

**AIR POWER**

Iraqi Air Force now has organic pilot training capability. **Page 4**

**TRUMAN LECTURE**

Author offers lessons learned from Iraq and Afghanistan. **Page 6**

**STAND OUT**

Instructor lives role model ethos. **Page 10**

# ACADEMY SPIRIT

**REMOTE CONTROL**

Program offers cadets alternative flight. **Pages 8-9**



## Falcons shellac Tennessee State, 63-24



Freshman running back Jonathan Lee finds a hole in the defense during the Academy's 63-24 rout of Tennessee State Saturday at Falcon Stadium. Lee had a 49-yard touchdown run on his first collegiate carry. The Falcons square off against Navy Saturday in Annapolis. **See story, Page 11.**

RAYMOND MCCOY

## Aiken bird watchers meet the Falcons

By Don Branum  
Academy Spirit staff writer

Have falcon, will travel.

Two cadets hit the road Sept. 21 to meet with attendees at an Aiken Audubon Society meeting in Colorado Springs and talk about the Air Force Academy's falconry program. Along with them was Destiny, a gray gyrfalcon.

Cadet falconers conduct roughly 200 presentations per year, with most of those taking place in the Pikes Peak region. They regularly travel to away football games and other events, sometimes by commercial air and sometimes on a military cargo aircraft, said Cadet 2nd Class Cameron Harris, who conducted the presentation along with Cadet 3rd Class Trent Grabowski.

While commercial air is generally more comfortable, "mil air" is not without its benefits, said Harris, a San Antonio native.

"When we travel mil air, we get to fly on the same plane as the cheerleading team," he added.

Destiny, at 18, is one of the Acade-

my's oldest current falcons, Grabowski said. The oldest living falcon among the baker's dozen of birds at the Academy is Cody, who is 19.

"He's actually older than I am," Grabowski said, smiling while the crowd laughed. "Our officer in charge is a lieutenant colonel now; when he was a cadet, Cody was his main bird."

It's unusual for gyrfalcons to live beyond about 12 years in the wild, said Grabowski, a native of Orange County, Calif. The Academy's birds live longer because they are safe from predators and less likely to die from disease.

When the West Nile virus did strike the mews in 2003, only one of the birds, Magellan, died, according to a report in the Gazette. The other birds survived, but Destiny carried a lasting ailment: blindness in her left eye, Grabowski said.

Risë Foster-Bruder, the Aiken Audubon Society president, remembers the West Nile virus outbreak, which happened shortly after her family moved to Colorado Springs. She said she has interacted with the cadet falconers

frequently in the last nine years.

"I'd see the falconers at the Bear Creek Nature Center, Parents' Weekend parades and football games, and I'd always try to talk to them," said Foster-Bruder, whose elder son graduated from the Academy in 2010 and whose younger son is set to graduate in May.

From that interaction stemmed a desire to expose the falconry program to more local bird watchers. Foster-Bruder contacted Sam Dollar, the adviser for the Academy's falconry program, to schedule the presentation.

"A lot of people don't get a chance to see a falcon up close and personal and chat with a couple of the cadets," she said.

Grabowski and Harris seemed to enjoy the chance to talk with a rapt audience. They took turns answering questions.

A younger audience member, 9-year-old Elli Bohanan, asked, "Where are their ears?" Grabowski explained that unlike humans' "floppy ears" -- a term that earned some laughs from the bird watchers -- falcons' ears are

**See Aiken Page 3**



DON BRANUM

Elli Bohanan, 9, interacts with Destiny during an Aiken Audubon Society meeting Sept. 21. Elli's parents, Bryan and Cindy Bohanan, brought Elli and her 7-year-old brother, James, to a presentation by Air Force Academy cadet falconers.



# Vector check: Why do you serve?

Commentary by Lt. Col. Edward Liberman  
17th Civil Engineer Squadron Commander

**GOODFELLOW AIR FORCE BASE, Texas (AFNS)** — In recent weeks, there's been a lot of chatter at the water coolers about the future of the Air Force. Folks are concerned, and it's evident from their comments: Is my contract going to get cut? What about retirement benefits? Forget doing more with less, soon we'll be doing everything with nothing!

Their concerns are understandable; our country and the armed services are headed into challenging times. News headlines talk of personnel and budget cuts, and the million-dollar question is how bad will it be?

The challenges that loom on the horizon aren't unprecedented. Our nation has gone through them before. But, they are unique and personal to many of us. At times like this, when people question what the future holds and whether they should continue serving in the armed forces, it's time to do a vector check. Why do we continue to serve?

We each joined the service for different reasons. For some, it was an adventure, a chance to see the world, to do something new and exciting. For others it was a means to an end -- education, a paycheck, or a new beginning. For many, it was a proud heritage passed down to us by past generations -- to be patriots of our nation. Regardless of the reason we joined, time passes and many of us have reached the point where service commitment is fulfilled or term of enlistment is near complete, yet we

choose to continue to serve.

To our civilian comrades, you may not wear combat uniforms, but you serve our country with equal fervor. Why do you continue to serve? Don't some say the grass is greener in the private sector, or is there some other reason you stay? What is that inner drive that keeps us serving?

It's healthy for us each to reflect on the reasons we serve. If your motive is the paycheck or tangible benefits, then it's conceivable we all could be rudely awakened if cuts are necessary. Challenging times sometimes call for drastic measures. If budget cuts result in the end of pension retirement or a halt to annual pay raises, will you still serve? Or what if the job loses its luster and high operations tempos press even harder. Will you still serve? It's time to dig down deep inside, in those character places, and decide if you will stay the course when challenges come to pass.

Our nation was born of extraordinary circumstances and has weathered many challenging times. During those times, our flag has been carried not by super heroes, but by ordinary men and women like you and me. What distinguishes them though was the personal sacrifice they withstood and yet continued to serve. Sure, there were those who left the service along the way. But those who stayed the course carried our flag through the tough times.

So, I ask you, what's your motive for serving? Are you prepared to stay the course through these challenging times? It's time for a personal vector check.

## Leadership must be earned daily - with RESPECT

by Col. David Coley  
60th Maintenance Group

**TRAVIS AIR FORCE BASE, Calif. (AFNS)** — Leadership is not given, ordained or a right. It doesn't come from position or rank. Leadership must be earned every day. Any Airman can be a leader as long as he is disciplined in his positive daily habits.

Andrew Carnegie once said, "The older I get, the less I listen to what people say and the more I look at what they do."

The acronym RESPECT provides the foundation to foster the right mindset and actions to become a leader.

**R - Responsibility.** A leader must be an example; someone who takes responsibility for his actions and understands all leaders live in a fish bowl.

"Be an example to your men, in your duty and in private life," Field Marshall Erwin Rommel said to explain responsibility. "Never spare yourself, and let the troops see that you don't in your endurance of fatigue and privation. Always be tactful and well-mannered and teach your subordinates to do the same. Avoid excessive sharpness or harshness of voice, which usually indicates the man who has shortcomings of his own to hide."

**E - Empowerment.** The ability to empower is a skill that must be learned to be an effective leader. Empowerment creates a force multiplying effect, as you are able to accomplish so much more than by simply holding the reins yourself.

"A leader takes people where they want to go -- a great leader takes people where they don't necessarily want to go, but ought to be," Rosalynn Carter said.

**S - Support.** Great leaders know how to support someone else's personal dreams and goals. A leader developing self-confidence through personal growth best accomplishes this. Ultimately, if you help enough people get what they want then you will accomplish what you want.

"Before you are a leader, success is all about growing yourself," Jack Welch said. "When you become a leader, success is all about growing others."

**P - People.** Every leader recognizes that people are our most valuable resource. Understanding what motivates people is essential to good leadership.

"Leadership is solving problems," said retired Gen. Colin Powell. "The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership."

**E - Enthusiasm.** Many key traits are identifiable for leaders. Enthusiasm is definitely one of them. More impor-

“

Today, more than ever, the Air Force needs Airmen with the ability to lead. A true leader has the confidence to stand alone, the courage to make tough decisions and the compassion to listen to the needs of others.

tantly, a good leader has honed his ability to have contagious enthusiasm. As a leader, no matter how challenging the obstacle or task, enthusiasm, more often than not, is the equalizer.

"What counts is not necessarily the size of the dog in the fight, but the size of the fight in the dog," Dwight D. Eisenhower said.

**C - Commitment.** Any Airman who wants to be a leader must be committed to the Air Force Core values: integrity first, service before self and excellence in all we do. Commitment is often the difference between continual success or failure. Leadership in the profession of arms requires selfless commitment.

"War is an ugly thing, but not the ugliest of things," said English economist and philosopher John Stuart Mills referring to patriotic commitment. "The decayed and degraded state of moral and patriotic feeling which thinks that nothing is worth war is much worse. The person who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself."

**T - Teamwork.** The merit of a great leader is their ability to build, develop and foster teamwork. Andrew Carnegie defines this concept in simple terms.

"Teamwork is the ability to work together toward a common vision -- the ability to direct individual accomplishments toward organizational objectives," he said. "It is the fuel that allows common people to attain uncommon results."

Today, more than ever, the Air Force needs Airmen with the ability to lead. A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. Most people don't set out to be a leader, but become one by the quality of their actions and the integrity of their intent.

Understanding that leadership must be earned every day is important. Using the RESPECT model develops a leader's ability to succeed.

## ACADEMY SPIRIT

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

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# Aiken

From Page 1

just holes on the sides of their heads, covered by feathers.

Harris described the procedures for feeding and training the birds and told the audience about Ace, a black gyrfalcon-saker hybrid who decided to hang out in downtown Shreveport, La., rather than perform for the 2010 Independence Bowl.

"There was a lot of luck involved" in Ace's rescue, Harris said. The initial response team spent hours searching for the bird, fearing that owls -- falcons' natural predators -- would find Ace once night fell. After hours of searching, they traced his signal to the top of a building next to a parking deck.

"We used the lure just like we do for demonstrations, and he responded," Harris said.

Grabowski and Harris also shared gossip on the Academy's official mascot, Aurora, to the group's delight. Aurora, a rare white gyrfalcon, acts like an angel in public but shows her horns

when it's just her and the cadets.

"Most of our birds, when they bite, it's like a warning, but our mascot, when she tries to bite you, it's like she's trying to maul your hand," Grabowski said. "She's an angry bird."

Aurora bred true in 2010, hatching a daughter, whom the falconers named Athena. The younger white gyrfalcon has started adopting some of her mother's bad habits, Grabowski said. Still, he added, the cadets know they're lucky to have even one white gyrfalcon: gyrs are the rarest of five North American falcon species, and white gyrs make up 1 percent of that number.

As far as the falcons and their handlers have traveled, word of the program has traveled even farther. Falconers at the Abu Dhabi International Hunting and Equestrian Exhibition in the United Arab Emirates had heard of Aurora when cadets traveled to ADIHEX in September 2010.

"They offered us \$250,000 for her," he said.



RAY MCCOY

## Learning to LEAD

Airman Jesse Fowler, left, from Robins Air Force Base, Ga., speaks to Cadet 4th Class Marcelly Magday, from Cadet Squadron 22, and Cadet 4th Class Calvin Llarena, of Cadet Squadron 31, during the Leaders Encouraging Airmen Development Diversity Visitation Program Sept. 23. LEAD is a commissioning program that offers up to 85 active-duty Airmen and 85 reservists or Guardsmen the opportunity to enter the Academy as cadets.

Cadet 3rd Class Trent Grabowski and Cadet 2nd Class Cameron Harris discuss the Air Force Academy's falconry program with members of the Aiken Audubon Society Sept. 21.

Accompanying the cadet falconers was Destiny, an 18-year-old gray gyrfalcon.

Grabowski is a native of Orange County, Calif., and Harris is a native of San Antonio.



DON BRANUM

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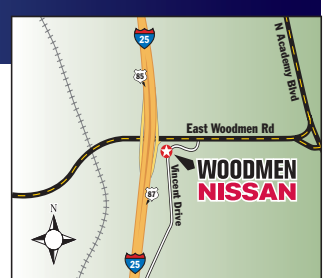
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# T-6 advisory mission ceases, Iraqi pilots teach their own

By Staff Sgt. Mike Meares  
321st Air Expeditionary Wing and U.S. Air Forces  
Central Public Affairs

**CAMP SPEICHER, Iraq (AFNS)** —“Iraqi air power starts here,” are the words written above the doorway of the Iraqi air force’s Squadron 203, a T-6A Texas II flight training squadron at Tikrit Air Base, Iraq.

The words ring true, in part, because of the efforts of the U.S. Air Force’s 52nd Expeditionary Flying Training Squadron, which flew its last Iraqi training mission under the current security agreement with Squadron 203 Sept. 5. Eleven qualified Iraqi T-6 instructor pilots have emerged from the joint program, creating organic pilot training capabilities within the Iraqi air force.

“They are the foundation of the Iraqi air force pilot training,” said Lt. Col. Andy Hamann, the 52nd EFTS commander and a 1992 Air Force Academy graduate.

Airmen from the 52nd EFTS have been working with the Iraqi air force for the last 21 months in the T-6, conducting primary flight training and instructor pilot training. The single-engine, two-seat T-6 is used by more than six countries as a primary fixed wing trainer, including the U.S. Air Force and U.S. Navy.

The squadron received delivery of

their first T-6 Dec. 16, 2009, and performed their first mission two weeks later. A little more than one year later, Iraqi air force Lt. Col. Hamid, the Iraqi Squadron 203 commander, became the first fully qualified instructor pilot for Iraq.

It takes nearly 18-months and more than 280 flight and simulator hours to produce an instructor pilot. Now, the squadron has 11 fully qualified instructor pilots ready to lead their air force by teaching others. Starting with nothing, the Iraqi air force has developed fully functional training shops ranging from training, standardization and evaluation, safety, flight commanders and life support.

“They’ve really stepped up to the challenge of running their own squadron,” said Capt. Aaron Knight, an instructor pilot. “They’re shining examples of good pilots and good officers. I’m extremely impressed with the maturity they have shown.”

The flight standard that has been set is another aspect of the mission the advisers said they have worked hard to maintain.

“The standard we’ve held here as we trained the Iraqis is the same standard we use in our Air Force pilot training as well as the instructor pilot training,” Hamann said. “I’m confident they are able to take this mission.”

At the Iraqi air force T-6 instructor pi-



SENIOR AIRMAN TYLER PLACIE

U.S. and Iraqi air force airmen fly in formation during one of the last training flights for the 52nd Expeditionary Flight Training Squadron and Squadron 203 Sept. 3, over Iraq.

lot graduation ceremony held on Sept. 5, Hamann said, “I hope that in the skies around this region and around the globe, our two air forces ... and our pilots will fly together in missions beyond the training missions we are doing here; potentially humanitarian assistance missions and peace keeping missions in cargo aircraft, coalition operations and training exercises in fighter and mobility aircraft and as well as other missions.”

In addition to their mission advising, training and assisting the Iraqi air force to grow foundational and enduring capabilities in flight training, U.S. Airmen have established enduring professional and personal relationships with their Iraqi counterparts.

“What I’m most proud of are the relationships this squadron has built together,” Hamann said. “We’ve had more than 50 individuals come through

the 52nd EFTS over the last two years to train the Iraqis. The camaraderie on the flightline, in the briefing rooms and in the life support areas is really strong.”

Ten more students are in the training pipeline now, and possibly 15 to 20 more will be by the end of the year, officials said. The goal is to eventually have 30 instructor pilots, two for every T-6 aircraft in the inventory.

“I’ve had a good experience working with the 52nd training squadron and learning from the expert American pilots,” said Iraqi air force Abood, one of the first certified Iraqi instructor pilots. “(Now) I will try to transfer what I’ve learned to the new Iraqi training pilots. We will always keep the bar up. Our goal is to help build a strong air force and I think the beginnings of that will happen at Squadron 203.”

(Senior Airman Patrick McKenna contributed to this article)

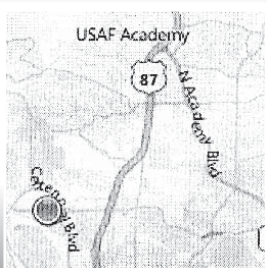


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# Academy grad receives Gen. Paul W. Myers Award

By Senior Airman Kevin Linuma  
59th Medical Wing Public Affairs

**LACKLAND AIR FORCE BASE, Texas** — A 1996 Air Force Academy graduate received the 2011 Paul W. Myers Award Sept. 19 for establishing the Defense Department's first adult extra-corporeal membranous oxygenation program and raising \$1 million in research funding.

Lt. Col. (Dr.) Jeremy Cannon, director of the Surgical Critical Care Fellowship Program for the 59th Surgical Specialties Squadron, was presented the award at the Air Force Association's annual Air and Space Technology Expo in Washington.

"There are so many talented and deserving members of the Air Force Medical Service that I am truly humbled by this recognition," said Dr. Cannon. "It is a great privilege to care for our wounded warriors as a military physician in this unique time in our nation's history."

While deployed in Afghanistan as the deputy commander of Clinical Services, Cannon controlled critical care for half of Afghanistan and more than 240 critically ill patients, according to the award nomination. He ensured quality care and fostered international cooperation through integration of Jordanian and U.S. forward surgical teams.

"I only hope that I can live up to the ideals of General Myers, embodied in this award, while paying forward the



Air Force Lt. Col. (Dr.) Jeremy Cannon checks on a critically injured patient Aug. 26, in the Brooke Army Medical Center intensive care unit, Ft. Sam Houston, Texas. Dr. Cannon, assigned to the 59th Surgical Specialties Squadron, received the 2011 Paul W. Myers Award, given to Air Force Medical Corps Officers who have made significant contributions to the continued good health of the men and women of the United States Air Force.

DWAYNE R. SNADER

mentorship, guidance and inspiration I have received over the years from my mentors and colleagues," Cannon said.

The Clinical Surgeons Award was es-

tablished in 1983 and changed to the Paul W. Myers Award in 2000 by the Board of Governors in honor of retired Lt. Gen. Paul W. Myers for his 45 years of highly active service. This

award is given to an Air Force Medical Corps officer who has made the most significant contribution to the continued good health of the men and women of the Air Force.

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# Eating soup with a knife

By David Edwards  
Academy Spirit staff writer

After two high-profile guest lecturers in two weeks, cadets must be wondering if their school's academic departments are playing a game of can you top this.

Following closely on the heels of "Black Hawk Down" author Mark Bowden's visit to the Air Force Academy, counterinsurgency expert Dr. John Nagl came to deliver the annual Truman Lecture.

Nagl was one of the Army officers involved in developing and implementing Gen. David Petraeus' successful "surge" strategy in Iraq. He is now the president of the Center for a New American Security in Washington.

His speech Sept. 21 shared the title of his Oxford University doctoral thesis, which was published as a book: "Learning to Eat Soup With A Knife: Lessons from Iraq and Afghanistan."

The title refers to an observation made by the legendary Briton T.E. Lawrence about fighting a war against a rebellion. Nagl applied Lawrence's words to an analysis of Great Britain's battle against insurgents in Malaya and the United States' struggles with guerrillas in Vietnam.

He said that after the collapse of the Soviet Union, America was left without a true enemy. The country's fighting force failed to adapt to the way future wars would be fought under the new paradigm.

"Conventional militaries typically don't do well fighting insurgencies at first because that's not what they're good at," Nagl said. "When a great power loses a small war, it happens for one reason: It runs out of national will."

After writing the book, Nagl was sent to al-Anbar province in Iraq, where he got a chance to test the principles laid out in his book. An insurgency had engulfed Iraq in sectarian violence, and the United States was caught in the middle.

Nagl said that the Army had neglected counterinsurgency after the Vietnam War, primarily because the war had gone so badly that the military wanted to wash its hands of anything reminiscent of Vietnam.

The insurgents in Iraq and subsequently in Afghanistan exposed the Achilles' heel of the U.S. armed forces. After Robert Gates replaced Donald Rumsfeld as secretary of defense, he chastised the

Army's top brass to their faces for their lack of preparedness.

"Unprepared is really a bad thing for a (defense secretary) to say to an entire service," Nagl said. "That left a mark."

Nagl called Gates the best secretary of defense the country has ever had. His accession marked a turning point, as Petraeus and junior officers like Nagl were allowed to work their magic.

Reversing the state of unpreparedness required the Army to change its culture and become a learning organization, Nagl said. This concept is drawn from the work of Richard Downie.

According to Downie, the organizational learning cycle is the process by which a large – and traditionally rigid – organization figures out how to "adjust institutional norms, doctrine and procedures in ways designed to minimize previous gaps in performance and maximize future successes."

Once achieved, the process becomes self-perpetuating. An important step in the Army's buy-in to the philosophy was the publication of a counterinsurgency field manual.

"We knew our enemies were reading it," Nagl said. "We just had to get our guys to do it."

He outlined the five tools of successful counterinsurgency to summarize the lessons learned from Iraq and Afghanistan, which he called "harbingers of persistent irregular conflict." He also said that the war in Afghanistan is "very much on a knife's edge and could break either way for us."

Having imparted the lessons learned from those two irregular conflicts, Nagl directed his concluding remarks to his audience. Earlier in the week, he had spoken at West Point and the Naval Academy, so he kept the theme going at the Air Force Academy.

"I think many of you will be majors and colonels serving in Afghanistan 15 to 20 years from now," Nagl predicted. "Winston Churchill said, 'You can always count on the United States to do the right thing – after they've exhausted every available al-



CSMGT RICHARD SIMONSEN

U.S. forces with a Provincial Reconstruction Team speak with Afghan locals in Kandahar, Afghanistan, June 11. Dr. John Nagl spoke to cadets about counterinsurgency efforts in Afghanistan and Iraq during his visit to the Academy Sept. 21.

ternative.' That's the stage we're at now."

Following the lecture, a cadet asked Nagl what had happened after the "shock and awe" campaign in Iraq to produce such a virulent insurgency. He responded with an anecdote about the repercussions of the decision to bar former Baath Party members from the new Iraqi government and military.

Nagl said that Petraeus had recognized right away that the decision would be disastrous and tried to persuade the policymakers from going ahead with it. That prompted an admonition to the cadets.

"I want you all to think long and hard about what you will do if you are given an order that you think will be injurious to the United States," he said. "That's something you can start practicing now."

Political science faculty members and about 20 cadets stayed for a reception and took advantage of the opportunity to inquire further of Nagl. Among them was Cadet 3rd Class Joseph Abakunda, a native of Rwanda.

He asked Nagl about the likelihood of proxy wars by the U.S. and China in Africa. Afterwards he said that although cadets sometimes doze off during lectures, no way was that going to happen this time.

"To me, this was not a mere lecture; it was a solution in the making," Abakunda said. "I stayed after the lecture because this was one of the few times I had the chance to talk to someone who didn't speak just from an academic's point of view but someone who knew the ins and outs of policy regarding my country."



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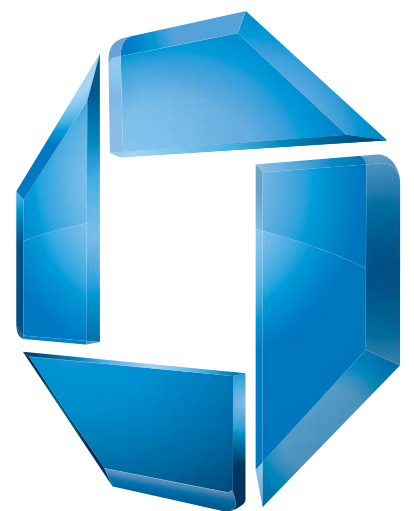


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2. Fees charged by the ATM owner may still apply.  
3. All Home lending products are subject to credit and property approval. Rates, program terms and conditions are subject to change at any time without notice. Not all products are available in all states or for all loan amounts. Other restrictions and limitations apply.





A sensor operator assists with a simulated "talk on" for fighters in the training scenario's target area.



ABOVE: A cadet instructor pilot, left, supervises a cadet aircrew at the Academy's unmanned aerial system ground control station.

RIGHT: An Aerosonde Mk IV prepares for launch at Aardvark airfield, near Jacks Valley.



# UAS program offers hands-on leadership

No A-10 Thunderbolt IIs are not flying over the Air Force Academy with live munitions, but someone listening to chatter in the Unmanned Aerial System program's ground control station here would be forgiven for not thinking otherwise as cadets communicate with an instructor simulating an A-10 pilot.

"Falcon 02, Hog 25, checking in. Mission: Alpha Foxtrot 078, two alpha-10s. Position: Bullseye 030 for 30 nautical at angels one five with mavericks, GBU-12s and 30 mike-mike; 90 minutes play time," the instructor says. "Standing by nine-line."

"Hog 25, Falcon 02, authenticate: yankee golf bravo," says one of the cadets in the control station.

"Falcon 02, Hog 25, Sierra," the instructor replies. "One, two, three: not applicable. Four: 6,525 feet. ..." While the A-10s are not real, the Aerosonde Mark IV

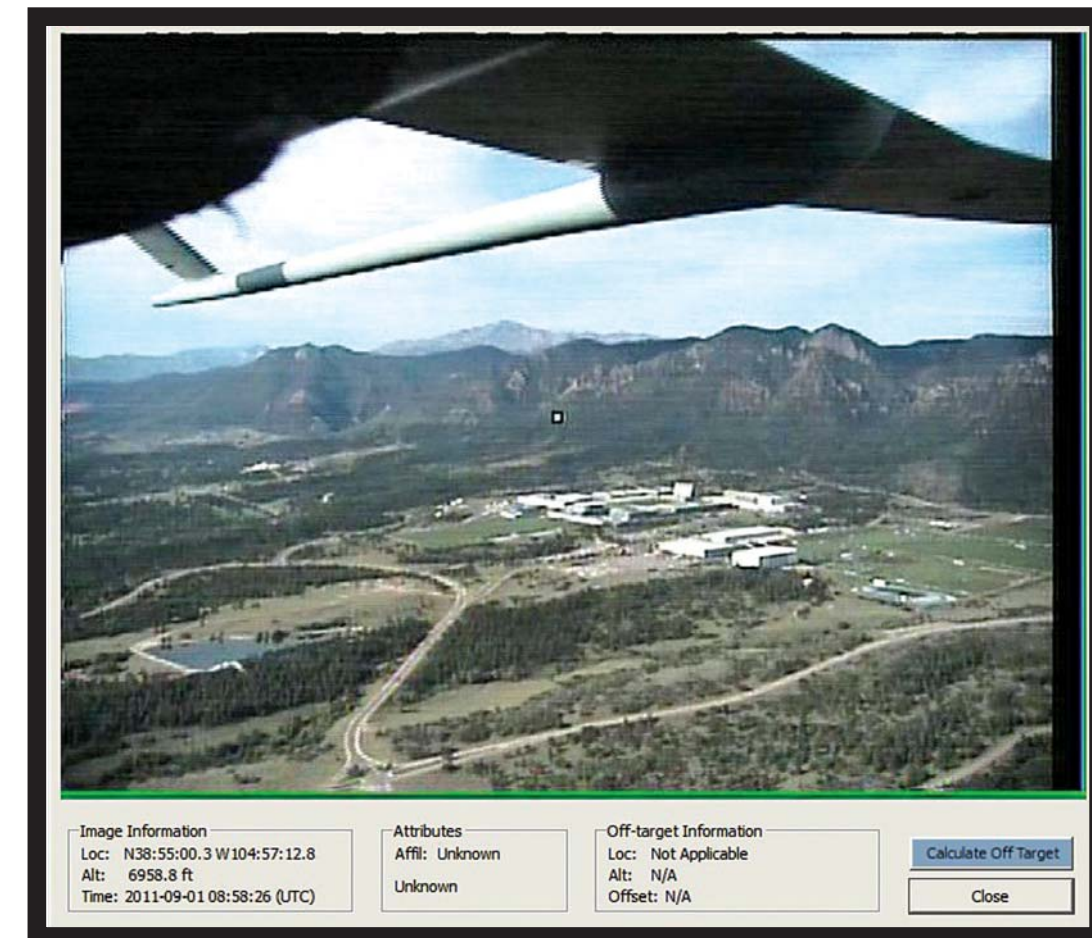
remotely piloted aircraft is. The small, catapult-launched aircraft is part of the Air Force Academy's UAS program, now in its third year as one of the airmanship programs available here for upperclassmen. The UAS program introduces cadets to the basics of UAS operations, tactics, techniques and procedures using scenarios based on operational Air Force missions.

Cadet leaders present instructions using the building block approach to ensure the crew is trained and prepared for each sortie flown and knows the skills needed for more difficult scenarios. Cadets develop a sense of tactical employment, close-air support and intelligence, surveillance and reconnaissance.

*(Kip Warton, an instructor with the 557th Flying Training Squadron's UAS program, contributed to this report.)*



The Aerosonde Mk IV features a continuous zoom, electro-optical and imaging infrared camera. The aircraft can fly continuously for up to seven hours.



An Aerosonde Mk IV provides a bird's eye view of the Academy and Pikes Peak as it flies over Jacks Valley.



# Instructor leads cadets to new heights

Air Force leaders have said that diversity makes our nation and the Air Force stronger, and one Air Force Academy instructor lives that truth every day.

Maj. Elaine Melendez Bryant is the Air Officer Commanding for Cadet Squadron 24, where she's responsible for developing and mentoring cadets to be officers of character.

In this position, Bryant fills the role of commander, mentor, cheerleader and sometimes even surrogate mom. The 2000 Academy graduate relishes the unique challenges the job provides, and credits her success to her family and the training she received at the Academy and in her Air Force career.

Bryant was born in Puerto Rico, but moved to Orlando, Fla., before her first birthday, where she lived until coming to the Academy's Preparatory School in 1995. Since both of her parents spoke Spanish as well as English, Bryant and her siblings grew up bilingual, but otherwise didn't feel much different from the other Caucasian children she grew up with.

"Growing up, we spoke Spanish at home, and spoke English in public," Bryant said. "We visited Puerto Rico regularly, and our parents taught us about our culture and background, but the thing I remember most was their focus on education. They were hard workers and taught us the value of hard work and education. My dad always said that as long as he was alive, we wouldn't have to pay for



Maj. Elaine Bryant

helped her excel as a cadet, earning a bachelor of science degree in aeronautical engineering.

Before tackling the AOC job, Bryant taught aeronautical engineering here and Bryant to excel as an Air Force officer. She recently received the National Latina Symposium Distinguished Service Award for 2011.

According to the award citation, she was recognized, in large part, for developing the Academy's first-ever Science, Technology, Engineering and Math educator workshop. Despite limited funding and resources, Bryant worked with local school districts to develop, promote and execute a two-day workshop to motivate and teach educators techniques for more effective science, engineering and math instruction.

"Elaine's enthusiasm and professionalism are contagious, and both cadets and her peers feed off of that energy," said Lt. Col. Colin Tucker, who was Bryant's Aeronautics Department supervisor. "Her educa-

school."

Ironically, Bryant chose the Air Force Academy, where her education was paid for. The work ethic and education focus she learned from her parents

tor workshop efforts multiplied our impact in the community by getting talented teachers better prepared to teach STEM topics in the classroom."

The citation further highlighted that Bryant was key to promoting science and engineering to students of all backgrounds, particularly to female Hispanics. And she managed those accomplishments while continuing to excel at teaching.

"Elaine is a spectacular instructor," Tucker said. "Her leadership really shined through when, in her feedbacks, a cadet wrote that she was 'the kind of officer I want to be!' Elaine really took the time to be with the cadets and was, and is, a committed role model and leader."

As an instructor turned AOC, Bryant soon saw a need for more collaboration between the academic departments and the cadet squadrons. She approached that challenge like she approaches everything else in life – head on.

"I wanted instructors to have a better understanding of cadet life, so I invited faculty to join with cadets at lunch and in the squadron to see the daily turmoil outside the classroom," Bryant said.

Eventually, word about the collaboration reached Brig. Gen. Richard Clark, the commandant of cadets, who was also developing a vision for partnership across mission elements. He liked the idea so much, he asked her to bring the program to the rest

of the cadet wing, with one suggestion – include the Athletic Department.

Bryant quickly sold the idea to the rest of the Cadet Wing, Dean of the Faculty and the Athletic Department, and now the mission partner initiative, as it has come to be known, gives cadets more exposure to other mission elements.

"Our goal is to encourage increased respect, understanding and awareness of mission partners," Bryant said. "This program helps show cadets how we work together as a team here at the Academy, and it provides an opportunity for cadets to interact, who otherwise wouldn't."

Lt. Col. Chris Gough, Bryant's current supervisor and commander of Cadet Group 3, expressed his approval for Bryant's devotion to her duties and the cadets.

"Elaine is an extraordinary leader," Gough said. "She has taught advanced aeronautics, commanded a cadet squadron and spearheaded the mission partner initiative to bring together elements of all mission partners in support of our cadets. Her vision, creative brand of leadership and tenacity make her a tremendous force of good in our cadets' development as leaders of character."

And through it all, Bryant continues to look for ways to excel.

"My parents taught me to always do my best," Bryant said. "If you work hard, everything else will fall into place."

**CLUES ACROSS**

- 1. Manuscripts (abbr.)
- 4. Came to grips with
- 9. Smallest element component
- 11. Esprit de corps
- 12. Grandmothers
- 14. Unhinge and distract
- 15. Largest municipality in Finland
- 16. Not win

- 17. Red Cross work
- 18. A theatrical performer
- 19. Renounced under oath
- 21. Thick center cut of beef tenderloin
- 23. Cathode-ray oscilloscope

- 24. Before
- 25. Negative
- 26. Paronomasia
- 27. Mortar trough
- 28. Swiss river
- 29. Adornment
- 36. More dismal
- 37. Helper
- 38. The cry made by

- 39. sheep
- 40. Ceases to live
- 41. Give qualities or abilities to
- 42. Cordialities
- 43. Alt. spelling of tayra
- 44. Verb conjugations
- 45. Furnace product
- 46. Long & difficult journeys
- 47. Stallone's nickname

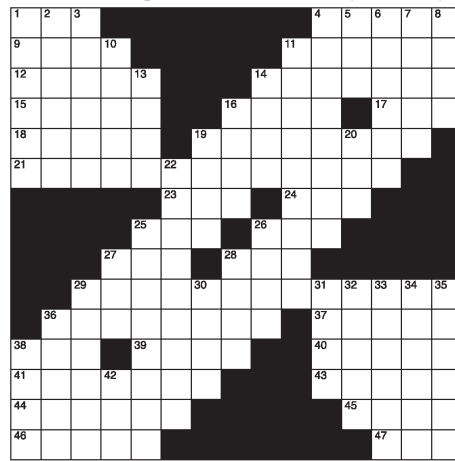
**CLUES DOWN**

- 1. An insane person
- 2. Stem
- 3. First movement form
- 4. Warn beforehand
- 5. Macaws
- 6. Deliberately misleading story
- 7. 60120 IL
- 8. Transfer property
- 10. 16th C. Fr. poet Clement
- 11. Adult males (Fr.)
- 13. Beget
- 14. R.I. rebellion 1841 - 1842
- 16. Wolf (Spanish)
- 19. State of violent mental agitation

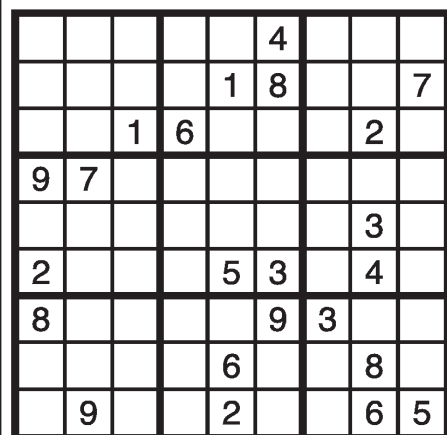
- 20. A single unit or thing
- 22. Private secondary schools
- 25. Persons of no importance
- 26. A set of two

- 27. similar things
- 27. Health Maintenance Organization
- 28. Brews
- 29. Comic & actress May

- 30. States a falsehood
- 31. A minute amount (Scott)
- 32. Tropical Asian starlings
- 33. Stream disturbances
- 34. Relating to a nerve
- 35. Agreement between two states
- 36. Computer game player
- 38. Large bale of stuffing material
- 42. Sound expressing disappointment



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Solution on page 15

Level: Intermediate

09-30-11

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# Air Force faces uphill fight in Annapolis

By Don Branum  
Academy Spirit staff writer

The Falcons face their second real test of the season Saturday when they play Navy in Annapolis, Md., at noon Eastern Time.

On the line is the Commander-in-Chief's Trophy, which Air Force reclaimed after stunning Navy 14-6 at

Falcon Stadium in 2010.

It's never easy to predict the outcome of this game. While Navy has defeated Air Force in eight of the last 10 meetings, the final scores have generally differed by fewer than 10 points -- the only exceptions in 2002 (Air Force, 48-7) and 2007 (Navy, 31-20). The Falcons can and should win this game, but it will be an uphill battle. Missed

assignments and turnovers kept the South Dakota Coyotes in the running for an upset in the second half of the first week's game and cost Air Force dearly in a 35-19 loss to TCU in Week 2.

Navy allowed eight turnovers in its first two games of the season, but the Middies played solid enough football to scare No. 10 South Carolina in a

24-21 Week 3 loss at Williams-Brice Stadium in Columbia, S.C.

Navy had a bye last week and will come into the game rested and with home-field advantage. Air Force has six players on the injury roster, including defensive playmakers Patrick Hennessy and Zach Payne, who are not expected to play until November if they take the field at all this season.



## AIR FORCE WILL WIN IF:

- **They score first.** Air Force can quiet the crowd by putting points on the board before the Midshipmen. The prognosis worsens if Navy takes an early lead: since 2009, the Falcons have gone 4-10 when opponents score first.
- **The defense steps up.** With Hennessy and Payne out for most of the season, the Falcons will rely more on seniors Jon Davis, Anthony Wright and Brady Amack as well as fledgling playmakers like Jamil Cooks and Chris Miller. If they can get to Navy quarterback Kriss Proctor or beat his receivers to the ball, it'll be a long day for the Midshipmen.
- **The offense controls the ball.** Air Force has held onto the ball better than Navy so far this season, but not by much. The Falcons enter this game with a turnover ratio of minus-two. If they don't reverse that trend in Annapolis, Navy will roll away with the win -- and the trophy.

Junior running back Asher Clark breaks a tackle in the 2010 Air Force - Navy game at Falcon Stadium Oct. 2, 2010.

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# No. 20 Air Force Falls to 10th-Ranked UC San Diego

## Hamilton leads Falcons with three goals

Air Force Academy Junior Cruz Smithson takes aim during the Water Polo team's 13-6 loss to UC San Diego Sept. 23.



MIKE KAPLAN

Playing in its first home game of the season Sept. 23, the No. 20 Air Force water polo team dropped a 13-6 decision to conference rival UC San Diego, currently ranked 10th in the nation. With the loss, the Falcons fall to 3-6 overall on the season and 1-3 in the Western Water Polo Association, while the Tritons improve to 8-2, 6-2 in the WWPA.

The contest started out as a close back-and-forth affair, with UC San Diego getting the first score of the game less than 40 seconds into the opening period. A goal from Air Force senior Taque Patino with 3:51 on the clock tied the score at 1-1, but the Tritons once again took the lead with a score just more than a minute and a half later.

The teams traded goals for the final two minutes of the first period, with Falcon sophomore Andrew Hamilton notching a pair of scores to tie the game at 3-3 with just six seconds remaining in the quarter.

UCSD regained its lead just more than a minute into the second period and pushed the margin to 5-3 midway through the quarter. While Hamilton added his third tally of the game to cut the Falcons' deficit back to a single goal, the Tritons notched two last-second scores in the final minute of the half — one as the shot clock was expiring and another just one second before the end of the period — to begin to pull away.

UC San Diego took a commanding lead in the third period, scoring four goals in the first four minutes to grab an 11-4 advantage. While the

Falcons finally broke their scoring drought with a goal from junior Brad Rajchel at the 3:34 mark, the Tritons closed out the quarter with two more scores to grab their largest lead of the game.

Air Force was able to shut out UCSD in the final stanza, thanks in part to a strong effort by backup goalkeeper Mike Fish, who recorded five stops in the period. Meanwhile, Air Force junior Cruz Smithson registered the only score of the quarter to bring the final tally to 13-6.

Hamilton's three goals led the Falcons, while Matt Michalko paced the Tritons with a hat trick of his own.

The Falcons return to action this weekend for another tough slate of games, visiting conference opponent Chapman today, and taking part in the annual SoCal Tournament, being hosted by Long Beach State, Saturday and Sunday.

### BOX SCORE

No. 10 UC San Diego 13,  
No. 20 Air Force 6

**UCSD - 3 4 6 0 - 13**  
**Air Force - 3 1 1 1 - 6**

UCSD Scoring: Michalko 3, Saber 2, Stiling 2, Butler 2, Donohoe 2, Higginson, Lorch  
AF Scoring: Hamilton 3, Patino, Rajchel, Smithson

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For information on program offerings, contact Outdoor Adventure at 333-2940 or visit their website at [usa-faservices.com](http://usa-faservices.com).

**Hiking on the Academy:** Women's casual-paced hiking is held Tuesdays at 9 a.m., with co-ed quick-paced hiking held Thursdays at 4:30 p.m. The hikes are free, but registration is required. Contact Outdoor Adventure for more information.

## Honor Guard candidates

The Air Force Academy Honor Guard wants volunteers who can help pay final honors to those interred at the Air Force's only active cemetery.

Airmen must have 12 months of retainability on base and be able to support at least two details per month for one year.

Training is every other Wednesday from 1 to 4 p.m. Benefits of Honor Guard membership include consider-

ation for a medal upon completion of the 12-month commitment and free attendance to some major sporting events.

For more information, call Master Sgt. Lissy Slezak at 333-9309 or Staff Sgt. Hugo Reinor at 333-5621.

## Clinic offers shingles vaccine

Shingles vaccinations are now available at the Academy allergy/immunization clinic. The vaccine is recommended for people age 60 and older. Anyone 50 to 59 years old must have a prescription.

The clinic's hours of operations are: Monday, Wednesday, Thursday and Friday, 8 a.m. to noon and 1 to 4 p.m.; Tuesday, 9 a.m. to noon and 1 to 4 p.m.

On the first Thursday of the month, the clinic closes at 11:30 a.m. for training. Patients are advised to call ahead because mission requirements can cause closures on short notice. The number is 333-5080.

## Tuition assistance for civilians

The Air Force Academy is one of just a few bases that offer a civilian tuition assistance program for appropriated-fund civilians.

If you are considering a career change, career progression, or personal development, check out CTAP.

Your class or classes must begin by or before Sept. 30. Funds are going quickly, so call 333-4821 for more information.

## Calling all would-be volunteers

The Airman and Family Readiness Center has volunteer opportunities available around the Air Force Academy. To find out more, call 333-3444.

## Mixed bowling league

Organizers are looking for teams to bowl in a mixed league (two men, two women) Tuesday nights at 7 p.m. at Academy Lanes Bowling Center on the Air Force Academy.

For more information, call Mike at 694-4401 or Terri at 290-1894 or sign up at the bowling alley.

## Get your recyclables ready

To commemorate America Recycles Day, the 10th Civil Engineer Squadron will hold its annual electronics recycling event from November through January.

Each Wednesday and Thursday beginning in November, electronic items can be taken to Civil Engineers' Complex (Building 8125) from 8 a.m. to 3 p.m. for recycling.

Recycling is free. Recyclable items include personal computers and components, televisions, DVD or CD players, stereos, speakers and VHS players. Over the past five years, the Academy has recycled more than 40,000 pounds of electronics.

For more information, call Derek Damien at 333-3224.

## Preppies need sponsor families

Sponsor families are needed for cadet candidates attending the U.S. Air Force Academy Preparatory School for the 2011-12 school year. The Prep School is designed to prepare

students for admission and success at the Air Force Academy.

Eligible sponsors are: active/retired GS-05, E-6, O-3 and above. Academy graduates and professors may also apply.

If you would like to sponsor one or more of these students, or if you have any questions, please call Mark Winter at 333-2583.

## Gospel choirs and service

The Air Force Academy Community Center Gospel Service's 18th anniversary celebration "Singspiration" will be held Oct. 8, 6-8 p.m.

Choirs from Fort Carson, Peterson Air Force Base and the Academy will be participate. Continuing the celebration, Oct. 9, 11:30 a.m. at the Community Center Gospel Service weekly service, the Rev. John E. Kerley, pastor of the New Beginnings Baptist Church of Colorado Springs, will be the guest speaker.

## Upcoming DADT repeal forums

The Air Force Academy will host three panel discussions to address questions about the repeal of the military's Don't Ask, Don't Tell policy.

The forums will be open to anyone from the Academy. Forums will be: Wednesday, 11 a.m.-12:15 p.m., Arnold Hall, Room 178; Oct. 11, 12:15-1:30 p.m., Milazzo Club ballroom; Oct. 12, 12-1:15 p.m., 10th Air Base Wing Headquarters Conference Room in Bldg. 8034.

The forums are presented by Dr. Adis Vila, the Academy's chief diversity officer. Chaplain (Col.) Robert Bruno and faculty representatives

will also sit on the panel.

## Cadet classical performances

Join the Academy cadet orchestra in highlighting four gifted cadets in an afternoon of concerto performances Oct. 16 at 2 p.m. in the Arnold Hall theater.

"Morceau de Concert for Horn" by Camille Saint-Saëns will be performed by senior Josiah Eubank. Vivaldi's Concerto in G minor for two cellos will be performed by junior Hayden Richards and senior Wendy Lathrom. The final number is the famous Piano Concerto No. 2 in C minor, Second Movement, by Sergei Rachmaninoff. This will be performed by Stephen Bittner.

The Cadet Orchestra Club consists of a full orchestra as well as smaller ensembles. Performances are at the Academy and at other locations in Colorado Springs.

## Fitness center schedule change

The fitness center will have reduced operating hours Oct. 9 because of a switch to Colorado Springs Utilities. The center will be open from 2-7:30 p.m. that day. The pool will be closed all day.

## Toastmasters meeting details

The Toastmasters Academy Orators club meets Wednesdays 12:05-1 p.m. in the contracting department conference room, 8110 Industrial Drive.

The group provides leadership growth through confidence-building exercises and artful, purposeful communication. For more information, call Irene Noble at 333-5133.



## Cadet Chapel

**BUDDHIST**  
Sundays, 10 a.m.

**PROTESTANT WORSHIP**  
**Combined Worship Service:**  
Sundays, 9 a.m.

**CATHOLIC WORSHIP**  
**Mass:** Sundays, 10 a.m.

**JEWISH WORSHIP**  
High Holiday Schedule  
**Rosh Hashanah:** Wednesday, 7 p.m. service, dinner to follow. Thursday, 10 a.m. service, lunch to follow; 7 p.m. service, dinner to follow. Sept. 30, 10 a.m. service, lunch to follow; 7 p.m. regular Shabbat service, dinner to follow.  
**Yom Kippur:** Oct. 7, 4:45 p.m. service, dinner to follow at 5 p.m.; Kol Nidrei, 5:45 p.m. Oct. 8, 10 a.m. Mussaf service, includes Yizkor; 5 p.m. service; 6 p.m. Neila service; fast ends, 7:12 p.m. We will break the fast as a community after services.  
Normal schedule  
**Fridays:** 7 p.m.

## Community Center Chapel

**CATHOLIC WORSHIP**  
**Mass:** Saturdays, 4 p.m.; Sundays, 9 a.m.; Tuesdays-Fridays, 11:30 a.m.  
**Reconciliation:** Saturdays, 3:30 p.m.  
**Formation Classes:** For students in grades K-8. Sundays, 10:15-11:30 a.m.

**PROTESTANT WORSHIP**  
**Evangelical:** Sunday, 10:15 a.m.  
**Gospel:** Sunday, 11:30 a.m.  
**Wednesday Night Live:** For ages 3 to adult. Begins with a meal. Wednesdays, 6-7:30 p.m.

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	N A N A S				D E R A N G E	7 8 1 6 9 5 4 2 3
	I N A R I				L O S E A I D	9 7 3 4 8 2 5 1 6
	A C T O R				F O R S W O R N	1 4 5 9 7 6 2 3 8
	C H A T E A U				B R I A N D	2 6 8 1 5 3 7 4 9
					C R O E R E	8 1 6 5 4 9 3 7 2
					N A Y P U N	5 2 7 3 6 1 9 8 4
					H O D A A R	3 9 4 8 2 7 1 6 5
					E M B E L L I S H M E N T	
					G L O O M I E R A I D E R	
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**The Mason Jar**  
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American comfort food served in a casual Colorado lodge atmosphere. Famous chicken fried steak, slow roasted prime rib, seafood, plus soup, salads, sandwiches, and homemade cobblers. Full service bar. Fireplaces for those cold winter days. A Colorado tradition since 1982. Serving lunch and dinner from 11am daily. **Active Military Discount on Food and Beverage everyday.**

**Wyatt's Pub and Grill**  
806 Village Center Drive (Rockrimmon Safeway Center)  
WyattsPub@live.com  
(719) 598-4100  
Wyatt's Pub and Grill is Rockrimmon's new favorite Pub! Located at 806 Village Center Drive in the Safeway shopping center. Open daily at 10:30 a.m. and serving full menu nightly until 11:00 p.m. Happy Hour Mon-Fri 4-7pm, Mon-Thurs 10pm to Midnight. We feature all of your favorite Pub Fare like bbq ribs, beer battered shrimp and our famous fish and chips. Not to mention outstanding burgers, wings, pizza and the best Philly cheesesteak in town. Tons of drink specials. 598-4100

**BAR & LOUNGE**

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Powers & Barnes  
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**BILLIARDS**

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**Diamond Billiards**  
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**FINE DINING**

**The Margarita at Pine Creek**  
7350 Pine Creek Rd.  
Colorado Springs, CO 80919  
598-8667  
www.margaritaatpinecreek.com  
Hours: **Lunch:** Tuesday-Friday 11:30a.m.-2:00p.m. **Dinner:** Tuesday-Saturday 5:30p.m.-8:30p.m. **Brunch on Sunday:** 10:30a.m.-2:00p.m. Serving award winning, contemporary, seasonal cuisine-with a casual attitude for 37 years. Upstairs: fine dining (accompanied by our harpsichord on Saturday evenings). In the downstairs lounge: local music (from jazz to bluegrass) Wed-Fri. Enjoy appetizers to full course meals! Always affordable dining with a special occasion feel. Join us for lunch, dinner and Sunday brunch. Relax and take in the Colorado scenery on the patios soon! Perfect for private parties, rehearsal dinners, weddings and other events.

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**Pikes Peak Ice Cream & Gelato**  
481 Highway 105, unit 208 (west of Rosie's Diner)  
Monument, CO 80132  
719-313-9484  
Our Booth at the AFA Stadium, south end  
Pikes Peak Ice Cream & Gelato is the only locally owned dessert lounge that produces our own gelato-style ice in the store. We source clean, local dairy and imported Italian ingredients allowing us to support local community businesses and ensure that our gelato-style ice cream is 14,100' above the competition. Military Monday: 15% discount with military ID.

**IRISH**

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385-0766  
21 S. Tejon Street  
Open for Lunch & Dinner daily; Sunday Brunch served 12 pm-3 pm; Happy Hour 3-6 pm; & late night Sunday.  
**Owned by 4 USAFA Grads!** Serving traditional Irish fare & American cuisine for lunch & dinner. Happy Hour daily 3-6pm & late night Sun. 10 pm-1 am., 15 delicious drafts & the best selection of Irish Whiskeys. Live Irish Music Tues., Thurs., Sat. & Sun. with County El Paso, Brian Clancy, Big Paddy & the Irish Session Musicians! Reader's Choice Voted Best Bar 2007 & 2010. **www.jackquinnspub.com**

**JAPANESE**

**FUJIYAMA**  
630-1167  
22 S. Tejon Street  
gofujiyama.sushi.com  
Mon-Fri Lunch 11:00 - 2:30pm. Mon-Sat Dinner 5:00-10:00pm. Sat 11-6 Sushi Bar Happy Hour. Sun 5-9 Sushi Bar Happy Hour. 50% off Sushi & Rolls. Monday Madness Happy Hour Special 5-6pm everything half price. Tues, Thurs & Friday Happy Hour Special 5-6:30pm, 50% off Sake and Beer, 20% off Sushi and Rolls. Wednesday Night 5-6:30pm 20% off Sushi and Rolls, 2 for 1 drinks. **Voted Best Sushi 2011.**

**MEXICAN**

**Salsa Brava Fresh Mexican Grill**  
Rockrimmon - 802 Village Center Dr. 719-266-9244  
Briargate - 9420 Briar Village Pt. 719-955-6650  
SalsaBravaonline.com  
Voted Best Mexican Restaurant in Colorado Springs - 2011. Salsa Brava serves traditional Mexican dishes with a twist, made with the freshest of ingredients. Monday - \$5 Margaritas. Tuesday - Briargate 5K Run Club. Wednesday - \$5 Martinis & Rockrimmon 5K Run Club. Happy Hour daily from 4-7 p.m. Full-service catering for groups up to 3,000.

**STEAKHOUSE**

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719-227-7333  
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www.thefamoussteakhouse.net  
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**Zane's Steak House**  
719-260-6555  
5905 Corporate Drive & I-25  
Exit 148 N. Nevada  
**SERVING LUNCH AND DINNER FROM 11:00A.M. DAILY** It's been told that a cowboy cook named Zane may have settled in these parts, leaving his legendary recipes to carry on the name; Zane. Join us for a foot stompin time with hand cut, specially seasoned steaks, tender & meaty ribs and ranch style fixins. Bend an elbow in the trailblazer saloon or pony up on the patio. Let us host your private shindig or roundup in the old west way...The legend lives on at Zanes.



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