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Academy SPIRIT



Former CSAF speaks to cadets

Retired Gen. Norton Schwartz, former chief of staff of the Air Force, speaks to cadets taking History 100 at the Academy Tuesday. Schwartz participated in the History Department's Distinguished Professional-in-Residence program, which brings Air Force leaders here to speak to first-year cadets.



MIKE KAPLAN

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

Retired Gen. Norton Schwartz, former chief of staff of the Air Force, and his wife, Susie, came to the Academy Monday through

Tuesday as participants in the Distinguished Professional-in-Residence program sponsored by the History Department here.

Maj. Michael Kennedy, a history instructor here, said the program is designed to bring key Air Force

leaders, traditionally Academy graduates, to speak to History 100 cadets.

"We always try to time it with Recognition, so the speaker can give them a little bit of inspiration from his or her career before that

starts," he said.

In addition to relating stories from his career and his time as a cadet, Schwartz gave cadets three principles to consider.

"First, promise given, promise

See **SCHWARTZ** Page 14

Awards banquet celebrates best, brightest

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

The Air Force Academy held its Annual Awards Banquet at the Falcon Club here March 5.

The awards, which are divided into categories based on military rank, civilian position and special duty, celebrate the best and brightest here.

Retired Maj. Gen. Edward J. Mechenbier

was the keynote speaker. He detailed the history of his career, which began when he graduated the Academy in the Class of 1964 and went to pilot training. He was shot down on his 80th mission over North Vietnam in 1967, and was a prisoner of war for nearly six years before being released. He retired from the Air Force as a Reservist in 2004.

Mechenbier spoke about the purpose of the Academy in the Air Force.

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Academy Superintendent Lt. Gen. Michelle D. Johnson presents Senior Airman Joseph Mas-soglia with the Academy Airman of the Year award during the Annual Awards Banquet at the Falcon Club March 5.

JASON GUTIERREZ

Diversity, inclusion: Air Force initiates new programs

By Secretary of the Air Force Deborah Lee James
Air Force Public Affairs

The Air Force's greatest asset is its people. It is essential we continue to attract the country's best minds and talent to accomplish the complex missions we take on every day. To do so, we must provide an inclusive, rewarding and flexible environment in which we retain and maximize that talent. We want to ensure we build the most innovative, skillful team possible. This team will be built from diverse backgrounds, experiences, demographics and perspectives. We are moving forward with a series of initiatives as part of our long-term effort to ensure an Air Force powered by talented Airmen reflecting the best of the nation they serve.

Diversity and Inclusion Requirements for Development Team Boards: Our Development Teams have a responsibility to shape career fields to meet the needs of the future force. Officer, enlisted and civilian DT chairs analyze and address barriers preventing total force Airmen from reaching their highest levels of performance. This summer, the DT chairs will provide lessons learned and best practices to be shared across the Air Force.

Promotion Board Memorandum of Instruction: Through a MOI, the secretary of the Air Force provides specific instructions to board members for every officer promotion and federal recognition board to ensure only the best qualified officers are selected for promotion or recognition. In addition to seeking officers demonstrating commitment to the welfare of our Airmen and our core values of integrity, service and excellence, board members find officers who have demonstrated they will nurture and lead in a diverse and inclusive Air Force culture.

Career Intermission Program: Given the demands of military service, Airmen permanently separate from the Air Force for many reasons, some of which are short-term issues. The CIP was developed to allow top performing Airmen the flexibility to transfer from active duty to the Individual Ready Reserve for one to three years to meet personal or professional needs and alleviate some work-life concerns. In 2014, the first year of implementation, 32 Airmen entered the program. In 2015, up to 20 enlisted and 20 officers from the regular Air Force and career status Active Guard and Reserve may be selected for the program.

More information on these programs will be published this year.

Identify Airmen for Officer Training School: Our enlisted force is an amazing pool of high-performing, well-educated personnel, ready to take on new challenges within the service. We will work with leaders at all levels to identify enlisted personnel who demonstrate the ability to nurture and lead in a diverse and inclusive Air Force culture and are eligible to attend OTS. They will be encouraged to apply for the more than 500 OTS slots and be provided the tools and opportunities to do so.

Reserve Officer Training Corps Rated Height Screening Initiative: We discovered a number of highly talented, motivated ROTC cadets did not have access to the standard rated height-waiver process, eliminating more than one-third of female cadets and a number of male cadets. As the world's greatest Air Force, we cannot afford to inadvertently limit our talent pool. This initiative will es-



Secretary of the Air Force Deborah Lee James

establish additional opportunities for ROTC cadets to obtain the appropriate height waivers to maximize our talent base. We are moving the measurement process to ROTC Field Training to reach the greatest number of cadets. This will save travel costs and open up more rated opportunities for a greater pool of ROTC cadets.

Civilian Hiring Panels: Senior civilians, just like our military leaders, can benefit from diverse backgrounds, experiences, demographics and perspectives to provide innovative leadership, vision and execution. By instituting civilian hiring panels for GS-14, GS-15 and equivalent positions, we are increasing transparency to the selection process and providing hiring officials various perspectives and

insights on the candidates. It is our hope these insights will highlight the best candidates in each applicant pool, while simultaneously increasing diversity in our higher civilian ranks. The panels will consist of at least three individuals, usually equal to or senior in grade to the advertised position, be diverse and include civilians with no prior military service. The panel will interview the most qualified applicants and make a recommendation to the hiring official. This process has already proven successful in some major commands.

Increased Female Officer Applicant Pool: Despite a rich pool of talent, our female officer applicants typically comprise only 25 percent of our applicant pool. We have set an applicant pool goal of 30 percent for our officer accession sources. This goal will encourage our accession sources to more aggressively compete for our nation's top female talent and encourage the next generation of innovative leaders to apply for our officer corps. The female officer population was selected as a starting point, as it is a smaller group than the enlisted force on which to focus efforts.

Post-Pregnancy Deployment Deferment: Some of our most talented Airmen are choosing to leave the Air Force because they struggle to balance deployments and family issues, especially after childbirth. Since our families are a source of strength and resilience for our Airmen, we are looking to increase our current six month PPDD to one year. According to analysis at the aggregate level, the overall impact on manning and deployment levels will be negligible.

Career Path Tool Transformation: Mentoring fosters a culture of inclusion for all Airmen while maximizing their strengths, and plays an important role in shaping leaders of character, discipline and vision. CPT is a web-based enterprise solution that supports the Air Force's mentoring program. CPT will provide the best possible support to Airmen as mentors and mentees, creating strong mentoring partnerships and allowing Airmen to be actively involved in their personal development and career management. This configuration will include a name change to MyVector that better describes the platform's enhanced mentoring capabilities. MyVector will be a one-stop shop for career management, development team support and robust mentoring.

These initiatives are just the beginning as we work toward increasing our ability to reflect the best of the society we serve. Diversity and inclusion are important to each of us and we will be tracking these issues closely to drive change for the benefit of our Air Force.

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 Branum — Staff Writer
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Air Force responds to force structure commission

By Secretary of the Air Force Public Affairs

WASHINGTON (AFNS) — The Air Force responded to the National Commission on the structure of the Air Force's recommendations in a March 4 report to Congress.

"The body of work that came out of the commission will help us advance the ball toward an even stronger total force," said Secretary of the Air Force Deborah Lee James. "I'm convinced the future of the Air Force includes a greater reliance on our Guard and Reserve components."

Closing the Headquarters Air Force Reserve Command was the only recommendation the Air Force disagreed with.

Elimination of the AFRC would not result in substantial savings, as nine different major commands would assume the roles and responsibilities accomplished by the Headquarters AFRC.

The current structure allows the chief of the Air Force Reserve to manage authorized and appropriated Reserve resources required by statutory obligations.

Since 2013, the Air Force has improved collaboration and cooperation between the components to strengthen and institutionalize relationships across the total force. All three components have participated in the Air Force's budgetary discussions beginning with the fiscal year 2015 President's Budget.

Transformation during wartime is difficult and the Air Force is short of warfighting capacity in nearly all mission areas.

Even though the NCSAF report identified possible cost savings associated with moving approximately 36,000 active Airmen into the reserve component and related savings of roughly \$2 billion, Air Force analysis does

not support this concept.

Based on secretary of defense-mandated dwell rates, the Air Force has capacity shortfalls across most mission areas, assuming approximately a 12-percent risk to meeting deployment demand and other requirements; shifting the 36,000 to the reserve component would exacerbate this risk to nearly 20 percent. To meet requirements and maintain the active component's one-to-two and reserve component's one-to-five dwell times, the Air Force needs to grow the active component and the reserve component.

"No one is more invested in total force integration than the Air Force," said Lt. Gen. James Jackson, the Air Force Reserve chief. "Going forward, there is no doubt our Air Force is going to rely more, not less, on Reserve and National Guard forces. It is essential to leverage reserve components more effectively in the current global security environment."

The Air Force spent 2014 analyzing 80 per-



"No one is more invested in total force integration than the Air Force. Going forward, there is no doubt that our Air Force is going to rely more, not less, on our Reserve and National Guard forces."

Lt. Gen. James Jackson

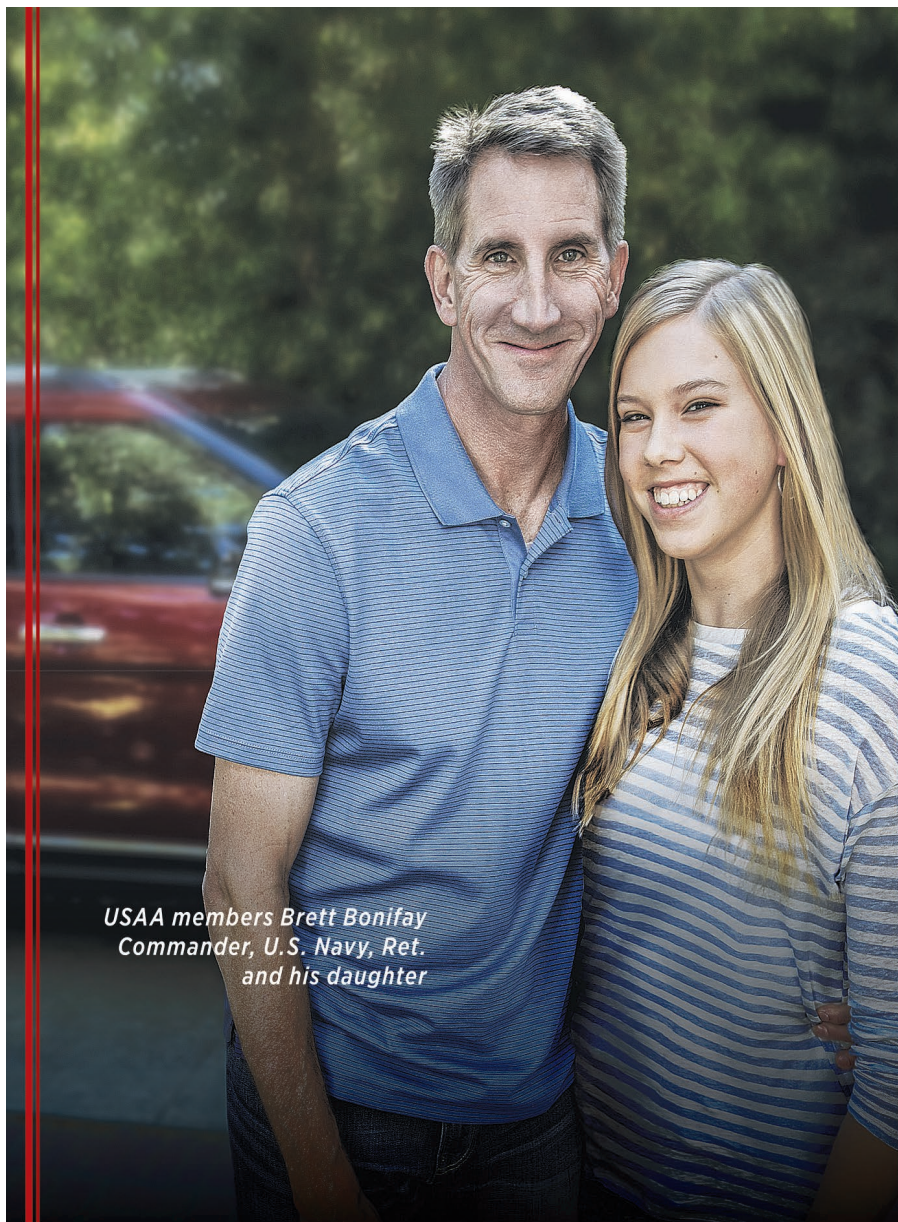
cent of the Air Force mission-sets and taking a close look at the active component and reserve component balance. Over 2015, the Air Force will evaluate the remaining 20 percent of the mission areas and take another look at major mission areas.

The assessment resulted in changes to the Air Force's fiscal 2016 budget. Nearly 3,000 positions were added to the reserve component's end strength. The Air Force bought back F-15C Eagles for ANG units and actively associated them; established an association with the RQ-4 Global Hawk; made some adjustments in the space positioning, navigation and timing system; and grew reserve component in the cyber mis-

sion area.

"The evolution of our total force over the years is a great success story, but much of that story has yet to be written," said General Mark A. Welsh, III, the chief of staff of the Air Force. "We need to be as good at the headquarters level as our Airmen are at the operational and tactical levels. Those

See Commission Page 14



USAA members Brett Bonifay
Commander, U.S. Navy, Ret.
and his daughter

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Q & A

All things even: Academy reservist speaks on mentorship

U.S. Air Force Academy Public Affairs

Editor's note: Dr. Ruth Ann German is a flight surgeon as both a civilian and a Reservist at the Cadet Medical Clinic here. As a Reserve lieutenant colonel, she's served in the Air Force for 10 years on active duty service and seven years in the Reserve after graduating from the Academy in 1995. Public Affairs staff writer Airman 1st Class Rachel Hammes recently interviewed German on the importance of mentorship.

What was the climate in the Air Force toward women when you joined the Air Force?

I always felt very accepted. I was an acquisitions officer for two years after I graduated from the Academy, and they gave me as much responsibility as I could handle. There was never a question about being treated professionally and with respect. We're spoken to about how important it is to treat people equally as cadets. When I first showed up for Basic Cadet Training, one of the basics who was with me said, "I have to be honest, I really don't think women should be in the military. I think it makes men feel like they have to protect them, and it distracts men from the mission." I do think at one point I had to carry his rifle for him during a run, so I'm pretty sure we made all things even by the end of training. I believe there are people who have those opinions, but usually, if you can talk through it and let your performance speak for itself, those issues become non-issues. I want to be understanding when people have concerns or issues. As an adult, you want to talk through things and find some resolution. But at some point, you have to just go out and do your job, and take those concerns and turn them on their head. But I always felt really safe and supported as a cadet, and I feel the Academy bent over backward to make me feel welcome.

Did you have difficulty finding mentorship?

I don't think I did. There were people at every turn who were available to help, from my academic advisor to one of the providers in the cadet clinic. Alma Guzman, who was an active-duty nurse practitioner in the cadet clinic before joining the Air Force civil service as a victim advocate, retired in 2013. She was one of those people who helped you feel good about yourself, no matter how bad of a day you were having. She was such a good listener. I always felt there were those people you could find if you were bold enough to ask for help.

Have your mentors primarily been male or female?

I think I've sought out mentors who achieved goals or been down paths that resonated with me. It was more about wanting to follow a similar path. If I had to guess, it would probably be 50/50. It's a little harder to find female mentors in the Air Force or in a professional context, just because there are fewer women. We make up less than 20 percent of the Air Force. In the time I've been in the military, there's been a female of higher rank who was available in the medical group



Lt. Col. Ruth German

or some other area I functioned in who was always available to answer questions. But I do think it's about having to ask for help. I think military members, in general, are more willing to serve others.

Do you think it's more difficult for women to find mentorship than men?

Maybe in the military it's just our sheer numbers — there are fewer of us. As a cadet, I felt hesitant to ask for help, because I felt like I needed to be strong on my own and not appear weak. Maybe others feel the same way.

How would your career be different without mentorship?

I think the mentors who helped me boosted my confidence at times when I was unsure of myself, or when I was really struggling to make a decision. I needed a sounding board. There were times I wasn't sure I would fulfill my dream of going to medical school. But the people I surrounded myself with and asked questions of and kept going back to would continually push me ahead. I hope I would have made it, even without them - but I'm not sure. Because during those times when you're not feeling confident with yourself, it does help to have someone boost you up and remind you that you can do anything if you put your mind to it.

How do you approach mentorship?

As a Reservist, I really only spend time with my active duty squadron and the people I work with here. There are definitely people available within my unit and within my group - and even within my professional circle - that I know I could go to at any time. My questions are different now, of course, than they were when I was a cadet or a young lieutenant. I still think relying on other people to answer questions and help clarify things you

have a hard time being objective about is invaluable. I still look to many people I work with to make sure we're all on the same page.

What kind of issues do you bring to a mentor now, and how do they differ from the issues you had at the beginning of your career?

Career progression is definitely near the top of the list, and then questions about the direction our squadron or flight is heading. I look for mentorship in those areas, partly to make sure I'm headed in the right direction in my profession. Learning about the next step of leadership is very important to me.

Do you mentor others now? Are they primarily male or female?

I would hope I could always be approachable. Being a good listener is something I've always worked on, because I feel it's one of the most important characteristics of a good mentor. I definitely want to serve others in whatever capacity I can. Especially for young Airmen — I would hope that seeing females who aren't afraid to be in charge of their section or have additional leadership goals in mind can set a good example. I hope we can mentor along the way.

What issues do you help them with?

My husband and I made the decision when we were dual military that we would have a family and balance our two careers. Even now, with him retired from the Air Force, it's a constant balance of family and work. I think that can be very intimidating to young female Airmen starting out on their professional lives. To see other women have found a way to balance work and home is very helpful, because it was very intimidating to think of that from the other side. As a newly-married lieutenant, it was overwhelming. Mentors often turn into greater support in times of need, like during deployments. People in the military are so good at rallying around families when a loved one is deployed. I certainly have benefited from that as both the spouse and the deployed member.

Personal things pop up — finance, family and relationships. I'd rather hear it before it gets really bad. As a supervisor, I encourage people to come to me as soon as they know there's a problem. We all have problems and there's no shame in that. But it's best to ask for help early, rather than wait until your snowball is so big you're about to get run over by it. I think the ability to be an honest communicator as an adult is such an important situation, because the more we're able to be open and honest with each other, the better we can help each other.

Do you have tips for others hoping to find mentors?

I would seek people out who have achieved goals you want to achieve, or who function in ways you find admirable. Start asking them questions, and don't be afraid to ask them for help, even though you might feel as if you aren't as strong and independent as you thought you were. Those who make it to the top don't do it alone.

“ I would seek people out who have achieved goals you want to achieve, or who function in ways you find admirable. Start asking them questions, and don't be afraid to ask them for help, even though you might feel as if you aren't as strong and independent as you thought you were. ”

Lt. Col. Ruth German

Cadets, faculty recognized at research awards ceremony

By Amy Gillentine
U.S. Air Force Academy Office of Research

Cadets and faculty members were recognized for their research efforts March 3 at the Academy's 19th-annual Research Awards ceremony.

The ceremony celebrated the best Academy research in the basic sciences, humanities, engineering and social sciences.

This year's winning projects included creating a nuclear physics curriculum here, developing a new engine design, exploring spacecraft docking techniques at the Massachusetts Institute of Technology and investigating cost savings from sustainable buildings.

The event honored the research efforts of senior cadets who gave up summer leave to work at laboratories and offices around the nation.

Overall, 157 cadets went on summer research projects, ranging from serving as an intern for former Secretary of Defense Donald Rumsfeld to researching new enzymes to detect and neutralize chemical and biological hazards.

Cadet 1st Class Spencer Teiken won the Thomas D. Moore Award for his research into leadership in energy and environmental designs. He worked at Fleetwood Homes in Iowa to determine if implementing more stringent design standards saves money in commercial buildings. Teiken applied his research to Air Force buildings as well.

Cadet 1st Class Daniel Hicks spent his summer at Montana State University to research the properties of a newly discovered protein enzyme. This enzyme, he said, can change the way the U.S. responds to chemical warfare and



Intel Corporation's principal strategist, Keith Uebele, and Academy Superintendent Lt. Gen. Michelle D. Johnson, chat about the inscribed piece of the terrazzo Uebele received from the Cadet Wing during the 19th-annual Research Awards Ceremony here March 3.

JASON GUTIERREZ

biohazards.

"This enzyme reacts differently at high temperatures," he said. "So we can use it to clean up after chemical spills or chemical warfare. Just insert this enzyme and it renders very dangerous chemicals completely nontoxic."

Cadet 1st Class Michael Grimmer spent his time on a project

known as Synchronized Position Hold, Engage, Reorient, Experimental Satellites, in laboratories at MIT.

"We examined ways of flying to and docking at the International Space Station," he said. "SPHERES are small devices, about the size of volleyballs. Basically, we're trying to find new ways to dock with the ISS."

Academy faculty members received their share of the accolades during the ceremony, from work in philosophy and history, to new engine designs and comparisons of roundabouts, to the laws of thermodynamics.

"Research keeps the material alive for me," said Dr. Jeanne Heidler, who won a joint award with assistant German language professor Lt. Col. Rouven Steeves. The two received the McDermott Award for Humanities. "People say 'its history — there's nothing new.' But there

are always new perspectives. Research is important to me because it keeps the material fresh and interesting for the cadets."

One award honored innovation in engine designs. Assistant Aeronautics Professor Lt. Col. A.J. Rolling won the Frank J. Seiler Award in Engineering for a new engine designs that will save the Air Force millions in fuel costs, and for a patent-pending design into an engine system.

"Last year, we ran the tests and found out that this design will allow a cruise missile to loiter for 24 hours and then dash to take out a target at Mach 1.8 (1,334.8 mph)," he said.

The event's keynote speaker, Intel Corporation's principal strategist Keith Uebele, said invention is necessary but not enough — it takes innovation and an emotional connection to make a difference, he said.

Uebele is a liaison connecting Intel Corp with the Homeland Security Department's Center of Innovation here.

"There's a difference between innovation and invention," he said during his speech. "Invention is important, answering those open-ended questions. We need it. But we need innovation. We need to implement what we've learned. Without innovation, we can't create the future we want."

Award Winners

Thomas D. Moore Award for Outstanding Summer Research

Engineering: Cadet 1st Class Michel Grimmer
Humanities: Cadet 1st Class Bryce Mitchell
Basic Sciences: Cadet 1st Class Daniel Hicks
Social Sciences: Cadet 1st Class Spencer Teiken

McDermott Award for Faculty Research in the Humanities

Lt. Col. Rouven Steeves and Dr. Jeanne Heidler

McDermott Award in Social Sciences

Lt. Col. John Martin

Frank J. Seiler Award for Basic Sciences

Lt. Col. Mario Serna

Frank J. Seiler Award for Engineering

Lt. Col. A.J. Rolling

Martinson Award for the Scholarship of Teaching and Learning

Dr. Mark Jensen

Institute for National Security Studies Maj. Gen Robert E. Linhard Award

Editors and authors of "On Limited Nuclear War in the 21st Century", including Dr. Schuyler Foerster and Dr. Jim Smith

On to the quarterfinals

Air Force beats AIC, 10-3, Falcons head to RIT for best-of-three series today

Athletic Communications

Cole Gunner scored a career-high four goals to lead Air Force to a 10-3 win over the American International College in game two of a best of three Atlantic Hockey playoff series Saturday at the Cadet Ice Arena.

The Falcons sweep the series and advance to the Atlantic Hockey quarterfinals to face Rochester Institute of Technology, in a best-of-three series, Friday through Sunday. Air Force has won three straight and improved to 16-19-4 overall this season. AIC's season ended with a 4-25-7 overall record.

"We've had our trials and tribulations this season and we have been waiting for this team to come together," head coach Frank Serratore said. "But this weekend, and really the last three games, we played fabulous hockey. We played with energy, passion, and spirit and played a good solid team game. This is what we have been waiting for. We are on a little roll right now, but now we have to take this same game on the road. We are playing our best hockey right now."

Chad Demers put the Falcons on the board just 71 seconds into the contest on a flurry in front. George Michalke III took a shot that was knocked down in front and Max Hartner put the rebound on net.

An AIC defenseman tried to clear the puck, but it bounced off a skate and right to Demers in the left circle. The senior gave the Falcons a 1-0 lead at 1:11 of the first period.

AIC goalie Hunter Leisner made several big saves as the Falcons held on to the 1-0 lead until late in the period. With three minutes left in the first period, Air Force led 1-0 and had an 11-8 advantage in shots on goal.

In the final three minutes, Air Force had seven shots on net and scored two goals in a span of 1:26.

Gunner gave the Falcons a 2-0 lead at 17:06. His wrist from the goal line bounced off of an AIC defenseman and went in the net. Ben Carey and Scott Holm kept the puck in the zone and Gunner scored as he was trying to feed Holm on the back door.

Demers' second of the game came on the rush at 18:32. Dan Weissenhofer chipped the puck to Gunner on the neutral zone to start the rush. Skating down the slot, Demers tipped in Gunner's centering pass for a 3-0 lead.

In the first minute of the second period, Gunner scored on the power play for a 4-1 lead. Weissenhofer and Ben Kucera played catch at the point and Gunner took a shot from the goal line that went off the back of goaltender Hunter Leisner 54 seconds into the second period.

After the goal, Leisner was replaced in goal by Alex Murray. AIC quickly answered as John May created a turnover in the Air Force end and sent a wrist past Chris Truehl from the left circle at 1:08 of the second.

Junior Ben Carey scored his second goal of the weekend at 12:05 of the second period. Carey intercepted a clear attempt and skated in to the slot. His first shot was saved, but Carey put back the rebound for a 5-1 lead. Gunner completed the hat trick, his second of the season, at 14:22 of the second period.

Tyler Ledford and A.J. Reid moved the puck in the AIC zone and Reid dropped it for Gunner in the slot for his 19th goal of the season.

Air Force scored four goals in the first nine minutes of the third period. Carey scored his second of the night at 1:37 of the third period. Dylan Abood and Max Hartner assisted as Carey put back the rebound for a 7-1 lead. Just under a minute later.

Ledford's long outlet pass sprung Reid for a breakaway. Reid battled through a penalty that was called on Brandon Lubin and netted his 10th goal of the season.

Freshman defenseman Phil Boje scored his second of the series, and seventh of the season, at 6:51. Ledford and Erik Baskin assisted on Boje's blast from the high slot.

After the goal, both teams made a change in goal as Jacob Caffrey came in for AIC and Connor Girard took the crease for the Falcons.

Gunner then netted his fourth of the night came at 8:57. The senior winger forced a turnover in the neutral zone and Carey gave the puck back to Gunner on the right side. Gunner's wrist gave the Falcons a 10-1 lead.

AIC scored its second of the night on the power play as Nathan Sliwinski scored from John May and Andrew Debrincat at 13:11. AIC added another later goal as May scored his second of the night on the rush with 2:32 remaining.



PHOTOS BY JASON GUTIERREZ

ABOVE: Air Force's A.J. Reid tries to get control of the puck against AIC Saturday at Clune Arena.
LEFT: Reid takes control of the puck in the AIC's zone in game two of a best-of-three Atlantic Hockey playoff series.
INSET: Air Force's Cole Gunner scored a career-high four goals to lead Air Force to a 10-3 win over AIC.

“*The program brings them hope. I’ll never forget when I helped a young triple amputee get on a horse and watched him ride into the mountains. He came back a different person. I saw how the experience changed his life.*”

Retired Army Sgt. 1st Class Jacob Legendre

Horse power

Wounded warriors receive therapy through Academy Equestrian Center program

By Amber Baillie
U.S. Air Force Academy Public Affairs

Just as service members come from all walks of life, so do the 30 Academy-owned horses which an Army veteran and wounded warrior said comforted him when he took part in the Warrior Wellness program here.

Retired Army Sgt. 1st Class Jacob Legendre suffers from chronic pain, post-traumatic stress disorder, deafness in one ear and a traumatic brain injury, but by connecting with the horses, staff and other combat veterans at the Academy’s Equestrian Center, he said he’s gained hope and found reasons to keep moving forward.

“The horses don’t care how damaged you are,” he said. “Some of them had been abused prior to coming to the Academy. What they care about is how you treat them.”

Legendre, 39, enlisted in the Army at 17 and served in the infantry. After several deployments, he endured life-changing injuries, lost close friends in combat and watched his marriage crumble.

Also a cancer survivor, Legendre said although he’d never been around horses, they immediately sensed his pain when he visited the equestrian center.

“They just knew,” he said. “They knew I was hurting. I had a very natural connection with most of them, and they loved me.”

The Academy’s Warrior Wellness program, developed in 2009, has helped Legendre and over 100 soldiers and their families reconnect amid new realities and rehabilitation. Located on 950 acres here, the equestrian center allows veterans to experience equine-assisted therapy, enjoy a mountain setting and spend quality time with horses and others at no cost.

Legendre, who now resides in Waveland, Miss., was connected to the program here through the Army’s Warrior Transition Unit at Fort Carson.

“You can’t replace what this environment has to offer,” said Jeanne Springer, clerk and equine specialist at the center. “What we have at the Academy is a treasure and it needs to be protected. We want to hold on to it for the future of our military families because programs like ours are where families can heal.”

Veterans can volunteer 20-40 hours a week, feeding and watering horses, cleaning pens and throwing hay.

“It’s more of a working ranch environment,” said Billy Jack Barrett, co-founder of the program and manager of the equestrian center since 1980. “Some of the soldiers really like working with the horses and fall in love with them. They’ll spend hours grooming them or cleaning stalls for something to do. They find it therapeutic.”

Some veterans also participate in weekly equine-assisted therapy sessions where they spend one-on-one time with a horse and an equine specialist.

“We work with them using the horse as a therapy tool because horses are so honest

in their interactions,” Springer said. “Some like to work with the center’s equipment, some like spending time with the horses and others simply enjoy being quiet and still, just watching the horses.”

Many young veterans’ careers are cut short when they return from combat with severe health problems, Legendre said.



Billy Jack Barrett

“The program brings them hope,” he said. “I’ll never forget when I helped a young triple amputee get on a horse and watched him ride into the mountains. He came back a different person. I saw how the experience changed his life.”

Former Marine Corps Wounded Warrior Regiment commander, retired Col. John Mayer, told leaders during the CORONA conference last year that the Academy’s Warrior Wellness program is the best suicide prevention program anywhere.

“These programs are hard to find in the military due to lack of interest and finances,” he said. “The magic that comes from being with a horse is incredible. Injured by war, it brings veterans a feeling of hope and purpose when working with horses. Ranch



The Academy owns 30 horses to support trail riding, riding lessons, the warrior wellness program, cadet rodeo and equestrian teams, at the equestrian center.

AMBER BAILLIE



ANDREA CAUDILL

Army veteran and wounded warrior Jacob Legendre poses with Academy-owned horse Stormin Wheat in 2011. Legendre said the Academy’s Warrior Wellness program brought him hope and allowed him to focus on moving forward.

work is great healing for their body and spirit.”

The equestrian center is funded by its boarding and rental riding services. The center boards 137 horses owned by military families, retirees, cadets and Defense Department civilians. The equestrian center staff hopes funding will eventually be available to build an indoor arena to expand their services.

“*They just knew. They knew I was hurting. I had a very natural connection with most of them, and they loved me.*”

Retired Army Sgt. 1st Class Jacob Legendre

Women's History Month: Blake paved way for thousands of Air Force women

By Terri Moon Cronk
Defense Department news

MAXWELL AIR FORCE BASE, Ala. (AFNS) — The women of today's Air Force can look back with pride to Staff Sgt. Esther McGowin Blake.

"We consider her the first lady of the Air Force," said William Chivalette, the curator of the Enlisted Heritage Hall at Gunter Annex here. "She raised her right hand to enlist in the U.S. Air Force on the first minute of the first hour of the first day — July 8, 1948 — that women could join the United States Air Force, created nine months before.

Less than a month before, June 12, 1948, former President Harry S. Truman signed the Women's Armed Services Integration Act (Public Law 625-80), which authorized women to serve as regular members of the U.S. armed forces.

Born on July 7, 1897, in Escambia, Ala., Blake served as a civilian employee of the Army Air Forces Air Service Command at the Miami Air Depot in Miami, now a part of the Miami International Airport, after World War II started.

In March 1944, she enlisted in the Women's Army Corps after the War Department notified her that her oldest son, 1st Lt. Julius Blake, a B-17 Flying Fortress pilot in England, had been shot down over Belgium and was reported missing. He remained "missing in action" for nine months.

Her younger son, 1st Lt. Thomas Blake, who flew a B-25 Mitchell bomber in Italy, later said his mother joined the Women's Army Corps hoping to free a Soldier from clerical work to fight, thus speeding the end of the war.

"If I can do this," Blake said, "my efforts will be worthwhile."

While Thomas was also shot down after 50 combat missions, Blake saw both her sons return home by the end of the war with only minor wounds and many decorations.

During the war, Blake served at several bases throughout the U.S., including one year in Alaska near the Aleutians and in the Yukon territory. She separated from the Army in November 1945

and returned to her civil service job in Miami. However, heeding a recall for women in the military services, she reenlisted in the Army in April 1947. The Army assigned her to Fort McPherson near Atlanta.

ans Administration Regional Headquarters in Montgomery, Alabama.

Blake died Oct. 17, 1979, at the age of 82, at the Veterans Hospital in Tuskegee, Ala., among fellow veterans.

On Oct. 1, 1987, the Air Force named one of the student dormitories at the Air Force Senior NCO Academy at Gunter Annex in her honor.

"In singling out and recognizing in such a special way one of your own, you pay respect and tribute not only

to Air Force Staff Sgt. Esther McGowin Blake, you honor all of us who knew and loved her and who were privileged to share her life," Thomas Blake said at the dedication ceremony.

"It's never easy being the first. The trail that Esther Blake blazed made it possible for other women to follow," said Chief Master Sgt. Timothy Horn, the Air University command chief. "Her success opened the doors to allow future women the opportunity to serve with pride. Our Air Force is emphatically better for her efforts."

Today, nearly 20 percent of the active-duty members of the Air Force are women and they serve in 99 percent of the available career fields, including as security forces members and combat pilots.

"Staff Sgt. Blake's spirit of service to country and duty to the Air Force lives on in the women of today's Air Force," Chivalette said.



"It's never easy being the first. The trail that Esther Blake blazed made it possible for other women to follow. Her success opened the doors to allow future women the opportunity to serve with pride. Our Air Force is emphatically better for her efforts."

Chief Master Sgt. Timothy Horn

The Air Force became a separate service Sept. 17, 1947. After the enactment of the Women's Armed Services Integration Act on June 12, 1948, the Air Force within a month established the Women in the Air Force as a separate organization to oversee the training and administration of WAF. At the time, Congress had limited the number of women in the Air Force to 300 officers and 4,000 enlisted members, assigned primarily to clerical and medical career fields. The Air Force inactivated the WAF in June 1976.

At the first available opportunity to return to her roots, Blake transferred from the Army to the Air Force on July 8, 1948, minutes after the start of the first duty day for the WAF, along with 11 other women at Fort McPherson. She remained on active duty with the Air Force until 1954, when she separated because of a disability and went to work as a civil servant at the Veter-

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	L A C R O S S E	B A E L S	5	2	1	3	9	8	7	6	4
	M U C I N	R C A F	8	1	4	7	6	2	9	5	3
	S A T	C O A L	7	5	2	9	1	3	4	8	6
	A N I S	H A O	3	6	9	8	5	4	2	1	7
	C A L L A B L E	A D	4	9	3	6	2	5	1	7	8
	C I R C U M F E R E N C E		2	7	6	1	8	9	3	4	5
	A B E T H A N K I N G		1	8	5	4	3	7	6	9	2
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WOMEN'S GYMNASTICS



Air Force takes 3rd at home

By Valerie Perkin
Athletic Communications

Air Force women's gymnastics closed out the home portion of its season Monday with a triangular meet at the Academy's Cadet West Gym.

The Falcons scored a 193.225 to finish third to 18th-ranked Denver (196.450) and conference opponent Alaska-Anchorage (193.825).

Senior Jessica Wallander and sophomore Annie Graft posted the Falcons' best finishes of the night, finishing in ties for fourth on the vault (9.825) and balance beam (9.750).

Senior Alexandra Stych paced the team on the floor exercise with a fifth-place tally

of 9.800, while she and sophomore Kara Witgen tied for the team lead on the uneven bars, as they both finished eighth with matching marks of 9.825.

Wallander placed among the top-half of the field on the floor, as she placed ninth with a 9.775.

Two additional Falcons finished within the top half of the field, as freshman Jamie Lewis tied for seventh on the vault (9.750) and junior Shannen Kelly tied for eighth on the beam (9.725). Witgen scored a career-high 38.700, en route to runner-up honors in the all-around.

The Falcons close out the regular season today at Tempe, Ariz., where they take on Arizona State.

CLOCKWISE FROM TOP LEFT:
Freshman Julia Sebben dismounts the vault. She finished 18th in the event.

Freshman Jamie Lewis dismounts from the balance beam during competition in the Cadet West Gym.

Kara Witgen tied with teammate Alexandra Stych for eighth place on the uneven bars.

PHOTOS BY LIZ COPAN

SKIING

USAFA skiers compete in national tournament

By Don Branum
U.S. Air Force Academy Public Affairs

Alpine ski teams from the Air Force Academy competed in the U.S. Collegiate Ski and Snowboard Association's national tournament at Mount Bachelor, Ore., March 1-7, with the women's and men's teams placing 11th and 13th, respectively.

Freshman Sydney Sulte placed seventh out of nearly 100 competitors, and senior Sean Daigle placed 36th.

The women's slalom team finished in 10th place with a combined time of 6 minutes, 0.30 seconds. Sulte placed 11th in the individual competition with a time of 1:46.48. The men's slalom team placed 12th with a time of 5:53.06. Sophomore Nicholas Bailey led the Air Force Academy's individual skiers with a time of 1:46.80, tying with University of Massachusetts skier Ennis Chase for 28th place.

The women's giant slalom team placed 14th with 6:55.50, less than a second behind Lafayette College. Sulte placed 11th in this event as well, finishing in 2:04.83. The men's giant slalom team also placed 14th, finishing in 6:38.61. Daigle skied the course in 2:11.00 to finish 54th.

The USCSA is a sports federation for collegiate team ski racing and snowboarding, according to the organization's website, www.uscsa.com. The association has competition programs for alpine, cross-country and freestyle skiing as well as jumping and snowboarding. The Air Force Academy has alpine, cross-country, snowboarding and freestyle teams.

BASEBALL

Falcons Baseball takes series at San José State

Athletic Communications

SAN JOSÉ, Calif. — Air Force baseball defeated San José State 3-2 in Mountain West action Sunday at Municipal Stadium for its first conference road series win since 2005.

The Falcons improved to 5-8, 3-3 MW and dropped the Spartans to 5-10, 1-5.

Air Force broke up a 2-2 tie in the eighth, on Bradley Haslam's RBI-single that scored Noah Pierce from second base. Sophomore Jacob DeVries (2-2) pitched seven innings for the win, allowing just two runs.

The Falcons led 2-0 early after putting up runs in the third and fifth innings. San José State tied it up with two runs in the bottom of the fifth.

Pierce drew a leadoff walk to start



Falcon pitcher Jacob DeVries

the eighth and got to second on a sac-bunt by Tyler Jones. After Tyler Saleck drew a walk, Haslam singled through the left side to score Pierce for the deciding run.

Air Force had nine hits in the game. Adam Groesbeck and Haslam had two hits each to lead the Falcons. Jones and Shaun Mize also hit doubles for Air Force.

DeVries struck out eight in seven innings, allowing four hits in the win. Trent Monaghan struck out two batters in the eighth before giving way to closer Ben Yokley.

Yokley got the final out of the eighth and pitched a scoreless ninth inning for his third save of the season.

San José State reliever Josh Nashed (2-1) took the loss. Starter Ross Slaney pitched four innings, allowing one run. The Spartans had six hits on the day. Leadoff hitter Andre Mercurio had two hits.

The Falcons return to action Tuesday, hosting Adams State in its home-opener. First pitch is slated for 2 p.m.

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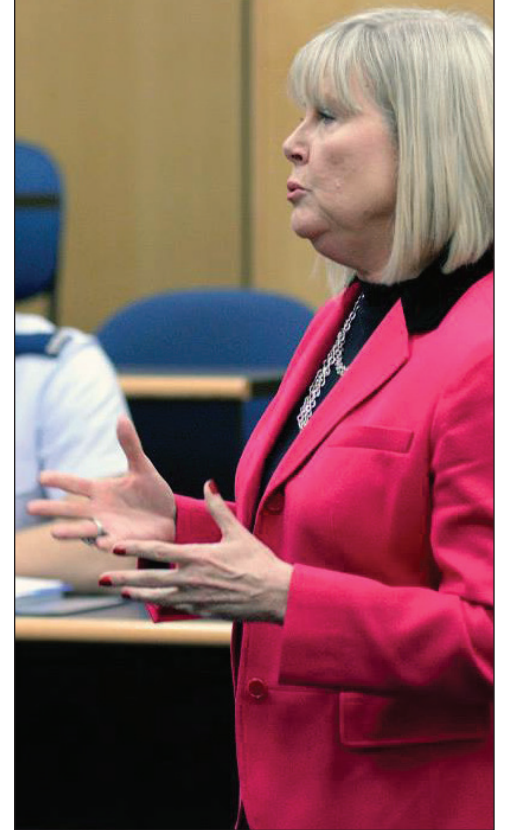
From Page 1

kept,” he said. “As a cadet or an officer, if you give your word, the deal is you will do whatever it takes to fulfill that commitment. ‘Promise given, promise kept’ will earn you the respect and conviction you need to be successful. Secondly, reputations are hard to earn and easy to lose. You’ve already started to build your reputation. But after Recognition, you

will be building your reputation as a cadet. When you make choices, you should think, ‘What are the consequences of my actions to my reputation?’ Finally, don’t leave anything on the table. Give it all you have. Live in a way that will leave you with as few regrets as possible — don’t let yourself regret not taking an opportunity. Don’t lack the courage to try something new.”

Cadet 4th Class Nina Rogers, a History 100 student who sat in on one of Schwartz’s talks, said the event was a much-needed boost of inspiration before Recognition.

“It’s definitely motivational and a great learning experience,” she said. “I really appreciate that he came to talk to us. I was really nervous about Recognition, but after talking to General Schwartz I feel ready to take it on.”



Retired Gen. Norman Schwartz, (left) and his wife, Susie, (above), met with cadets in a History 100 course Tuesday to answer questions about his career and give advice about succeeding at the Academy.

PHOTOS BY JASON GUTIERREZ

Awards

From Page 1

“The essential mission of the U.S. Air Force Academy — building leaders of character — demands top performers from a wide spectrum of contributing team members,” he said. “Tonight we honor those individuals who have been recognized for their exemplary performance. For 60 years, the Academy has provided our Air Force with outstanding men and women.”

Academy Superintendent Lt. Gen. Michelle D. Johnson made closing remarks, during which she spoke about the unusual mission of the Academy in comparison with other bases.

“Our platforms are young people, and it takes some time to see the results,” she said. “Hopefully, if you’re lucky, they’ll find you when they’re captains, or lieutenant colonels, or colonels or even major generals, and they’ll say, ‘What you did made a difference.’ Ours is a real mission, and I’m grateful that you’re helping to make it better every day. Thank you for all you do.”

Award Winners:

Airman of the Year - Senior Airman Joseph Massoglia (10th Air Base Wing)
NCO of the Year - Tech. Sgt. Nichole Haun (Cadet Wing)
Senior NCO of the Year - Senior Master Sgt. Heather L. Henry (Headquarters USAFA)
CGO of the Year - Capt. Joshua L. Miller (10th ABW)
Non-Supervisory Civilian of the Year, Cat. 1 - Steven Gonzales (10th ABW)
Non-Supervisory Civilian of the Year, Cat. 2 - Harold Gilbert (Preparatory School)
Manager/Supervisor of the Year, Cat. 3 - Debbie Southee (10th ABW)
First Sergeant of the Year - Master Sgt. Amber Wortman (10th ABW)
Honor Guard Winners:
 Airman 1st Class Jimmy Perea, Jr. (10th ABW)
 Tech. Sgt. Luis. Caracosa (10th ABW)
 Capt. Mario. Gonzalez (10th ABW)

Commission

From Page 3

Airmen, who’ve been fighting side-by-side for years, don’t see the difference between an active component member, guardsman or a reservist. And those who benefit from American airpower really don’t care. They just know that without it ... you lose.”

The NCSAF was established by Congress in 2013 to determine how the Air Force’s structure should be modified to best fill current and future mission requirements. The commission first presented its findings on Capitol Hill in January 2014. During the same period, the Air

Force initiated a comprehensive review of the Air Force total-force enterprise.

Upon completion of the Air Force’s internal review and the commission’s report, the Air Force established the Total-Force Continuum, an organization led by a brigadier general from each component.

The TF-C is charged with pursuing legislative, policy, educational, operational and organizational changes to fully integrate the three components into one Air Force and identifying the optimal balance of Active, Guard and Reserve across all mission sets.



“We need to be as good at the headquarters level as our Airmen are at the operational and tactical levels. Those Airmen, who’ve been fighting side-by-side for years, don’t see the difference between an active component member, guardsman or a reservist. And those who benefit from American airpower really don’t care. They just know that without it ... you lose.”

General Mark A. Welsh, III



No-tap bowling tournament

The Academy Lanes Bowling Center and the Academy Sexual Assault Response and Prevention Office will host a no-tap bowling tournament 1-3 p.m. April 3.

The cost to enter is \$5 per person or \$20 per team. The fee includes two games and shoe rental.

Prizes will be given to the tournament's first, second, and third-place teams.

Call 333-3598 for more information.

Military retiree lunch

The Military Retiree Activities office has scheduled a lunch noon April 9 at the Peterson Air Force Base Club. Lunch will be followed by the monthly council meeting at 2:30 p.m.

Call 573-4078 for more information.

DeCA seeks new deli, bakery contractor

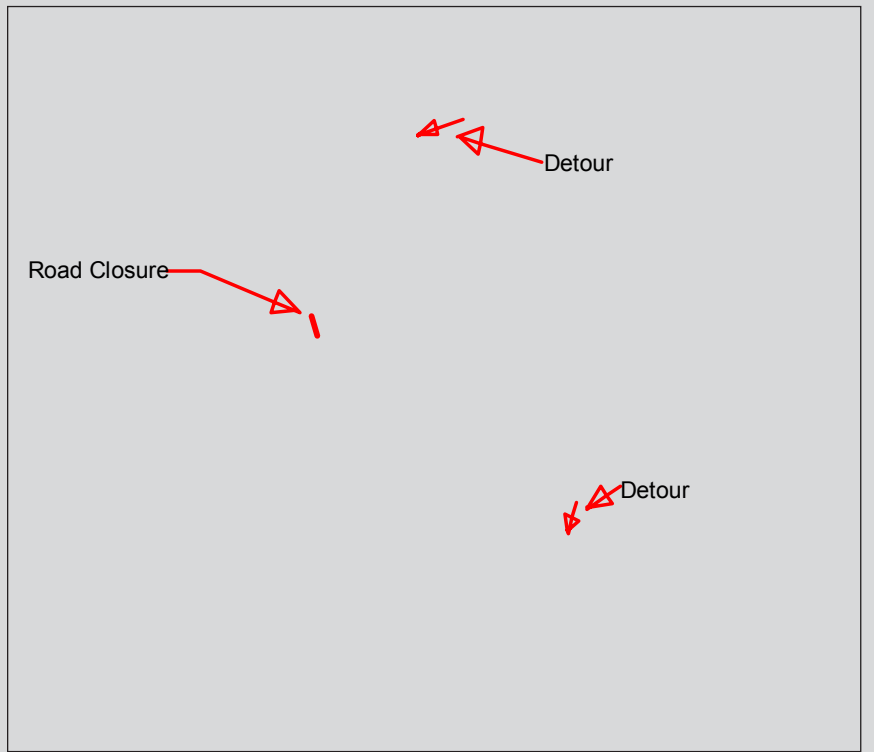
Deli and bakery services at 22 commissaries in eight states, including Colorado, could be temporarily suspended while the Defense Commissary Agency seeks a new contractor. Sixteen of the 22 commissaries have sushi bars that could also be temporarily suspended.

ily suspended.

DeCA is looking at long-term and interim solutions to offer deli and bakery services. Using an expedited contracting process, DeCA expects to have a new contract in May.

To avoid disruption of services, the agency is considering temporary employees to ensure delivery of limited services until a new contractor can be brought on board.

If a break in deli and bakery services does occur, customers can purchase cold cuts, potato and macaroni salad, fruit and vegetable trays and similar items in their commissary grocery and produce aisles. Store management increased product quantities and will bring in new items to fill in a short-term void.



Academy Drive construction project

Academy Drive will be closed until March 23 for utility line installation under the road. Academy staff will be able to access the Falcon Club and the U.S. Air Force Academy Association of Graduates building, but not the 10th Communications Squadron, Building 4199; Fire Station 2, Building 4198; or the 10th Medical Group Clinic, Building 4102.

Access to these facilities will be via detour on Pine Drive, Parade Loop and North Gate Boulevard to Academy Drive. Traffic reaching the road from the east will be able to turn around in the AOG parking lot. Access to the Clinic will be via Community Center Drive or Pine Drive. Traffic reaching the road from the west will be able to turn around at the Interior Drive intersection.



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.

USAFA Tax Center hours

The USAFA Tax Center is open until April 15. Tax returns are prepared by appointment 8-11 a.m. and 1-3 p.m., Mon.-Fri. This free service is available to enlisted service members and captains and below, their dependents, cadets and retirees, if space is available. The Tax Center will process returns if your gross income is less than \$100,000, or if you do not have more than one rental property and do

not own a business. Clients need to bring their military or dependent ID cards; copy of their 2014 tax return; W-2s, 1099s, and 1098s; Social Security cards for the service member and dependents; birth dates for the service member and all dependents; copies of court orders for divorce, child custody, and child support and Form 8332, if post-2008 divorce; and a blank or cancelled check.

Call 333-3920 to make an appointment.

Instagram photo of the week



User **@gray_mv** shared this Instagram and posted: "View from my stairwell. Happy Pre-Recognition." 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**.

@GRAY_MV

