military culture," she said. "He is clearly ready to lead our department at this important inflection point for our Air Force and Academy."

Knowlton thanked General Johnson for having the trust and confidence to afford him a great opportunity to serve the Academy and community.

"I'm excited to get started," he said. "During the interview process General Johnson articulated her vision for the Academy and I felt it was a perfect fit for who I am. She has continued to improve the Academy and it's a real honor for me to be a part of this team today."

Knowlton said he plans to focus on people, platforms and resources during his first 90 days here.

"I'm going to try to get to know the coaches and administrators in the athletic department," he said. "That's very important to me. I'm also going to look at facilities here to see what we have, what we need and where we're going both from a renovation, construction and new construction perspective. I'm also going to be looking at our revenue, things we need for cadets and the best ways to generate revenue. My first 90 days here are going to give me some keen insight into where we are and what we need."

Knowlton is a West Point graduate who was an intercollegiate athlete and later served as an active duty Army Airborne Ranger. He went on to command a battalion at Fort Carson's 4th Infantry Division, leading 750 soldiers, and was on the West Point academic faculty. There, he served as a West Point assistant athletic director and interim athletic di-

rector, supervising 25 intercollegiate athletic programs with over 1,000 student athletes.

"I think the things I've done in my life have provided me tools to be a successful athletic director at the Academy," Knowlton said. "Managing a large organization with a critical mission and a lot of young men and women who are our nation's finest, really helped me understand how to motivate, organize and lead a winning team. I think that's the same thing we're looking for at the Academy."

Knowlton said the passion and dedication he's already witnessed among athletic coaches here is encouraging.

"Those are the kind of teammates I'm really excited about," he said. "I'm going to spend a lot of time with the department during my first 90 days really asking them, 'What is working well here?' and 'What areas

can we work to improve?'"

The local community is an important part of the team and the Academy is an important part of their team, Knowlton said.

"I think my job (as athletic director) is to get out in the community, embrace community leaders and be visible," he said. "The community is important and a great part of the fan base and supporters of the Academy. I'm really looking forward to meeting community members."

Knowlton said he looks forward to watching cadets excel in the classroom, compete for championships, win them the right way and go on to serve as ambassadors for the nation.

"I think we can be a premier team across the board in our sports here and my job is to find what out it takes for us to do that," Knowlton said.

## Hagel

### From Page 3

of the humanity and the health of the force," Hagel said. "We have to trust each other."

While he cited "encouraging progress" in stanching the issue over the last year, Hagel said more can be done, particularly in areas such as social retaliation, which he said stems from the overall environment.

"You cannot take the responsibility and the accountability for this out of the chain of command," Hagel asserted. "If you see something, if

you sense something, it's your responsibility to step in and deal with it — stop it, or if you can't stop it get somebody who will stop it."

Hagel praised the military for its transparency and recognition of the problem, but said awareness is just the starting point.

"College campuses, other areas that are dealing with this issue, are looking to the military for help ... because we have institutionalized this as a huge challenge and a priority for who we are," Hagel said.

Ultimately, Hagel said, the Air Force and members of all services are building a legacy as role models and leaders with a tremendous effect on the future.

"We have a unique opportunity because of how we are structured, how we are organized ... that gives us possibilities and avenues of approach to this that no other institution or community of families has," Hagel said. "We've got to fix this problem — it won't get fixed in Congress, in the White House or anywhere else."



### Holocaust Remembrance volunteers

Academy personnel interested in volunteering as a Holocaust Days of Remembrance committee member can call 333-5661 or attend a committee meeting 3 p.m., Wednesday in the Community Center Chapel Community Room.

### North Gate Boulevard construction

Due to an ongoing construction project to repair both bridges on North Gate Boulevard near Stadium Boulevard, traffic will not be allowed to exit the North Gate 11 a.m.-12:30 p.m. Saturday.

### Access to medical care in weather events

The clinics and hospitals at the U.S. Air Force Academy, Peterson Air Force Base and Fort Carson are part of the Colorado Springs Medical Health System, referred to as the market.

From a centralized location at the health systems' offices, the Patient Appointing Services call center books appointments and handles calls for more than 172,000 beneficiaries through the market's 524-CARE line.

The call center operates under adverse or inclement weather conditions. In the event of a medical facility or base closure, call-center personnel will contact patients to cancel and re-

schedule appointments. If the call center closes, a message on the appointment line will provide instructions on how to make an appointment or contact a provider. Patients should call the appointment line during bad weather to confirm if a facility is open to avoid an unnecessary trip.

If a medical facility in the market closes due to weather conditions or otherwise, patients can speak with a nurse from the national Nurse Advice Line by calling 524-CARE, option 2, or with the on-call provider using option 4.

### 10th FSS events

**Air Force Worldwide Bowling:** Children can win a bowling ball and bowling bag by bringing family and friends to bowl.

Visit [www.usafbowltowin.com](http://www.usafbowltowin.com) for information.

**Free youth clubs:** Academy children can join various youth clubs to gain leadership and service experience. The Torch Club is for children 9-13 and meets Wednesdays, 4 p.m.; The Keystone Club is for teenagers 14-18 and meets Wednesdays, 4 p.m.

**Youth Employment Skills:** This program teaches high school students who are active duty dependents work skills.

Enrolled high school students can bank volunteer dollar credits toward their post-secondary education or training at \$4 an hour. Volunteer work must be on base. Students may accumulate up to 250 hours or \$1,000 during four years of high school.

**Intro to Matting & Framing:** Sat., 9 a.m., 5:30 p.m. \$15/person. Arts & Crafts, Call 333-4579 for more information.

**Ski trips:** Ski Cooper/Copper Jan. 31; Monarch/Breckenridge, Feb. 7; Loveland on Valentine's Day, Feb. 14. \$25 for transportation only. For information about ski season rental and discounted lift tickets call 333-4475.

**Beginning Ice Climbing:** Sat., \$60. Outdoor Rec. Call 333-4475 for information.

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**Do you know your reporting options?**

**RESTRICTED** (Confidential) reporting for Military Personnel (provides victim advocate, medical, and counseling services to military victims in a confidential setting). Call the Sexual Assault Response Coordinator (SARC): 333-SARC (7272). 24 hours a day, 7 days a week.

**UNRESTRICTED** reporting for all personnel (initiates law enforcement investigation and provides victim advocate, medical, legal and counseling services). Security Forces: 333-2000. SARC: 333 SARC (7272). Office of Special Investigation (OSI): 333-3305.

**Sexual Assault Response Coordinator (SARC):**  
**333-SARC (7272)**  
**24 hours a day, 7 days a week**

**Game Day:** Sat., 10 a.m.-1 p.m. Legos, game systems, board games. Free at Base Library, For information call 333-4665.

**Nurse Enlisted Commissioning Program:** Offering enlisted service members the opportunity to earn a baccalaureate degree. Call the Education Office at 333-3298.

**Weight Loss Challenge:** Feb. 2 through May 1. The fee is \$10. Call the Base Fitness Center at 333-4522.

**Ski Tech Class:** Feb. 3. Maintain your own skis and boards. The \$110 fee includes instruction and tools. Call 333-4475 for information.

**Seven Brides for Seven Brothers Concert:** Feb. 6, 7:30 p.m. Call the Academy Concerts, box office at 333-4497.

**Single Airmen Trips:** Dog sledding, Feb. 7; Copper Mountain skiing, Sun., Feb. 15. Call the Rec Center at 333-4475.



### Cadet Chapel

#### BUDDHIST

**Service:** Sunday, 10 a.m.  
**Meditation:** Thursday, 6:20 p.m.

#### PROTESTANT

Traditional, Sunday, 9:30 a.m.  
Contemporary, Sunday, 11 a.m.

#### CATHOLIC

**Mass:** Sunday, 10 a.m.  
**Daily Mass:** Mon. - Thurs., 5:30 p.m.  
**Confession:** Sunday, 9 a.m.  
**Adoration Confession,** Wednesday, 4:30-5:20 p.m.

#### JEWISH

Shabbat, 7 pm., Kiddush dinner, 7:45 p.m.

#### MUSLIM

Jumah Prayers, Friday, 12:30 p.m.

### Community Center Chapel

#### CATHOLIC WORSHIP

**Mass:** Saturday, 4 p.m., Sunday, 9 a.m. Tuesday - Friday, 11:30 a.m.  
**Reconciliation:** Saturday, 3 p.m.  
**Formation Classes:** For students in grades K-8. Sunday, 10:15-11:30 a.m., September-May.

#### PROTESTANT WORSHIP SERVICE

Sunday, 10:30 a.m.  
**Religious Education:** Sunday, 9 a.m., pre-school through adults.

# Instagram

photo of  
the week



@SAND\_TOAST

User **@sand\_toast** shared this Instagram of a recent sunrise and posted: "Sunrise this morning. It's a shame no one was up to see it." We look forward to highlighting your Instagram photos in upcoming editions of the *Academy Spirit*. If you would like to have a photo published, upload it to Instagram using **#YourAcademy**.

