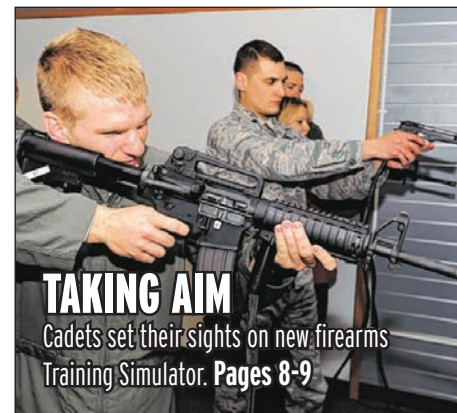


SECAF ON CYBERAir Force Secretary speaks out on cyberspace issues. **Page 3****PRIMARY CARE**Do you know who your Primary Care Manager is? **Page 10****HEARTBREAKER**Falcons fall to Boston College in NCAA Hockey Tournament. **Page 11**

ACADEMY SPIRIT

**TAKING AIM**Cadets set their sights on new firearms Training Simulator. **Pages 8-9**

BY TECH. SGT. RAYMOND HOY

Cadet 2nd Class Stephen Henderson, of Cadet Squadron 01, puts beams in place on a Habitat for Humanity project in Houston Tuesday. Nearly 60 cadets volunteered their time to build homes with Habitat for Humanity in Houston, Santa Fe and Taos, N.M., Oklahoma City, Okla., Kansas City, Mo., and Sheridan, Wyo.

Cadets trade sand and surf for nail guns and paint brushes

By Tech. Sgt. Raymond Hoy
Public Affairs

HOUSTON — Twenty Air Force Academy cadets traded sandy beaches, sun tan lotion and bathing suits, for saw dust, mosquito repellent and safety goggles to build homes for those in need Monday through Thursday in the Houston suburbs.

The cadets were participating in the Academy's alternative spring break program helping Habitat for Humanity with home construction

projects in six separate locations.

"Every year, we get students who come from all over the United States to volunteer to spend a week with us to help us put up homes to help out families in need," said Tom Gongora, construction supervisor for Habitat for Humanity. "This is just a great group of kids."

These houses are built to the specific needs of families who come into Habitat for Humanity to request assistance.

See Spring Break Page 6



Ludwig

Academy to welcome new command chief

By Gino Mattorano
Academy Spirit editor

The Academy will welcome a new senior enlisted leader to its ranks Tuesday with the arrival of Chief Master Sgt. Stephen Ludwig.

Ludwig takes over the Academy Headquarters command chief role from Chief Master Sgt. Todd Salzman, who is retiring after nearly 30 years of service.

Ludwig comes to the Academy from the Pentagon, where he was the Chief of the Chiefs' Group in the Manpower

and Personnel directorate. In that role, he was responsible for worldwide management and assignment placement of all active duty Chief Master Sergeants in the United States Air Force.

The chief grew up in Detroit and Hastings, Neb., and began his Air Force career in 1984 as a Precision Measurement Equipment Laboratory Specialist.

He has had assignments in Colorado, Alaska, the United Kingdom, Germany, Italy and the Republic of Korea.

Ludwig is no stranger to the com-

mand chief role, as this will be his fourth assignment in that capacity.

Prior to assuming his role as Chief of the Chiefs Group, Ludwig was the 7th Air Force command chief at Osan Air Base, Korea.

His career highlights include being selected as a United States Air Forces in Europe Master Technician, an Air Training Command Master Instructor, and the Air Force Professional Military Education Manager of the Year.

(Information courtesy Ludwig's official biography)

Celebrating Women's History Month

By Lt. Col. Kristi Lowenthal
History Department

Since women won the right to vote in 1920, few issues have been able to command the same amount of widespread support as suffrage did in the years after World War I. Some women want more political and social representation, but others feel that increased individual rights for women are not necessarily a positive social good, as demonstrated by the failure of the Equal Rights Amendment in the 1970s. The problem with arguing for women's rights is that "women" are neither a minority nor a natural interest group. Women exist on all points of the political spectrum from conservative to liberal; they are rich and poor, rural and urban, married and single. American women are black, white, Asian and Latina; atheists and evangelicals; mothers and those with no children.

Knowing their diverse constituency, the organizers of this year's National Women's History Month chose the apparently innocuous theme "Women's Education – Women's Empowerment." It would seem that education as a medium for increased opportunity, social mobility, and empowerment is all but a foregone conclusion in today's American society. However, President Obama's recent call for increased post-secondary opportunity for Americans in order to compete in the global economy elicited accusations of snobbery. Some believe that higher education erodes the value of blue-collar work. Similarly, some women reject the need for college education as tending to degrade the traditional roles of wife and mother.

Despite the howls of protest from some quarters, the fact remains that a college education is the best way to achieve upward social mobility in modern American society. The US Census Bureau recently developed the graph below, reporting that, "the results of this analysis demonstrate that there is a clear and well-defined relationship between education and earnings, and that this relationship perseveres, even after considering a collection of other personal and geographic characteristics." Education is the single most important factor in lifetime earnings, which translates into upward social mobility, better access to health care and quality education, and a host of other benefits.

The importance of education for women is even more pronounced. Several scholarly articles have underscored the importance of a mother's education to the educational achievements and health of her children. Although experts disagree on the strength of this correlation, one worldwide study found strong evidence of community-wide benefits resulting from the education of even a small fraction of women: "(1) [maternal] education may affect access to health facilities at the community level, thereby improving the health of children of educated as well as uneducated mothers in communities with high levels of education, and (2) higher immunization levels for children of educated mothers may reduce the likelihood of diseases like measles for all children in the



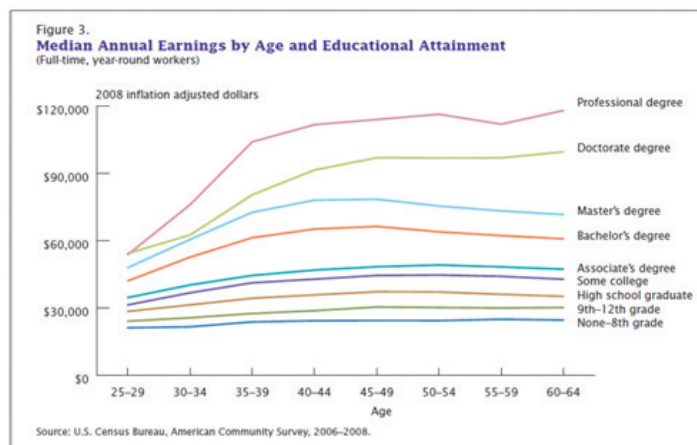
Lowenthal

community, thereby reducing mortality for children of educated and uneducated mothers in a given community through spillover effects." Educating women is instrumental in raising educational and health standards of American communities.

This year's National Women's History Month seeks to celebrate existing opportunities for women in America as well as to highlight the need for expanded access. Educated women can enjoy the benefits of education themselves, but can also bring these benefits to their families, their communities, and ultimately, their nation.

Women's History Month: <http://womenshistorymonth.gov/>

National Women's History Project:
<http://www.nwhp.org/whm/index.php>



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ACADEMY SPIRIT

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about the Air Force Academy

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SecAF: Cyberspace is an Air Force priority

By Tech. Sgt. Richard A. Williams Jr.
Air Force Public Affairs Agency

NATIONAL HARBOR, Md. (AFNS) — Secretary of the Air Force Michael Donley highlighted cyberspace as an important Air Force priority and joint force enabler during remarks to Airmen, industry officials and Air Force Association members March 23 at the Air Force Association's 2012 CyberFutures Conference and Technology Exposition here.

"Access to reliable communications and information networks makes it possible for today's modern forces to operate effectively at a high operations tempo," Donley said. "Our military depends on resilient, reliable and effective cyberspace assets to respond to crises, conduct operations, project power abroad and keep forces safe."

Given this, he said it was no wonder that cyberspace is a priority for the Air Force and the Department of Defense. In addition, he also pointed out that cyberspace operations impact every other operational domain, making the Air Force's integration of air, space and cyberspace operations an important requirement.

"As the only domain created by man, cyberspace is dynamic and evolving," Donley said. "Its operations support

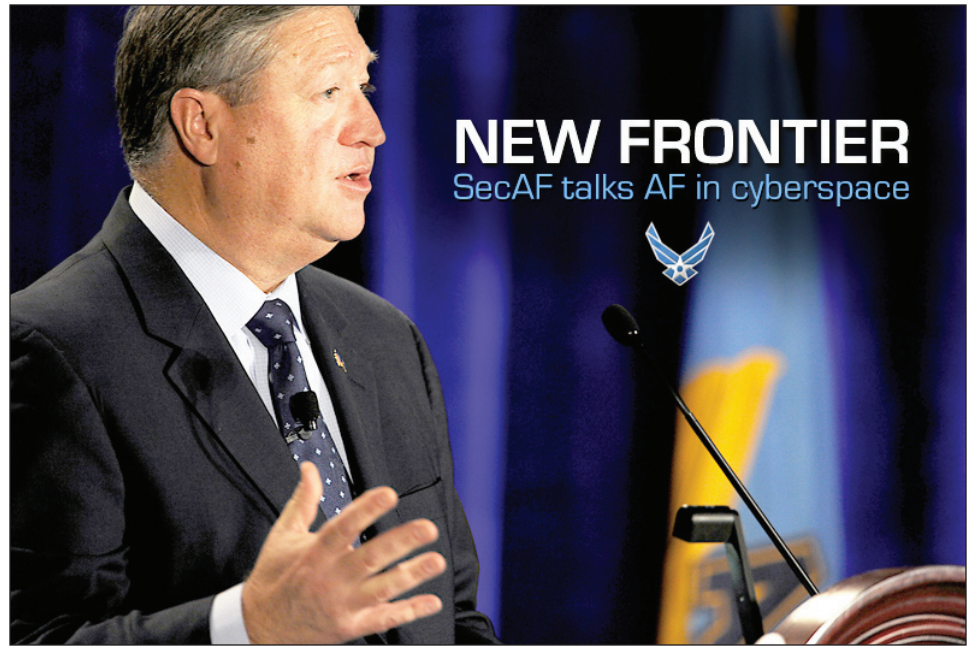
and closely interact with operations in all of the other domains -- land, sea, air and space. And through the integration of air, space and cyberspace operations, the Air Force is developing unique capabilities that support military operations across the spectrum of conflict."

The secretary said the Air Force has a long history of being a forward-leaning service that has always been at the forefront of applying new technologies to strengthen U.S. national security.

"Cyberspace is just the latest arena of offering the Air Force the challenge and the opportunity to keep evolving as we again wrestle with technology and policy issues right on the cutting edge of national security," he said. "But more than that, we recognize that as cyber-related technologies transform the way we communicate, share information, provide services and conduct any number of daily tasks, the Air Force cannot afford to stand on the sidelines."

"Much like the inventors who created the technologies of the 20th century, today's innovators will redefine our expectations and expand our capabilities as cyberspace continues to develop and mature," he said.

Donley said the Air Force is determined to ensure the service is ready to leverage these state-of-the-art technologies; to have the right plans and strate-



U.S. AIR FORCE GRAPHIC/COREY PARRISH

gies in place; and that Air Force cyber operations and cyber support Airmen have the skills and the training needed to meet the defense challenges and opportunities this newest frontier presents.

To help tackle emerging cyber challenges and threats, the secretary said the Air Force has fielded a total force of more than 45,000 trained and certified professionals equipped to ensure continuity of operations. In addition, he said the service will establish three new total force cyber units this year, consisting of two Air National Guard information operations squadrons to be located in Washington state and California, and one Air Force Reserve active association with the 33rd Network Warfare Squadron at Lackland Air Force Base, Texas.

There are also plans to expand the Maryland Air National Guard's 175th

Network Warfare Squadron, he added.

"Cyberspace may be the newest recognized operational domain, but its importance in the way we think, the way we organize, train and equip is becoming more evident all the time," Donley said. "Today's joint missions in the air, space and in all domains are increasingly dependent on skilled and innovative cyberspace forces."

He said the Air Force must maintain its cyber security commitment by resourcing; developing cyber plans and strategies; developing and acquiring the best technology; and, most importantly, building the intellectual capital and expertise of its Airmen who make it all work.

"Doing so will contribute to our national defense as well as reinforce our proud position as the world's finest Air Force," Donley said.

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An F-35 Lightning II flies over Destin, Fla., before landing at its new home at Eglin Air Force Base, Fla., July 14, 2011. Its pilot, Lt. Col. Eric Smith is the first Air Force qualified F-35 pilot and is assigned to the 58th Fighter Squadron.

U.S. AIR FORCE PHOTO/STAFF SGT. JOELY SANTIAGO

F-35 reaches critical juncture after strong year, official says

By Army Sgt. 1st Class Tyrone C. Marshall Jr.
American Forces Press Service

WASHINGTON — The F-35 Lightning II joint strike fighter program - the centerpiece of future tactical aviation and a key to implementing new military strategic guidance - made strong progress in its development last year, a defense official said today.

Frank Kendall, the acting undersecretary of defense for acquisition, technology and logistics, told the House Armed Services Committee that the fighter aircraft is essential to the Defense Department and that it made “strong progress” in 2011.

“Last fall, the department engaged in a strategy and budget review where everything - and I do mean everything - was on the table,” Kendall said. “After a careful look at the joint strike fighter program, the department determined that we do need the JSF (and) that we need all three variants of the fighter, and that we need the planned inventory of 2,443 jets.”

That said, Kendall added, “you must recognize there is still a long way to go for JSF.” The F-35 flight



test program is only about 20 percent complete and “many of the more challenging elements of flight test are still ahead of us,” he said.

Kendall said the F-35 development has reached a crucial point in the conversion from conceptualization to actual production.

“The JSF program is undergoing the critical transition from development to production,” he said. “Historically, this is always a difficult phase for any program, but particularly so for a high-performance aircraft.”

That transition has been even more difficult for the F-35, Kendall said, because the program began production very early, well before flight testing had begun.

That decision for early production resulted in an unprecedented level of concurrency, which drove the need for significant changes in the program, he said.

“With this year’s budget, I believe we are now set on a course for program stability,” Kendall added.

Navy Vice Adm. David Venlet, the program manager for the F-35, also said the program now

is on track.

“The F-35 has schedule and budget realism now going forward,” Venlet said. “It is transparent in the discovery and correction of issues arising in tests that are typical in all fighter aircraft development.”

Venlet told the Congress members he believes the F-35 “is a critical presence in the combined force battle space. It makes many other systems and capabilities and effects better because of the presence of the F-35’s sensors.”

The admiral called the F-35 a “critical presence” to many nations as well as a bond of joint strength across all U.S. military services.

“It is a bond of capability and a bond economically across many nations that raises the level of technology benefit in our militaries and our industries,” he said.

Venlet called the F-35 “the best possible growth platform to incorporate future advances in weapons, sensors and networks.”

The F-35 also is an assurance to service members that “they will succeed in every mission and return home safely to their loved ones.”

Collaborative effort in making force structure changes



U.S. AIR FORCE GRAPHIC/COREY PARRISH

By Mitch Gettle
Air Force Public Affairs Agency

WASHINGTON (AFNS) — Air Force total force officials discussed the strategic planning efforts that resulted in making the ‘hard choices’ affecting future Air Force viability and force structure here Feb. 22.

Driven by the 2011 Budget Control Act and new defense strategy, the Air Force needed to align the current force structure to get the best mix of active duty, Guard and reserve forces to carry out the new strategy, said Maj. Gen. James “Mike” Holmes, the

assistant deputy chief of staff for Operations Plans and Requirements.

Holmes detailed the Air Force’s fiscal 2013 force structure plan and how the strategic shift to the Asian-Pacific region and change in future fight scenarios dictated the decisions made.

Given the current fiscal landscape, the Air Force targeted four areas to ensure a relevant and capable total force.

“We need to continue some modernization ... balance a force structure that is sufficient for requirements of the new strategy ... fund readiness to ensure our force doesn’t become hol-

low ... (and) take care of our people,” Holmes said.

The Air Force needed to balance these four areas as it looked to reduce costs in the upcoming budget, he added.

Holmes was joined in the discussion by Maj. Gen. James “JJ” Jackson, the deputy to the chief of Air Force Reserve, and Maj. Gen. William Etter, the deputy director of the Air National Guard.

Jackson explained the collaborative efforts that led to the current force structure decisions.

The process started in summer 2011 when Air Force leaders from the active and Reserve components began discussions on the future total force, Jackson said. As the budget and strategy outlook evolved over the next six months, so did the force structure discussions, and as with any collaborative effort there were some concerns over the choices that needed to be made.

The active, Guard and Reserve interests were represented in these discussions and any concerns were vetted during the summer process, Etter added.

Etter and Jackson, involved in the congressional discussion process for budget and force structure, said it is in this setting where many concerns

about the Air Force’s force structure decisions are discussed.

“Every state has concerns and they’re mostly local concerns,” Jackson said. “We tried to look at it holistically, across the whole total force, across the whole United States, and of course that is where the decision process and military judgment had to come in.

“When you have a discussion on the process and the decisions made from the strategy on the (hard) choices we had to make, (congressional leaders) are accepting of the process, in my opinion,” Jackson said. “They didn’t like it but, just like all three of us here, had to make hard choices; we don’t necessarily like every choice we had to make for the Air Force.”

Another thing prevalent in the congressional meetings is an understanding “we have very difficult financial challenges ... and given that financial challenge, there are only so many ways to go down a path,” Etter added. “There is (also) an understanding that the budget is going to be a challenge to the nation and because of that there’s going to be reductions.”

Currently, only the aircraft and mission change force structure announcements have been made. The manpower force structure details will be released in early March.

Engineering manager retires

after 42 years of service at the Academy

By Amber Baillie
Academy Spirit staff writer

After a 42-year career at the Academy, Larry Duran, Services Contract Manager for the 10th Civil Engineer Squadron, is ready to retire.

Duran started work here in 1969 and has played an instrumental role in civil services, set the standards high for the Air Force and has inspired generations of cadets by ensuring the Academy always looks its best, according to 10th CES leadership.

"We're losing a milestone," said Fred Williams, Chief of Contract Management. "Larry does so much behind the scenes and in a way it's kind of a thankless job. I think we're going to realize much more that Larry does after he is gone because he goes the extra mile, and when he sees something that needs to be done, he goes after it."

Duran's first job at the Academy was as a food service worker in the Cadet Dining Hall.

"During that time, the Vietnam War

was going on and it was difficult to get into civil service," Duran said. "Once you get into civil service you can move around, but you've got to get in first, and the dining hall was that door for me."

Duran landed his first job in Civil Engineering in 1977 as a custodial foreman, then as a taxi driver to deliver the craftsmen and their tools to the worksite.

"We could distribute their work force in such a manner that we could reduce our vehicles," Duran said. "I did that for a very short-period of time and it was a lot of fun while it lasted."

Larry was selected for his current position in 1983.

"They didn't know me but took a chance and hired me as chief of Contract Services," Duran said. "Back then, Contract Services was relatively new in the Air Force. They had started outsourcing a lot of work but hadn't done it to the extent that they have now."

Larry has loved his job ever since.

"It's a super job and the Academy is

probably the best place in the world to work," Duran said. "We work real closely with the contracting office, our contractors and have developed good partnerships over the years."

Duran said one of the biggest challenges in CE has been the lack of authority over contractors.

"We're responsible for getting the work done but yet don't have much authority," Duran said. "The authority is in the contracting office, not the functional area."

Duran said that the solution is to establish close partnerships with contractors.

"When I orient my people I always tell them that in the contract arrangement business, it's like a tripod because there are three legs," Duran said. "They are the contractor, contracting office and functional area and if you pull one of those legs, it won't hold up because we've all got to do our part."

Duran's responsibilities have included custodial duties, ground and elevator maintenance, facility painting and road striping.

"What I've enjoyed over the years is being able to serve the public," Duran

said. "CE is a great service organization and I learned clear back when I was a teenager, as a server for a restaurant, that you cater to the public and I get satisfaction providing service to our customers."

Healthy and motivated at 63, Duran said he wants to enjoy life and spend more time with his family.

"I've enjoyed my job but now it's time to enjoy something besides work," Duran said.

Lt. Col. Mark Russo, the 10th CES commander, said that Duran has inspired many leaders of character and set the bar high at the Academy.

"The Academy is a showcase for the Air Force and as the public visits, a lot of eyes are on what Larry and his team have done," Russo said. "We set the standards high at the Academy so that every parent wants their kid to attend, and I like to think that Larry has helped recruit a lot of the best across the United States."

An informal retirement luncheon was held for Larry on Wednesday, to honor his career and last day of work. One hundred and sixty people were invited and celebrated in Doolittle Hall.



"You don't really know how well you've succeeded in mentoring your understudies, until you're gone. If you're absent and things still go well, the philosophies are still there and the goals and values are still there, then you know you've succeeded."

-Larry Duran

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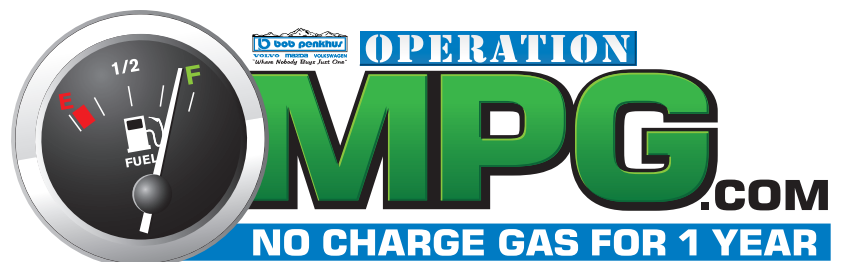
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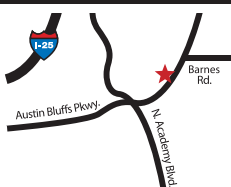
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Spring Break

From Page 1

“These families are in need of a decent home that they can afford,” Gongora said. “We build them everything from three, four and five bedroom homes. These people don’t make quite enough to

“ I figured it’s a good Spring Break, because we still get time off while helping people who need help.”

- Cadet 3rd Class
Christina Napper

afford their own home, and rentals are really expensive. So we do what we can to help them out.

“And they don’t get them for free; they also have to work on their home. They have to put in 300 hours of what we call ‘sweat equity.’ It’s only after they put that time in that they get into the house.”

However, most of the work comes from volunteers like the cadets. And while they do some quality work, it doesn’t always start that way.

“We learned how to work a hammer, a nail gun and a circular saw,” said Cadet 3rd Class Chelsea Renfro. “They were a complete nightmare. I exploded a piece of wood with a nail gun. The circular saw was ok, but the nail gun was very danger-

ous. But, you know, we’re gaining skills.”

And it’s something the specialists at Habitat for Humanity are used to dealing with.

“When we typically get them, they have just basic skills,” Gongora said. “It’s our job to nurture them and teach them the skills they need. And by the time they leave, they have a pretty good idea of what they’re doing.”

Despite what they learned, painting seemed to be the hands-down favorite.

“Painting,” confirmed Cadet 3rd Class Christina Napper. “They tried to give me a nail gun the other day; it didn’t work out so well. Painting is better. The circular saw wasn’t so bad, but I definitely like painting more.”

“Painting is always the favorite thing,” Gongora said. “When we put up walls, people love to do that. But after the walls, we get quite a bit higher. People don’t really like to do that. That’s when they start to ask to paint. Everybody loves painting.”

So, why give up your Spring Break to help build homes for the needy?

“My friends and I thought this would be a fun idea,” Renfro said. “We thought this would be a good way to stay active and help out, and get out of Colorado for a while.”

“I wanted to do Habitat for Humanity when I was in high school, but there was always something conflicting,” Napper added. “I also didn’t

get the chance to do it last year. So, I figured it’s a good Spring Break, because we still get time off while helping people who need help. Plus, I still get to hang out with my friends.

“I’ve gotten a lot more bug bites than I wanted, but other than that, it’s been fun.”

Nearly 60 cadets volunteered their time to build homes with Habitat for Humanity in Houston, Santa Fe and Taos, N.M., Oklahoma City, Okla., Kansas City, Mo., and Sheridan, Wyo.

Cadets volunteered more than 32,000 hours of their time last school year helping in communities across the nation. They helped with everything from soup kitchens and toy drives, to flood relief and building homes.

“ We build them everything from three, four and five bedroom homes. These people don’t make quite enough to afford their own home, and rentals are really expensive. So we do what we can to help them out.

- Tom Gongora
Construction Supervisor



LEFT: Cadet 3rd Class Christina Napper, of Cadet Squadron 24, puts the finishing touches on a home for a deserving family.

BOTTOM LEFT: Cadet 2nd Class Stephen Savonne, of Cadet Squadron 06, installs siding on a project home Wednesday.

BOTTOM RIGHT: Cadet 3rd Class Chelsea Renfro, of Cadet Squadron 30, operates a circular saw during the Habitat for Humanity project Wednesday.

PHOTOS BY TECH. SGT. RAYMOND HOY



AEFIs ensure Airmen know deployment window

By Jon Hanson
Air Force Personnel, Services and Manpower Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Do you know your Air and Space Expeditionary Force Indicator, or AEFI? The two-digit code identifies when your deployment period occurs within an AEF Cycle. All Airmen should know their AEFI and be prepared to deploy during that time period.

AEFIs also give the Air Force Personnel Center's AEF and Personnel Operations directorate visibility of an Airman's AEF period and allow commanders to know when their Airmen should be prepared to deploy.

The use of AEFIs will not change with the implementation of AEF Next, a new methodology to present and generate Air Force forces. Working groups have been developing the AEF Next construct and expect to have initial operational capability by October 2012, with full operational capability by October 2013.

"Under AEF Next, commanders will continue to use AEFIs to ensure dwell time is not compromised due to a permanent change of station or assignment," said Bradley Higginbotham, chief of plans and policy for AEF and Personnel Operations. "This will ensure Airmen have sufficient time at the new unit to become fully mission ready for deployment."

Knowing their AEFI allows Airmen to better prepare for a potential deployment tasking and more awareness of the AEF process.

"Airmen need to be prepared to deploy in their window because they can be tasked at anytime during this period," said Ed Walker, an analyst with the plans branch with AEF and Personnel Operations. "Preparation includes getting any medical issue checked out before their deployment window. This not only helps the individual, but helps their fellow Airmen who might have to replace them."

"The general guidance is, Airmen need to expect to be tasked to deploy," he said. "Some Airmen in their deployment period may not be tasked depending on requirements, but being prepared to go is key to ensuring the Air Force can support the combatant commander's requirements."

Unit commanders are required to assign new Airmen to an AEFI within 15 days of arriving on station to ensure sufficient coverage for all taskings.

Once an Airman is assigned to an AEF, he or she will typically remain in it for the duration of their assignment to that unit. In special circumstances, unit commanders can work through their chain of command and request a waiver from their major command vice commander or equivalent.

Airmen can find out their AEFI by logging into the vMPF website, and can also get additional information from their unit deployment manager or installation personnel readiness office.

For more information on AEFIs go to AEF Online at <https://aef.afpc.randolph.af.mil>. For other personnel issues go to the Air Force Personnel Services website at <https://gum-crm.csd.disa.mil>.

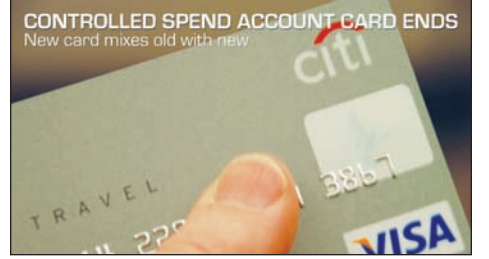
Air Force ends pilot travel card program

WASHINGTON (AFNS) — The Air Force recently decided to transition existing Controlled Spend Account travel cards to an enhanced Government Travel Card by the end of fiscal 2012.

"The CSA, a pilot travel card program, provided some enhancements for travelers, but also brought about significant challenges for our most frequent travelers and those with unique mission sets," said Mrs. Joan Causey, Deputy Assistant Secretary for Financial Operations. "We recognized that for any travel card program to work, it has to work for all travelers. In the end, we were not satisfied that any proposed changes to the CSA program would get us to the desired state for our most frequent travelers."

The actual transition will occur in August and September and current CSA cardholders should continue to use their cards as normal. The transition strategy allows travelers to continue using their "blue cards" without interruption. The card functionality will be converted to a GTC by CitiBank without the need to get a new card. Also, travelers will once again be provided with a permanent credit limit, and there will be no need to call for "temporary spend limit" increases.

One of the enhancements being pursued for the GTC program will be via



U.S. AIR FORCE GRAPHIC/COREY PARRISH

the Defense Travel System. Default settings will be changed to automatically align most non-mileage expenses to the card. Additionally, the traveler can split-disburse any residual funds to his/her personal account. Finally, as a carryover from the CSA program, Citi will upgrade their GTC online system to allow travelers to request electronic fund transfers of credit balances directly to their bank accounts.

"The CSA to GTC transition plan is already in motion," Causey said. "We're planning a brief test in July to ensure all systems are a go. If all systems perform as expected, roughly 300K cardholders will be converted during the August/September timeframe."

Citi will not process any early transitions and should not be contacted to do so. Further questions by Airmen regarding the transition should be directed to local Agency Program Coordinators or comptroller squadrons.

CLUES ACROSS

- Nuclear Stress Test
- A small amount
- Comedian Jack P. ____
- Beat with a rod
- Bono's ex wife
- Steal cattle
- Tribe in Myanmar

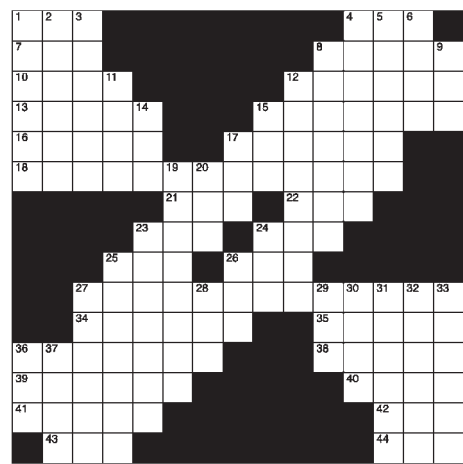
- In a crisp way
- 04473 ME
- One that takes a captive
- The Dutchess of York
- Zodiacal lion
- Actor Affleck
- ____ de sac

- Pioneer journalist Nellie
- 22nd Greek letter
- I.M.____, architect
- "Hangover" star
- Lofty bird habitats
- Devoid of intelligence
- Divided into parts

- Seasons of 40 weekdays
- Breezily
- Indian dress
- ____ the elder
- Furious
- Distress signal
- Nonhuman primate

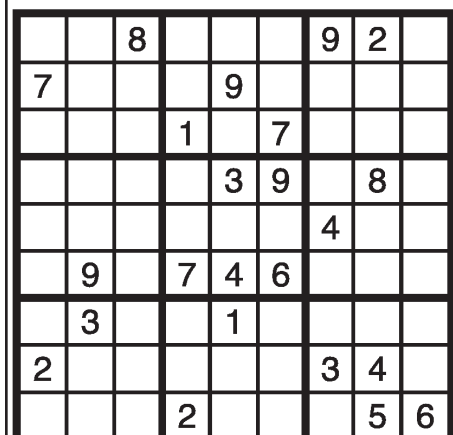
CLUES DOWN

- Tortillas, cheese & salsa
- A vast desert in N Africa
- Earth quiver
- Double-reed instrument
- Doctor in training
- Make known
- Female bow
- "Partridge" star Susan
- Leopard frog genus
- Representative government
- Japanese classical



- theater
- Price label
- ____-Magnon: 1st humans
- Property of flowing easily
- Snake-like fish
- With great caution
- Ottoman Empire governor
- Changelings
- Foot (Latin)
- Quarter of a Spanish-speaking country
- Side sheltered from the wind
- Lubricate
- Digits
- Famous canal
- Ensnare
- Live in
- Oversimplified ideas
- Afflicts

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Level: Advanced

Solution on page 15

03-30-12

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Out of Range: Cadets test firearms training system in Vandenberg

By Amber Baillie
Academy Spirit staff

Day or night, rain or shine, Academy cadets can now practice target shooting hazard-free and in the convenience of their own dorm.

Cadets attended a ribbon-cutting ceremony March 22 in Vandenberg Hall for the recent installation of the Cadet Wing Firearms Training Simulator, a computer laser system for cadet weapons training. Brig. Gen. Richard Clark, Commandant of Cadets, shared his thoughts on the new technology, cut the ribbon and cadets lined up to try the new equipment.

"It provides instant feedback on hits, misses, diagnostics for a shooter, point of aim, trigger pull, and cant angle on a weapon," said Capt. Matthew Rottinghaus, Chief of the Operations Branch. "A lot of those things you can't do on a live range because it takes someone experienced to come and tell you 'Hey, you're squeezing the trigger too hard or jerking the weapon right or left,' whereas with this system, you can pull it up on a screen and see what you're doing."

There are 25 weapons with the system, all M16s, M9s and M4s. They were created from an actual weapon,

de-milled and don't have to be stored in an armory.

"The weapons are based on a real weapon frame so it weighs the same as a real weapon and feels like a real weapon," Rottinghaus said. "You still have to insert the magazine, correct your malfunction, reload, use the safety and work the slide on the weapon."

When one of the weapons is pointed at the computer screen, the laser inside of the weapon is projected onto the screen, which provides feedback to the top camera and is transferred to the computer system where the operator receives feedback.

"The computer system notes when you pull the trigger on the weapon and provides 70 percent of the normal live fire recoil into the weapon, through the use of compressed air," Rottinghaus said.

Rottinghaus thought of the idea when he attended a competition at West Point and noticed they had laser simulation training for their cadets.

"I saw the system a few years ago and I thought that it would be really good for our cadets at the Academy because we have the same problems with training and getting guys on weapons," Rottinghaus said. "I came back and met with contractors; we received some follow-up money last year and purchased the system this year."

The training room is located on the first floor of Vandenberg Hall and can be reserved by the Air Officer Commanding of each squadron.

"It's fully operational, convenient and safe," Rottinghaus said. "The cadet who lives on the next floor up can come down, get their AOC to open it up and shoot without any worry of someone getting injured."

Rottinghaus said that the training room allows cadets more time to practice their shooting skills.

"If you're going to do a live fire on the range, you have to plan on 30 minutes transportation, at

least an hour safety brief and if you're lucky, 30 minutes on the range to shoot," Rottinghaus said. "It doesn't give them enough time to diagnose the shooter or what they're doing wrong, whereas with the training room, cadets don't have to drive, worry about the weather and can do a 15-minute safety brief."

The system offers different training exercises such as a video training mode, a computer graphic mode, reload drills, stoppage drills, direct fire planning for team leaders and moving targets.

Cadets lined up eight at a time to run through shooter scenarios.

"It was an awesome experience," said Cadet 1st Class Michael Oakley of Cadet Squadron 30. "It's nice to get real life training here in the dorm, see what mistakes you're making and how to get better. This training is more technologically advanced than Jack's Valley."

Oakley said he attended the event to be one of the first to try the new equipment.

"I think a lot of other cadets will come and check it out," Oakley said. "I've got school going on, intramural sports and trying to get out to Jack's Valley is really hard, but to have one in our dormitory, right downstairs I think will definitely attract a lot of cadets."

Brig. Gen. Clark presented Rottinghaus and Lt. Col. Tony Valerio, Training Division Chief of Cadets, with commandant coins for their hard work and initiation of the installation.

"I think that if this all works out, this can grow," Clark said. "We're starting it now and doing a pilot project on this, but it could really be big for the Academy and increase our combat capabilities."



Cadets got the opportunity to test out the new Firearms Training Simulator, a computer laser system that gives cadets an additional opportunity to hone their weapons training skills.



LEFT: Tech. Sgt. Jon Hyder, an Academy Military Trainer assigned to Cadet Squadron 35, explains how the new firearms training simulator works.



ABOVE: A specially designed M-4 rifle is one of three weapons cadets can use to perfect their skills in the new firearms training simulator, which is conveniently located in Vandenberg Hall.

LEFT: The simulator offers cadets different training exercises such as a video training mode, a computer graphic mode, reload drills, stoppage drills, direct fire planning for team leaders and moving targets.



PHOTOGRAPH BY NICK KAPLAN

Do you know your Primary Care manager?

By Amber Baillie
Academy Spirit staff

The 10th Medical Group implemented nine Patient-Centered Medical Home teams in February for the family health clinic and pediatric clinic here based on the PCMH health-care model.

The purpose of the model is to build a consistent relationship between patients and staff, keep patient continuity, decrease utilization and improve patients' outcome.

"In civilian practices, the providers and families often have long-term established relationship," said Maj. Oscar Olipane, Group Practice Manager for the 10th Medical Group.

"Because of our transient military culture, establishing that relationship is difficult, but PCMH is an Air Force Medical Service and DoD way of emulating that model."

"Whenever patients see a different doctor, they get a new history and doctors don't follow them and their care for years down the line."

Lt. Col. Kevin Murphy, deputy commander of 10th Medical Group, said that before the model, patients often said they felt that their doctor spent more time on the computer reviewing their records, then directly talking to them.

"The focus isn't just to provide the best care, but also to provide the best experience of care," Murphy said. "We want both the staff and patient engaged and we think the PCMH model is a win-win for both."

There are seven teams for the family health clinic

and two teams for the pediatric clinic. Each team consists of two Primary Care managers who each see 1,250 patients. The goal is for patients to visit the same PCM for every exam to create a better relationship with their provider.

"The downside is that you might not get in right away, but once you do, we're going to have that relationship," Olipane said.

Before PCMH teams, patients would see any doctor who was available.

"They'd see the doctor of the day who would do their exam, write up a treatment plan and then whoever had the next opening would see them," Murphy said. "Sometimes the doctors don't agree on treatment plans and if you bounce around from doctor to doctor, it's more difficult to get consistent care."

From the model, each doctor decreased their patient numbers by 250, from 1,500 to 1,250.

"By reducing the amount of patients per provider, we know we can take care of these 1,250," Olipane said. "By decreasing in number and keeping that continuity, we think that we can increase access and improve their outcomes."

On average in the Air Force, each member is seen about 3.5 times per year. Olipane said that the number is higher at the Academy due to higher acuity patients.

"Many of our patients require more resources and visits than your average facility, so when you have 16-17,000 patients with high utilization, it's difficult to get them in," Olipane said.

Olipane said that it's important to know who your

PCM is to better navigate through your health care.

"It's important to know your PCM because after hours, when you want to speak with your on-call PCM, you'll need to be able to tell the call-center clerk who they are, otherwise you might get transferred to Fort Carson or Peterson," Olipane said. "Patients can visit the MTF's Tricare Service Center, call 888-TRIWEST, or visit Tricareonline.com to find out who their PCM is."

In addition, patients receive a letter from Triwest when they first enroll, or if there is a change in provider, and they are told by the appointment line who their provider will be when scheduling an appointment.

The program was formally enacted in February. Olipane and Murphy said the program will take at least one to two years to mature and will benefit both patients and providers.

"Is it going to be a smooth transition and absolutely seamless? No, but ultimately the outcome is going to be the right one," Murphy said. "We're all a little resistant to change but ultimately I think we'll manage the care better and PCMH will be better for the patient."

The program was initiated by Surgeon General of the Air Force, Lt. Gen. Charles Green and his PMHC consultant Lt. Col. Timothy Kosmatka in 2008. The program has been implemented by the Navy and Army as well.

The clinic offers patient appointments weekdays from 7:30 a.m. to 4 p.m. except for holidays, down days and training days. Patients can go to tricareonline.com to schedule an appointment.



Family Health Team 1: Dr.(Maj.) Danielle Cermak, 2nd from left, Nurse Practitioner (1st Lt.) Melissa Vaughan, 2nd from right, and staff.



Family Health Team 2: Dr. (Maj.) Michael Meeker, 2nd from left, Physician's Assistant Michael Thompson, not pictured, and staff.



Family Health Team 3: Dr. (Capt.) Cynthia Reed, not pictured, PA (Capt.) Jennifer Winchell, 2nd from right, and staff.



Family Health Team 4: Dr. Timothy Walker, top row right, NP (Maj.) Brian Barnett, top row left, and staff.



Family Health Team 5: Dr. Jill Watson, far right, Dr. (Capt.) Gabriel Pepper, center, and staff.



Family Health Team 6: Dr. Aaron Fraser, 2nd from right, NP Danielle Hain, not pictured, and staff.



Family Health Team 7: Dr. (Col.) Christopher McNulty, 3rd from left, Dr. (Lt. Col.) Jason Hayes, seated, and staff.



Pediatric Team 1: Dr. (Maj.) Karen Bowman, seated center, Dr. (Capt.) Larissa Newman, seated right, NP Mark Terwilliger, top row right, and staff.



Pediatric Team 2: Dr. (Capt.) Amit Bhatt, right, Dr. James Boehlke, not pictured, Dr. Paul Baker, left, and staff.

Falcons fall to Eagles

in another tournament heartbreaker

By Tech. Sgt. Raymond Hoy
U.S. Air Force Academy Public Affairs

WORCESTER, Mass. — “I feel like Bill Murray in ‘Groundhog Day.’ Here we are again.”

Those were the words of a frustrated Coach Frank Serratore who’s Falcons came up short in another close game against another top-ranked hockey team in the first round of the NCAA Hockey Tournament after losing to the Boston College Eagles 2-0 Saturday.

They played in five of the last six tournaments before Saturday night, and were the first service academy to ever win a NCAA tournament game when they beat top-seeded Michigan 2-0. Two of their tournament losses were in overtime.

This time, they were hoping to be on the other end of a heartbreaker. And it was within their reach within two minutes of the end of the game.

The Eagles came out swinging and Falcons’ sophomore goaltender Jason Torf endured a constant blur of maroon and gold in front of the net for the first seven minutes of the game.

“We knew they were going to try to come in the first and give us the knockout punch, and we were ready for that,” Serratore said.

Torf made several good saves and the defense did their part trying to keep the Eagles on the perimeter. But it was

a short-range goal from junior Chris Kreider that jumped the Eagles out to a one-goal lead 7:39 into the first period.

It continued to be one-sided until about 19 minutes into the first period. The Falcons came to life and pushed the puck into the Eagles’ side of the ice. The tide of the game almost turned with a rebound shot from Falcons’ defenseman Adam McKenzie that went wide.

“McKenzie had a shot in the first with about 10 seconds left and he had about a foot-and-a-half of open net,” Serratore said. “We almost put it in there. We had some chances, but we just didn’t get the rebounds and bounces we were looking for.”

Torf kept the door shut with 11 saves in the period and the defense did their part by keeping Torf’s vision clear in front.

“You don’t want to get in a shootout against BC,” said Paul Weisgarber, the Falcons’ captain. “It’s not going to end up well for you. They have so much skill offensively. We just tried to keep it low scoring. We felt if we did that, we could win the game.”

According to Serratore, they had the Eagles right where they wanted them.

“Our game plan was to get to that third period with the score close,” he said. “We were right where we wanted to be: 1-0 going into the third period.



PHOTOS BY TECH SGT. RAYMOND HOY

Casey Kleisinger tries to get to the puck during the NCAA Hockey Championship Tournament Saturday. The Falcons came up short against the Eagles 2-0.

We just didn’t find a way to score a goal. You’ve gotta score goals to win games.”

But it wasn’t for a lack of effort. The Falcons had 15 shots in the third period, but they weren’t able to get anything past the Eagles’ junior goaltender, Parker Milner.

“We’re not splitting atoms here, this is hockey,” Serratore said. “It’s 1-0 going into the third and you’re playing the best team in the country. We needed to score the next goal, and we didn’t get it done.”

“When you get into these NCAA tournaments, it really comes down to getting a bounce,” Weisgarber added. “We didn’t get any of those bounces.”

Penalties were a huge part of the Falcons inability to put one in and take the game to overtime. The Falcons, the least penalized team in the country, had four penalties in the third period, with the proverbial nail in the coffin being a cross-checking

call against Falcons’ freshman defenseman Dan Weissenhofer.

“We shouldn’t have even been in that position in the first place,” Serratore said. “Whether it was a good call, or a bad call, you can’t put yourself in that position.”

The Falcons came to the tournament with a game plan, and they stuck to it. They showed they were ready for the top team in the country.

“We knew we weren’t going to beat BC 7-6, or 6-5, or 5-4,” Serratore said. “If we were going to beat ‘em, it was going to be 1-0 or 2-1, that’s the way it was going to be. We put ourselves in the position to win a 2-1 game; we just didn’t convert the goals. We got into that third period exactly where we wanted to be and it just didn’t happen. Give BC all the credit in the world for doing what champions do. They found a way to win.

“That’s a heck of a hockey team. and in my opinion, I think they beat a heck of a hockey team.”



Paul Weisgarber tries to push past two Boston College Eagles during the NCAA Hockey Championship Tournament Saturday. This was the Falcons’ fifth trip to the tournament in the last six years.



ABOVE LEFT: Jason Torf keeps track of the Eagles’ offense during the NCAA Hockey Championship Tournament Saturday.

ABOVE RIGHT: Air Force Academy’s Kyle DeLaurell faces off against Boston College’s Michael Sit during the NCAA Hockey Championship Tournament Saturday.



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Air Force Rallies To win opening series against UNLV

Kline's two-run homer in 7th keys Falcon win

Air Force baseball rallied to down UNLV, 12-5, Sunday afternoon at Falcon Field. The Falcons take the three-game series and improve to 6-15, 2-1 and dropped the Rebels to 11-13, 1-5.

Trailing 4-3, the Falcons erupted for five runs in the seventh and four in the eighth to pull out their first series win over UNLV since 2002.

Sophomore first baseman Seth Kline capped off a strong weekend in dramatic fashion, hitting a go-ahead two-run homer off Rebel reliever Buddy Borden in the seventh, that gave the Falcons a 5-4 lead. Kline finished the day 1-for-2 with three runs and two RBIs.

The Falcons set season high's for runs and hits with 16. Five Falcons

had multiple hits. Left fielder David Thomas went 3-for-4 with a double, triple and four RBIs. Catcher Garrett Custons went 3-for-5 with a triple and three runs scored. Freshman Casey Gibson had two hits, including his first-career home run. Noah Pierce and Matthew Roberts also had two hits each.

Air Force starting pitcher Evan Abrecht (2-0) turned in a solid performance, pitching eight innings, allowing five runs, while striking out a season-high nine. Alex Baker closed out the game in relief with a scoreless ninth inning.

UNLV had eight hits in the game. Leadoff hitter Trevor Kirk homered and went 1-for-3 with two RBIs to lead the Rebels. Borden (0-3) was tagged with the loss in relief. UNLV starting pitcher Erick Fedde pitched six innings, allowing three runs.

After UNLV took an early lead with a run in the third, the Falcons scored three in the bottom of the inning to take a 3-1 lead. Highlighting the inning was a two-run double by Thomas.

The Rebels tied the game up in the fifth on Kirk's two-run homer. UNLV

then took a 5-4 lead with a run in the sixth.

Custons led off the seventh with a triple to the right-center gap and Kline then followed with a mammoth homer to right to put the Falcons ahead for good. Gibson would follow later in the inning with a two-run homer down the leftfield line.

Air Force put the game away with four runs in eighth off four hits.

Air Force defeated UNLV, 10-7, in the first game of the series March 23. Clutch hitting by the middle of the lineup, coupled with another strong starting pitching performance out of Cameron White (2-3), helped AFA to the win.

In the second game of the series, Air Force baseball dropped a 15-4 ballgame to UNLV Saturday.

UNLV broke open a one-run game

with an eight-run sixth inning, turning a 5-4 game into a 13-4 lead. The Rebels had 24 hits in the game. Left fielder Brandon Bayardi led UNLV, going 5-for-6 with four doubles.

With the series win, the Falcons now have a winning record in Mountain West play after the first weekend of play for just the second time ever.



PHOTOS BY MIKE KAPLAN
Freshman Casey Gibson lines up a ground ball during pre-game warm-ups March 23.



FAR LEFT: Freshman Noah Pierce prepares to tag out UNLV's T.J. White at 3rd base, during game one of the series Friday.



LEFT: Junior Garrett Custons, rounds a base during the opening game of the series March 23. The Falcons went on to beat UNLV in the series, 2-1.

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treatment from a civilian dentist.

Although you may seek treatment from any civilian dentist for dental emergency care, it is recommended that you use a United Concordia network dentist.

To reach a dentist after hours for an emergency call 337-262-4410. To find a dentist call the Active Duty Dental Program help line at 1-866-984-ADDP (2337) or visit www.addp-ucci.com.

Optometry Clinic

The Academy Optometry clinic is open to all Tricare Prime and Tricare for Life beneficiaries.

No referral is needed to make an appointment for a routine eye exam.

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To submit retraining applications, contact the employment section of the MPF.

For more information about the paralegal career field, contact the law office manager, Senior Master Sgt. Sharon Gray at 719-333-3642.

Library expands selection

The Community Center Library has created a new collection of existing materials in addition to Exceptional Family Member Program items on a variety of subjects, including development, diversity, resilience and titles currently on the Air Force chief of staff's reading list.

Other subjects include autism, Tourette's syndrome, hearing and visual impairment, physical and mental disabilities and others for both professionals and family members.

Materials will be available for check-out by patrons, and book lists will be on hand.

For more information, contact the library at 333-4665.

MyWingman app for Android

The 10th Mission Support Group's "MyWingman" app has phone numbers for emergency responders, first sergeants, sexual assault prevention and response and links to social media pages.

To download the app, navigate to the Android Market and search for "MyWingman." An iPhone version of the app will be available soon.

Walk 4 Life

The Fitness Center now offers "Walk 4 Life," a low-impact exercise program designed to improve cardiovascular endurance, flexibility and strength.

The walking sessions are approximately one hour, starting at the Fitness Center. Days and times vary. To register or for more information visit the Health and Wellness Center.

Drinking water info

Through water samples taken in November and December, the Colorado Department of Public Health and Environment identified that the Air Force Academy drinking water did not meet a requirement "to maintain a detectable residual disinfectant in the distribution system."

This situation did not pose an emergency nor a health risk. If it had, you would have been notified immediately.

Tests taken during this same period did not indicate the presence of bacteria in the water, just that chlorine disinfectant measurements were undetectable.

Corrections have been 100-percent effective as confirmed by samples taken in January and February. For more information, including frequently asked questions, visit <http://1.usa.gov/GMQcm9>.

Youth Soccer Camp

A youth soccer camp will be held Tuesday through Thursday at 7:30 p.m. on the Pine Valley Soccer Field.

The cost is \$40 per child. If you have any questions, please contact the Youth Center at 333-3799.

Interfaith challenge event

The Cadet Interfaith Council invites volunteers to join them for a service project at the Arc-Thrift Store at 7207 North Academy Boulevard in Colora-

do Springs Saturday from 9-11:30 a.m.

The event, which will include sorting and hanging clothing at the Arc-Thrift Store's new location, is part of the president's interfaith challenge and is limited to a maximum of 25 participants.

Faculty, staff and permanent party may participate. To volunteer contact Chaplain (Capt.) Heather Bodwell at 333-2636.

Final Friday

The Falcon Club will host a Final Friday St. Patrick's Bash today at 4 p.m. featuring a corned beef and cabbage dinner and DJ entertainment. Primary club members and one bona fide guest eat free, and others pay \$10 for adults, \$5 for ages 6-12 and 5 and under eat free.

For more information call the Falcon Club at 333-4253.

Easter Egg Scramble

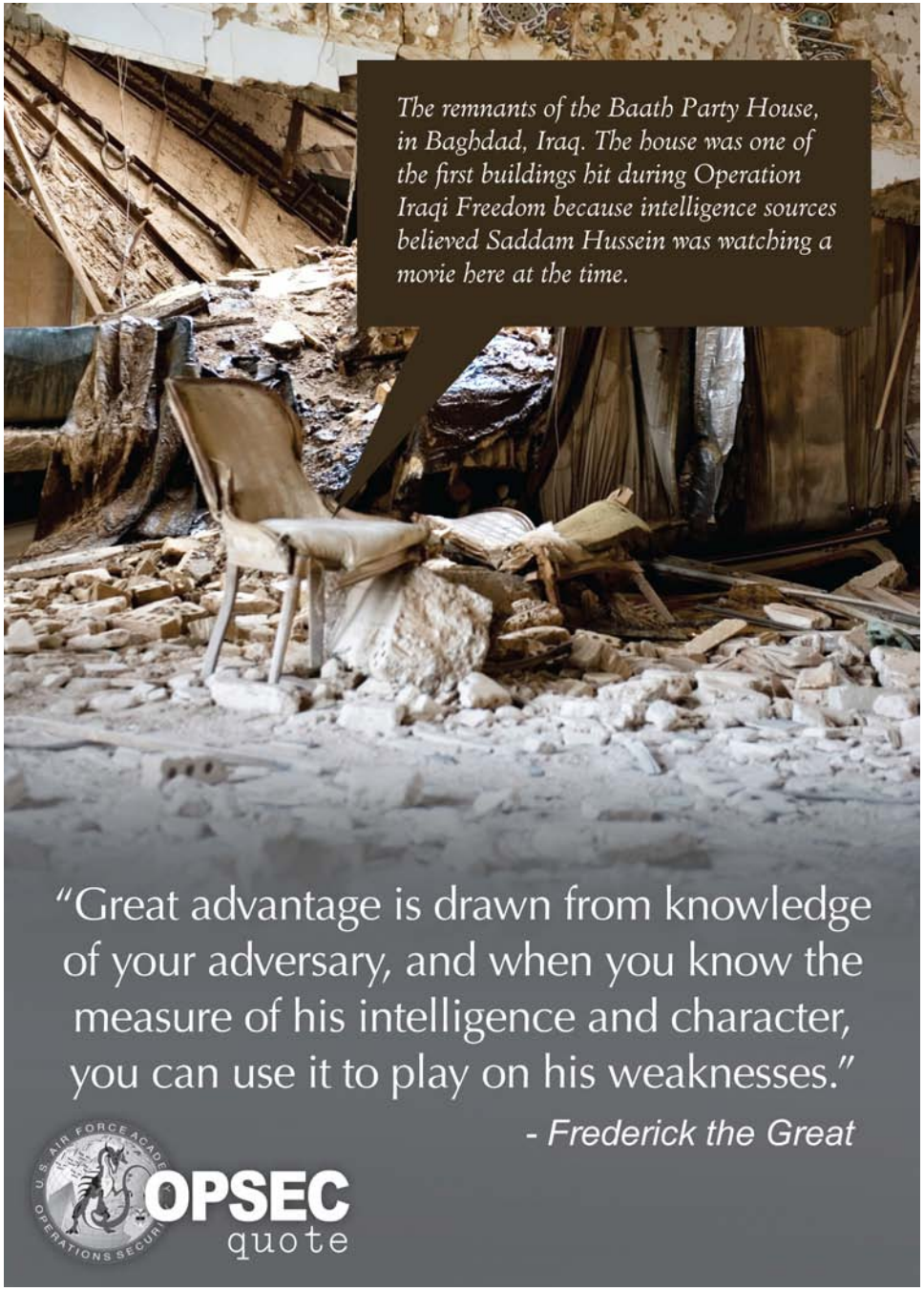
The 10th Force Support Squadron will host an Easter Egg Scramble at 11 a.m. April 7 on the Preparatory School Parade Field for children ages 0-12. Other events include train rides, bouncy castles and a fire truck.

Masters Tournament

The Falcon Club will host an Easter Brunch April 8 with seatings at 10:30 a.m., 11:30 a.m., 1 p.m. and 2 p.m.

The buffet menu includes a variety of breakfast items, to include an omelet station, lunch selections, a carving station, savory seafood a salad bar and a dessert station.

Call 333-4253 to make a reservation.



"Great advantage is drawn from knowledge of your adversary, and when you know the measure of his intelligence and character, you can use it to play on his weaknesses."

- Frederick the Great



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

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.

LENT

Stations of the Cross and Lenten Supper: today at 5:30 p.m.

HOLY WEEK

Catholic Vigil of Palm Sunday:

Saturday at 4:00 p.m.

Palm Sunday Mass:

Sunday at 8:45 a.m.

Protestant Worship Service:

Sunday at 10:15 a.m. and 11:30 a.m.

Holy Thursday Mass and Adoration:

Thursday at 6:00 p.m.

Catholic Good Friday Service:

April 6 at 6:00 p.m.

Holy Saturday- Easter Vigil and Mass Reception:

April 7 at 7:00 p.m.

Easter Sunday- Protestant Sunrise Service- Eisenhower Golf Course:

April 8 at 6:30 a.m.

Catholic Mass:

April 8 at 9:00 a.m.

Catholic Easter Brunch:

April 8 at 10:30 a.m.

Combined Protestant Service:

April 8 at 11:00 a.m.