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ON SALE
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Helping in the wake of destruction



JOHN VAN WINKLE

Air Force Academy cadets collect debris from the streets of Moore, Okla., March 26. Tornado struck the small community, just outside Oklahoma City, March 25. Fifteen cadets were in Moore March 23-27 to build homes with Habitat for Humanity as part of their Alternative Spring Break Program.

Cadets assist with Okla. tornado cleanup

By John Van Winkle
Air Force Academy Public Affairs

MOORE, Okla. — Spring break community service turned into a cleanup effort for 15 Air Force Academy cadets after a tornado touched down here March 25.

The cadets were building homes with Habitat for Humanity as part of their Alternative Spring Break program in the small community near Oklahoma City, when a tornado damaged some residential and commercial areas.

The cadets took shelter at a local church and caught reports of the storm's impact.

"We didn't know how bad the damage was," said Cadet 3rd Class Katharine Kopinski. "We knew a school lost its roof and some homes were damaged."

Volunteers and cadets organized to help.

"The tornado changed our plans, so we redirected our efforts to cleanup," said local Habitat for Humanity construction manager Aaron McRee.

The tornado unleashed much of its power

between South Janeway and South Bristow Avenues, along 1st, 2nd and 3rd Streets in central Moore. It damaged street signs, broke branches and trees, tore the roof off some homes and left debris scattered throughout the community.

"So far, we have cleared a lot of debris," said Cadet 1st Class Sarah Folce. "A lot of it is blown everywhere, and it's hard to tell where it came from. I'm from New Orleans and the damage reminds me of what you see after a hurricane."

See **TORNADO** Page 8

New athletic director steps in

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

The Air Force Academy's 11th athletic director introduced himself to the Cadet Wing during a brief ceremony at the staff tower in Mitchell Hall Monday.

Jim Knowlton was the di-

rector of athletics at Rensselaer Polytechnic Institute in Troy, N.Y., before joining the Academy's Athletic Department March 23.

"Thank you for the incredibly warm welcome," Knowlton said to the cadets, who returned from spring break March 29. "I want to con-

tinue to raise the bar and be part of the great things that are happening here."

Academy Superintendent Lt. Gen. Michelle D. Johnson said Knowlton, who served as an interim athletics director at the U.S. Military Academy at West Point,

See **KNOWLTON** Page 14



Jim Knowlton, the Air Force Academy's new athletic director, introduces himself to the Cadet Wing Monday.

JASON
GUTIERREZ

Cybercrime can affect you

By Special Agent Monte Stephens
Air Force Office of Special Investigations

MOUNTAIN HOME AIR FORCE BASE, Idaho (AFNS) — Cybercrime is the fastest growing and most dynamic crime. Increasing reliance on cyber technology allows criminals to operate with virtual impunity across a range of criminal activities and jurisdictions.

Airmen should be aware their personal information can be exploited by online imposters and must remain vigilant to protect and minimize their Internet footprint.

Although the types of crimes are not necessarily new (theft, fraud, extortion, drug proliferation and sex-based exploitation), technology provides criminals an unprecedented range of targets, increased operational capabilities and reduced risk of capture and prosecution.

In 2013, cybercriminals defrauded the U.S. public to the tune of more than \$780 million through a variety of online scams ranging from simple fraud to complex hacking, according to the 2013 Internet Crime Report, FBI. In the past few years, there have been numerous online scams where criminals have directly targeted military personnel or used actual and fictitious information about U.S. military members to defraud the public. These scams are designed to extort information or money from innocent victims by exploiting the public's trust.

Online scammers use U.S. military members' information, whether real or fake, for three reasons: credibility, plausibility and emotional appeal. Appearing attractive to a victim's emotional response, the criminal generates trust and loyalty to increase



credibility once the scam is suggested. The military ties give criminals a credible reason to solicit money from victims that would normally make such a request seem suspicious. Two of the most common online scenarios are sale scams and the Nigerian Letter scams.

Online Scams

The scam begins by offering online goods well below their mar-

ket price, frequently carried out on an online sale site. Most scams involve vehicle sales and generally take the following pattern: a scammer advertises a vehicle for sale at a price too good to be true and describes the vehicle in broad terms. The potential victim answers the ad and is contacted by the scammer, claiming to be a member of a deployed military unit. The scammer uses this deployment scenario to explain the de-valued sales price of the vehicle and that they will be unable to test drive it. Often, the scammer insists the transaction take place quickly and requests the potential victim wire money or transfer funds via the purchase of a money card and provide the code to the scammer.

This crime defrauds victims by promising big profits in exchange for help moving large sums of money. Claiming to be a government official, business person or the surviving spouse of a former government leader, the criminals offer to transfer millions of dollars into a victim's bank account in exchange for a small fee. The scammer really wants the victim's bank account information.

Visit www.osi.af.mil for more information.

No task is too small

By Lt. Col. Mark J. Sorapuru
21st Operations Group deputy commander

PETERSON AIR FORCE BASE, Colo. — Perhaps the most researched topic by military scholars is leadership. Volumes of books are written about the subject and many retired senior leaders make a living facilitating leadership seminars or sharing their experiences during speaking engagements.

In the Air Force, our Airmen's leadership is critiqued in performance reports and feedback sessions and lauded in decorations and promotion recommendations. Often it is the success at leading small teams that serves as a critical indicator of an Airman's ability to lead larger teams or units, and plays a role in their advancement. It is this ability to effectively lead others that is the most critical attribute every member of our profession should strive to possess and, quite frankly, the most important area for which we are all graded.

Military scholars, general officers, and senior enlisted leaders all strive to break down the concept of leadership into practical terms for their subordinates. This pursuit has resulted in publications such as the Air Force Doctrine Document 1-1, which defines leadership as "the art and science of motivating, influencing, and directing Airmen

to understand and accomplish the Air Force mission in joint warfare." It purports effective leaders can harness raw potential in their subordinates and cultivate effective leadership skills within them to enable them to grow into successful mission commanders on the battlefield.

Though this is a very academic approach, it allows for a standardized way to teach and assess a fundamental set of leadership principles. This approach to instructing soon-to-be supervisors on how to develop young leaders often leads to many of them focusing simply on memorizing a list of principles from a program's courseware and being able to recite them on test day.

Learning to be an effective leader and developing effective leaders is far more complicated than reciting a list of principles on demand. Regardless of what side of the "are leaders born or made" argument one takes, leadership needs to be practiced for one to be successful. I am not suggesting tenants of good leadership cannot be learned and I am not discounting the belief that some people possess a predisposition to good leadership traits. Personally, I am a member of the camp which believes truly effective

leaders are like elite professional athletes — they must possess an extraordinary level of inherent talent and actively cultivate their talent through extensive study of their craft, commitment to routine practice of that craft and critical scrutiny of themselves to be exceptional.

There is no task too small for leaders to be assessed and cri-

It is this ability to effectively lead others that is the most critical attribute every member of our profession should strive to possess and, quite frankly, the most important area for which we are all graded.

tiqued. The practice gained by leading small groups is fundamental to a leader's growth and development. Supervisors are very good at recognizing raw talent, but just like in professional sports, talent can only get someone so far. Where some supervisors sometimes fall short is in not taking time to truly meet the AFDD 1-1's intent of cultivating their subordinates' potential to help them grow into effective leaders. I often mentor supervisors about the tendency of some to rely on only a handful of their highly-performing

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ACADEMY SPIRIT

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

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Academy Superintendent

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Readiness unsustainable under sequestration, say leaders

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

WASHINGTON (AFNS) — U.S. military leaders testified on the readiness of each service during House and Senate Armed Forces Committees hearings March 25 and 26.

The vice chiefs of the Army, Navy, Air Force and Marine Corps shared concerns about the militaries readiness to meet immediate requirements but inability to sustain a contingency under sequestration.

“We have already delayed major modernization efforts, cut manpower and reduced training,” said Gen. Larry Spencer, the vice chief of staff of the Air Force. “The capability gap that separates us from other air forces is narrowing. That gap will close even faster under (the Budget Control Act) levels of funding.”

The Air Force’s Fiscal Year 2016 President’s Budget submission aims to balance operational training and modernization commitments, he said, but this funding is just enough to get by.

“We will have to make some difficult choices to balance capacity, capability and readiness, all of which have already been cut to the bone,” Spencer said. “Even at this level, it will take years to recover lost readiness.”

Air Force combat air forces are less than 50 percent ready, due to sequestration-level funding in 2013, he said. These forces include fighter and bomber squadrons, as well as the support infrastructures necessary to maintain and operate these aircraft.

“Right now, we have been in a position of surge (in ISR) since 2007, that’s not the definition of a surge,” he said. “We’ve got (remotely-piloted aircraft) pilots we’ve worked to the point where we’re worried if they’ll stay. The (operations) tempo that we’re under now has not allowed us



SCOTT ASH

Air Force Vice Chief of Staff Gen. Larry O. Spencer (right) testifies during a Senate committee hearing on military readiness in Washington, D.C., March 25.

to bring where we are down low enough so we can train and get ready to go again.”

The possibility of a larger overseas contingency operations budget was discussed and all service leaders agreed the inflexibility of OCO funds and the unpredictability of a year-to-year budget made it a less-desirable solution than funding the base budget. For the Air Force in particular, OCO funds only allow the service to buy back munitions already used, instead of procuring munitions needed for future engagements.

“Planning is a really big deal, particularly pro-

curement,” Spencer said. “If we’re going to buy a really big weapon system, pay for F-35s or do a multi-year of C-130s, that’s really difficult to do if you’re trying to do that a year at a time.”

The Air Force was forced to cut readiness funding when sequestration hit in 2013.

“When sequestration first hit in 2013 ... the readiness levels of those central to combat operations plummeted,” Spencer said. “If we get called upon, we have to be there within hours — not days, weeks, or months — so readiness is critical for us. We were not fully ready, and we cannot afford to let that happen again.”

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Retired Army agent encourages Academy officials to talk about sexual assault

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

A retired Army Criminal Investigative Service special agent spoke to leaders here on the need for culture change to combat sexual assault during a presentation March 19 in Fairchild Hall.

Russell Strand, chief of the behavioral sciences education and training division for the Army's Military Police School, told instructors and air officers commanding that sexual assault should always be taken seriously and personally.

"We wouldn't be talking about sexual assault if there wasn't pain from it," he said. "The pain has to be there to drive change. I appreciate everything you do at the Academy. I love your professionalism, but no matter how professional we are here, we have problems that need to be talked about."

Strand said the military has made positive changes when it comes to combatting sexual assault, but there needs to be constant awareness and education on the topic.

"Every year we bring in hundreds of thousands into the service, some bringing in bad behaviors and problems," he said. "Just because we have them when we swear under oath doesn't mean we automatically make them what we need them to be."

Culture change is not easy, Strand said. He said the first step is understanding sex offenders.

"There are warning signs," he said. "They're predators and hunters who come in all different forms and hide who they are."

According to Strand, every individual has three personas: a public, uninhibited and private persona.

"For some, their personas are close together and for others they're very far apart," he said. "It's in that private persona where sex offenders thrive. Unfortunately, victims typically don't see it until it's too late."

Strand said 37 percent of those accused of sexual assault in the military are NCOs and officers.

"They're the very ones trained to protect those around them," he said. "It's a problem because every one of those NCOs and officers had training on sexual assault. We can't lead or train our way out of sexual assault. We have to build a need, desire and skillset for change and then apply it."

An insider threat who gains trust is far more effective at causing harm, Strand said.

"We talk about 'stranger danger,' the buddy system and how it's important to only hang

out with people you trust," he said. "Most sexual assaults are committed by people who are trusted."

Never make a judgment of a sexual assault report because you have no idea what happened, Strand said.

"We need to break the culture of blaming the victims by saying, 'She was asking for it,' or 'They shouldn't have been drinking,'" he said. "People who commit rape are the only cause of rape. We need to focus on the perpetrators, not the victims."

Victims should be considered casualties, Strand said.

"We know with casualties, it generally doesn't matter whether they caused their injury, or how it happened," he said. "We take care of them and they don't stop being a casualty until they're OK."

During trauma, such as a sexual assault, the brain shuts down. Strand said victims don't have the decision-making abilities you might think.

"It's neuroscience," he said. "The perpetrator has a different brain during the assault. They have prefrontal cortex control and are thinking of planned, practiced and habitual behaviors. However, the victim's prefrontal cortex closes down. It helps us dissociate from the pain, fright and terror in some ways. Most likely the victim won't have any bruises, the perpetrator won't have any scratches and there won't be physical evidence of violence. This is what happens in most sexual assault cases."

In the U.S., 1.3 forcible rapes are committed every minute, 78 an hour and 1871 a day, Strand said. More men than women are sexually assaulted in the military each year. Last year 10,800 victims were men and 8,000 were women.

"Here's another problem — most men don't report it," he said. "Only 13 percent (at most) of men in the military do."

Strand said the average length of time women report a sexual assault is three months. The av-



JASON GUTIERREZ

Russell Strand, chief of the behavioral sciences education and training division at the Army's Military Police School, demonstrates the different layers and identities of people during a presentation on sexual assault March 19 in Fairchild Hall.

erage for men is 20-22 years, he said.

"In our society, the only socially acceptable emotion for a man to express most of the time is anger," he said. "When men are sexually assaulted, a lot of times they feel like their manhood has been robbed and destroyed. They fear they won't be believed or supported, and their career will be over."

The majority of victims who report sexual assault feel ostracized not necessarily by their leaders but by their peers, Strand said.

"If you don't know what's going on at that lowest level, at their peer level, then you're wrong," Strand told leaders. "If you're not holding people accountable for disrespecting, harassing and ostracizing people, then you should be held responsible. You should know what is going on in your units at every level."

Brig. Gen. Andrew Armacost, the Academy's dean of the faculty, said Strand's message should ring true to every leader here.

"We need to foster a culture that supports causalities of sexual assault, and encourages men and women to come forward," he said. "As leaders, we must take care of all our Airmen, and ensure our Academy is a safe place to focus on our mission."

Cadets accept U.S. flags for retirement

U.S. Air Force Academy Public Affairs

The Air Force Academy Cadet Honor Guard is accepting damaged U.S. flags for disposal in a respectful manner from the local community Saturday, Sunday and April 12, noon to 4 p.m., at Arnold Hall here.

Visitors bringing flags for retirement can enter the Academy through the North Gate, at Exit 156 off Interstate 25, and go straight four miles. Temporary signs will indicate the route to

Arnold Hall.

According to U.S. Code Title 36, "The flag, when it is in such condition that it is no longer a fitting emblem for display, should be destroyed in a dignified way, preferably by burning."

This ceremony also took place last year, with 647 flags collected and retired from service in the proper manner.

The Cadet Honor Guard will retire these flags at a retreat ceremony here April 17.

Cadet Wing's 2015 fall leaders announced

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

The Cadet Wing leadership for the Fall 2015 semester was announced on the Staff Tower March 30 by Commandant of Cadets Brig. Gen. Stephen Williams.

Cadet 2nd Class Mark Caldwell will serve as Cadet Wing commander, with Cadet 2nd Class Matthew Sprague serving as the wing's vice commander and Cadet 2nd Class Clare Sakovich as its director of operations.

Cadet group commanders are:

Cadet 2nd Class Zach Ankiel for Cadet Group 1; Cadet 2nd Class John Eno for Cadet Group 2; Cadet 2nd Class Justin Loutfy for Cadet Group 3 and Cadet 2nd Class Spencer Davenport for Cadet Group 4.

"Thanks to everyone who volunteered for leadership positions within the Cadet Wing," Williams said. "It's not easy leading peers — in fact, it's one of the most difficult jobs you will undertake in your career."

Fall Cadet Wing leaders typically assume command prior to the Acceptance Day parade in August.

Eliminate sexual assault: know your part, do your part

Air Force Office of Special Investigations

QUANTICO, Va. — April marks the 14th observance of Sexual Assault Awareness and Prevention Month.

It is recognized nationally and internationally by military and civilian communities. In the late 1980s, the National Coalition Against Sexual Assault led an initiative to select a designated time period to promote awareness.

In 2001, the teal ribbon was used as a national symbol, and in 2015, the Defense Department expanded the title of the month to include prevention — Sexual Assault Awareness and Prevention Month.

The 2015 DOD SAAPM theme is “Eliminate Sexual Assault, Know Your Part, Do Your Part.”

Solving this complex issue is every Airman’s responsibility. We need our Airmen dedicated to this effort. Leadership involvement at every level and the initiatives implemented have increased trust in the system.

Active leadership is the key to eliminating sexual assault. At every level, leaders need to foster climates of mutual respect, dignity and inclusion of all Airmen.

The 2014 RAND survey determined that approximately 800 fewer active-duty Airmen indicated experiencing unwanted sexual contact in 2014 (2400) than in 2012 (3200). More Airmen made a restricted or unrestricted report over the same period. In 2014, one out every three victims reported a sexual assault, compared to 2012 when one of every six victims reported their sexual assault.

Retaliation of any kind toward a victim of sexual assault is unacceptable in the Air Force. Retaliation is punishable under the Uniform Code of Military Justice. The Air Force is working hard to ensure victims of retaliation feel comfortable coming forward and know where they can go for assistance.

Sexual assault significantly degrades our

mission readiness as we must have implicit trust in one another. The crime of sexual assault takes an extraordinary toll on victims, units and the Air Force. Those who commit sexual assault break down this trust, inhibiting the health and welfare of our members and the success of our missions. The Air Force environment must be one in which predatory behavior is easily identified, bystanders feel compelled to engage, and victims feel empowered to come forward.

Airmen from various backgrounds comprise our Air Force, and it is our job to instill in them our core values and provide an environment that allows them reach their full potential. We must emphasize a culture of dignity among all Airmen. Commanders and supervisors must be held accountable for the climate they create in their organizations. We need commanders to be involved and truly know those within their command.



SENIOR AIRMAN CHRISTOPHER REEL
Two Airmen place teal awareness Sexual Assault Prevention and Response ribbons on light posts Tuesday.

For more information on Headquarters Air Force Sexual Assault Prevention and Response Program initiatives, visit www.sexual-assaultpreventionresponse.af.mil/index.asp.

CLUES ACROSS

- Hair on the head
- Cirques
- Thai (var.)
- S. China seaport
- Swiss river
- Unstressed-stressed
- Beginner Dr. Suess book
- Begetter
- Singer ___ Lo Green
- Shaded promenades
- Not wet

- Grow weary
- Philippine Island or it’s seaport
- Teeter-totter
- Not alive
- Golf scores

- Tap gently
- Ancient ointment
- Constitution Hall org.
- Icelandic poems
- Citrus drink suffix
- Detailed design

- criteria
- Dignified manner
- New York island
- Clods
- Camera optic
- Add sound into a film
- Ringworm
- Tablet
- Defense Department
- 3rd “Star Wars” film
- Raincoats
- Restaurant
- Head fronts
- Burn residue
- Immature newt
- After ones

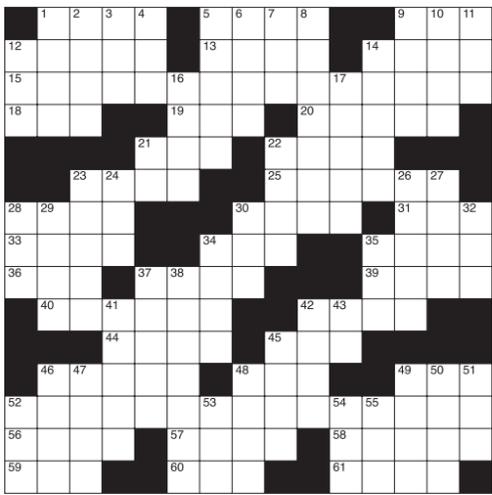
CLUES DOWN

- “Dragon Tattoo” actress
- Received an A grade
- No (Scottish)
- Very long period of time
- Crafty & shrewd
- Hourly payment for services
- Married woman
- More disreputable
- F. Lamas’ 3rd wife Arlene
- 11-23-14 awards show
- Big Blue
- Million gallons per day (abbr.)
- Runs out of gear

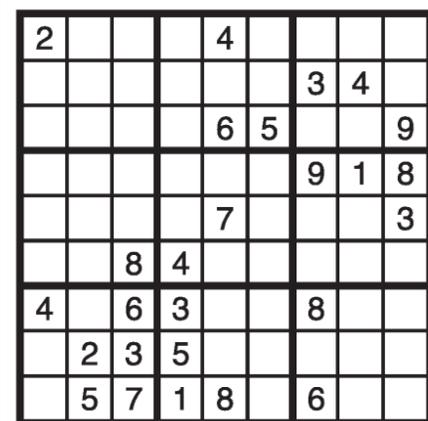
- Beige
- Nostrils
- Unit of loudness
- Czar
- Insert mark
- Doctor of Education
- ___ Adaba
- Walk with your feet in water
- Genetic information

- carrier
- Great St. Louis bridge builder
- Political action committee
- Cast out
- Cub Scout groups
- Voltage
- Guide
- Self-mortification

- Alder genus
- Awadh
- Blood type
- Meeting arranged
- Green, black and oolong
- It causes scratching
- Slang saying of disbelief
- Art ___, 1920’s design
- Lyrics
- Show disrespect to
- Returned material authorization, abbr.
- Clod or lummo
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Level: Advanced

Solution on page 11

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Lessons from space exploration

Former STRATCOM commander, astronaut visits Academy Prep School

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

The highest ranking U.S. military astronaut shared lessons from his first trip to space with U. S. Air Force Academy Preparatory School students here Monday.

Retired Gen. Kevin Chilton, a distinguished Academy graduate and former commander of U.S. Strategic Command, spent 11 years of his military career as an astronaut. He said leadership and problem solving allowed him and his crew members to complete mission 49 of the space shuttle Endeavour in 1992.

"There is something more to this talk than cool astronaut stories I hope will resonate with you today," Chilton said. "Leadership is what it's all about in the Air Force officer corps. Regardless of your specialty, we want you to be a great leader."

Chilton served as a pilot until he applied to work for NASA. His first space opportunity came when he was selected as one of seven astronauts to board Endeavour for its maiden flight May 7, 1992.

"It was the most exciting time of my life," he said.

The crew was tasked to reroute a communication satellite stuck in a 300-mile orbit around the Earth. They needed to stop the satellite from spinning off course and attach a new motor to boost it to its correct orbit.

"We trained for the mission for a year and a half," Chilton said. "We were highly confident the mission was going to work because everything we practiced indicated we would be successful."

On launch day, Chilton prepared for the ride of his life. Endeavour lifted off just before sunset and soared into darkness.

"It's a thrilling eight and a half minutes," he said. "You go from zero to 17,500 mph. You're dumbfounded because there is no simulation on the ground that can prepare you for it."

The crew's first two attempts to complete the mission failed.

"There was some doubt whether ground control could ever get the satellite back under control," Chilton said. "We had planned to accomplish the task during the first attempt. We had trained over a year for the mission and with the whole world watching, failed."

Exhausted and frustrated, some crew members rested while Chilton and another astronaut analyzed the problem on the flight deck.

"We kept thinking, 'What can we do differently?'" Chilton said. "I was looking out the back window, letting my mind wander, when believe it or not a class I'd had at the Academy and then repeated at Squadron Officer School came to mind. It was called Problem Solving 101."

The first step to problem solving is getting everyone on your team to agree what the problem is, Chilton said.

"We came to conclusion that when one of the astronauts was pushing the bar against the satellite, it would slip away," he said. "The satellite wasn't getting around the edge of the bar. We moved to the next step — to assess all the tools and talents on your team to solve the problem. That's when we decided we would have three people spacewalk instead of two. Two astronauts would hold the satellite while the



"We kept thinking, 'What can we do differently?' I was looking out the back window, letting my mind wander, when believe it or not a class I'd had at the Academy and then repeated at Squadron Officer School came to mind. It was called Problem Solving 101."

Retired Gen. Kevin Chilton

third would move underneath and put the bar on it."

Fuel was running low and it was their last shot, Chilton said.

"At one point, the computers stopped working and it looked like the mission was over," he said. "The satellite was delicate and important not to bend. It's amazing what risks people will take when failure is the only other option. We fired the (motor) and it worked."

When the crew attempted to launch, however, their technique didn't work, Chilton said.

"The launch mechanism is very reliable and had never failed in the history of NASA," he said. "We were stuck — mission failure. It wasn't until a 22-year-old college graduate in the back room of mission control radioed for us to use a different command. It didn't seem promising, but we trusted him to be a professional and know his stuff. We used the command and it worked."

Chilton said he was proud of the leadership his team displayed during the mission.

"This team had a formal leader and informal leaders," he said. "We had tested and trained in simulators and knew the people helping us out on the ground."

A team needs a common goal and understanding of its mission to be successful, Chilton said.

"It's the leader's responsibility for the people in the organization to know the mission and pursue it relentlessly," he said. "The leader's job is to motivate, prepare and take care of their people to do their job so the mission gets done."

Testing one's team is essential, Chilton said.

"If the first time you're tested is during combat, then your leaders have failed you," he said. "We test our pilots in a simulated combat environment and give them tough problems. When they don't do well, we debrief them mercilessly and tell them what they need to improve. You must do that as a leader if you want to have your team ready to handle the most adverse situation you could imagine, which will be war."

Chilton said building trust occurs by stepping up and leading, building an identity in one's organization, spending time at work and in a social environment with subordinates, and working toward a common goal.

"If you do this, you and your team will be prepared for crisis," he said.

Chilton returned to the Air Force following his days at NASA before retiring in 2011.

"I was very fortunate to be picked as an astronaut and even more fortunate 11 years later when I was able to return to the Air Force," he said. "During my time at the Academy and pilot training, all I wanted to do was get out of the Air Force after five years. Something happened along the way and I fell in love with Air Force family and mission."



NASA

Retired Gen. Kevin Chilton is a former astronaut and U.S. Strategic Command commander. He visited the Academy Monday and spoke to U. S. Academy Preparatory School students about the importance of teamwork and leadership.

the weekly
Standard
20TH ANNIVERSARY

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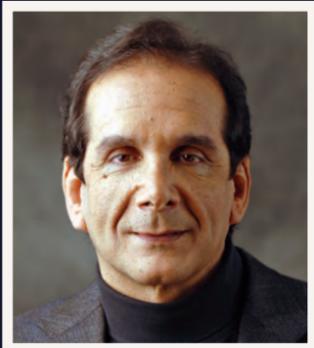
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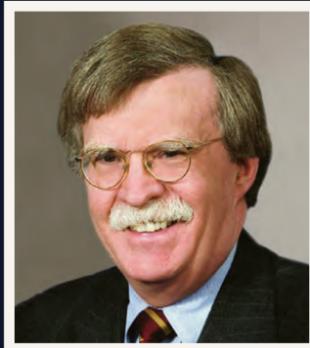
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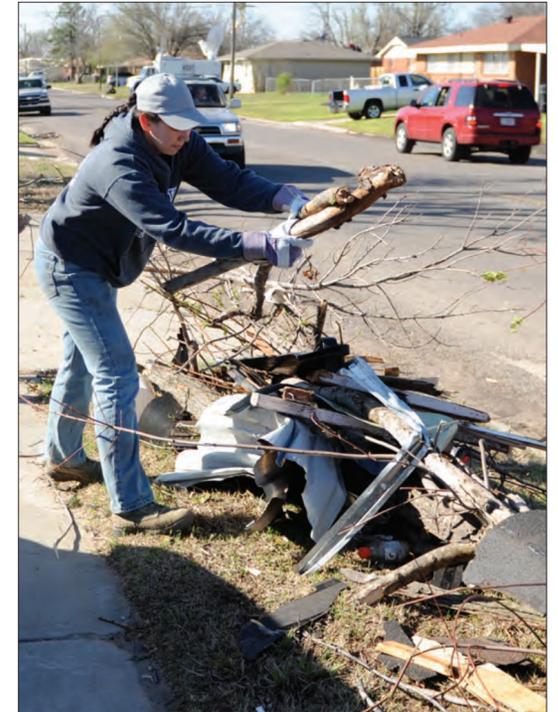
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Service before self



“All this morning, I had people knocking on my door, looking for work, contractors for everything imaginable. Then your cadets showed up. All they wanted to do was to clean my yard of debris — for free.”

Mel Odom

Moore, Okla. tornado victim

ABOVE, BELOW AND UPPER RIGHT: Air Force Academy cadets collect debris from the streets of Moore, Okla., March 26, the day after a tornado struck the small community. The cadets were in Moore March 23-27 to build homes with Habitat for Humanity as part of their Alternative Spring Break Program when the storm struck. The cadets sheltered in a church during the tornado.

PHOTOS BY JOHN VAN WINKLE

Tornado

From Page 1

Mel Odom, a professor at the University of Oklahoma, had a front-row seat to the damage. His house was spared, but some of his neighbors were not so lucky.

“All this morning, I had people knocking on my door, looking for work, contractors for everything imaginable,” he said. “Then your cadets showed up. All they wanted to do was to clean my yard of debris — for free.”

Cadets cleared Odom’s front and back yard of debris, something he said would have taken days.

“The fact is, last week was our spring break at OU,” Odom said. “My students were worried about their tan lines, worried about what bikinis to bring and worried they’d have enough beer money. Spring Break is their slack time. Then I meet these Air Force Academy cadets, who gave up their slack time to help out in our community.

“People worry about the youth of today and what our world will look like when they take over this country. These cadets dug right in. There’s broken branches, roofing tiles, there’s garbage blown in from who knows where, and there’s sharp tin that can cut you. The cadets went in, knowing they can get hurt and still did it. People like these cadets are the future of America,” he said.

The cadets in Oklahoma were one of five groups totaling 60 cadets who gave up their spring break to build homes with Habitat for Humanity March 23-27. The other 45 cadets are performing construction and renovation work in Houston and El Paso, Texas, Des Moines, Iowa, and Montrose, Colo.

“The work ethic of these cadets and previous groups from the Air Force Academy is some of the best I’ve seen,” McRee said. “I wish we could keep them here all year long.”

The Alternative Spring Break Program is organized by the Academy’s Center for Character and Leadership Development.



A cadet work on a home in Des Moines, Iowa during Alternative Spring Break March 23-27. Forty-five cadets worked on homes in Houston and El Paso, Texas, Des Moines, Iowa, and Montrose, Colo.

MEN'S TENNIS

Falcons continue Mountain West road swing

Air Force 10-6 overall, 0-2 in MW play

Athletic Communications

Air Force continues its four-match Mountain West road swing this week by taking on Utah State today in Logan, Utah.

The Falcons play Boise State Sunday, in Boise, Idaho.

Last Week, Air Force dropped a pair of Mountain West road matches. Nevada defeated Air Force, 6-1, Friday afternoon at the Caughlin Club in Reno, Nev., in the Mountain West opener for both schools.

Fresno State defeated Air Force, 4-0, Sunday morning at the Spalding G. Wathen Tennis Center in Fresno, Calif.

The Falcons opened the Nevada match by taking the doubles point, collecting victories at No. 1 and 3.

Grant Taylor and Lucas Fumagalli defeated Andrew Poustie and Fernando Sunago, 7-6 (9-7) at number one doubles. Jack McCullers and Nicholas Carpenter secured the doubles point for the Falcons with a 6-3 win at number three over Billy Bumgardner and Robert Margitfalvi. Nevada swept all six singles matches.

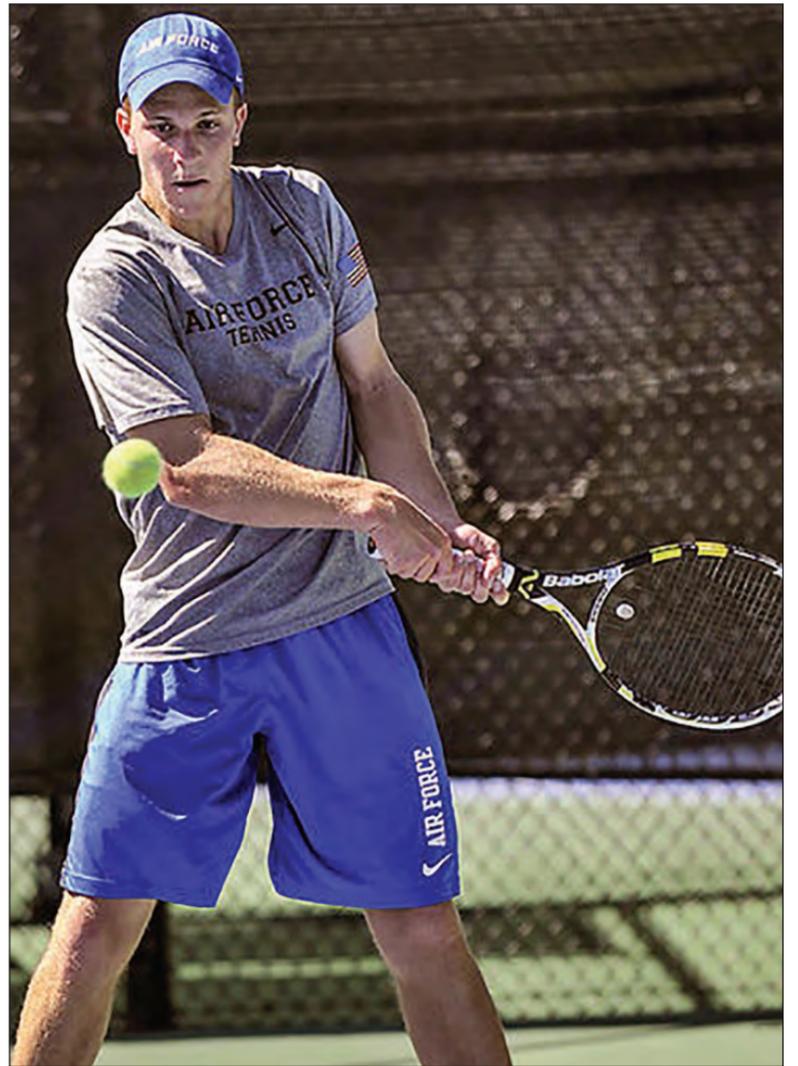
The Bulldogs opened the match by winning the doubles point, taking matches at number two and three. Grant Taylor and Lucas Fumagalli of Air Force held a 5-4 lead over Adam

Glynn and Eric Komati at number one, but the match was unfinished. Fresno State took the first three singles matches to conclude the contest. McIntosh defeated Olson, 6-0, 6-1, at number four singles to open play. Papic defeated Fumagalli, 6-0, 6-2, to make it 3-0 before Komati beat Andrew Parks, 6-0 and 6-1 at number five to make up the final margin.

Lucas Fumagalli leads the Falcons with a 15-14 overall singles record. He is 9-7 this spring with all his matches coming at number two singles. Nicholas Carpenter, Max Olson and Grant Taylor have posted 14 wins.

Dan Oosterhous is in his sixth season as the men's tennis coach at the Academy after being named the program's 12th head coach Oct. 1, 2009. Oosterhous, a 1993 graduate of the Academy, replaced head coach Rich Gugat, who retired after 36 years at the helm of the men's tennis program.

Oosterhous, one of the best tennis players in program history, led the Falcons to a 13-12 record last season, its first winning season since 2006, and the most wins in one campaign since 2005. The Falcons achieved their highest national rank in program history at number 63 and finished the season ranked eighth in the Mountain Region, their best finish since 2005. Oosterhous has a 65-71 career record.



COURTESY PHOTO

Lucas Fumagalli (above) leads the Falcons with a 15-14 overall singles record.

TRACK AND FIELD

Joey Uhle named MW Field Athlete of the Week

Falcon senior Joey Uhle jumps to break the Academy pole vault record with a mark of 18'2½ Jan. 24 here. Uhle recorded his eighth-best pole vault clearance in the nation during his outdoor opener Saturday.



MIKE KAPLAN

Athletic Communications

After recording the eighth-best pole vault clearance in the nation during his outdoor opener, Air Force senior Joey Uhle was named the Mountain West Men's Outdoor Field Athlete of the Week, the conference office announced Tuesday.

It is the second weekly award of the season for the Powell, Ohio, native.

The senior opened the outdoor campaign with a first-place finish in the pole vault at the Aztec Invitational Saturday in San Diego.

Uhle cleared a conference-leading height of 17'5" to better the collegiate field by over a foot. That clearance is ranked eighth in the NCAA and fourth in the West Region.

Uhle, who equaled the program record with his fifth career weekly conference honor, shared the Mountain West's March 31 awards with Utah State's Brett McAdams (men's track athlete of the week), Wyoming's Audra DeStefano (women's track athlete of the week) and Colorado State's Aaliyah Pete (women's field athlete of the week).

Air Force returns to action today and Saturday in California for the Stanford Invitational and San Francisco State Distance Carnival.

BASEBALL

Air Force wins over Jacksonville State, 7-4



JASON GUTIERREZ

Leftfielder Tyler Jones gets a hit in a home game earlier this season. Jones hit a homerun and two RBI-doubles against Jacksonville at Rudy Abbott Field Sunday.

Athletic Communications

JACKSONVILLE, Ala. — Air Force baseball defeated Jacksonville State, 7-4, in a non-conference game Sunday afternoon at Rudy Abbott Field.

The Falcons improved to 10-16 and dropped the Gamecocks to 16-9. The Falcons broke a 4-4 tie with three unanswered runs in the final two innings for the win.

Air Force had a series-high 13 hits with home runs from rightfielder Spencer Draws and leftfielder Tyler Jones.

Air Force led early with an RBI-double by Jones in the third inning. Jacksonville State came back with three runs in the bottom of the inning.

The Falcons got a solo homer by Draws and a two-run shot by Jones in the fifth inning to go up 4-3. The Gamecocks tied the game back up with a run in the seventh.

Air Force took the lead on a Draws ground-out that scored catcher Travis Wilkie.

The Falcons added a second run in the inning on third baseman Noah Pierce's RBI-sacrifice fly that scored centerfielder Adam Groesbeck. It was Pierce's conference-leading seventh sacrifice-fly of the season.

Air Force added an insurance run in the ninth as designated hitter Russell Williams scored on a squeeze bunt by Wilkie.

The Falcons got five strong innings out of starting pitcher Trent Monaghan. Monaghan, a junior, allowed three runs, just one earned, striking out two.

Senior Ben Yokley, freshman Michael Rieker and junior Steven Trojan followed up in relief. Yokley retired two batters in the sixth without allowing a run. Rieker (1-1) picked up his first-career win with 1.1 innings of work. Trojan notched his first-career save with two scoreless and hitless innings to close out the game.

Jacksonville State had eight hits in the game. Rightfielder Elliott Cummings went 3-for-5 at the plate to lead the Gamecocks. Reliever Dalton Etheridge (0-1) took the loss. Starter Jake Walsh pitched 4.1 innings, allowing four runs.

Air Force drew five hit-by-pitches in the game. The Falcons also had three sacrifices (two by bunt and one fly ball) and stole three bases.

FALCON FOOTBALL

Athletic Communications

Season tickets on sale

Air Force football season tickets are on sale starting as low as \$100.

The schedule features six home games, including Morgan State on Parent's Weekend, San Jose State, Wyoming, Fresno State, service academy-rival Army and Utah State.

Visit goairforcefalcons.com for more information and to reserve your seats.

Contact the ticket office at afa.tickets@airforceathletics.org or by calling 472-1895.



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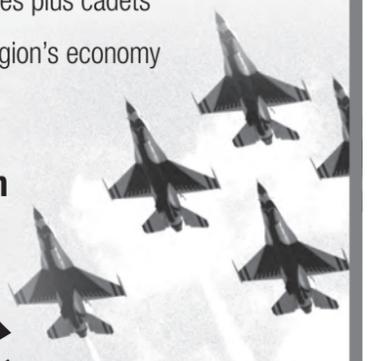
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	D A D C E E M A L L S	7	3	4	6	5	2	9	1	8
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Preventing sexual assault is our enduring responsibility

By Gen. Larry Spencer
Air Force Vice Chief of Staff

WASHINGTON (AFNS) — As we begin Sexual Assault Awareness and Prevention Month, clear signs point to the progress we have made in combating sexual assault. We can cite encouraging numbers in the areas of prevalence, reporting and convictions; however, this serves as only the beginning of an enduring effort. This effort must continue without pause and we must not lose sight of it for a moment.

Regrettably, in the few short years since we energized our efforts Air Force-wide to prevent sexual assault, echoes about shameful activities and behaviors from our past sometimes still resonate. Most recently, a special interest group criticized the Air Force for an issue involving inappropriate material containing offensive language that was addressed in 2012. Disciplinary action was taken against those involved in the incident.

Any activity that goes against our core values and does not treat our people with dignity and respect is unacceptable and does not represent the culture we expect from all Airmen today and going forward. Every Airman is aware of what the Air Force's expectations are about sexual assault awareness and preventing sexual assault altogether. Leaders and Airmen at every level must foster a climate of mutual respect, dignity and inclusion for all Airmen.

In an effort to ensure the appropriate climate and culture, the Air Force Chief of Staff implemented a Health and Welfare Inspection in 2012. The goal of this inspection was to create a professional environment for all Airmen. This inspection was part of a bigger effort to refocus our force and ensure commanders create and foster healthy and respectful work environments. In this area, we continue to see positive results and steady progress.

For instance, in less than a year's time, the Air Force Office of Special Investigation has focused resources and efforts to reduce the time required to investigate instances of sexual assault from 179 days to a standard of 75 days today. AFOSI also developed advanced sexual assault investigations training and enhanced field evidence processing resources.

Additionally, more progress was made because of Department of Defense Instruction 5505.18. Organizations now initiate investigations on all rape, sexual assault, aggravated and abusive sexual contact allegations. These changes in law and policy resulted in an immediate increase in the number of sexual assault investigations conducted by AFOSI.

Over the past three years, the Air Force has had fewer sexual assault incidents and more victims reporting these crimes. In fact, approximately one in three victims reported crimes in fiscal year 2014 as compared to one in six in fiscal year 2012. Air Force surveys show Airmen are more comfortable coming forward and reporting incidents as an increased focus is placed on care and support for victims. We are going in the right direction, but we still have a lot of work to do.

It is important to note, the Air Force has made significant progress in both its sexual assault prevention and response efforts. Here are some examples since 2011:

- We have reinforced the commander's role as central to preventing and responding to sexual assaults in their unit.
- We have required commanders to be evaluated on their unit's climate assessment and that these results are included in the commander's annual performance report.
- We realigned and restructured the SAPR program by standing up a cross-functional directorate reporting directly to the Vice Chief of Staff which is led by a major general. The directorate includes a 34-person cross-functional team of experts in the Pentagon responsible for policy, operational guidance, force-

Any activity that goes against our core values and does not treat our people with dignity and respect is unacceptable and does not represent the culture we expect from all Airmen.

Gen. Larry Spencer

wide training, and program development; all designed to help us operate an Air Force free from sexual assault.

- The Air Force funded an additional 32 sexual assault response coordinators and 91 full-time victim advocates at installations across the service to strengthen our victim response capabilities.

- The Air Force has reviewed and significantly revised the sexual assault response coordinator's course to cover more content, update old content, and institute adult learning principals so that our SARCs can be more effective in the field. To maintain professional standards, all SARCs and full time victim advocates are now required to be nationally certified.

- The Air Force has trained an additional 75 sexual assault nurse examiners at medical facilities across the Air Force to strengthen our victim response capabilities.

- The Air Force stood-up a Special Victims' Counsel Program that provides an attorney to advocate on behalf of sexual assault victims and enables judge advocates to assert their clients' rights both in and out of court. The special victims' counsel is the first of its kind to provide Airmen and their family members who are victims of sexual assault with their own at-

torney. Additionally, improved AFOSI training along with establishing the Special Victims' Counsel Program has led to a 90 percent increase in unrestricted reporting, allowing more thorough investigations.

- The Air Force established a special victims' capability comprised of investigators, trial counsel, and victim witness assistance personnel and paralegals with specialized training in the unique dynamics of sexual assault cases. This team of professionals ensures the Air Force is appropriately holding alleged offenders accountable.

- In an effort to foster better synergy and provide better service to our Airmen reporting sexual assault and sexual harassment, in August of 2014, the Secretary of the Air Force directed new initiatives to harmonize our equal opportunity and sexual assault care for commanders and victims.

All of these actions represent significant strides we have made to enhance sexual assault awareness and now sexual assault prevention. Prevention is logically the next phase and only these efforts, when taken seriously at all levels in the Air Force, will further the cultural commitment we place on ensuring lasting change.

We share in common a profession of arms that holds us to a higher degree of commitment to institutional standards. This requires us to make the right choices for both ourselves and our fellow Airmen. Preventing sexual assault requires changing an atmosphere that enables such bad behaviors. This is simply because all Airmen deserve to serve our nation in an environment free from sexual harassment and sexual assault.

Don't Keep Sexual Assault a Secret

You're Not Alone. We're Here to Help!

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.

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Knowlton

From Page 1

was a good fit for the Athletic Department's mission to develop character and leadership through physical education, fitness and intramural and intercollegiate athletic competition.

"He understands our business, and he will bring in fresh expertise both in athletics and in military bearing," Johnson said.

Knowlton graduated from West Point in 1982 with a bachelor's degree in engineering and later earned his master's degree from Cornell University. He is a registered professional engineer in Virginia. His military awards and decorations include a Legion of Merit medal, five Meritorious Service Medals, a Ranger tab and Air Assault and Senior Parachutist badges.

Knowlton was announced as the new athletic director in a press conference Jan. 21. He succeeds Dr. Hans Mueh, who served in the position for more than 10 years before retiring in January.



Jim Knowlton, the Air Force Academy's 11th athletic director, introduces himself to the Cadet Wing from the staff tower of Mitchell Hall Monday. Knowlton replaced Dr. Hans Mueh, who retired in January.

JASON GUTIERREZ

Task

From Page 2

Airmen based on their early signs of success. These supervisors inevitably task these superstars over and over to lead teams or run big projects, disproportionately giving them opportunities to practice their leadership skills and learn from their mistakes.

What about the rest of the Airmen? Are they not deserving of the same opportunities to maximize their potential? Of course they are. I tell supervisors they should not be content in only developing some of their Airmen, but should actively seek opportunities to develop all

in their charge. Supervisors should put all their Airmen on the field to assess their talents and deliberately place them in positions where they can hone their natural skills and improve in areas where they struggle. Supervisors who do not employ this methodology are missing the mark and are essentially failing as leaders themselves.

There is no task too small and every supervisor should be committed to the development of their youngest Airman. By assigning them to lead small teams, like the squadron booster club or holiday party committee, or

leading a distinguished visitor tour or the unit's Combined Federal Campaign, leaders can assess their performance and provide hard-hitting feedback. It is the supervisor's job to ensure Airmen understand every task assigned to them serves as an opportunity to evaluate their ability to develop a plan, recognize the potential for problems before they arise, and adjust their leadership and actions appropriately to mitigate those problems to ensure their team's success. They need to understand that the end results matter, and in the constant pursuit of excellence

they need to develop their ability to self-critique. Granted, some Airmen will be end up being more effective than others throughout their careers. Despite this, supervisors must keep in mind every Airman is a leader now and should be empowered, developed, tested and critiqued. If not, supervisors just may overlook that introverted airman basic or second lieutenant who, with the proper development, right opportunities, and a little bit of luck, could be a future general officer or command chief scholars will write about. We owe it to our Airmen.



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Volunteers needed for LGBTQ Pride Month

The Academy's Lesbian, Gay, Bisexual and Questioning Pride Month observance project officer and Equal Opportunity Office seek volunteers to help support LGBTQ Pride Month events.

If you are interested in being a committee member, call 333-1670 or 333-5037.

The observance committee plans to host its first meeting 3 p.m., April 2, at the Falcon Club.

Volunteers needed for awards lunch

Volunteers are needed to support the Academy's 1st Quarter Awards Luncheon, noon, April 30, at the Falcon Club.

An emcee, a National Anthem singer, and check-in and set-up crews are needed.

Call 333-9992 for more information.

Report Academy potholes

The 10th Civil Engineer Squadron Pavements Maintenance and Heavy Equipment Operations section here needs assistance identifying road damage and potholes.

Call 333-2079 to report a pothole at the Academy. Describe the area by using a nearby facility building number or intersection.

Air Force Assistance Fund

The 2015 Air Force Assistance Fund Campaign is extended until April 17.

The charities support active duty, reserve, guard and retired Airmen and their families. On average, the Air Force Aid Society provides assistance to more than 70,000 Airmen totaling \$18 million. The LeMay Foundation gave more than \$425,000 in assistance to widows in 2013. During the last 50 years, the Air Force Villages Charitable Foundation provided \$17.5 million to care for surviving spouses. The Air Force Enlisted Village provided more than \$1.1 million annually to assist to Air Force enlisted widows.

Visit www.afassistancefund.org for more information.

Military retiree lunch

The Military Retiree Activities office has scheduled a lunch noon Thursday 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.

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.

10th Force Support Squadron events

Lift Tickets: April 10-12. Lodging starts at \$95. Ski-in-ski-out lodging starts at \$130. Call 333-7367 for more information

Easter Brunch at the Falcon Club: Reservations required. Members can make reservations now. All other may start making reservations Monday. Regular price is \$29.95. Primary club members receive \$5 off. Call 333-8192 for more information. Tickets are expected to sell-out quickly.

Sexual Assault Awareness Month events

• **Take Back the Night:** 7 p.m., April 16, Clune Arena

• **Baseball game:** 2 p.m., April 20, Academy baseball field

Casual Sex & Sexual Assault: Mixed Messages?

Two town hall events for permanent party and cadets will be held to discuss the relationship between a culture of casual sex and the problem of sexual assault.

**Base-wide permanent party
Arnold Hall Theater
Noon-2p.m., April 22**

**Cadets only
Fairchild Hall, H-2
7-8:15p.m., April 23**

A culture of casual sex tells us that sex is no big deal. But the problem of sexual assault is a very big deal. How are we to reconcile these mixed messages? This town hall intends to engage these questions with the USAFA community in a public and meaningful way.

For information call 333-8660



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



User @ **chattysassy10** shared this Instagram and posted: "Looks like a tiny little town from way up high." 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**.

@ CHATTYSASSY10

