

A FOND FAREWELL

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Diversity program teaches cadets about the power of inclusion. **Pages 8-9**



ELIZABETH ANDREWS

Gen. Mike Hostage, commander of Air Combat Command, prepares for a TG-15A glider ride with Cadet 1st Class Chris Olson of Cadet Squadron 13. Olson is co-captain of the Academy's Sailplane Racing Team.

No engine? No problem

Gen. Mike Hostage sails over the Academy in visit

By Don Branum
Academy Spirit staff writer

A perfectly working airplane

doesn't necessarily need an engine. Just ask the commander of Air Combat Command.

Gen. Mike Hostage, who took to the skies above the Air Force Academy in a TG-15A glider Monday as part of a two-day visit here to speak with cadets and observe the Acade-

my's soaring operations, first started flying gliders shortly after beginning his Air Force career in 1978.

"I started flying hang-gliders when I was in high school, and my fiancée in the Air Force decided that hang-gliding was not acceptable with being a military aviator, so I switched

to gliders," Hostage said. "She was perfectly happy to have me flying gliders, and the Air Force didn't care, so I've flown gliders about as long as I've been in the Air Force."

The general built his first sailplane in 1994, while working as a political-

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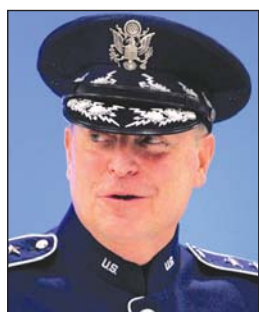
Welsh 'humbled' to serve as Air Force chief of staff

By Tech. Sgt. Shawn J. Jones
Air Force Public Affairs Agency

JOINT BASE ANDREWS, Md. (AFNS) — The Air Force chief of staff flag passed to the service's 20th chief in a ceremony here Aug. 10.

Gen. Mark A. Welsh III, a 36-year Airman, stepped into the position, taking over for Gen. Norton Schwartz, who also retired from the Air Force during the ceremony.

"Mark is respected throughout the Air Force for his exceptional leadership and ability to connect with Airmen," Secretary of the Air Force Mi-



Gen. Mark A. Welsh III

chael Donley said.

Raised in an Air Force family, Welsh said he found a role model in his father, a decorated combat pilot.

"Today, I think he'd be proud of me," Welsh said.

"And any day a kid can make his dad proud is a great day."

Welsh emphasized the need for Airmen to understand the importance of

the other services in joint operations, but also said Airmen shouldn't underestimate the combat capabilities of their own service in winning today's fight.

"No one else can bring what we bring to the fight, and any real warfighter knows that," he said. "Don't ever doubt yourself or this service."

Welsh also addressed his stance on issues affecting the well-being of Airmen.

"When it comes to Airman resiliency, suicide prevention, and sexual assault prevention and response, I believe you're either part of the solution

or you're part of the problem," he said. "There is no middle ground."

Welsh also said the Air Force must shape the future and that will require innovative thinking and different approaches to problems, along with modernization.

Welsh was nominated by the president May 10 and confirmed by the Senate on Aug. 2.

In his previous position as the commander of U. S. Air Forces in Europe, he was in charge of Air Force activities in an area of operations covering nearly one-fifth of the globe.

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Welsh shares first letter to Airmen

By Gen. Mark Welsh III
Air Force Chief of Staff

Earlier today (Aug. 10), I was sworn in as the 20th chief of staff of our Air Force. It was a pretty humbling experience. Since I haven't met most of you, I thought my first move as CSAF should be to say hi. You'll probably get tired of hearing me say that "every Airman has a story," but it's true, and I'm no different.

My story starts with family. My dad, who was the greatest patriot, officer and leader I've ever known, taught me that no rank or title would ever be as important as the unit patch I wore. Today, I wear the Air Force patch, and my family has grown to 690,000 active, Guard, Reserve, and civilian Airmen, all serving as part of an unbeatable Joint team.

You are what makes our Air Force the best the world has ever known!

Thank you for your service, your sacrifice, your dedication and commitment. Most of all, thank you for the privilege of serving beside you and your families. Betty and I are so honored to represent you and will do everything in our power to do it in a way that makes you proud.

From Toey Spaatz's drive and vision in 1947 to Gen. Norty Schwartz's steady hand and thoughtful leadership over the past four years, our Air Force has benefited from strong chiefs of staff throughout its rich heritage. I wish I could tell you I bring the same IQ and talent level to the job as they did, but that would be a stretch. So I just promise you I'll do my very best, every day, every task ... just like you do.

You need to know that I care about each of you, your mission, your training, your equipment, your professional development, your career, and your family. My job is to prove it to you.

I'll get back to you after I've had a chance to sit down with Secretary Donley and benefit from his wise counsel.

“You need to know that I care about each of you, your mission, your training, your equipment, your professional development, your career, and your family. My job is to prove it to you.”



- Gen. Mark Welsh III
Air Force Chief of Staff

I'll let you know what my focus areas will be and where I think we're headed. In the meantime, you take care of the "Fly, Fight, and Win" part ... and I'll ensure that "Integrity, Service, and Excellence" aren't just buzzwords I use in speeches.

Youth programs combat negative influences

By Kimberly Gilman
Air Force Personnel Center Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas (AFNS) — If you have children, especially teenagers, you already know the harrowing statistics that illustrate the dangers they face in the world today. Daily we see news about kids left to their own devices after school who have taken the wrong path in life.

Air Force youth programs help combat potentially negative influences in our kids' lives by providing healthy, interesting, educational and fun activities where they can channel their creative energy.

Air Force wide, more than 63,000 kids between 6 and 18 participate in Air Force youth programs including sports, fitness, arts and technology, leadership opportunities and outdoor adventures. Those kids are thriving in an environment focused on enabling them to reach their potential and achieve their personal dreams. Our adult staff members work to help participants grow and develop into confident young adults, artists, athletes, leaders.

Past participants have used what they learned as Air Force youth program participants to seize their dreams. From a full scholarship to Marquette University to participation in the Miss USA Pageant, our kids are excelling in their chosen fields. More than a dozen Teen Aviation Camp participants have been accepted into the Air Force Academy.

Others, as participants in the Youth Employment Skills program, have learned career skills, supported their communities as volunteers, and earned cash toward their post-high school academic or training pursuits. While they earned money for their own educational needs, their participation in YES also earned money for their home base youth programs, enabling them to benefit personally and pay it forward as well. Many YES alumni today are serving in military leadership roles, pursuing graduate degrees and mentoring others in communities around the country.

This summer, more than 250 installation teens attended and all-expenses-paid trip to participate in Close Up Washington D.C., a nonprofit program established in 1971 that educates and inspires young people to become informed and engaged citizens. It was a once-in-a-lifetime opportunity for the teens who attended, and typical of the developmental programs for Air Force youth.

In an increasingly perilous world, Air Force youth programs offer a healthy alternative to the detrimental, self-destructive activities we so often hear about in the news. Under the loving guidance of our staff, your kids will make connections with others of similar and varying experiences, and they'll have opportunities to stretch their wings, learn about themselves, pursue their gifts, and grow into tomorrow's leaders.

Contact the youth center at 333-4169, for information about local opportunities. For more information about Air Force youth programs and other quality of life programs, visit www.usafservices.com or www.myairforcelife.com.



MIKE KAPLAN

Giovanni Del-Pontone, 8, tests out a fire hose, with the help of Staff Sgt. Travis Barrett and Airman 1st Class Everett Cowart, both firefighters from the 10th Civil Engineer Squadron.

ACADEMY SPIRIT

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

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Commander

From Page 1

military planner for the Joint Staff in Washington. He flew that glider for 12 years before selling it and building his second.

"That's the one I'm flying currently, and I've got a third one under construction in my garage," Hostage said.

His love of flying started even before his first hang-glider experience, though, he said.

"I love building airplanes. I love everything about airplanes," said Hostage, who has flown more than 4,000 hours in numerous Air Force fighters, training and electronic warfare aircraft. "Anytime I hear an airplane flying overhead, I look. My mom has a picture of me at 3 years old, on a tricycle with a football helmet and sunglasses, pretending I'm flying my jet around the driveway."

Hostage last visited the Academy in February 2011 to speak with cadets in the Class of 2013. He spoke to them again Tuesday, focusing on the need for disciplined, professional aviators.

"We train for combat. That's what our mission is, but that doesn't mean we're risk takers. That doesn't mean we go out there and accept any more risk than what is operationally required to execute the mission. On a training mission, we have a very low tolerance for risk. Combat's different, but even in combat, we'll do ORM. Operational risk management is the cultural DNA of how we fly airplanes."

"Somebody wants to go out there and hot dog and shine his penny, then I don't need him or her in my Air Force," Hostage continued. "But the good news is, right from the moment they enter this campus, they start learning how to be

a disciplined professional, and when they get into the aviation community, it's disciplined, professional aviation. So they start out right from the first moment learning the right way to do things."

Hostage praised the soaring operations here, managed by the 306th Flying Training Group and by cadet instructor pilots, as exemplary.

"This is world-class," he said. "I've been flying gliders for 34 years, and I've been privileged to fly in maybe a dozen different glider operations around the country -- mostly clubs, a couple of commercial operations, but nothing close to this. This is fantastic."

Hostage, a member of the Garner, Va., based Tidewater Soaring Society, spoke about the Academy's soaring program during a Soaring Society of America convention in Reno, Nev., in February.

"I talked about the number of safe flying operations that happen every year here: It's more than happens in the entire glider flying community in the United States," he said. "The glider community has not had a good safety record of late, but the one here is exemplary. I think the disciplined, professional aviation that is the core of Air Force flying permeates this organization just like it does anywhere else in the Air Force."

"I'm very impressed with the program here, with the enthusiasm and the quality of the cadets. It just blows me away that this is a cadet operation, that we take these youngsters and teach them disciplined professionalism, and they apply it from Day 1. I think that's just spectacular," Hostage added. "I wish I could start my career over -- I'd come right back here and do it here, flying gliders."

“I love building airplanes. I love everything about airplanes”
-Gen. Mike Hostage



RAYMOND MCCOY

Cadet 1st Class Steven Trochlil discusses aeronautics research with Gen. Mike Hostage during the general's visit to the Air Force Academy Tuesday. Hostage, the commander of Air Combat Command, has more than 4,000 flying hours in numerous Air Force aircraft. Trochlil is assigned to Cadet Squadron 04.



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CSAF, spouse recognized for distinguished service

By Tech. Sgt. Shawn J. Jones
Air Force Public Affairs Agency

JOINT BASE ANDREWS, Md. (AFNS) — During the final days of a 39-year career, the Air Force's top Airman stood beside his wife as they were both recognized for their distinguished service in a modest ceremony before close colleagues and family members here Aug. 9.

Air Force Chief of Staff Gen. Norton Schwartz received a Distinguished Service Medal, which is awarded to Airmen for exceptionally meritorious service in a duty of great responsibility, from Secretary of the Air Force Michael Donley.

"From his first day to his last, General Schwartz has been a war-time chief of staff," Donley said. "His legacy will be felt for years to come."

Donley said the Air Force needed a leader who embodied its core values, and had the leadership and management skills to set the Air Force on the right course.

"In all of these requirements, Norty fit the bill," he said.

Schwartz's award citation referred to his success in overseeing the restoration of excellence in the Air Force's nuclear mission, providing counsel to the president and the secretary of defense, contributing to the development of the Air-Sea Battle concept, and devoting significant attention to Airmen and family programs.

The chief of staff's wife, Suzie, was also recognized for her efforts during her 32 years as a military spouse in bringing attention to the issues military families face. Donley presented her with the Air Force Distinguished Public Ser-



Gen. Norton Schwartz, Chief of Staff of the Air Force, stops at the Lockheed Martin booth at the Air Force Academy exhibition hall in 2009.

CHRIS MADDALONI

vice Award.

"To say that Suzie has been active and engaged ... well, that would be an understatement," Donley said. "A more accurate description for Suzie is 'a force of nature.'"

One of her most prominent contributions to Air Force quality-of-life initiatives came when she attended a dignified transfer for fallen service members and saw a need for a dedicated location to provide support to families of the fallen.

"Her commitment to quality-of-life programs and Air Force charities has set her apart as a role model for Air Force spouses," Donley said.

Schwartz retired in a ceremony Aug. 10.



PHOTOS BY SCOTT ASH



ABOVE: Suzie Schwartz receives the Air Force Distinguished Public Service Award from Secretary of the Air Force Michael Donley at Joint Base Andrews, Md., on Aug. 9.

LEFT: Air Force Chief of Staff Gen. Norton Schwartz embraces his wife Suzie during a ceremony at Joint Base Andrews, Md.

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A culture that cares

Academy program strives to educate cadets on sexual assault and bring hope to victims

By Amber Baillie
Academy Spirit staff writer

Sexual Assault remains the most under reported crime in our society and the military. According to the Justice Department's Bureau of Justice Statistics, in 2008 less than half of rapes or sexual assaults against women were reported. Faced with that reality, the Academy's Sexual Assault Prevention Response program has developed further education and preventive tools, implemented bystander intervention training, extended victim care and worked hard to establish a program victims can trust, and has seen an increase in sexual assault reports this year because of it.

"We're trying to educate, train and raise awareness and I think that's working because we're seeing more reports," said Col. Stella Renner, the Academy's Vice Commandant of Culture and Climate. "To me, a high number in reports isn't necessarily a bad thing because no reports doesn't mean we don't have a problem. It means we don't have insight on that problem. I think more victims coming forward suggests there is more trust in the system."

The Academy's Sexual Assault Response Coordinator Teresa Beasley said the program is also seeing victims get help sooner.

"The typical report would usually come in eight to 10 months after the

assault, because late reporting is very common," Beasley said. "Now, the average has been three months or less and that is huge because victims are coming in sooner and getting help."

Beasley said she believes from the program's education on sexual harassment, individuals are coming in at lower levels on the sexual assault scale.

"I think we're seeing people come in with less egregious things," Beasley said. "They're saying to us, 'I remember that training and I remember what you said to us and that made me want to come in because I knew what was going to happen next.'"

Beasley said the Academy has pushed to educate students on bystander intervention and has looked into creating a program specifically for it.

"A lot of times when others see questionable activity, they're afraid to intervene because they don't want to be deemed a snitch," Beasley said. "We're not telling them to not go out and have fun. We're telling them to have a plan, a wingman and to look out for each other."

This year, the Green Dot program, a national organization that teaches bystander-intervention training, helped SAPR create videos to demonstrate bad situations that could lead to sexual assault and the different methods a bystander could use to respectfully intervene.



PHOTO ILLUSTRATION/MIKE KAPLAN

Eighty-eight cadet volunteers participated in the videos and came up with realistic scenarios, Beasley said.

"Its cadets teaching cadets," Beasley said. "The constant themes are risk reduction, trust your gut and look out for each other."

Beasley said cadets also orchestrated activities for Sexual Assault Awareness Month for the first time this year. In April, they promoted different themes each week, hosted activities, made a Facebook page and cre-

See Culture Page 6

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Culture

from page 5

created a 22 minute video that featured cadet victims.

"The Air Force was so impressed with the video they want to use it," Beasley said. "We're trying to work out a way to use it as training for the whole Air Force and the lead actress in the film, one of our victims, will speak at the SARC conference this month."

Cadets are briefed on sexual assault their freshman through senior year. Topics include different types of sexual assault, consent and respect, victim psychology, victim empathy, leadership roles and holding peers accountable.

"Most cadets will tell you that they get SAPR training all the time and if you count, it's between 10-11 hours," Renner said. "They might hear about it in another setting such as in a law class where they might discuss a sexual assault case and that's deliberate. We try to integrate awareness across various elements here so we can reinforce the message."

Beasley said SAPR educates cadets on the concept of continual harm. It focuses on the importance of a respectful climate because sexual assault often starts with sexual harassment.

"It usually begins with off-color

jokes and if nobody says anything it may lead to jokes that are gender specific," Beasley said. "If everybody accepts them, the perpetrator will think, 'Hey I can get away with that.' Then it becomes more personal with comments on a person's body, then maybe a hug, massage and finally isolation."

Renner said she pushes for an environment where such behavior isn't tolerated and won't allow a true perpetrator to hide in the culture and operate freely.

"We often think it's a misunderstanding but the people who commit sexual assault are deliberate and typically have a lot of victims," Renner said.

Ninety percent of the time victims are sexually assaulted by someone they know, Beasley said.

"People tend to think most assaults happen in dark alleys by strangers," Beasley said. "It happens but that's only 10 percent of the time. We want cadets and cadres to be aware of what's appropriate, what a good climate looks like and what is important."

The SAPR meets with Academy leaders regularly and works closely with Academy chaplains, the Peak Performance center, mental health and investigators in the Judge Advocate General, Beasley said.

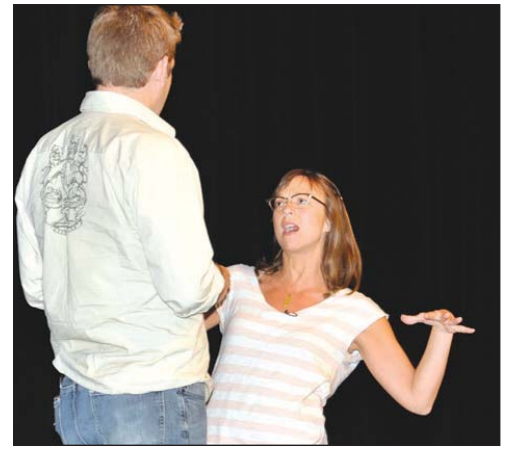
"Our system is very integrated and we do a lot of cross-training," Beasley said. "We bring in guest speakers and subject-matter experts who are nationally known that train them on investigative techniques and why victims do what they do, which helps them be more effective as investigators."

Beasley said SAPR hands out books on healthy dating and violence prevention. She said the program also plans to do more outreach with the men's and women's athletic teams here and plans to set up a private organization for sexual assault victims.

"The program is getting stronger," Beasley said. "It started in June 2005 and is still around seven years later. I think the Air Force has recognized it's a real issue and policies have become more robust and it's been codified. We're the only installation in the DOD that has two paid victim advocates because leaders know that we need this program."

Renner said sexual assault is a bigger societal issue, not just an issue at the Air Force Academy.

"It's not a new problem," Beasley said. "The good that can come from these publicized cases is that it is still an issue. It helps people see that if they come forward they can get help too and people will believe them."



BILL EVANS

Chris Sanders and Amber Kelly perform in "Sex Signals," a play designed to educate servicemembers about preventing sexual assault, Aug. 13, 2010.

Beasley said she has worked in victim advocacy for a long time and finds much hope in the service the SARC provides.

"I encourage people to trust us and come forward. We want to help cadets be successful and we have fantastic resources here, world-class providers and a world-class facility."

Beasley said she thanks every victim who steps inside her office.

"I always tell them thank you for coming in and let them know that by reaching out, they're not going to be one of those people I saw who struggled for 30 years after an assault," Beasley said.

Welsh

From Page 1

Welsh, a 1976 graduate of the Air Force Academy, has served in numerous operational, command and staff positions, such as commandant of cadets at the U.S. Air Force Academy, vice commander of Air Education and Training Command and associate director for military affairs at the Central Intelligence Agency.

"When I became a squadron commander, I felt excited. When I became a wing commander, I felt proud. When I became a major command commander, I felt privileged and a little bit old," he said. "Today when I was sworn in as chief of staff of the Air Force, I felt humbled to be given the honor of leading its incredible Airmen."

His experience includes nearly 3,300 flying hours, most of which came in the A-10 Thunderbolt II and F-16 Fighting Falcon.

As the ceremony ushered in a new chapter in Air Force history, it also served as the final chapter for Schwartz's four years as the service's senior uniformed leader and his more than 39 years of military service.

Schwartz's career began in 1973 after gradu-

ating from the Air Force Academy. He has logged more than 4,400 flying hours and participated in military operations in Vietnam, Iraq and Cambodia.

"Anyone looking for an example of Air Force core values need look no further than Gen. Norty Schwartz," Donley said. "Thank you for your lasting contribution to our Air Force and the character and quality of your service."

Defense Secretary Leon Panetta presented Schwartz with the Defense Distinguished Service Medal, which is awarded to service members who perform exceptionally meritorious service in a position of great responsibility.

The award citation highlighted his success in restoring excellence in the Air Force nuclear mission, his efforts to partner with joint and coalition teammates in support of operations worldwide, modernizing the Air Force's air and space inventories, and care for Airmen and families. Schwartz's wife Suzie was also recognized for her devotion to Airmen and family support programs.

"The Air Force has afforded us an honorable and rewarding journey for the entirety of our adult lives," Schwartz said.



SCOTT M. ASH

Secretary of the Air Force Michael Donley swears in Gen. Mark A. Welsh III as the 20th Air Force Chief of Staff Chief, assisted by his wife Betty, at Joint Base Andrews, Md., Aug. 10.



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New Instruction: Consolidating existing standards

By Tech. Sgt. Shawn J. Jones
Air Force Public Affairs Agency

JOINT BASE ANDREWS, Md. (AFNS) — When referencing fundamental standards, Airmen now have a single source: Air Force Instruction 1-1, Air Force Standards.

As one of the capstone acts of his 39-year career, Gen. Norton Schwartz, Air Force chief of staff, put his signature on the brand new instruction, which communicates in one document the required standards of conduct, performance and discipline expected of every uniformed Airman.

The instruction — the first and only to be signed and certified by the chief of staff — was preceded by Air Force Policy Directive 1, Air Force Culture, in which the secretary of the Air Force directed the chief of staff to develop and execute policy related to standards.

The new instruction is particularly noteworthy not because it offers many new standards, but because it consolidates many of the standards

that had been spread among many separate instructions, officials said. In a single document, the instruction conveniently summarizes the expected standards of conduct for uniformed Airmen.

The intention for the instruction is to serve as a compass, providing a convenient overview of standards while directing Airmen to other instructions where more detailed information may be found, officials said.

Having a one-stop shop for standards-related guidelines, while not unprecedented, has long been absent in the Air Force. In fact, the vast majority of the new instruction's initial content and structure were borrowed from the now outdated Air Force Regulation 30-1, Air Force Standards, which was not replaced in the early 1990s when Air Force instructions replaced Air Force regulations.

In December 2011, Schwartz directed the Air Staff to develop the new instruction. Much of the heavy lifting related to coordinating and drafting the instruction was performed

by Scott Martin, a legal advisor on Schwartz's senior air staff counsel.

"We needed to capture and consolidate the existing Air Force standards," said Martin, a 23-year veteran who retired as a colonel in 2010.

From cover to cover, the instruction counts 27 pages, broken into three chapters.

The first chapter, the Air Force environment, focuses on topics such as core values, customs and courtesies, force structure and diversity. According to the chapter overview, the Air Force environment "encompasses the actions, values and standards we live by each and every day."

The second chapter focuses on standards of conduct, including sections on professional relationships, ethics, drug and alcohol abuse, and government neutrality regarding religion.

The instruction's final chapter addresses standards related to dress and appearance, physical fitness and government housing.

Martin said that while he borrowed a lot from the old regulation, it was

incomplete for today's Air Force since so much had changed in the past two decades.

"We updated it and brought it up to the 21st century to address contemporary challenges that Airmen face," he said.

Some of those 21st century updates include standards related to relationships on social media, the wingman concept, resiliency, sexual assault prevention and response, tattoos and body piercing, and the Joint Ethics Regulation.

Martin said he expected the instruction to become a valuable resource for educating today's Airmen.

"If you have a young Airman who's not quite getting it, this will be a great tool for a mentoring session," he said. "Every Airman should periodically review these standards of conduct to assure he is living up to what the Air Force expects of him every day."

(Editor's note: AFI 1-1, Air Force Standards, and AFPD 1, Air Force Culture, can be found on www.e-publishing.af.mil.)

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Leaders across the Ocean

Cadets work abroad and experience culture

By Amber Baillie
Academy Spirit staff writer

Ten Academy cadets traveled to five different countries with the Ambassadors of Inclusion program for four weeks May-June and learned no matter race, religion, background or motivation, good leaders are everywhere.

Cadets traveled to countries such as Spain, China, France, India and Guam and worked for top global organizations to experience diversity in a non-military setting and gain a deeper understanding of other cultures to prepare them for their careers in the Air Force.

"I came to the realization that a good leader is a good leader whether you're working with a global corporation or in the military," said Cadet 2nd Class Moranda Hern, who worked for IBM and traveled to Spain and Slovakia. "At first when I came to Madrid, coming from a military background I was a little startled by their flexible structure. However, as I saw them continually get the job done and do it well, it helped me realize that even if each culture does things a little differently, they can still do a great job."

Hern said the first lesson she learned abroad was to remove cultural stereotypes.

"There are no stereotypes," Hern said. "You should come in with the expectation that people are people and we can build great relationships with someone regardless of their country, background and can learn something new from one another. I really cherished that about my experience with IBM."

Hern said 35 different languages were spoken at the IBM center she worked at.

"I would have dinner with someone from France, Slovakia, Germany, China and regardless of the country, it was really interesting to get to know everyone's different experiences living abroad," Hern said. "Someone I talked to in the Madrid office gave me a great piece of advice. She said, 'Take the best things from each culture and each experience you have and apply them to yourself.' That's the biggest thing I took away from my experience abroad."

Hern said she was able to connect with people from different backgrounds at work through similar core values.

"Integrity, honesty, taking care of your people and being a servant-

leader is what we try to embody at the Academy and they also try to embody at IBM," Hern said.

Hern said she interacted with her assigned mentor from IBM almost daily and found more mentors along the way from managers to lower-level employees.

"Listening to people's stories and backgrounds was really special to me because I was able to see the value of hard work, especially in Slovakia where there are still people who lived in the communist era," Hern said. "You were able to hear people's stories of overcoming adversity and really embracing their freedoms now."

Hern said she was initially caught off guard by how personable the Spanish culture was, but grew to love it.

"It threw me off right from the start, at the airport, where kissing is the greeting in Spain," Hern said. "Coming from a military institution, that's not a normal greeting, but the more I got to know the people there and their culture, I embraced it."

Hern said her most memorable experience was when she met an employee named Brayno in Slovakia. She said his humility and determination to work three jobs to care for his sisters, nephew and mother had a deep impact on her.

"It was more inspiring than any briefing I'd had or any beautiful thing I saw while there because it was his heart that got him through his hardship and took care of his family," Hern said.

Cadet 1st Class Sarah Haas traveled to Bangalore, India and worked for Ingersoll Rand. She said as a business major, she appreciated that she was able to see how a multi-national corporation worked.

"It was really neat to see how a company assigned people to different sectors based on their strengths," Haas said. "It was just a diverse situation in itself. When we visited the floor line to see how their air compressors were manufactured, there weren't any females and you had people from different backgrounds, different socioeconomic backgrounds and it was interesting to see how they fit and worked together to accomplish one task."

Haas said the work environment at Ingersoll Rand was similar to the military in the sense that younger individuals were in charge of individuals significantly older and more experienced.

"That is something we're going to face when we become second lieutenants in the Air Force," Haas said. "We're going to be in charge of enlisted members who have had 25 years in the Air Force and are much more experienced than us."

In her four weeks abroad, Haas said she visited New Delhi, the Taj Mahal and attended an Indian wedding.

"I was able to learn a little bit about Indian culture and if I were to come in contact with somebody who is Indian in the Air Force, I would know a little background on their family life and heritage," Haas said.

Cadet 2nd Class Christian Brechbuhl traveled to Guam and worked for Sodexo. He said the experience took his international understanding and leadership skills up a notch.

"The most beneficial experience was working with the frontline employees and learning how to motivate them when their motivations are very different than ours," Brechbuhl said. "It opened my eyes to a different culture and although Guam is a U.S. territory its culture is very different from what we find



MIKE KAPLAN



RICHARD COOK

in the mainland U.S."

Brechbuhl said the biggest difference he noticed in Guam was the emphasis on the family.

"Guamanians priorities are centered around family and they will take time off work, in fact some were willing to quit their job for a period of time for a family event," Brechbuhl said. "It was hard to relate to because especially here at the Academy, everyone is work-driven and work comes first to a certain extent."

Brechbuhl said his time abroad made him a better leader by learning how to motivate someone to do something they weren't motivated to do.

"In the United States money is a great incentive and something leaders can use to motivate their employees to work harder, better and longer but that wasn't really true in Guam," Brechbuhl said. "Making sure they were there for their son's graduation or daughter's dance recital was more important, and that challenge really opened my eyes."

Brechbuhl said after his time in Guam, his main goal as a leader is to share information with others.

"In Guam they were very open with me and told me how their contract negotiations were going, what their challenges were and I think that really contributed to my success there because I felt like I was a part of the team," Brechbuhl said. "I think that's a lesson we can bring back to the Academy and greater Air Force. Unless you have a reason for keeping something a secret, it's a good idea to share it and bring somebody into the fold so they know why changes are happening or why something is the way it is."

Hern said the AoI program with IBM made her a better leader in the sense that now she takes the time to really listen and value others.

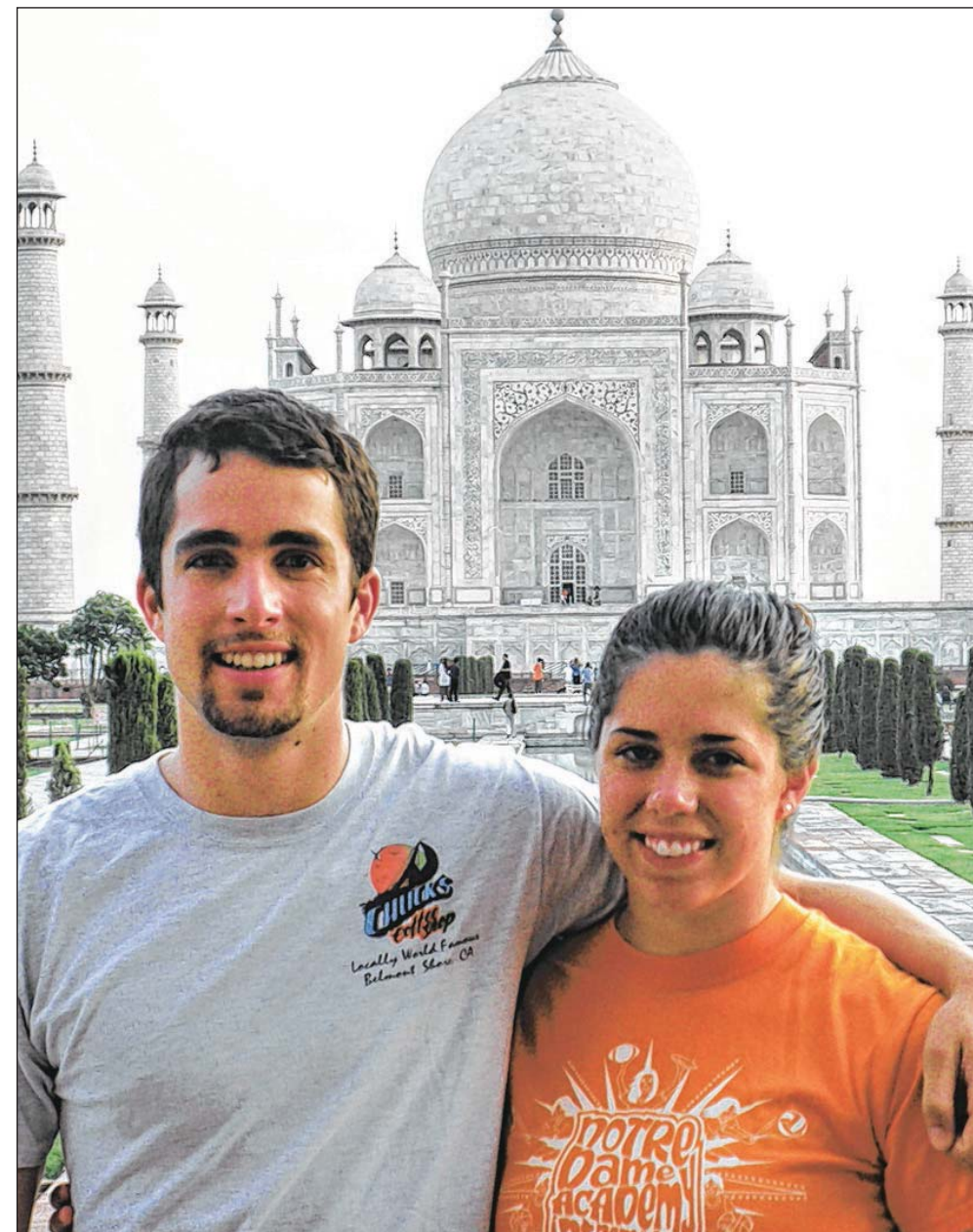
"Differences are what make us grow, fuel ideas and IBM really showed that to me. I really hope to incorporate that to my leadership style," Hern said. "I want to encourage everyone here to embrace diversity instead of trying to make everyone the same. It's really important to get to know each other to improve our ideas, culture and the climate of this Cadet Wing and to make us better future officers in the Air Force."

Brechbuhl said he hopes the AoI program will continue.

"I've had the opportunity to travel abroad several times and those four weeks in Guam increased my knowledge of working in a different culture and with different people probably three times as much as those other trips combined," Brechbuhl said. "This experience has made me a significantly better leader."

Academy Chief Diversity Officer Adis Vila, head of the program, said she believes the program is on the right track and looks forward to reviewing the results of an in-depth analysis of the program through the Cross-Cultural Management Institute at Florida Institute of Technology.

"I applaud the cadets who served as our inaugural class of Ambassadors of Inclusion and the multinationals who partnered with us and gave our cadets such growth opportunities."



SARAH HAAS

Left to right:
Cadet 1st Class Wesley Reid and CIC Sarah Haas at the Taj Mahal in Agra, India. Reid and Haas worked for Ingersoll Rand and executed different tasks in logistics, engineering and marketing.



TARA HARRIS

ABOVE LEFT: Cadets selected to participate in the Air Force Academy's inaugural Ambassadors of Inclusion program pose for a group photo April 24, prior to participating in the program. The program provides cadets with cultural adaptation and self-awareness skills as well as fundamental leadership competencies.

ABOVE: Cadet 2nd Class Richard Cook with co-workers from Chindex in an ancient village outside of Beijing. Cook worked as an intern in the marketing department of the United Family Hospitals division.

LEFT: Left to right: Cadet 1st Class Carly Serratore and CIC Tara Harris in Santiago and shadowed employees at Walmart to observe corporate and South American culture.

CMSAF Roy: 'Future is now'

by Tech. Sgt. Benjamin Rojek
Air Force News Service

WASHINGTON (AFNS) — During recent visits to Air Force bases across the nation, Chief Master Sgt. of the Air Force James A. Roy discussed issues ranging from AEF Next to resiliency to developing 21st century Airmen.

Air Force leaders must ensure future enlisted leaders are skilled in things like leadership and communication — the institutional competencies that are essential to any career, Roy said. Within this year, leaders are going to start transforming enlisted professional military education.

"The future is now," he said.

Roy added that there are plans to reduce the average 10-year gap between Airman Leadership School and the NCO Academy.

"What we have found over the past few years is there's a huge gap in our enlisted professional military education," he said. "That time frame is very important for Airmen because that's the time in which they find themselves supervising others."

These issues led to the development of the evolution of enlisted professional military education, "EPME Next." The goal of the program is to provide development at an earlier stage in an Airman's career to better meet the Air Force mission requirements of the future, he said.

"We need to continue focusing on training and get as much as we can out of every dime we put into training and exercises," the chief added. "We have to take advantage of every education opportunity because they are not going to be abundant. The experience pieces won't be the same in the future and we have to continue to look at how we provide those experiences to our Airmen."

He also stressed the important roles NCOs and senior NCOs play in shaping junior enlisted Airmen into future leaders, and said training is only one piece of that responsibility. One major issue on which leaders must focus is face-to-face communication. Airmen at all levels too often rely on electronic devices instead of talking face-to-face and engaging in analog communication with people.

"Our Airmen today are the most highly skilled, trained, equipped and educated we have ever had in Air Force history," he said. "We are also the most technologically advanced Air Force in the world and have got to continue down that path."

"We just have to understand that nothing can replace face-to-face interaction when it comes to supervising Airmen," he said. "Not now, and not in the future. ... Supervisors ought to be engaged with the Airmen they supervise and know their stories."

Communication and interpersonal skills are also vital to issues like resiliency. However, Air Force



AIRMAN 1ST CLASS JAEDA WAFFER

Chief Master Sgt. of the Air Force James A. Roy, speaks to Airman Leadership School students July 30, at Scott Air Force Base, Ill. Roy discussed the importance of the transition from Junior Enlisted Airman to Noncommissioned Officer.

leaders have to be careful to not over use that term, Roy said.

"We don't want it to be another program; we want it to be a culture," he said.

Resiliency is about knowing how to work through a very difficult situation, growing through it and using the experience to help others, Roy said. The end-goal is for Airmen and their families to have the ability to work through difficult situations.

"The Air Force has to spend a lot of time and effort on this because people matter -- and not just Airmen and service members -- but their families as well," the chief said. "Families have to be resilient; we have to keep providing those resources so they can be."

Roy encouraged Airmen to maintain a resilient attitude, not only as Airmen but at home with family members. He said he believes equipping Airmen with the right coping skills could prevent suicide.

"We need to work through this," he said. "Suicide is a problem because human life matters; that's why we are so concerned about it. Airmen matter to us, their families matter to us and their lives certainly matter to their families."

As part of developing resilient Airmen, the Air Force has made some changes to the air expeditionary force system. "AEF Next" will not change the entire system, but it will refine the current way the

Air Force does deployments, Roy said. It will give Airmen the ability to communicate within the joint community and the ability to deploy with leaders and teams with whom they have trained.

While the Air Force is shaping to best meet its mission requirements, Roy emphasized a commitment to efficiently and effectively utilize the resources the Air Force does have. He said that the nation's fiscal challenges will affect the Department of Defense.

"Some of the things that will certainly affect how we do things in the future are the budgets," Roy said. "As our nation goes through its crisis and budgetary constraints, we are going to have to look at those tasks that we do and whether they have mission value. Does the mission really require that task to be done? If not, we really need to seriously examine how we do that task and look at the fact that some of the resources for developing Airmen may not be there."

No matter what the future holds for the Air Force, Roy said he has faith that Airmen will continue to adhere to the service's core values.

"It's not about just knowing the core values, it's about living them," he said. "Our joint and coalition partners rely on us to give them the absolute best, and our Airmen are up to those challenges because we are a professional force and the best Air Force in the world."

Election year 2012: The Federal Voting Assistance Program

FROM THE LEGAL FILES:

The Federal Voting Assistance Program supports the right to vote of uniformed service members, their families, and citizens living overseas. With only a few weeks left before the election, their website www.fvap.gov provides valuable assistance how to vote, get an absentee ballot, and finally, where to mail the ballot to. With all these logistical issues to consider, there are deadlines that apply. By taking action now, you may still be eligible to vote in the primaries of your home

state.

Please remember that military members may vote in the U.S. state or territory where they are stationed if they change their legal residence to that state or territory. However, there may be legal obligations, such as taxation, accompanying this change. Therefore, it is advisable to consult a judge advocate general officer or legal counsel before making this decision. The phone number to the USAFA legal office is 719-333-3940 or DSN 333-3940.



Volleyball to host Blue-Silver scrimmage

The Air Force volleyball team will host its third-annual Blue and Silver Scrimmage on Saturday, Aug. 18, at Falcon Court at East Gym. The open practice, which will give fans their first glimpse of the 2012 squad, will begin at 7 p.m., and it free to the public.

The team, under the direction of third-year head coach Matt McShane, is led by Maiya Perich, the program's lone senior who set the Academy's Division I record for digs in a season last year (400). Air Force also returns junior Cami Richan, who was the

conference's top underclassmen in terms of kills-per-set as a sophomore (3.16), and sophomore Ayesha Hein, who led the team in hitting accuracy and blocks.

The squad also added 10 talented freshmen to its roster. The youngest members became the first recruiting class in program history to earn High Honorable Mention honors from PrepVolleyball.com.

Air Force officially opens the season Aug. 24, at the Rice Invitational in Houston, Texas.



Senior Maiya Perich earned the team's most valuable player award and defensive player of the year for 2011. She is the team's lone senior, and will use her experience and defensive skills to lead the team.

RAYMOND MCCOY

UPCOMING AIR FORCE VOLLEYBALL GAMES

DAY/DATE	VERSUS	LOCATION	TIME
Fri., Aug. 24	Rice	Houston	7:00 p.m.
Sat., Aug. 25	BYU Arkansas State	Houston Houston	10:00 am. 4:30 p.m.
Friday, Aug. 31	Oklahoma North Dakota State	Greeley, Colo. Greeley, Colo.	11:00 am. 4:30 p.m.
Sat., Sept. 1	Northern Colorado	Greeley, Colo.	12:00 p.m.
Friday, Sept. 7	Navy	Washington	5:00 p.m.
Sat., Sept. 8	The Citadel Army	Washington Washington	12:00 p.m. 7:00 p.m.
Thurs., Sept. 13	Colorado	USAFA	7:00 p.m.
Friday, Sept. 14	CSU Bakersfield Norfolk State	USAFA USAFA	2:00 p.m. 8:00 p.m.
Sat., Sept. 15	Washington State	USAFA	7:00 p.m.

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Smooth move

The Airman and Family Readiness Center offers a smooth move seminar for relocating Air Force members and civilians from from 3-4 p.m. Aug. 30 at the AFRC in Bldg. 6248.

The seminar will include specific information about destination bases, finance and allowances, and household goods movement.

For more information or to register, call the AFRC at 333-3444.

Health Service Day

The Academy Civilian Personnel Office will host a Health Service Day for civilian employees from 9-10 a.m. Tuesday in the Civilian Personnel office conference room in Bldg. 5136. Healthcare insurance providers will be available to answer questions about their products and services.

For more information call civilian personnel at 333-4363.

Whitewater rafting

The Outdoor Recreation Center offers rafting trips to Browns Canyon, the Royal Gorge and Big Horn Sheep Canyon through August.

The trips depart from the Outdoor Recreation Center at 7 a.m. and return at 5 p.m.

Trips include transportation, a wet suit, personal flotation device, helmet, splash jacket and lunch.

Trips range from \$55-\$85 per p

erson. For more information visit the Academy Support website at <http://usafasupport.com/the-great-outdoors/outdoor-adventure>.

Transition assistance

The Airman and Family Readiness Center will host a Transition Assistance Program seminar from 7:30 to 4:30 p.m. Monday-Friday at the AFRC in Bldg. 6248.

The seminar is suggested for both military and civilians preparing for retirement or separating.

For more information or to register, call the AFRC at 333-3444.

Pharmacy hours

The Academy Community Center Pharmacy will no longer be open on Saturdays beginning Aug. 26.

The last Saturday the pharmacy will provide services will be August 25.

The pharmacy will continue with its regular hours Monday through Friday from 8:30 a.m. to 5:30 p.m.

Child support services

The El Paso County Child Support Services will now be at the Academy the last Thursday of every month from 1-3 p.m. at the Airman and Family Readiness Center.

They will help establish, modify and assist child support orders, establish paternity, assist with visitation issues, provide a connection to other community resources and assist family members of active duty members stationed at another base.

There is a one-time \$20 fee. To make an appointment call 719-457-6331.

Horsemanship classes

The Academy Equestrian Center offers horsemanship classes, which include a one-hour trail-riding lesson plus instruction in grooming, saddling and etiquette, for \$30 per lesson.

For information, contact the Equestrian Center at 333-4607.

Summer bowling leagues

The Academy Lanes Bowling Center's summer bowling leagues are now in session.

Available leagues include a parent and youth league Tuesdays at 7 p.m. for \$14 per team, three-person youth leagues Thursdays at 10 a.m. for \$7 per person and four-person adult mixed leagues Thursdays at 7 p.m. for \$10 per person.

Children may receive free bowling lessons during youth league play on Thursdays.

For more information, call Academy Lanes at 333-4709.

Sergeants Association Meeting

The Air Force Sergeants Association Falcon Chapter 1180 meets every third Thursday of the month at 3:30 p.m. in the Casual Lounge at the Falcon Club.

Pottery studio available

The Arts and Crafts center offers a pottery studio available for use

when a class is not in session.

The studio includes nine pottery wheels, glazes and five kilns. Clay is available for purchase.

For more information call 333-4579.

10th MDG Closure

The 10th Medical Group will close at 2:30 p.m. Sept. 10 for a commander's call.

Access to the on-call Primary Care Provider is available through the Patient Access Service at 524- Care (2273) Normal Operations will resume at 7:30 a.m. on Sept. 11.

Immunization awareness

August is National Immunizations Awareness Month. Although vaccines have been around for many years, people in the United States still die from vaccine-preventable diseases. Talk with your primary care manager to find out which immunizations you need and when to get them.

The 10th Medical Group will offer immunization information from 11 a.m. to 1 p.m. Aug. 17 and Aug. 24. Immunization personnel will be available to provide information on various vaccinations, answer questions, address concerns, and discuss the safety and efficacy of vaccines.

Got an IDEA?

The Innovative Development through Employee Awareness, or IDEA Program is designed reward individuals whose suggestions improve the efficiency, economy, and effectiveness of Air Force, Department of Defense, and government operations.

Anyone can submit an idea, but only Air Force military members,

civilian employees, cadets, Preparatory School candidates, and contract personnel who are paid from appropriated funds are eligible for cash awards.

Monetary awards can be as high as \$10,000 for each idea that results in validated tangible savings, and \$200 for ideas resulting in intangible benefits.

To submit an idea, go to https://ipds.randolph.af.mil/ipds/web/page_edi (CAC login required) or contact the IDEA office at 333-4332.

VA Stand Down Day

The local Veterans Administration office is requesting active-duty assistance for its VA Stand Down Day Oct. 18.

Volunteers are primarily needed to escort veterans around the stations on the day of the stand down. Volunteers are also needed to assist in prep work a few days leading up to the event, for set-up/tear-down, and also food and beverage serving on the day of the event.

To volunteer or for more information contact 1st Lt. James Franciere at 567-2162.

Women's Equality Day

A Women's Equality Day luncheon and panel discussion is at 11:30 a.m. Aug. 27 in the Falcon Club Ballroom. The theme for the event is "Celebrating Women's Right to Vote." Panel members are: Crisanta Duran, Colorado State Representative for District 5; "Cath" Perrone, President of the League of Women Voters of Colorado; and Rick Ridder, President and Co-founder of RBI Strategies.

Tickets for the luncheon are \$12 and can be purchased by calling 333-5060, or 333-8426. No tickets will be sold at the door.



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

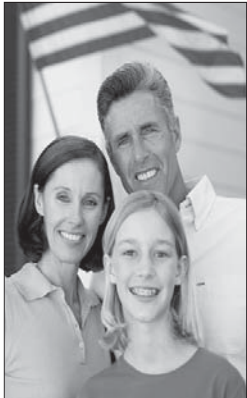
Mass: Saturdays, 4 p.m.; Sundays, 9 a.m.; Tuesdays-Fridays, 11:30 a.m.
Reconciliation: Saturdays, 3:30 p.m.
Formation Classes: For students in grades K-8. Sundays, 10:15-11:30 a.m.

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.

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CLUES ACROSS

1. Sustained dull pain
5. Hoover Dam Lake
9. An earnest appeal
10. Tree trunk used in sport
11. Close by
12. Indicated
13. Delaware
14. Makes in salary
16. Fringe-toed lizard

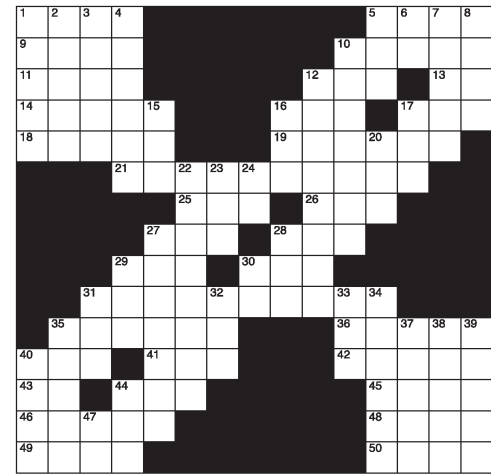
CLUES DOWN

1. Temporary cessation of breathing
2. Not cloudy
3. Listened
4. Acquired by effort
5. Chart of the Earth's surface
6. Eastbound
7. Yellow-fever mosquitos
8. Small amount of residue
10. With great caution, warily
12. One who copies behavior
15. One point E of due S
16. Fiddler crabs
17. A large cask

17. Two-year-old sheep
18. = to 198 liters in Egypt
19. Barnum & Bailey
21. Destruction
25. Shock treatment
26. A priest's linen vestment
27. Consumed
28. Etymology (abbr.)

29. Doctors' group
30. Tsetung or Zedong
31. Subroutines
35. Maintenance
36. Sacred shrine in Mecca
40. Mutual savings bank
41. The cry made by sheep
42. Fell back from

43. Farm state
44. British Isle in the Irish Sea
45. Georgian monetary unit
46. Turkish rulers
48. Utter sounds
49. Mains
50. Fashionable water resorts



31. Parts per billion (abbr.)
32. Environmental Protection Agency
33. Supplement with difficulty
34. Dark fur coat animals
35. Utilization
37. Unit = to 10 amperes
38. Stalin's police chief
39. Almost horizontal mine entrances
40. Missing soldiers
44. More (Spanish)
47. Express surprise

SUDOKU

4				3	9			
			8	5			1	
	1			4	8	2		
6			5					
3				8	2	7		
			9	1	7			
	9			1				
				7				
8		6			7			

Level: Advanced

Solution on page 12

Fun By The Numbers

Like puzzles?

Then you'll love sudoku. This mind-bending puzzle will have you hooked from the moment you square off, so sharpen your pencil and put your sudoku savvy to the test!

Here's How It Works:

Sudoku puzzles are formatted as a 9x9 grid, broken down into nine 3x3 boxes. To solve a sudoku, the numbers 1 through 9 must fill each row, column and box. Each number can appear only once in each row, column and box. You can figure out the order in which the numbers will appear by using the numeric clues already provided in the boxes. The more numbers you name, the easier it gets to solve the puzzle!

08-17-12

Peak Dining

BILLIARDS



Antique Billiard Museum
3628 Citadel Dr N Colorado Springs, CO 80909 / 719-597-9809 or
Diamond Billiards
3780 E Boulder St Colorado Springs, CO 80909 / 719-596-9516

Two great Billiard Rooms. Best equipment, pricing and pro shop. Over 68 playing pool tables including regulation, snooker billiards and diamond bar tables, 50 cents.

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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Rasta Pasta
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405 N. Tejon
rastapastacs.com

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IRISH



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Sunday Brunch served 12 pm-3 pm;
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www.jackquinnspub.com

CHINESE



Bamboo Court Restaurant
719-599-7383
4935 Centennial Blvd., Suite G

Mon-Fri Lunch: 11:00-3:00pm, Mon-Sat Dinner: 3:00-9:00pm, Sat Lunch: 12:00-3:00pm, Sun Dinner: 4:00-9:00pm Our single combination Dinner Specials come with any entree from the dinner entrees menu and soup of the day, fried or steamed rice, egg roll & crab ragoon. At Bamboo Court, our only goal is to make your expectations a reality!

STEAKHOUSE



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719-227-7333
31 N. Tejon Street
www.thefamoussteakhouse.net

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Best Steak 2011, Best Fine Dining 2011, Best Martini 2011, The Gazette.
[facebook.com/FamousSteakHouse](https://www.facebook.com/FamousSteakHouse)

DELI



Wooglin's Deli & Cafe
719-578-9443
823 N. Tejon Street

Mon. - Sat. 7am - 9pm, Closed Sun. A locally owned restaurant celebrating 24 years of award-winning sandwiches, soups, salads, burgers, and the best quiche in town. Full breakfast menu served with locally roasted coffees. Housebaked desserts, Bristol beers, and neighborhood art make Wooglin's an authentic and funky downtown getaway.

For advertising information
call Sara at 719-636-0130



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\$1

Prices Effective 8/17-8/21/12

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